



Retail and Small Business Committee Recommendations to the ReOpen DC Advisory Group Steering Committee



May 21, 2020

For more information, and to see the ReOpen DC Advisory Group Steering Committee's full recommendations, please visit <https://coronavirus.dc.gov/>.

REOPEN DC

SMALL BUSINESS AND RETAIL COMMITTEE REPORT

Table of Contents

Committee Mission and Focus	p.2
Overview and Status	p.4
Moving Toward our Values (Committee Summary)	p.4
Assessing Risk by Sector	p.9
Reopening Guidance and Preparation	p.16
Mitigation and Guidelines for Reopening	p.24
Compliance/Enforcement Recommendations	p.40
Preparation & Resources Needed for Reopening	p.41
Communication and Signage	p.47
Issues for Phases following Initial Reopening	p.50

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

Big Ideas	p.52
Resources and References	p.59

SMALL BUSINESS AND RETAIL

COMMITTEE MISSION & FOCUS

The closure of non-essential businesses to help mitigate the spread of the coronavirus in the District under the Stay-at-Home Order significantly affected retailers, entrepreneurs and other small business owners and employees. Over 7,000 of these businesses applied for \$38 million accessible through a microgrant program offered with local funds by the District. Many others applied for, and received, relief funding from the federal Paycheck Protection Program (PPP) in addition to other sources of relief with varying levels of success. Many small businesses were forced to lay off employees who are among the over 92,000 DC workers who applied for unemployment benefits as of May 7, 2020.

Due to the closures of non-essential businesses, DC residents have forgone their neighborhood establishments as well as the services that many of these businesses supply, including hair salons, barbers and stores that sell apparel, books, sporting goods, electronics, furniture and gifts. Both essential and non-essential businesses were forced to immediately pivot and transform or plan to transform the way they operate. Changes to operations include providing personal protective equipment (PPE) to their employees and implementing social distancing procedures, as well as expanding online shopping and delivery options for customers in an effort to compete with the national and regional retail chains that provide quick and easy delivery of both everyday needs and soft goods.

The Small Business and Retail Committee (SBRC) focused on five sectors: Shopping Malls/Centers/Districts; Retail (non-restaurant)*; Small Business/Professional Services; Small Business/Personal Services; and Automobile/Bicycle/Recreational Transportation Services. The committee developed recommendations to guide these businesses and to help determine how and when it is safe and practical for them to reopen as well as the use of a phased-in process. These recommendations were developed from local, national and global best practices gathered from interviews, publications, reports, guidance from the Centers for Disease Control and Prevention (CDC) and the Johns Hopkins Center for Health Security, focus groups and surveys.

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

COMMITTEE CHAIRS

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Committee Government Co-Chair: Kristi Whitfield

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** For the purposes of and throughout this report, RETAIL should be viewed as RETAIL (Non-Restaurant) unless otherwise specified.*

OVERVIEW & STATUS

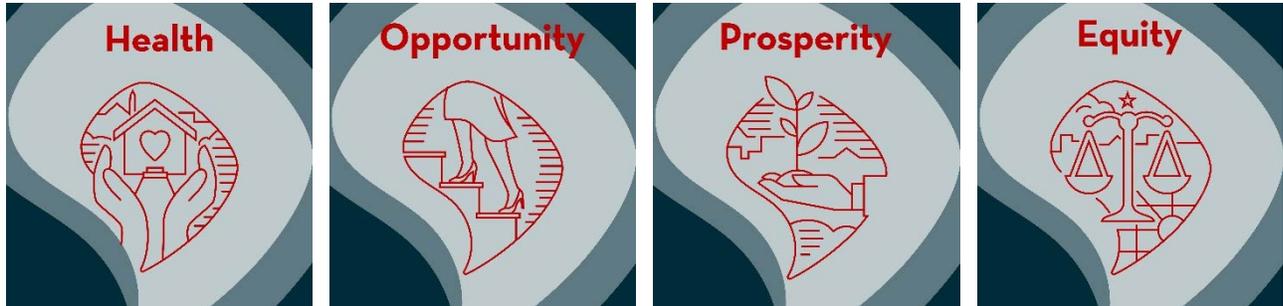
CURRENT STATUS

Small businesses and retail in the District, like many business sectors, face significant challenges during the coronavirus pandemic related to health and safety as well as economic and financial stability. Small businesses and retailers deemed essential during the Stay-at-Home Order, such as convenience stores, automobile and bicycle service and repair, gas stations, hardware stores, banks, and dry cleaners and laundromats, have been allowed to operate. Those that have chosen to operate are doing so at reduced capacity and have had to immediately pivot to implement new procedures and operations to ensure the health and safety of their employees and customers as well as procure PPE for onsite staff. Social distancing measures, the use of PPE by employees and more frequent cleaning and sanitization practices are being implemented by essential businesses in accordance with recommendations from the CDC, industry associations and other credible sources.

In the case of small businesses with multiple regional locations, such as banks, operations have been consolidated to a select number of stores to conserve resources, reduce risk for employees and respond to the reduction in foot traffic. Businesses with multiple functions have temporarily eliminated their non-essential service functionality. Many businesses with the ability to move some or all of their business online have done so, but with reduced profitability.

Personal service businesses deemed non-essential, such as nail salons, hair salons, tailors, and tattoo artists, have virtually no way to replace their business offerings with virtual options. Many non-essential businesses in this category have sought out financial support to cover ongoing operating costs incurred while they are closed and unable to generate revenue.

MOVING TOWARD OUR VALUES



COMMITTEE SUMMARY

The ideals of Health, Opportunity, Prosperity and Equity must be woven into all aspects of Washington, DC's recovery in order to build back from this pandemic stronger and more resilient than before. The committee looked at these issues from a variety of perspectives—including business owner, customer, and worker—to ensure that these principles were fully considered.

The process of developing reopening recommendations for small business and retail included establishing and addressing the following actions to uphold the District's values:

- Balancing improved health outcomes and business and customer safety with the need to reopen the economy;
- Establishing programs to support opportunities for job creation and business expansion;
- Providing financial and technical support needed by businesses to pivot and prosper and become more resilient to weather future challenges;
- Ensuring equitable access to information and resources for businesses of all sizes, industries, language and ownership — as well as their customers and workers, regardless of income, language, and physical abilities — so they are positioned to benefit from efforts to reopen the District in a meaningful and inclusive way.

The committee met and worked daily to discuss the challenges and opportunities associated with reopening small businesses and retailers across 30 industry sectors located in over 67 shopping districts, shopping venues and other commercial cluster areas citywide.

To develop recommendations addressing these critical values, as well as the unique conditions and needs of all types of businesses and shopping areas, the Small Business and Retail

Committee established subcommittees focused on five areas: Shopping Malls/Centers/Districts; Retail; Small Business/Professional Services; Small Business/Personal Services; and Automobile/Bicycle/Recreational Transportation Services. In turn, these subcommittees engaged over 100 stakeholders through listening sessions, interviews and conversations with individual industry representatives to benefit from their firsthand experience, which enabled the committee to identify real-world, timely and specific challenges and create viable recommendations and policies. Additionally, the committee reviewed examples and best practices from other jurisdictions to gain practical knowledge and understanding.

The committee also incorporated feedback from survey respondents, which included business owners, employees and customers, as well as insights from Ward 5 Councilmember Kenyan R. McDuffie, Chairperson of the DC Council Committee on Business and Economic Development, who participated in several committee discussions and shared real-time, direct feedback from DC residents, businesses and other constituent groups. The committee was also guided by DC's Chief Financial Officer Jeffrey DeWitt.

OPPORTUNITIES

While the impact of the pandemic has been felt across the globe, DC's entrepreneurial spirit is strong and resilient. Several opportunities were identified to optimize reopening in a way that improves health outcomes; creates jobs; provides business—regardless of size, type or location—necessary relief and support; enhances shopping districts' public space infrastructure; and increases all residents' access to neighborhood retail and small businesses.

These opportunities include

- Keeping our existing businesses open through technical assistance and providing both non-financial and financial resource assistance. The committee recommends a variety of strategies including guiding small business owners through the PPP application process and offering microgrant funding and tax incentives to help cover ongoing (fixed) expenses as well as the additional expense associated with implementation of new health and safety guidelines. Maintaining an existing business that has a track record of supporting the local economy helps to retain jobs, sustain the tax base, and stave off increasing vacancy rates and/or plummeting property values.
- Increasing worker access to health resources, including clear policies regarding PPE requirements, access to free or reduced-cost PPE, clear policies regarding employee temperature readings, including acceptable temperature range and procedures to follow if temperature is outside that range, paid sick leave guidelines, access to free COVID-19

testing, and access to free medical and mental health resources, helping all business owners keep their workforce and workplace healthy;

- Increasing business revenue, strengthening customer confidence, and enlivening neighborhoods by expanding the use of public space (sidewalks, curbside parking lanes, periodic closure of street blocks for outdoor retail sales) to enable safe curbside pick-up; showcase retail outdoors; provide adequate space for social distancing and wait lines; and activate retail corridors, creating a sense of safety and community;
- Increasing employment opportunities by creating Shopping District Ambassadors to distribute face coverings, hand sanitizers, maintain safety signage, answer questions, report compliance issues, and relay customer and business concerns to DC Government;
- Creating new business opportunities and increasing worker recruitment or training for in-demand COVID-related services (e.g., cleaning, delivery) and products (e.g., masks, hand sanitizers, cleaning supplies); and increasing technical assistance to build the capacity of DC's entrepreneurs, small businesses and makers to meet the demand;
- Augmenting safety amenities in public spaces including hand washing and sanitizing stations, trash receptacles (for discarded masks, gloves and takeout containers), and cleaning services;
- Making shopping districts and businesses accessible to all, including persons with limited English proficiency, and persons with disabilities by implementing communication strategies and signage in multiple languages and mediums; and removing extraneous sidewalk fixtures (e.g., old newspaper boxes) to increase sidewalk space, accessibility and clearance;
- Leveling the technical playing field for small and older legacy businesses by building their capacity to offer products/services via e-commerce platforms, appointment-scheduling apps, etc.; and
- Engage with unbanked and underbanked residents to assist in providing education and resources to engage with business who utilize cashless/contactless payment systems.

LESSONS LEARNED FROM THE STAY-AT-HOME ORDER

The Committee received feedback from essential businesses, which remained operational during the Stay-at-Home Order, as well as those that had to temporarily close or pivot to online or other remote sales strategies to sustain revenues in order to understand the lessons learned from the closure order. These lessons include

- Requiring face coverings in businesses and shopping districts and adding temperature readings for workers are critical steps in increasing the safety of workers and customers, as well as bolstering consumer confidence.
- Clear policy guidance is needed regarding how businesses should respond when a worker or customer tests positive for COVID-19, including the procedures for employee quarantine, communication, contact tracing, cleaning, and temporary closures, if needed.
- Businesses that can readily pivot to alternate revenue streams (e.g., those who have added or expanded their offerings through e-commerce, curbside pick-up, local delivery, or the addition of timely product lines including masks and hand sanitizers) have a better chance of sustaining the economic impact of brick-and-mortar store closures;
- The adjustment of business operations and resulting declining revenues may be necessary to accommodate daily implementation of safety precautions, (e.g., reduced operating hours to accommodate cleaning, eliminating product demos, and reducing customer interaction with workers and products);
- Coordinating procurement of PPE, signage, and COVID-19 testing, and providing business owners with access to these items at reduced or no cost would help create a more efficient and equitable reopening effort.

CHALLENGES

Running a small business while navigating the COVID-19 landscape is complicated. The many unknowns (opening dates, school closures, telework, wavering consumer confidence) make operating a business, planning for the future, and managing staff and inventory extremely difficult. The world is in flux. The rules of commerce are in flux. When viewed through the lens of equity, the path becomes even more difficult to navigate. COVID-19 is disproportionately devastating the African-American community. This same group of business owners struggles to access credit at a time when they need it most.

The committee received feedback about challenges experienced by essential businesses that have remained operational, businesses deemed non-essential and therefore had to close during the Stay-at-Home Order, and organizations that manage shopping districts and malls.

Common challenges have included:

- Deep disparity regarding need for access to capital for businesses owned by people of color;
- The challenges associated with covering fixed expenses (rent, mortgage, insurance, and tax) with significantly lower revenue will make it difficult for many businesses to remain operational, much less sustain previous staffing levels after reopening;
- Revenue generation will be throttled by the need to limit the number of patrons to ensure adequate social distancing, and will be further diminished by a lack of customer confidence to safely shop;
- Burdensome cost and competition to acquire the PPE, cleaning supplies and other items needed to comply with new safety requirements will be a barrier to reopening for some businesses (e.g., face masks, touchless thermometers, hand sanitizers, gloves, cleaning supplies, signs and sidewalk markings);
- Disparity for businesses (which are very small, have limited financial bandwidth, or were deemed non-essential) to readily pivot their business models, equipment, inventory and staffing to meet in-demand products/services; add e-commerce and delivery services; source cleaning supplies and PPE in smaller quantities at affordable prices; and continue to operate given duration and economic impact of COVID-19 closures;
- Difficulty accessing financial assistance programs offered by federal and DC governments including PPP and DC's microgrant program;

- Businesses located in commercial areas that are not managed by an organization may not receive the same information, amenities, and resources afforded to those that have a coordinating entity to support them (e.g., a BID, DC Main Street or shopping center);
- Mobility for persons with disabilities may be impeded by modifications to sidewalks, egresses, or business interiors to accommodate social distancing and other requirements;
- Messaging, guidance, and signage on safety recommendations may not be consistent or accessible to all persons regardless of language and ability without a centralized communications source;
- Difficulty integrating unbanked and underbanked residents and businesses with cashless/contactless payment systems.

ASSESSING RISK BY SECTOR

The Small Business and Retail Committee divided the small business sector into five subcommittees and attempted to identify as many businesses as possible that fall into those groups. The groups are: Shopping Malls/Centers/Districts; Retail; Small Business/Professional Services; Small Business/Personal Services; and Automobile/Bicycle/Recreational Transportation Services. The matrices below (Figures 1 through 5) provide a risk assessment for each group within the Small Business and Retail sector by examining contact intensity¹, number of contacts², and the degree to which these businesses can modify their operations to conform to new public health guidance.

Shopping Malls/Centers/Districts

Figure 1a. Risk Matrix

Sector	Type	Contact Intensity	No. of Contacts	Modification Potential
Shopping Malls/ Centers/Districts	Enclosed Mall	Medium	Medium/High	Medium
Shopping Malls/	Enclosed Mall w/Transit	Medium	Medium/High	Medium

¹ John Hopkins University defines contact intensity as a function of contact type (ranging from close to distant) and duration (ranging from brief to prolonged). Example: Low contact intensity activities are interactions that are brief and fairly distant.

² John Hopkins University defines the number of contacts as the approximate number of people in the setting at the same time, on average. A higher number of contacts is presumed to be riskier.

Centers/Districts				
Shopping Malls/ Centers/Districts	Open Mall	Medium	Medium	Medium
Shopping Malls/ Centers/Districts	Business Improvement District (BID)	Medium	Medium	Medium
Shopping Malls/ Centers/Districts	DC Main Street (DCMS)	Medium	Medium	Medium
Shopping Malls/ Centers/Districts	Other Neighborhood/Commercial Area	Medium	Medium	Medium

Shopping Malls/Centers/Districts: Most of DC’s 90 shopping districts have a number of businesses that remain open during DC’s Stay-at-Home Order, including those deemed essential, as well as restaurants offering pick-up and delivery. Generally, however, most businesses in these shopping districts are closed. Similarly, DC’s 13 shopping venues that house some essential businesses have remained open but are operating with fewer employees and reduced hours. Several of DC’s shopping districts maintained by management organizations (11 Business Improvement Districts, 24 DC Main Streets, and 10 Neighborhood Commercial Areas) continue to provide essential corridor cleaning and other services as a matter of public health and safety.

As part of the risk assessment analysis for the shopping malls/centers/districts sector, the varied nature of these venues was taken into account. An outdoor commercial district, for example, has differing sidewalk widths, varying the ability of pedestrians to socially distance. The medium assessments shown in Figure 1a reflect that shopping malls, centers and districts all have varied landscapes that create different levels of risks within them. Research for this sector was obtained through the sources listed below as well as through the DC BID Council, DC Main Streets, and DC Clean Teams, as well as their national organizations, the International Downtown Association, the National Main Street Center and the International Council of Shopping Centers.

Retail

Figure 1b. Risk Matrix

Sector	Type	Contact Intensity	No. of Contacts	Modification Potential
Retail	National/International stores	Medium	Medium	Medium

Retail	Local/Non-restaurant stores	Medium	Medium	Medium
Retail	Hardware stores (building material, garden supplies and equipment)	Medium	Medium	Medium
Retail	Pharmacies	Medium	Medium	Medium
Retail	Banks/ATMs/Pawn Shops	Medium	Medium	Medium
Retail	Electronics and Appliances	Medium	Medium	Medium
Retail	Furniture and Home furnishings	Low	Medium	Medium
Retail	Gift shops	Low	Medium	Medium
Retail	Groceries/Liquor/Wine/Cigar stores	Medium/High	Medium/High	Medium
Retail	Book/music stores	Low	Medium	Medium
Retail	Secondhand stores	High/Medium	Medium	Medium

Retail: Retailers across all sectors have improvised under the Stay-at-Home Order with the addition of virtual personal shoppers, curbside pickup, and free local delivery. Essential retailers—those providing daily necessities for health, food, transportation, communications, and business operations— have had to quickly adapt, developing their own guidelines for social distancing, health, and safety, not to mention accessibility of goods – whether through delivery, curbside pickup or in-store (while limiting capacity). Non-essential retailers have had to establish new revenue streams and/or rely on existing shopping infrastructure for online shopping they’d developed prior to the pandemic, with websites and social selling becoming main channels for revenue generation.

All small business retailers are looking for guidance on how to reopen and operate safely, including implementing the use of PPE for employees and guidelines for customers, disinfecting and sanitizing shop space, and limiting the number of customers in stores. Risk assessments for this sector were based on the number of contacts and contact intensity. In most traditional retail environments, contacts can be controlled more easily than in personal care businesses. Information sources for this sector consisted of owners and operators of local, regional, and national retail stores including clothing retailers, pharmacies, gift shops, book stores, banks, grocers, hardware stores and other District retailers. Additionally, resource materials listed in this document were utilized to make these assessments such as guidance from the Retail Leader Industry Association and the National Retail Federation (NRF), Building

Owners and Managers Association International (BOMA), and the International Council of Shopping Centers (ICSC).

Small Business/Professional Services

Figure 1c. Risk Matrix

Sector	Type	Contact Intensity	No. of Contacts	Modification Potential
Small Business/ Professional Services	Convenience Stores (e.g., 7/11, corner stores, ethnic grocery stores)	High	High	Medium
Small Business/ Professional Services	Non-Healthcare Professional Services	Low	Medium	Medium
Small Business/ Professional Services	Florists/Nurseries	Medium	Medium	Low
Small Business/ Professional Services	Mail/Copy Centers	High	High	Medium
Small Business/ Professional Services	Government Contracting (service and support)	High	High	High
Small Business/ Professional Services	Government Contracting (BPO)	High	High	Medium
Small Business/ Professional Services	Government Contracting (Onsite)	High	Medium	High
Small Business/ Professional Services	Home Support Vendors	High	Medium	High
Small Business/ Professional Services	Office Support Vendors	High	Medium	High
Small Business/ Professional Services	Private IT, Tech, Startup and Operating Businesses	Low	Medium	Medium
Small Business/ Professional Services	Firms in co-working space	High	High	Medium
Small Business/ Professional Services	Small Entrepreneur Training Orgs (music, tutoring, continuing	High	Medium	Medium

	education, dance studios)			
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Small Business/Professional Services: The businesses within the purview of this group are not franchise businesses. The sector of Small Business/Professional Services is broad and diverse, encompassing many types of businesses with varying levels of contact intensity. These businesses typically hire individuals from diverse backgrounds and have a higher percentage of DC residents as employees than franchises or other businesses. Some businesses in this sector are currently essential, such as convenience stores and mail and copy centers. Other businesses are closed with very limited opportunities for commerce such as fitness studios, which are based on in-person customer experiences. A portion of Small Business/Professional Services have effectively moved online, such as private IT and government contractors, while others, such as company vendors, continue to face risk and potential liability as they navigate health and safety guidelines as visitors onsite to businesses. Like many sectors, public-facing businesses face the most challenges and risks and the added responsibility of procuring PPE and establishing procedures and policies for public-facing employees. For that reason, the risk assessment was higher for businesses with greater contact intensity. In addition to federal and national industry guidance for safe operations, risk assessments for this sector were created through interviews with business owners, guidance from small business-related associations and entities and local chambers of commerce. It should be noted that recommendations and strategies for the Small Business/Professional Services section are expected to change upon review of the equity report. We expect that the equity report will indicate that additional support for certain businesses, particularly Black- and Hispanic-owned, will require additional support not outlined in this document.

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Small Business/Personal Services

Figure 1d. Risk Matrix

Sector	Type	Contact Intensity	No. of Contacts	Modification Potential
Small Business/ Personal Services	Cosmetology Services (barber, beauty and manicure operations)	High	High/Low	Medium

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Small Business/ Personal Services	Esthetician services (waxing and skin treatments)	High	High/Low	Medium
Small Business/ Personal Services	Dry Cleaners, Tailors/Seamstress Services	Medium	Medium	Low
Small Business/ Personal Services	Laundromat Operations	Medium/High	High	Medium
Small Business/ Personal Services	Tattoos, Piercings and Body Modifications	High	Medium	Medium
Small Business/ Personal Services	Massage Services	High	High/Low	Medium
Small Business/ Personal Services	Non-traditional spa services (salt tanks, guided meditation)	High	Medium	Medium
Small Business/ Personal Services	Couriers and Messengers	Low	Low/Medium	Low
Small Business/ Personal Services	Shoe and Luggage Repair	Low	Low	Low

Small Business/Personal Services: The sector of Small Business/Personal Services includes both high- and low-risk businesses. Non-essential businesses such as cosmetology, esthetician services and personal care, which require human contact as part of their service, are currently not in operation and face great challenges upon the prospect of opening under social distancing requirements. These businesses, therefore, were designated as high-risk and have very high contact intensity. The other sector of Small Business/Personal Services is low-risk and includes dry cleaners, shoe repair, laundromats and couriers. These are currently designated essential services and many are operating at a reduced level, having implemented social distancing, touchless transactions, PPE usage and sanitizing procedures to ensure health and safety. But many of these businesses have had to weigh the cost-effectiveness and economics of remaining open during the Stay-at-Home Order and the related health and safety risks. Risk assessments for this sector included contact intensity and customer volume. Research and information to determine risk was obtained through national and federal health and safety sources as well as the cosmetology and hospitality boards, local hair and nail salons, and local laundromats and dry cleaners.

Automobile/Bicycle/Recreational Transportation Services

Figure 1e. Risk Matrix

Sector	Type	Contact Intensity	# of Contacts	Modification Potential
Automobile/Bicycle/Recreational Transportation Services	Car Dealerships (new)	Low	Low	Low
Automobile/Bicycle/Recreational Transportation Services	Car Dealerships (used)	Low	Low	Low
Automobile/Bicycle/Recreational Transportation Services	Car Rental Facilities	Low	Low	Low
Automobile/Bicycle/Recreational Transportation Services	Auto Repair Shops	Low	Low	Low
Automobile/Bicycle/Recreational Transportation Services	Auto Parts Stores	Medium/High	Medium/High	Low
Automobile/Bicycle/Recreational	Tire Shops	Medium/High	Medium/High	Low

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Transportation Services				
Automobile/Bicycle/ Recreational Transportation Services	Gas Stations	Low	Low	Low
Automobile/Bicycle/ Recreational Transportation Services	Car Washes	Low	Low	Low
Automobile/Bicycle/ Recreational Transportation Services	Bicycle Stores	Low	Low	Low
Automobile/Bicycle/ Recreational Transportation Services	Bicycle Rentals	Low	Low	Low
Automobile/Bicycle/ Recreational Transportation Services	Bicycle Repair Shops	Low	Low	Low
Automobile/Bicycle/ Recreational Transportation Services	Personal Water Recreation Rental	Medium/High	Medium/High	Low
Automobile/Bicycle/ Recreational Transportation Services	Chartered Boat and Yacht Rentals	Medium/High	Medium/High	Low
Automobile/Bicycle/ Recreational Transportation Services	Mobile Transportation Tour Companies	Low	Low	Low
Automobile/Bicycle/ Recreational Transportation Services	Organized Bus Tour Companies	Medium/High	Medium/High	Low
Automobile/Bicycle/ Recreational Transportation Services	Golf Courses	Medium/High	Medium/High	Low
Automobile/Bicycle/ Recreational Transportation Services	Indoor Golf Businesses	Medium/High	Medium/High	Low

Automobile/Bicycle/Recreational Transportation Services: The Automobile/Bicycle/ Recreational Transportation Services sector is largely deemed essential and therefore, businesses in this category remain open and public-facing, but with significant modifications to implement health and safety measures such as social distancing, use of PPE by staff and sanitizing surfaces, and implementing touchless transactions where possible. Businesses in this sector are experiencing a significant reduction in transactions, foot traffic and profits despite being open and many face challenges related to the ability to continue to support staff while capacity is reduced. Questions remain about how to procure additional hand sanitizer and PPE for customers, enforcing or requesting PPE to be utilized by customers and other uncertainties. Risk assessments in this area were based on contact intensity as well as the number of customers. Information was based on federal and national guidance cited in this report as well as information from local automobile dealerships, auto repair shops, showrooms, bike repair shops, gas stations and the Washington Area Bicyclist Association.

REOPENING GUIDANCE AND PREPARATION

Similar to the preceding section, the Prioritization and Phasing of Sectors is organized into five sectors: Shopping Malls/BIDs/Main Streets, Retail, Small Business/Professional Services, Small Business/Personal Services, and Automobile/Bicycle/Recreational Transportation Services.

Prior to any opening, certain universal provisions must be in place for all small business sectors to meet CDC and city guidelines to ensure the safety and health of employees and customers and the ability to conduct day-to-day business. This section on Reopening Guidance and Preparations outlines those provisions established by the committee.

Preparation time for each new phase of reopening will be extremely important for business owners, who will need to become familiar with the new guidelines, procure necessary equipment, communicate information to their employees and customers, and accommodate social distancing and other protocols. Ongoing review by an interdisciplinary team of what is working and what needs adjustment is recommended and should include neighborhood or place-management operations, agencies and private sector insight.

Efforts to support reopening shopping districts and venues should consider accessibility and equitable access for all customers, businesses and employees regardless of size, capitalization, capacities, demographics, language, or location.

There is a complex relationship between reopening recommendations for this industry and others such as transportation, childcare and health. Coordination and collaboration between industries will be key in successfully reopening any business.

PRIORITIZATION AND PHASING OF SECTORS

SHOPPING MALLS/CENTERS/DISTRICTS

Figure 2a. Proposed Prioritization and Phasing

Initial Round	Second Round	Third Round
<p>Shopping Malls/Centers/Districts open with these measures:</p> <ul style="list-style-type: none"> ● Frequent sanitization of mall areas ● Limited access so security can ensure proper PPE being worn ● Clear signage ● Frequent cleaning of high-touch surfaces and restrooms ● Protective shields for areas requiring face-to-face interaction ● Hand sanitizer available at all entrances/exits as well as at cashiers ● Limiting number of customers based on square footage and CDC guidelines 	<p>Shopping Malls/Centers/Districts</p> <p><i>(Second Phase criteria for Shopping Malls/BIDs/DC Main Streets should be driven by the criteria established for the business operating within those shopping areas.)</i></p>	<p>Shopping Malls/Centers/Districts</p> <p><i>(Third Phase criteria for Shopping Malls/BIDs/DC Main Streets should be driven by the criteria established for the business operating within those shopping areas.)</i></p>

<ul style="list-style-type: none"> • Contactless payments • DC Main Streets remain open with limited staff and continue to service their areas • BIDs, DC Main Streets and 11 other commercial areas maintain their Clean Teams for neighborhood cleanliness • BIDs continue sanitization of public spaces • BIDs disseminate guidelines to businesses and customers 		
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Shopping Malls/Centers/Districts: The preceding analysis focused on the common spaces that connect people to commercial districts and shopping venues, such as sidewalks, parks, mall corridors, food courts, alleys, etc., which are located in 11 Business Improvement Districts (BIDs), 24 DC Main Streets (DCMS), 13 indoor and outdoor shopping venues, and over 40 other Neighborhood Commercial Areas that have clusters of three or more businesses that may not have an organization coordinating and managing the commercial corridor (such as Bellevue, Brookland, Palisades, and Penn Branch).

The social and economic impacts of opening these venues are inextricably linked to the number of people visiting the venue, their belief they are safe, and their confidence in their economic situation. A robust office market, vital economy, and a fully functioning multimodal transportation system are critical to the success of small business but cannot be assumed during the early stages of reopening the District.

RETAIL

Figure 2b. Proposed Prioritization and Phasing

Initial Round	Second Round	Third Round
<p>National/International/Local Furniture and home furnishings, Second Hand Stores, Gift shops, Book/Music stores (non-essential)</p> <ul style="list-style-type: none"> • Implement PPE and distancing policies • Allow curbside pickup. • Encourage online shopping. • Communicate reopening mitigation 	<p>National/International/Local Furniture and home furnishings, Second Hand Stores, Gift shops, Book/Music stores (non-essential)</p> <ul style="list-style-type: none"> • Allow businesses to reopen – limit to 25%-50% of capacity with PPE and distancing policies in place. • Allow curbside pickup. 	<p>National/International/Local Furniture and home furnishings, Second Hand Stores, Gift shops, Book/Music stores (non-essential)</p> <ul style="list-style-type: none"> • Allow businesses to continue operating – limit capacity to 50%-75% capacity with PPE and distancing policies in place. • Allow curbside pickup. • Continue to follow reopening mitigation guidelines.

<p>guidelines for Phase 2 (Give businesses time to prepare).</p> <p>Pharmacies, Hardware stores/building material/garden supplies and equipment, Banks/ATMs/Pawn Shops, Electronics and Appliances, Groceries/Liquor/Wine/Cigar stores (essential)</p> <ul style="list-style-type: none"> • Implement PPE and distancing policies. • Allow curbside pickup. • Allow stores to continue operating – limit to 50% of capacity • Implement and follow reopening mitigation guidelines. 	<ul style="list-style-type: none"> • Encourage online shopping. • Implement and follow reopening mitigation guidelines. <p>Pharmacies, Hardware stores/building material/garden supplies and equipment, Banks/ATMs/Pawn Shops, Electronics and Appliances, Groceries/Liquor/Wine/Cigar stores (essential)</p> <ul style="list-style-type: none"> • Allow businesses to continue operating – limit to 75% capacity with PPE and distancing policies in place. • Allow curbside pickup. • Encourage online shopping. • Continue to follow reopening mitigation guidelines 	<p>Pharmacies, Hardware stores/building material/garden supplies and equipment, Banks/ATMs/Pawn Shops, Electronics and Appliances, Groceries/Liquor/Wine/Cigar stores (essential)</p> <ul style="list-style-type: none"> • Allow businesses to continue operating – limit to 75% capacity with PPE and distancing policies in place. • Allow curbside pickup. • Encourage online shopping. • Continue to follow reopening mitigation guidelines.
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Retail: Most businesses within the retail sector present low or medium risk. The retail sub-committee strongly recommends allowing these businesses (especially those designated as non-essential) to provide curbside pickup immediately, with subsequent rounds allowing these businesses to open and operate at increasing levels of capacity.

SMALL BUSINESS: PROFESSIONAL SERVICES

Figure 2c. Proposed Prioritization and Phasing

Initial Round	Second Round	Third Round
<p>Convenience Stores</p> <ul style="list-style-type: none"> ⊘ Sanitization of all surface areas ⊘ Limited access points so customers can be seen coming and going ⊘ Proper PPE: masks and gloves for employees and customers ⊘ Proper signage in place ⊘ Staff will frequently clean high-touch surfaces and restrooms ⊘ Proper protection shields in place at customer service interaction stations ⊘ Ample cleaning supplies ⊘ Hand sanitizer available at all entrances/exits ⊘ Employees/security in place to ensure social distancing meets CDC guidelines <p>Home/Office Support Vendors</p> <ul style="list-style-type: none"> ● Only enter premises with confirmation the office has been sanitized ● Wear proper PPE ● Limit contact and exposure within home/office ● Consider contactless and/or remote service offerings, if possible 	<p>Florists</p> <ul style="list-style-type: none"> ● Sanitization of all surface areas ● Limited access points so customers can be seen coming and going ● Proper PPE for employees and customers ● Proper signage ● Staff will frequently clean high-touch surfaces and restrooms ● Proper protection shields in place at customer service interaction stations ● Ample cleaning supplies ● Hand sanitizer available at all entrances/exits ● Employees/security in place to ensure social distancing meets CDC guidelines ● Hand sanitizer at cashier locations <p>Mail/Copy Centers</p> <ul style="list-style-type: none"> ● Frequent sanitization and cleaning of all surface areas, including restrooms and waiting rooms ● Limited access points so customers can be seen coming and going ● Proper PPE for employees and customers ● Proper signage ● Protection shields in place at customer service interaction stations ● Ample cleaning supplies ● Ensure social distancing meets CDC guidelines. ● Hand sanitizer at cashier locations and entrance/exit 	<p>Govt/IT Contractors</p> <ul style="list-style-type: none"> ● If possible, government and IT contractors should continue to telecommute or limit trips into the office ● Essential employees maintain a minimum six-foot distance from one another ● Frequent sanitization of all surface areas ● Masks should be worn while in a cohabited space ● Meetings limited in frequency and attendees ● Staggered seating with six-foot distance between attendees ● Ample, proper signage ● Frequent cleaning of high touch surfaces and restrooms ● Ample cleaning supplies ● Hand sanitizer at all entrances/exits <p>Housekeeping Services</p> <ul style="list-style-type: none"> ● Proper following of CDC guidelines is critical ● Some discretion on the employer as to whether employees can operate in a safe manner with no medical impact to the customer for fear of contamination ● PPE is mandatory ● Frequent sanitization precautions in place

	<p>Professional Services (Consultants/Title Companies/Real Estate/Legal Services/some nonprofits/ office workers</p> <ul style="list-style-type: none"> ● Essential employees maintain minimum 6’ distance from one another ● Meetings limited in frequency and attendees ● Staggered seating with six-foot distance between attendees and in waiting rooms ● Ample, proper signage ● Frequent cleaning of high touch surfaces and restrooms ● Ample cleaning supplies ● Hand sanitizer at all entrances/exits ● If a legal exchange requires the customer to be onsite, customer will wear a mask and sit a minimum of six feet from other participants 	<p>Firms in co-working space</p> <ul style="list-style-type: none"> ● Sanitization of all surface areas ● Limited access points so customers can be seen coming and going ● Proper PPE for employees and customers ● Proper signage ● Staff will frequently clean high touch surfaces and restrooms ● Training for contract review based on COVID-19 impact <p>Resources should be provided for employee test access</p>
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Small Business: Professional Services: In this varied sector, implementing CDC guidelines and PPE, limiting customer interactions and minimizing employee interaction and onsite presence is recommended across the board. Many requirements will need to be adjusted on a case-by-case basis by employers due to feasibility.

Many businesses that are categorized in the Small Business/Professional Services sector have been particularly challenged during COVID-19 given that they are generally small businesses in terms of employees, with high-contact person-to-person environments. Some businesses in this segment have been classified as essential (e.g., convenience stores) and have been able to maintain operations, while others have not (e.g., florists). Within those groupings, even some that have not been considered non-essential are able to continue operations (government contractors) because they have a workforce that can easily work remotely and has low contact with clients/customers. The individual models among the Small Business/ Professional Services sector are diverse and will have a vast array of needs as the District reopens.

SMALL BUSINESS: PERSONAL SERVICES

Figure 2d. Proposed Prioritization and Phasing

Initial Round	Second Round	Third Round
<p>Small Business: Personal Services</p> <p>Barbershops/Hairdressers</p> <ul style="list-style-type: none"> ● Rearrange stations to ensure a six-foot minimum space between customers ● PPE/masks/gloves ● Limit number of customers in the shop to 10 per 500 square feet ● Restroom sanitization on a frequent schedule ● Ample signage (see sign recommendations in communications section) ● Pay including via mobile apps. No cash, if possible <p>Nail/Wax Salons/Spas</p> <ul style="list-style-type: none"> ● Rearrange stations to ensure a six-foot minimum space between customers ● PPE/masks/gloves ● Implement flexible worksites, if possible, or flexible schedules ● Install clear partitions at customer interaction sites ● Restroom sanitization on a frequent schedule ● Ample signage (see sign recommendations in communications section) ● Allow multiple means to pay including via mobile apps ● 	<p>Small Business: Personal Services</p> <p>Health and Personal Care</p> <ul style="list-style-type: none"> ● Implement flexible worksites, if possible, or flexible schedules ● Increase physical space between employees and customers ● Install clear partitions at customer interaction sites such as check-in/out ● Supplies available to ensure restroom sanitization on a frequent schedule ● Ample signage (see sign recommendations in communications section) ● Allow multiple means to pay including via mobile apps 	

<p>Dry Cleaners/Laundromat</p> <ul style="list-style-type: none"> • Dry cleaners conduct business at curbside but, if necessary, allow only one customer at a time into the establishment due to space constrictions. • Safety partitions installed at customer interaction sites • Restroom sanitization on a frequent schedule • Ample signage (see sign recommendations in communications section) • Allow multiple means to pay including via mobile apps <p>Couriers and Messengers</p> <ul style="list-style-type: none"> • Avoid customer interaction. • Notify customers of delivery/pickup changes • Do not share handheld devices; only delivery person to enter information 		
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Small Businesses: Personal Services: This sector by its very nature requires person-to-person interactions and presents high-contact environments. Rigorous and frequent cleaning of equipment, machines and restrooms will be necessary as well as customer capacity limitations.

AUTOMOBILE/BICYCLE/RECREATIONAL TRANSPORTATION SERVICES

Figure 2e. Proposed Prioritization and Phasing

Initial Round	Second Round	Third Round
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<p>Automobile/Bicycle/Recreational Services</p> <p>Car Dealerships and Car Rental</p> <ul style="list-style-type: none"> • Implement an appointment-only model • Restrict the number of customers allowed in the store/showroom based on CDC recommendation • Offer “touchless test drives” where customers ride by themselves and not with a salesperson • Implement home delivery and pick-up for test drives • Post clear signage throughout location indicating social distancing requirement • Sanitize vehicles between test drives and before final delivery of cars • Make complimentary sanitizer available to customers <p>Auto Repair and Parts Shops</p> <ul style="list-style-type: none"> • Implement an appointment-only process (no walk-ins) • Walk-ins on emergency basis only • Post clear signage throughout location indicating social distancing requirement • Make complimentary sanitizer available to customers • Allow customers to remain in their vehicle during certain services (oil change, fluid refills, wiper replacement, etc.) • Consider doing temperature checks at entrance <p>Tire Shops</p> <ul style="list-style-type: none"> • Implement mostly appointment- 	<p>Automobile/Bicycle/Recreational Services</p> <p>Car Washes</p> <ul style="list-style-type: none"> • Encourage customers to remain in vehicles at all times • Promote contactless payments • Make complimentary sanitizer available to customers. <p>Bike Store</p> <ul style="list-style-type: none"> • Encourage online orders • Touchless transactions • Bike delivery after online purchase • Bikes must be cleaned and sanitized between use for test • Encourage cashless transactions <p>Bike Rental</p> <ul style="list-style-type: none"> • Encourage touchless transactions • Encourage shift to mostly online order model • Allow for longer rental intervals; weeks and months vs. days decreases touches between employees and customers • Restrict or prohibit walk-in hours; requirement appointments • Require contact tracing if former customer is positive for COVID-19 • Check customers’ temperatures at the door • Sanitize bike before and after each rental • Encourage cashless transactions <p>Mobile Transportation Tour Companies (Segway rentals, bike tours, scooter tours, etc.)</p> <ul style="list-style-type: none"> • Consider practicing safe distancing and limiting in-person 	<p>Automobile/Bicycle/Recreational Services</p> <p>Personal Water Recreation Rentals</p> <ul style="list-style-type: none"> • Limit the number of customers until there is a vaccine • Move to appointment-only model • Enforce safe distancing • Kayaks, life vests, and paddles will be thoroughly cleaned and sanitized in between each use with an ammonia-based cleaner. • Boats will be cleaned and sanitized between each use as well. • Customers will be asked to wear masks to rent a boat but the company is uncertain if they are “allowed” to provide a boat to someone that does not have a mask or refuses to wear one. <p>Chartered Boat and Yacht Rentals</p> <ul style="list-style-type: none"> • Restrict customers to only ambulatory ones. • Limited occupancy until a cure or vaccine is found. • No large party gathering permitted until clearance given. • Require all employees and customers to wear masks. • Cashless and ticketless reservations online. <p>Organized Bus Tours</p> <ul style="list-style-type: none"> • Practicing safe distancing and limiting in-person interaction in confined spaces. • Limit the number of customers who may be on one tour bus at a time. • Consider requiring customers to wear masks and providing hand
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<p>based service</p> <ul style="list-style-type: none"> • Conduct customer counts at the door and have an employee prepared to hold the line if necessary • Encourage curbside pick-up options where appropriate to reduce the number of people in the stores. • Consider allowing customers to remain in vehicle during service (when appropriate) <p>Gas Stations</p> <ul style="list-style-type: none"> • Consider full-service only • Make complimentary sanitizer available to customers <p>Bike Repair</p> <ul style="list-style-type: none"> • Disinfect all bikes before servicing • Use lock box for customers' keys • All repairs are either done via touchless drop-offs by appointment or customers' bike will be locked outside for an employee to repair it with the next store opening • All reservation forms filled out online • Piloting a bike delivery service once repair is complete • Contactless terminal for payment 	<p>interaction in confined spaces</p> <ul style="list-style-type: none"> • May need to consider requiring customers to wear masks and providing hand sanitizer • Will need to clean and sanitize equipment between each use <p>Outdoor Golf Courses</p> <ul style="list-style-type: none"> • Remove all customer seating areas. • Require all booking of tee time and sales to be conducted online, • Require patrons to bring their own equipment including balls • Creating traffic flow markers to ensure that people move through the facility in an intentional fashion. • Cancel all lessons and social activities until further notice. <p>Indoor Golf Businesses</p> <ul style="list-style-type: none"> • Ensure bookings are done online • Limit total number of customers who can be in the space at one time in accordance to CDC recommendation • Consider requiring customers to wear masks, offer hand sanitizer, and employ appropriate cleaning/sanitizing procedures 	<p>sanitizer.</p>
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Automobile/Bicycle/Recreational Transportation Services: Automobile, Bicycle and Recreational Transportation Services, for the most part, were classified as essential services and have remained operational, with the required inclusion of social distancing protocols. As the automobile and bicycle industries move into the next phase of accommodating more staff and additional customers, it will be imperative for them to take precautions with their staff and communicate necessary precautions to their customers as well as increase sanitizing and other new safety protocols.

MITIGATION AND GUIDELINES FOR REOPENING

The committee’s recommended mitigation actions below are to serve as recommendations—with some mandates—for supporting reopening as businesses gradually reopen to the public and employees begin to transition back to working onsite. The success of these actions will require individual and collective responsibilities with regard to implementation and compliance. Every business will have varying levels of engagement with the public and, as such, some mitigation activities below are customized to that business’s needs.

Many of the guidelines below are universal, such as staying home when you are sick and wearing masks when in stores and are recommended to be embraced by all parties for the foreseeable future.

SHOPPING MALLS/CENTERS/DISTRICTS

Figure 3a. Proposed Round 1 Mitigation and Guidelines for Shopping Malls/Centers/Districts

Business Type	Employees	Customers	Interior Space	Operating Changes
Enclosed Malls/Outdoor Shopping Centers	<ul style="list-style-type: none"> • Masks required 	<ul style="list-style-type: none"> • Masks required 	<ul style="list-style-type: none"> * Outside curbside pickup only * Limit number of people 	<ul style="list-style-type: none"> • No product samples • Increased cleaning during open by reduced store hours • Make sanitizer available • Limit number of people in elevators through signage • Prioritize for persons with disabilities • Permit designated area on sidewalk in front of retail for pickup of food and other goods • Allow merchandise to be displayed on sidewalk directly in front of retailer Require 10-foot minimum width for pedestrians • Designate outdoor queuing area on sidewalk with six-foot spacing. Businesses may choose to use a company such as OpenTable to manage queue

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to the Steering Committee for its recommendations to the Mayor*

<p>Districts</p>	<ul style="list-style-type: none"> • Masks required 	<ul style="list-style-type: none"> • Masks required 	<p>[Commercial Areas]</p> <ul style="list-style-type: none"> • Post signage at the entry door or storefront window to recommend six-foot spacing between customers and to wear face masks to enter the business • Spread out public seating in parks and in shopping venues to allow minimum six-foot spacing • Make guidance available on website, communication planning 	<ul style="list-style-type: none"> • Permit designated area on sidewalk in front of retail for pickup of food and other goods • Allow merchandise to be displayed on sidewalk directly in front of retailer Require 10-foot minimum width for pedestrians • Designate outdoor queuing area on sidewalk with six-foot spacing. Businesses may choose to use a company such as OpenTable to manage queue • Post signage on streets and sidewalks to recommend six-foot spacing between people • Expand number of handwashing stations and portable toilets throughout the city. Increase frequency of cleaning • Daily disinfecting of frequently touched street and shopping venue assets: trash cans, bike racks, and benches • Waive permit fees for restaurant cafes and retail sidewalk displays for 2 years • Simplify ANC and Public Space Committee processes • Citywide distribution of free cloth face coverings with COVID-19 information to all DC residents through mail and social services • Require 20-foot spacing between food trucks to allow six-foot queuing on sidewalks • Postpone events that encourage more than 10 people to congregate • Increase frequency of pedestrian signals at busy intersections to reduce crowding at corners • Identify corridors where rush hour restrictions should be extended to ease additional traffic due to low transit ridership
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Shopping Malls/Centers/Districts: Business Improvement Districts, DC Main Streets and other neighborhood commercial areas can immediately help businesses in reopening through their clean

teams, technical services and outreach networks. As the public health emergency subsides, a citywide promotion campaign could be launched to encourage people to return to shopping districts and venues to patronize their restaurants, retail, hotel and other businesses. BIDs, DC Main Streets, DC Clean Teams and associations could co-promote this campaign through their respective channels. Additionally, a centralized directory could help customers readily find DC’s small and local businesses, e.g., the Shop Local DC portal at dcbusinesstoolkit.com.

Opening additional businesses during the second phase would mean increased pedestrian, bicycle, and vehicular traffic in shopping districts and venues. Evaluating the capacity of these districts and venues to absorb this increased traffic while maintaining the second phase safety guidelines may require creating a new model to measure and evaluate the impact of the change. DDOT, BIDs, DC Main Streets, DC Clean Teams and ANCs could coordinate to establish models through which they could monitor and measure indicators of pedestrian traffic, adherence to Phase 1 guidelines and other factors in a sample of representative districts and venues. This feedback could be used to determine if it is viable to move to the second phase as planned or make adjustments. The COVID-19 core team members (see compliance section below) could be used to help with daily monitoring and assessment, mitigation and guidelines for reopening.

RETAIL

Figure 3b. Proposed Round 1 Mitigation and Guidelines for Retail

Business Type	Employees	Customers	Interior Space	Operating Changes
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to the Steering Committee for its recommendations to the Mayor*

<p>National/International/ Local</p> <p>Hardware stores/building material/garden supplies and equipment</p> <p>Pharmacies</p> <p>Furniture/Home Furnishings</p> <p>Gift Shops</p>	<ul style="list-style-type: none"> • Masks and gloves required • Temperature reading; forehead • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks and gloves required • Hand sanitizer available in areas of contact • If available, body temperature scanners for larger stores • No food or drink inside store 	<ul style="list-style-type: none"> • Adhere to CDC recommendations of 10 people per 500 square feet • Plexiglass shields at checkout and customer service counters • Air filtration improvements (further discussion on landlord vs. tenant responsibility, cost, etc.) • Fitting room and restroom guidelines; limit one customer at a time , Reduce amount of product on sales floor to limit contact, if possible , Rearrange furniture and aisles to create more distance, if possible 	<ul style="list-style-type: none"> • Demo products by request only • Reduce operating hours to accommodate additional time needed for cleaning and restocking. • Allocate time for cleaning and restocking • Curbside pickup encouraged (remove public street parking spaces, if necessary) • Contactless electronic payment • Sanitization measures in place for public fixtures including charging stations, vending machines, blood pressure readers, Coinstar, Redbox, etc. • Develop low-contact product return guidelines • Sanitize carts between customers , Sanitize credit card readers between customers • Reduce waiting room furniture
<p>Banks/ATM/Pawn Shops</p>	<p>Same as above</p>	<p>Same as above</p>	<p>Same as above</p>	<ul style="list-style-type: none"> • Sanitize pens, chairs and counters between clients , Encourage scheduled appointments and drive-through service, if applicable
<p>Electronics/Appliances</p>	<p>Same as above</p>	<p>Same as above</p>	<p>Same as above</p>	<ul style="list-style-type: none"> , Sanitization measures for floor model products and appliances
<p>Groceries/Liquor/Wine/Cigar</p>	<p>Same as above</p>	<p>Same as above</p>	<p>Same as above</p>	<ul style="list-style-type: none"> , All prepared food should be pre-packaged (no self-serve food bars) , Designate shopping hours for high-risk individuals , Require single-use (paper) shopping bags

Book/Music	Same as above	Same as above	Same as above	, Limit (eliminate) browsing by encouraging patrons to request books from employees
Secondhand Stores	Same as above	Same as above	Same as above	• Restrict donation intake by 25% (for initial reopening)

Retail: Retail operators will need to be provided with clear signage to communicate new policies to customers and access to PPE and sanitization supplies at reduced or no cost. Managing customer flow will be a new and important task for business operators to comply with CDC limitations of 10 people per 500 square feet. Public education to encourage behavior changes will be an important ingredient to their success, and retailers would benefit from a public awareness campaign to set realistic expectations regarding new operating guidelines, expectations for potentially longer wait times, and mandated protocols for sanitization, health and PPE.

SMALL BUSINESS: PROFESSIONAL SERVICES

Figure 3C. Proposed Round 1 Mitigation and Guidelines for Small Business/Professional Services

Business Type	Employees	Customers	Interior Space	Operating Changes
Convenience Stores	<ul style="list-style-type: none"> • Masks and gloves required • Training onsite on CDC guidelines • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks and gloves required • Hand sanitizer available in areas of contact • Limited number of people in stores; queue outdoor line six feet apart 	<ul style="list-style-type: none"> • Minimum 50 square feet to open • 100-200 square feet per customer • Plexiglass shields at checkout and customer service counters • Proper signage 	<ul style="list-style-type: none"> • No product demos or sampling • Allocate time for cleaning and restocking • Curbside pick-up encouraged (remove public parking, if necessary) • Contactless electronic payment • Sanitization measures in place to include charging stations, vending machines, Coinstar, Redbox, etc.

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to the Steering Committee for its recommendations to the Mayor*

				<ul style="list-style-type: none"> • Remove "community" things like blood pressure machine • Sanitize pens, chairs and counters after each use
Govt/IT Contractors	<ul style="list-style-type: none"> • Maintain social distancing • By appointment only • Customers should be symptom- and fever-free • Limit large meetings • Additional protection for clients/customers at reception • Routine sanitization of shared spaces (restrooms, kitchens, etc.) 	<ul style="list-style-type: none"> • By approved appointment only • Be symptom- and fever-free 	N/A	<ul style="list-style-type: none"> • Company to share policies and procedures with customers in advance • If a customer is not able to comply, seek a remote location or reschedule • Provide signage in entrances in lobby levels and on all floors and suites
Home/Office Vendors	<ul style="list-style-type: none"> • Enter premises after confirmation the home/office is sanitized • Wear mask and gloves • Limit contact and exposure with home/office • Consider contactless and/or remote service offerings, if possible 	<ul style="list-style-type: none"> • Prioritize urgent needs • Consider rescheduling routine or non-critical service calls 	N/A	<ul style="list-style-type: none"> • Resources to be provided for employee test access
Housekeeping Services	<ul style="list-style-type: none"> • Should wear proper PPE, masks and gloves and clothing cover • Limit contact and exposure 	<ul style="list-style-type: none"> • Prioritize urgent needs and consider rescheduling routine or non-critical service calls 	N/A	

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to the Steering Committee for its recommendations to the Mayor*

<p>Title Companies</p>	<ul style="list-style-type: none"> • Decrease to small staff, use discretion and maintain social distancing • Limit large meetings • Consider additional protection for reception including Plexiglas shields • Engage in routine sanitization of shared spaces (restrooms, kitchens, etc.) 	<ul style="list-style-type: none"> • By appointment only • Be symptom- and fever-free • PPE mask and gloves required 	<p>N/A</p>	<ul style="list-style-type: none"> • Share policies and procedures with customers in advance • If a customer is not able to comply, seek a remote location or reschedule • Provide access (and necessary leave) for employees to receive tests
<p>Florists</p>	<ul style="list-style-type: none"> • Masks and frequent hand washing • Training on safe and social distancing • Proper enhanced and frequent sanitization 	<ul style="list-style-type: none"> • Similar safety guidelines for grocery consumers • Required masks, gloves and limited access to stores 	<ul style="list-style-type: none"> • Installation of Plexiglas shields; (see other retail section) 	<ul style="list-style-type: none"> • Share policies and procedures with customers in advance • If a customer is not able to comply, seek a remote location or reschedule • Provide access (and necessary leave) for employees to receive tests
<p>Mail/Copy Centers</p>	<ul style="list-style-type: none"> • Masks and frequent hand washing • Training on safe and social distancing • Proper enhanced and frequent sanitization 	<ul style="list-style-type: none"> • Similar safety guidelines for grocery consumers • Required masks, gloves and limited access to stores 	<ul style="list-style-type: none"> • Installation of Plexiglass shields; (see other retail section) 	<ul style="list-style-type: none"> • Share policies and procedures with customers in advance • If a customer cannot comply, seek a remote location or reschedule • Provide access (and necessary leave) for employees to receive tests
<p>Real Estate/Legal Services</p>	<ul style="list-style-type: none"> • Decrease to small staff, use discretion and maintain social distancing • Limit large meetings • Consider additional protection for reception including Plexiglas shield • Engage in routine sanitization of shared spaces (restrooms, kitchens, etc.) 	<ul style="list-style-type: none"> • By appointment only • Be symptom- and fever-free • PPE mask and gloves required 	<p>N/A</p>	<ul style="list-style-type: none"> • Share policies and procedures with customers in advance • If a customer cannot comply, seek a remote location or reschedule • Provide access (and necessary leave) for employees to receive tests

Firms in Co-Working Areas	<ul style="list-style-type: none"> Follow guidelines and procedures set by co-working landlord 	<ul style="list-style-type: none"> Follow guidelines and procedures set by co-working landlord 	<ul style="list-style-type: none"> Follow guidelines and procedures set by co-working landlord 	<ul style="list-style-type: none"> Follow guidelines and procedures set by co-working landlord
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Small Business: Professional Services: This sector represents the most diverse and wide-ranging group within the Small Business and Retail Committee’s focus, with a variety of customer engagement scenarios and interior space variations. While a convenience store can limit customer interaction, housekeeping services will face challenges as customers are likely to be cautious about allowing outside guests into their homes. Some entrepreneurs will choose to reopen when a COVID-19 vaccine is available and social interaction returns. Following a set of universal guidelines will be paramount for this sector, particularly with continued opportunities available to telecommute.

SMALL BUSINESS: PERSONAL SERVICES

Figure 3d. Proposed Round 1 Mitigation and Guidelines for Small Business/Personal Services

Business Type	Employees	Customers	Interior Space	Operating Changes
Barbershops/Hairdressers	<ul style="list-style-type: none"> Masks and gloves required Make COVID-19 test available Make COVID-19 antibody test available Wash hands often with soap and warm water Use sanitizer after each customer interaction 	<ul style="list-style-type: none"> Masks and gloves required Hand sanitizer available in areas of contact Temperature check before using facility Wipe down all equipment at end of use No walk-ins; by appointment only No more than 10 people per 500 square feet 	<ul style="list-style-type: none"> Limit number of customers for ample room at a minimum six feet apart Rearrange equipment or alternate stations One person per station 20%-25% capacity limit Plexiglass shields at checkout and customer service counters Ample signage (see sign recommendations in 	<ul style="list-style-type: none"> No handshaking Implement flexible worksites, if possible or flexible schedules Increase physical space between employees and customers Increase frequency of restroom sanitization Allow multiple means to pay including via mobile apps

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<p>Nail/Wax Salons/Spas</p>	<ul style="list-style-type: none"> • Masks and gloves required • Make COVID-19 test available • Make COVID-19 antibody test available • Wash hands often with soap and warm water • Use sanitizer after each customer interaction 	<ul style="list-style-type: none"> • Masks and gloves required • Hand sanitizer available in areas of contact • Temperature check before using facility • Wipe down all equipment at end of use • No walk-ins; by appointment only • No more than 10 people per 500 square feet 	<ul style="list-style-type: none"> • Limit number of customers for ample room at a minimum six feet apart • Rearrange equipment or alternate stations • One person per station • 20-25% capacity limit • Plexiglass shields at checkout and customer service counters • Ample signage as recommended in communications section below. 	<ul style="list-style-type: none"> • No handshaking • Implement flexible worksites, if possible or flexible schedules • Increase physical space between employees and customers • Increase frequency of restroom sanitization • Allow multiple means to pay including via mobile apps
<p>Dry Cleaners/Laundromat</p>	<ul style="list-style-type: none"> • Wear proper PPE, masks and gloves • Limit contact and exposure • Wash hands often with soap and water 	<ul style="list-style-type: none"> • Mask worn when interacting with owners/employees 	<ul style="list-style-type: none"> • No entry into establishment • Social distancing and curbside pickup • Install Plexiglass shields at checkout and customer service counters 	<ul style="list-style-type: none"> • It is recommended dry cleaners conduct business at curbside but, if necessary, allow only one customer at a time into the establishment due to space constrictions • Increase physical space between employees and customers • Increase frequency of restroom sanitization • Ample physical space between employees and customers
<p>Health and Personal Care</p>	<ul style="list-style-type: none"> • Masks and gloves required • Make COVID-19 test available • Make COVID-19 antibody test available • Wash hands often with soap and warm water • Use sanitizer after each customer interaction 	<ul style="list-style-type: none"> • Masks and gloves required • Hand sanitizer available in areas of contact • Temperature check before using facility • Wipe down all equipment at end of use • No walk-ins; by appointment only • No more than 10 people per 500 square feet 	<ul style="list-style-type: none"> • Limit number of customers for ample room at a minimum six feet apart including in waiting area • Rearrange equipment or alternate stations • One person per station • 20-25% capacity limit • Ample signage (see sign recommendations in communications section) • Install Plexiglass shields at checkout and customer 	<ul style="list-style-type: none"> • Implement flexible worksites, if possible or flexible schedules • Increase physical space between employees and customers • Increase frequency of restroom sanitization • Allow multiple means to pay including via mobile apps

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

			service counters	
Couriers and Messengers	<ul style="list-style-type: none"> • Masks and gloves required • Make COVID-19 test available • Make COVID-19 antibody test available • Wash hands often with soap and warm water • Use sanitizer after each customer interaction 	<ul style="list-style-type: none"> • Provide outside drop-off/pick-up, if possible • Don't share pen to sign • Required masks, gloves and limited access to stores 	N/A	N/A

Small Business: Personal Services: This group of small businesses were deeply affected by the order to close and are keenly aware that reopening will likely require significant changes to their businesses, if and when they decide to reopen. Specific actions will need to be taken to ensure the safety of employees and customers while attempting to limit the spread of the coronavirus while awaiting a vaccine.

AUTOMOBILE/BICYCLE/RECREATIONAL TRANSPORTATION SERVICES

Figure 3e. Proposed Round 1 Mitigation and Guidelines for Automobile/Bicycle/Recreational Transportation Services

Business Type	Employees	Customers	Interior Space	Operating Changes
Car Dealerships (New)	<ul style="list-style-type: none"> • Employees stay home if sick or showing symptoms • Masks required • Proper hand washing • Employees should wear gloves when handling driver's licenses, credit cards, and other paperwork • Encourage customers to submit online as much as possible. • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks required • No walk-ins; by appointment only • No more than 10 people per 500 square feet 	<ul style="list-style-type: none"> • Rearrange furniture/seating in waiting areas to allow ample space between customers/clients • Plexiglass shields at checkout and customer service counters • Proper signage • Restrict access to vehicles on showroom floors/vehicle lots 	<ul style="list-style-type: none"> • Minimize number of staff on premises • Avoid reassigning staff between multiple locations to reduce opportunities for exposure • No handshaking • Implement flexible work or telework schedules for non-essential staff, if possible • Increase physical space between employees and customers • Install clear partitions at customer interaction sites • Increase frequency of restroom sanitization • Ample signage (see sign recommendations in communications section) • Allow multiple means to pay including via mobile apps • Hand sanitizer available in areas of contact • Frequently sanitize surfaces • Implement contactless test drives and home delivery of vehicles, when possible • Clean and properly sanitize vehicles between customer test drives

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to the Steering Committee for its recommendations to the Mayor*

<p>Car Dealerships (Used)</p>	<ul style="list-style-type: none"> • Masks and gloves required, very important when handling driver's licenses, credit cards, and other paperwork • Make COVID-19 test available • Make COVID-19 antibody test available • Wash hands often with soap and warm water • Use sanitizer after each customer interaction 	<ul style="list-style-type: none"> • Masks and gloves required • Hand sanitizer available in areas of contact • No walk-ins; by appointment only • No more than 10 people per 500 square feet 	<ul style="list-style-type: none"> • Plexiglas shields at checkout counters • Rearrange equipment or alternate stations • Proper signage • Restrict access to vehicle on showroom floors/lots 	<ul style="list-style-type: none"> • Avoid reassigning staff among locations • Encourage customers to submit online as much as possible • Implement flexible worksites, if possible or flexible schedules • Increase physical space between employees and customers • Install clear partitions at customer interaction sites • Implement contactless test drives and delivery • Ample signage (see sign recommendations in communications section) • Allow multiple means to pay including via mobile apps
<p>Car Rental Facilities</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling driver's licenses, credit cards, and other paperwork (encourage customers to submit online as much as possible) • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks required • No walk-ins; by appointment only • Contactless transactions only (no entry into building) 	<ul style="list-style-type: none"> • N/A - transactions happen at the vehicle only 	<ul style="list-style-type: none"> • Minimize number of staff on premises • Avoid reassigning staff between multiple locations to reduce opportunities for exposure • No handshaking • Implement flexible work or telework schedules for non-essential staff, if possible • Increase physical space between employees and customers • Install clear partitions at any customer interaction sites • Ample signage (see sign recommendations in communications section) • Allow multiple means to pay including via mobile apps • Hand sanitizer available in areas of contact • Clean and properly sanitize vehicles between customer rentals

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to the Steering Committee for its recommendations to the Mayor*

<p>Auto Repair Shops</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling driver's licenses, credit cards, and other paperwork (encourage customers to submit online as much as possible) • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks required • Limited walk-ins; appointment preferred • No more than 10 people per 500 square feet 	<ul style="list-style-type: none"> • Rearrange furniture/seating in waiting areas to allow ample space between customers/clients • Plexiglass shields at checkout and customer service counters • Proper signage 	<ul style="list-style-type: none"> • Minimize number of staff on premises • Avoid reassigning staff between multiple locations to reduce opportunities for exposure • Increase physical space between employees and customers • Install clear partitions at customer interaction sites • Increase frequency of restroom sanitization • Ample signage (see sign recommendations in communications section) • Allow multiple means to pay including via mobile apps • Hand sanitizer available in areas of contact • Frequently sanitize surfaces • Clean and properly sanitize interior surfaces touched inside vehicle during service • Consider allowing customers to remain in vehicle during certain services as appropriate (i.e. oil change, fluid refills, wiper replacement, etc.)
<p>Gas Stations</p>	<ul style="list-style-type: none"> • Masks and gloves required • Make COVID-19 test available • Make COVID-19 antibody test available • Wash hands often with soap and warm water • Use sanitizer after each customer interaction 	<ul style="list-style-type: none"> • Masks and gloves required • Hand sanitizer available in areas of contact and after pumping gas • Encourage customers to use a disposable barrier/pump bag while holding gas pump. 	<ul style="list-style-type: none"> • Locations with indoor payment areas or convenience stores must ensure checkout line is clearly organized to account for safe social distancing and appropriate customer limits • Make hand sanitizer available near pump stations • Make disposable barriers/pump bags available near pump stations 	<ul style="list-style-type: none"> • Install clear partitions at customer interaction sites/checkout counters • Increase frequency of restroom sanitization, if applicable • Ample signage (see sign recommendations in communications section) • Allow multiple means to pay including via mobile apps • Hand sanitizer available in areas of contact • Frequently sanitize surfaces • Clean and properly sanitize gas pumps each day • Consider offering full service to limit contact at

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to the Steering Committee for its recommendations to the Mayor*

				gas pump
Tire Shops	<ul style="list-style-type: none"> • Masks and gloves required • Make COVID-19 test available • Make COVID-19 antibody test available • Wash hands often with soap and warm water • Use sanitizer after each customer interaction 	<ul style="list-style-type: none"> • Masks required • Limit walk-ins; appointment preferred • No more than 10 people per 500 SF. 	<ul style="list-style-type: none"> • Plexiglass shields between employees and customers • Readjust seating in wait areas to allow for safe social distancing • Post adequate signage 	<ul style="list-style-type: none"> • Encourage online sales as much as possible • Post clear signage • Make complimentary hand sanitizer available to employees and customers • Consider temperature checks at the door • Minimize number of staff • Hold the line outside and designate six-foot spacing • Offer curbside pick-up for tires ordered and not installed on vehicles • Install clear partitions at customer interaction sites • Allow multiple means to pay including via mobile apps • Encourage customers to remain in vehicles for some services
Car Washes	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody 	<ul style="list-style-type: none"> • Masks required • Customers should remain in vehicle • If interior is being cleaned, customers must remain a safe distance away from vehicle 	<ul style="list-style-type: none"> • Locations with interior waiting areas must rearrange any furniture/seating to account for safe social distancing 	<ul style="list-style-type: none"> • Install clear partitions at customer interaction sites/checkout counters (if applicable) • Increase frequency of restroom sanitization (if applicable) • Ample signage (see sign recommendations in communications section) • Allow multiple means to pay including via mobile apps • Hand sanitizer available in areas of contact • Frequently sanitize

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

	test available			surfaces (if applicable))
Bike Repair	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available • Limit staff working at one time in shop areas 	<ul style="list-style-type: none"> • Masks and gloves required 	N/A	<ul style="list-style-type: none"> • Limit customer face-to-face interactions by offering contactless appointment-only services (touchless drop off and pick up of bikes) • Disinfect bikes before they enter the bike shop and after they are complete • Allow multiple means to pay including via mobile apps
Bike Stores	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks and gloves required • Minimize three customers in the store at a time or 10 per 500 square feet 	N/A	<ul style="list-style-type: none"> • Limit customer face-to-face interactions by offering contactless appointment-only services (touchless pick-up of bikes) • Encourage online sales as appropriate • Test driving bikes is prohibited • Allow multiple means to pay including via mobile apps

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to the Steering Committee for its recommendations to the Mayor*

<p>Bike Rentals</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks and gloves required • Touchless/contactless transactions happen outside of physical building 	<p>N/A</p>	<ul style="list-style-type: none"> • Touchless transactions and online reservations only • Longer rental intervals; weeks and months vs. days decrease touches between employees and customers • Wipe bikes thoroughly before and after each customer using a CDC-approved disinfecting agent • No test ride bikes; or if test drivers are allowed, bikes must be cleaned and sanitized between use • Allow multiple means to pay including via mobile apps
<p>Water Recreation Sports</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks required • Customers must maintain safe distancing while waiting for their boat/kayak • Boats may be shared only by members of the same family/party 	<p>N/A</p>	<ul style="list-style-type: none"> • Touchless transactions including online reservations (no walk-ups) • Make complimentary hand sanitizer and wipes available to each customer • Spray and disinfect all boats, paddles, and life vest between customer use and at the end of each day • Avoid rotating staff to other boat rental locations • Minimize number of staff at the boat station during each shift • Affix clear plexiglass barrier between cashier and customer (if applicable).

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

<p>Boat and Yacht Rental</p>	<ul style="list-style-type: none"> •Masks and gloves and temperature checks for all employees • Avoid rotating staff to other boat rental locations • Spray down all surfaces that customers touch during boat/chartered boat ride 	<ul style="list-style-type: none"> • Masks and gloves required and enforce safe distancing while in line •Avoid rotating staff to other boards • Minimize number of customers on the boat at a time 	<ul style="list-style-type: none"> • Adjust table and chair placement to adhere to social distancing guidelines. • Private party room use suspended until there is a vaccine or severely limit occupancy level • Affix protective clear Plexiglass around all buffet areas 	<ul style="list-style-type: none"> • Touchless transactions; create an app to assist with reservations and ticketing access • Change buffet protocol by having an employee serve from the now-covered buffet • No self-serve appetizer stations. • No walk-up customers. Customer temperature checks before boarding. Reduce the number of people on each trip to adhere to social distancing guidelines. Push back large party gatherings until there is full immunity or a vaccine.
<p>Mobile Transportation Tour Company</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks required • Customers must maintain safe distancing while waiting for their tour • Enforce safe social distancing requirements when interacting with employees and other customers; ensure that tour groups are not crowding too close by limiting their size and ensuring adequate space between individual customers 	<p>N/A</p>	<ul style="list-style-type: none"> • Touchless transactions including online reservations (no walk-ups) • Make complimentary hand sanitizer and wipes available to each customer • Spray and disinfect all vehicles/equipment between customer use and at the end of each day • Avoid rotating staff to other tour locations • Affix clear plexiglass barrier between cashier and customer (if applicable)

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

<p>Organized Bus Tours</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<ul style="list-style-type: none"> • Masks required • Customers must maintain safe distancing while waiting for their bus tour to begin • Enforce safe social distancing requirements when interacting with employees and other customers; ensure that tour groups are not crowding too close by limiting their size and ensuring adequate space between individual customers • Bus capacity limited to meet social distancing guidelines (no more than 10 people per 500 square feet) 	<p>N/A</p>	<ul style="list-style-type: none"> • Touchless transactions including online reservations (no walk-ups) • Make complimentary hand sanitizer and wipes available to each customer • Spray and disinfect all vehicles between customer use and at the end of each day • Avoid rotating staff to other tour locations • Affix clear plexiglass barrier between cashier and customer (if applicable)
<p>Golf Courses</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms; • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<p>N/A</p>	<ul style="list-style-type: none"> • Removal of seating that encourages crowding • Addition of customer traffic flow guidance to properly guide customers in and out 	<ul style="list-style-type: none"> • Require all booking of tee time to be conducted online and all point of sale activity to happen online only (closing most onsite options) • Provide hand sanitizer throughout the facility • Sanitize all rented equipment between use (including clubs, balls, etc.) • Prohibit or limit rentals of push carts and golf carts (if limited, ensure they are cleaned and sanitized properly between use) <ul style="list-style-type: none"> • Prohibit or limit lessons, parties, and other large group activities (if limited, ensure there are maximum group numbers and enforce safe distancing)

<p style="text-align: center;">Indoor Golf</p>	<ul style="list-style-type: none"> • Employees should stay home if they feel sick or show symptoms; • Masks and gloves required • Wash hands often with soap and warm water; post signage regarding proper technique • Employees should wear gloves when handling credit cards and other paperwork • Use hand sanitizer after each customer interaction • Make COVID-19 test available • Make COVID-19 antibody test available 	<p style="text-align: center;">N/A</p>	<p style="text-align: center;">N/A</p>	<ul style="list-style-type: none"> • Limit the total number of customers who may enter the business at one time • Require all bookings and reservations to be completed online (no walk-ins) • Provide hand sanitizer throughout the facility • Sanitize all rented equipment between use (including clubs, balls, etc.) • Prohibit or limit lessons, parties, and other large group activities (if limited, ensure there are maximum group numbers and enforce safe distancing)
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Automobile/Bicycle/Recreational Transportation Services: Automobile and Bicycle small businesses remained essential during the closure order. As such, many have already implemented new operating procedures and developed some best practices that have altered the way they conduct business and helped to reduce the spread of COVID-19.

COMPLIANCE/ENFORCEMENT RECOMMENDATIONS

There is no federal mandate requiring compliance with CDC recommendations, and therefore states, cities and localities are implementing a variety of approaches to reopen businesses and mitigate the potential impacts of the coronavirus pandemic, including the decision to not follow CDC recommendations.

That is not the case in the District. City leadership methodologies have been consistent in their attempts to flatten the curve and decrease opportunities to further spread the disease.

Washington, DC is a popular destination for tourists and visitors who may be following different pandemic protocols in their own communities. As the city reopens, compliance with District protocols will rely on implementing standards of conduct based on clearly defined policies and procedures. Our

business owners will need to feel empowered to enforce compliance edicts including requiring a “mask only” policy for patrons and customers.

Compliance recommendations are driven by best practices and are meant to apply universally across all sectors. The following assume the city will designate a compliance team to develop messaging and policies and be responsible for driving compliance during the pandemic. These recommendations include:

1. Provide training to government agencies, business owners, landlords and employees.
2. Develop expansive lines of communication and communication tools for key audiences including: government to businesses, government to consumers, and businesses to consumers.
3. Develop protocols for enforcement that are clearly communicated.
4. Develop methods to monitor current compliance and adjust accordingly.
5. Determine a chain of command to respond to offenses and procedure for correction.
6. Ensure the small business satisfy all eligibility requirements prior to re-opening by implementing a certification requirement.

PREPARATION AND RESOURCES NEEDED FOR REOPENING

Adhering to CDC and city guidelines will be particularly burdensome for small businesses. Keeping ample supplies of PPE, sanitization and cleaning supplies, installing protective measures such as safety participations all come with a cost.

Every business will need ample time to prepare their space and to educate employees and customers about new store protocols. All will need to close for a minimum 24 hours to conduct full and proper sanitization of their entire facilities.

SHOPPING MALLS/CENTERS/DISTRICTS

Figure 4a. Necessary Preparation and Resources by Sector – SHOPPING MALLS/CENTERS/DISTRICTS

Sector	Preparation	Resource	Government Regulations
Malls	<ul style="list-style-type: none"> • Sanitization of space • Install signage to encourage social distancing • Install signage to limit gathering of people, limit people in elevators and prioritize elderly and handicapped • Reduce number of tables in gathering areas 	N/A	N/A
Centers	<ul style="list-style-type: none"> • Sanitization of space • Install signage to encourage social distancing • Install signage to limit gathering of people • Reduce number of tables in gathering areas 	N/A	N/A

<p>BIDs, Main Streets, and Other Commercial Areas</p>	<ul style="list-style-type: none"> • Thorough and frequent cleaning and sanitization where possible • Clean team and ambassadors necessary • Signage about masks/social distancing • Signage about pickup/drop off (PUDO) or new/different uses of curb lanes • Install sidewalk marking for queuing in areas with concentrated restaurants, retail • Work with place management entities to coordinate use of public space 	<ul style="list-style-type: none"> • Block-by-block analysis of potential conflicts due to narrow sidewalks, large pedestrian utilization, high number of sidewalk cafes, concentrated number of retailers. 	<ul style="list-style-type: none"> • Sidewalk widening emergency legislation to implement and appropriately sign. • Sidewalk café, sidewalk retail and building permits to install storefront pickup windows -- expedite and expand permitting process so that food and other retail businesses have an opportunity to showcase/sell immediately outside their storefront to reduce customer/worker interaction inside
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RETAIL

Figure 4b. Necessary Preparation and Resources by Sector – RETAIL

Sector	Preparation	Resource	Government Regulations
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National/International/Local	<ul style="list-style-type: none"> • Procure required supplies including PPE, cleaning and sanitation supplies, signage • Sanitization of space 	<ul style="list-style-type: none"> • Funding or access to PPE, required cleaning and sanitization supplies, signage and other required resources 	<ul style="list-style-type: none"> • PPE and cleaning/sanitizing supplies provided by city at reduced or no cost to business
Hardware/Supply/Garden			
Pharmacies	<ul style="list-style-type: none"> • Install signage detailing new policies 	<ul style="list-style-type: none"> • Technical assistance to expand e-commerce capabilities 	<ul style="list-style-type: none"> • Allow curbside pickup
Banks/ATM/Pawn Shops	<ul style="list-style-type: none"> • Install visual cues for social distancing 	<ul style="list-style-type: none"> • Support to help small business operators apply for and receive PPP 	<ul style="list-style-type: none"> • Microgrants for PPE, cleaning/sanitization supplies
Electronics and Appliances	<ul style="list-style-type: none"> • Reduce amount of inventory on sales floor, if possible 		
Grocery/Liquor			
Furniture/Home Furnishings	<ul style="list-style-type: none"> • Prepare e-commerce and remote ordering options to offer curbside pickup 		
Gift Shops	<ul style="list-style-type: none"> • Create distance between furniture and fixtures, if possible 		
Book/Music Stores	<ul style="list-style-type: none"> • Rehire employees 		

SMALL BUSINESS: PROFESSIONAL SERVICES

Figure 4c. Necessary Preparation and Resources by Sector – SMALL BUSINESS: PROFESSIONAL SERVICES

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Sector	Preparation	Resource	Government Regulations
Convenience Stores	<ul style="list-style-type: none"> • Funding for tests, PPE, signage • Need to open but may not have operating income for re-opening process (e.g. ongoing sanitization) 	<ul style="list-style-type: none"> • Funding or access to PPE, other resources 	<ul style="list-style-type: none"> • Budget allocation • Supplies provided by city
Government/IT Contractors	<ul style="list-style-type: none"> • Guidelines from Government agencies that contractors support • Legal guidelines documenting employee liability 	<ul style="list-style-type: none"> • Same as above 	<ul style="list-style-type: none"> • Operational guidelines for building access for Federal and District offices • New requirements for contractor insurance.
Housekeeping Services	Same as above	Same as above	Same as above
Title Companies	Same as above	Same as above	Same as above
Florists	Same as above	Same as above	Same as above
Mail/Copy Centers	Same as above	Same as above	Same as above
Real Estate/Legal Services	Same as above	Same as above	Same as above
Firms in Co-Working Areas	Reliant on co-working organization or landlord	Reliant on co-working organization or landlord	Reliant on co-working organization or landlord

SMALL BUSINESS: PERSONAL SERVICES

Figure 4d. Necessary Preparation and Resources by Sector – SMALL BUSINESS: PERSONAL SERVICES

Sector	Preparation	Resource	Government Regulations
Barbershops/Hairdressers	Same as above	Same as above	Same as above
Nail/Wax Salons/Spas	Same as above	Same as above	Same as above
Dry Cleaners/Laundromat	Minimal impact as dry cleaners are permitted to operate with proper customer interaction in place. Curbside pick-up, etc.	N/A	N/A
Health and Personal Care	<ul style="list-style-type: none"> • Funding for tests, PPE, signage • Need to open but may not have operating income for re-opening process (e.g. ongoing sanitization) 	<ul style="list-style-type: none"> • Funding or access to PPE, other resources 	<ul style="list-style-type: none"> • Budget allocation • Supplies provided by city
Couriers and Messengers	Minimal impact as most couriers are still operating with proper customer interaction in place. Drop-off and outside location pickup	N/A	N/A

AUTOMOBILE/BICYCLE/RECREATIONAL TRANSPORTATION SERVICES

**Figure 4e. Necessary Preparation and Resources by Sector –
AUTOMOBILE/BICYCLE/RECREATIONAL TRANSPORTATION SERVICES**

Sector	Preparation	Resource	Government Regulations
Car Dealership (New)	<ul style="list-style-type: none"> • DC has just one new car dealership, Tesla. Tesla currently has the technology infrastructure to effectively implement an online model, limit face-to-face contact, and arrange for touchless transactions. 	N/A	N/A
Car Dealership (Used)	N/A	N/A	N/A
Car Rental Facility	N/A	N/A	N/A
Auto Repair Shop	N/A	N/A	N/A
Auto Parts Store	N/A	N/A	N/A
Tire Shops	N/A	N/A	N/A

Gas Stations	<ul style="list-style-type: none"> • Automobile fueling service would be available by appointment or scheduling. • All gas stations would be required to have disposable gas pump bags for consumers. 	<ul style="list-style-type: none"> • Identify partnership opportunities 	<ul style="list-style-type: none"> • Identify licensing policies
Car Washes	<ul style="list-style-type: none"> • Mobile car washing services to help reduce contact. Consumers mitigate contact made at full-service car washes. 	<ul style="list-style-type: none"> • Need funding 	<ul style="list-style-type: none"> • Start up grant funding • No new legislation
Bike Repair	N/A	N/A	N/A
Bike Stores	N/A	N/A	N/A
Bike Rental	N/A	N/A	N/A

COMMUNICATION AND SIGNAGE

The Mayor and District officials are to be commended for their leadership and consistent and clear communication since the beginning of the pandemic. It is imperative that this level of communication continues as it is essential for a successful and safe reopening.

Uncertainty on how to safely and thoughtfully reopen from all perspectives including those of employers, employees and customers will be high. To demonstrate the city’s understanding and empathy, communications must continue to be transparent, credible and frequent.

The committee identified the following challenges and recommendations to consider when communicating the city’s reopening policies:

Communications challenges

- Diversity of the city means any communications needs to be in multiple languages, as well as accommodate the hard-of hearing and speech impaired.
- Varying level of access to mediums necessitates the use of all available communications channels including Shopping District Ambassadors to ensure sufficient dissemination of information.
- Visitors and tourists may have different understanding of CDC requirements, or may live in areas with different policies for small business and retail operations
- Applying a phased approach to reopening may create confusion among business and retail operators, employees, and customers regarding who is open, new operating guidelines, procedures for enforcement, and accessing updated information as new phases are announced.
- What resources will be made available by the city? Businesses will need cleaning supplies, sanitization, signage*, delineation supplies, etc. The additional costs may not be feasible for businesses already reeling from being closed.
- Mandating and enforcing masks and gloves for customers. Who will enforce this?

Communications Recommendations:

Below are the audience, messages, and communications channels that the committee believes could be instrumental for a successful reopening.

Audience	Key Messages	Communications Channels
Government to Business	<ul style="list-style-type: none"> • Explanation of metrics and timing for phased reopening by sector. • Mitigation guidelines for reopening including: PPE, signage, COVID-19 testing and social distancing. • Guidance on where and how to access required PPE, cleaning materials and signage • New policies and procedures for: cleaning and sanitization, 	Traditional DC Government channels including: Tele-town halls; coronavirus.dc.gov; Mailed postcards; Press releases; PSAs; Shopping District Ambassadors; DC Chamber of Commerce; Greater Washington Black Chamber of Commerce; Greater Washington Hispanic Chamber of Commerce; BIDs, Main Streets

	<p>employee temperature checks, and response to a positive COVID-19 test within the organization</p> <ul style="list-style-type: none"> • Updated policies and procedures explaining how to offer curbside pickup, and conduct outdoor retail sales 	
Government to Customer	<ul style="list-style-type: none"> • Explanation of metrics and timing for phased reopening by sector • Expectations for use of PPE for employees and customers, capacity limits within businesses, and curbside pickup 	<p>Traditional DC Government channels including: Tele-town halls; coronavirus.dc.gov; Mailed postcards; Press releases; PSAs; Shopping District Ambassadors Mainstream Media channels including: Radio and TV ads; Social media advertising and promoted posts; Metro rail, Metrobus, DC Circulator ads Signage in retail storefront and throughout space Signage on sidewalks</p>
Business to Customer	<ul style="list-style-type: none"> • Expectations for use of PPE for employees and customers, capacity limits within businesses, and increased cleaning • Updated operating hours • Availability of curbside pickup • Social distancing guidelines • Availability of online shopping 	<p>Business's established communication channels, including: social media, website, email newsletter Signage in retail storefront and throughout space Signage outside entrance (if necessary, for queuing)</p>

In addition to the communications suggestions in the matrix about, the committee is also recommending:

- A business awareness campaign that identifies all PPE, signage, and social distancing mitigation guidelines for reopening (example headline: “Is Your Business COVID proof?”).
- Make a toolkit of materials and guidelines available to business to use for guiding their reopening efforts, clearly outlining health, safety and sanitizing guidelines.
- Communicate information deputizing Shopping District Ambassadors to help communicate new policies and guidelines to businesses, customers and employees

Recommended Signage

Signage will need to be consistent and in various languages. Examples include

We are open;
CDC Guidelines;
Store/Citywide policies for PPE use;
Store/Citywide policies for cleaning and sanitizing;
Store/Citywide assurance the store is in compliance;
Courtesy signs asking/telling customers to maintain a six-foot distance;
“Wait here for your turn,” for entrances into retail shops;
“Thank you for following ReOpenDC guidelines”; and
“Coronavirus.dc.gov” for more information

Signage that designates sidewalk spaces for differing uses, e.g., “stand here to queue for this business”, “walk in the street if needed,” and “Pick-up/Drop-off Zone for X business”

ISSUES FOR PHASES FOLLOWING INITIAL REOPENING

Beyond the initial phases of reopening for the Small Business and Retail industry, the committee recommends a number of broad measures to be considered across all five sectors to help move the industry and the general economy towards recovery. These general measures help support public health and safety as well as the health and safety of businesses and their employees.

These broad measures and initiatives will help business owners and managers prevent health and safety risks while establishing new operations for commerce. This includes offering customers an expected level of safety to conduct business in-person and expectations to adequately conduct business in new ways.

- Continue to allow retailers to offer curbside pickup immediately; suspend metered parking fines in front of retail establishments for a period of time to accommodate this transition
- Continue to coordinate phased reopening with neighboring jurisdictions, for health and economic reasons
- Continue to communicate clear policies on PPE and cleaning requirements for businesses and customers, and make PPE available at free or reduced cost to businesses
- Continue to distribute a “Reopen Packet” for business and retail operators including policy information, signage, and where to access free or low-cost PPE and sanitizing / cleaning supplies
- Continue to increase the availability of testing for businesses to help identify risks and reduce the spread of COVID-19.
- Continue to post and update signage outlining ongoing public safety measures in Small Business and Retail stores and communicate requirements clearly for customers, employees, and business operators
- Support small business and retail operators as they purchase and install safety partitions for use between customers and employees
- Limit access points in Small Business and Retail establishments
- Offer resources to support small business owners regarding financing and insurance.
- Provide training for new PPE, cleaning and sanitizing and social distancing guidelines
- Waive permit fees for retail sidewalk displays and simplify ANC and Public Space Committee processes

Considerations for Recovery

The committee believes that, following reopening, the considerations outlined below should be implemented to maintain public health and safety, support commerce and begin to stabilize the economy of the Small Business and Retail industry. These measures and recommendations seek to help establish a new normal for small business and retail while continuing to support public health and safety.

- PPE: Widespread access to free or reduced-price PPE and hand sanitizer is necessary to move into the recovery phase.

- Staffing: By the time we reach the recovery stage, a significant number of employees in this sector will have experienced working from home. One major consideration by this committee is a recommendation for employers to continue supporting telework and remote work options where feasible and the consideration of changing staffing plans to reduce the number of employees sharing space at one time.
- Testing: COVID-19 testing should be largely accessible, available and free for the public in order to help individuals make the determination of whether they are healthy enough to work, shop, and spend time in public places.
- Infrastructure and Design: HVAC upgrades in buildings and tenant spaces to increase filtration, separate tenants and potentially reduce the spread of airborne exposure. Redesigning equipment used by employees to allow for social distancing and redesigning furniture, offices, co-working spaces, conference rooms and common areas to facilitate social distancing and obtaining new furniture or removing furnishings. Installing touchless features wherever possible, e.g., sinks, motion-sensor or sound-activated doors and office features.
- Public Space: Expand DDOT's sidewalk-widening and pedestrianization plans to encourage and support social distancing and the use of outdoor space. Remove sidewalk clutter including newspaper boxes. Help facilitate curbside drop-off and pick-ups and pedestrian access by utilizing street parking. Consider street closures to increase outdoor retail and small business space.
- Communication: A public campaign around social distancing in public space, including on sidewalks and on public transportation as well as in retailers should be created in order to inform the public and ingrain new distancing and safety recommendations to set public standards.
- Support: Guidance from the District to small businesses on how to work with their insurance companies to collect necessary funds due to Business Interruption/Civil Authority. Assistance for small businesses that can telework to exit leases with minimal financial burdens. Mental health resources for employers and employees. Access to pro bono professional services providers to provide assistance for micro- and small businesses. The city should also undertake a strategic effort to support the creative use of exterior space for Small Business and Retail and Research and resources.

As the city looks to recovery considerations, the committee also highly recommends giving attention to the following big ideas. Many of the ideas presented below are not quick fixes and would require further assessment and discussion but could in the long run provide pathways to future rebuilding efforts and success the small business and retail sector.

BIG IDEAS

COVID-19 PREVENTION SUPPLY CHAINS

- Community Based Testing should be implemented
 - Mobile testing facility
 - Temporary testing facilities based on temporary structures in hot areas
- Vending Machines: In order make masks more available to residents, provide vending machines throughout the city and at Metro that distribute low cost masks.
- Local Small Business Mask Manufacturers: Identify and procure with local mask manufacturers and provide them with the business to provide masks in DC. This will help local small businesses who may be able to reengineer to provide masks or sell masks and to help those already making masks. Also, allow other small business (perhaps salons, etc.) to make them and/or sell them.
- The city should distribute free cloth face coverings with COVID information to all DC residents through the mail and social service agencies. If mailing to all residents is not feasible, the free masks should be provided to people living in areas with a higher incidence of COVID. The masks should include the COVID website and other information.
- The District should leverage Law 22-280 and the \$400,000 allocation in the 2020 budget for a BID pilot deploying [Portland Loos](#). The BIDs can help to identify and staff locations across pilot locations and corridors. The display areas on the public toilets are an opportunity to showcase local artists and messaging encouraging handwashing and other social distancing strategies. The District should also deploy mobile handwashing stations around pilot corridors in high traffic areas.

DC GOVERNMENT AGENCY SUPPORT

- **District Department of Transportation (DDOT)**
 - Work with BIDs, Main Streets, ANCs, etc. to expand its sidewalk widening program to identify narrow sidewalks in busy areas and widen them by taking adjacent vehicle lane or layby in support of social distancing. DDOT. Collaborate to create an area plan with sidewalk widening, alley usage and market space (i.e., parking lots and small parks) and designated pick up zones.

- Waive permit fees for sidewalk cafes, storefront pickup windows, and retail sidewalk displays. Expedite permitting, including ANC and Public Space Committee reviews.
 - Accommodate the many needs around the curb line on streets with active retail, identify at least one 60-foot section where street parking would be changed to allow for combination 15-minute loading and pick-up/drop-off zones where possible.
 - Modify Vehicular Traffic: In order to free up the streets so pedestrians can properly social distance and outdoor seating at restaurants so seating can be spread out to accommodate more people, **close certain stretches of road to vehicular traffic.**
 - Increase Mobile Transportation Rental Supply - Repurpose mobile equipment (Segways, bikes, scooters, etc.) to provide additional transportation options.
 - Centralizing Pick-up/Drop-off Spaces for multiple businesses: Consider using vacant storefront space to handle multi-business pickups, which could help alleviate sidewalk and curb lane traffic, activate dead zones in the commercial corridor, and provide employment or business opportunity for entity managing the product transfer
- **Department of Employee Services (DOES)**
 - Create a COVID Corps training program for displaced workers through DOES for commercial corridors. The Corps trainees would assess the success of measures like expanded sidewalks, communicate with businesses on COVID-related needs daily, provide masks to customers and pedestrians as needed, and assist with landscaping of public parks where appropriate. The training program would include classroom instruction to prepare Corps members for government careers by providing a broad variety of skills like technology skills, critical thinking, public speaking, and conflict resolution.
 - **Department of Small and Local Business Development (DSLBD)**
 - Expand DSLBD's mission to embrace defining and cultivating the attributes of "Next Gen Restaurant and Retail." Create an interdisciplinary advisory group of leading experts in business retail to advise DSLBD on "NextGen" retail and make formal recommendation for a program going forward.

- Hold a competition for best innovative business plans judged by the advisory panel. Winners would receive grant funding and space for two years.
- Small Business Preparation for Reopening: Work with small businesses on their current business model, as we can imagine for many that current model will no longer be feasible. Taking the time now to update their business model for post COVID-19 is important. Assist the businesses to prepare their individual plans to reopen.
- Offer a second microgrant program of \$25-30 million to help offset significant declines in revenue.
- Establish operational training for small businesses:
 - Build out e-commerce capabilities
 - Create crowdfunding campaigns
 - Reorient business layout to meet social distancing requirements, in partnership with local architects
- **Department of Insurance, Securities and Banking**
 - Through the Bank on DC program, DISB will work with the unbanked and underbanked DC population to ensure that prepaid bank cards can be used with touchless-payment apps.
 - Retool DISB's DC BizCAP Collateral Support to pre-fund approximately \$3.5 million to CDFIs in the District.
 - DISB will develop approval guidelines and the CDFIs can use this money to support the recovery of small businesses in the district.
 - DISB will develop terms such as interest-only payments or no payment for 90 days and then interest only.

DC BizCAP Innovation Finance Fund: Utilize the Innovation Finance Program to pre-fund a venture fund that would invest in small businesses that aligns with the Mayor's economic development goals.

- Financially Fit DC: Provide online financial education to connect residents with resources in the District.
- Financial Navigators: DISB will partner with the Cities for Financial Empowerment Fund to develop a virtual program for residents to connect with "navigators" to help them manage their finances through the financial crisis and direct them to resources.

- **Office of the Chief Technology Officer**
 - IT Infrastructure: Partner/collaborate to figure out how to expand the city's IT infrastructure to enable small businesses to go to a touchless point of sale model.

EQUITY ASSURANCE/WORKFORCE DEVELOPMENT

- Develop a Shopping District Ambassador Program that leverages BIDs, DC Main Streets, and DC Clean Teams to create workforce development programs that build skills and develop capacity in the long term, provide extra services in the public realm (including cleaning and place management services). This program should ensure that professional development/case management support is integrated from the beginning.
- Train and deploy community mediators (alliance of safe streets/ concerned men) to assist with explaining and enforcing new mandatory policies at store locations.
- Set up childcare operations in closed elementary schools until private childcare is allowed to open.
- Minority Business Set-aside 30% MBE participation (See NY State for details)
- Encourage retail, DC government and B2B customers to procure from small and local DC-based small businesses that are providing COVID-19 related products and services (e.g., cleaning services, mask making, transportation and delivery, sign makers, furniture rentals for parklets, employment training for new ambassadors).
- Accessible Shopping for Unbanked DC Residents: Make shopping at businesses with cashless- or touchless-only payment options accessible for unbanked DC residents through a new prepaid bank card that residents could associate with a touchless payment app. Perhaps the card could be managed by DISB through its Bank on DC.

FINANCE/LEASING/INSURANCE SUPPORT

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

- Offer a tourism support fund (grants and loans) for businesses that typically rely on large and compact gatherings of mostly tourists or visitors to the city (includes bus tours, yacht rentals, boat tours, etc.). This would help to sustain vital tourism businesses that will be impacted until travel restrictions are lifted.
- Ask “big” banks [definition to be determined] to contribute to a community business revitalization fund (goal \$1M) to provide immediate financial assistance to cover reopening costs for small businesses in Wards 7 and 8
 - inventory restocking
 - space reconfigurations
 - security or staffing needs
 - rent
 - payroll
 - Assistance is in form of grants; application process should be highly simplified.
 - Must be CBE to qualify
 - Other requirements may be considered
 - Grant amounts range from \$2-10K
- DC to fund or provide low/reduced cost access to space at co-working or teleworking facilities to enable small businesses (like home-based businesses or businesses too small to enable social distancing effectively) to still safely see clients and transact business
- DC government run "OSHA-like hotline": allows workforce to call and report unsafe conditions and/or receive guidance on safety guidelines.
- DC government issued "letter-grading system" for businesses who meet safety guidelines - like the system used for restaurants:
 - GRADE A: The space is clean, up to code, and free of violations.
 - GRADE B: The space has some issues that must be fixed.
 - GRADE C: The space is a public risk and on verge of closure.
- Rent Support: A rent support for very small neighborhood corridor businesses, based on a 30% break in rent.
- Second round of emergency grants (not loans) should be targeted to small neighborhood-based businesses with 10 employees or fewer, with specific emphasis on Wards 7 & 8. A portion of the

funds should be distributed through mission-based lenders like LISC, City First Enterprises, etc.

- Business Equity Fund - Create an equity fund to support the creation, growth and capacity minority businesses.
- The District should incentivize landlords to permit lease structures that encourage occupancy by creating tax and/or regulatory incentives to encourage the signing of percentage-only (over very low base) rents for the next five years. Good faith approaches to these efforts, driven by escalating returns will reward not only businesses who are on the periphery of return but also ingratiate commercial building owners to the communities that are committed to restoring vibrancy through their spending.

PUBLIC EDUCATION AND COMMUNICATION

- The city should work with a pro bono PR firm to develop an umbrella campaign with a distinct, professional look that can be used across channels and throughout the phasing process. Signs at Metro stations, social media graphics, signs on business doors, sidewalk markings, etc., should all have a unified look and messages that communicate effectively and succinctly.
- Create Standard Operating Procedures and a program for COVID-19 safety to support consumer confidence: Shop Safe Seal of Approval, for retail and restaurants following best practices.
- Once true recovery begins, develop a massive promotion (with professional pro bono support) encouraging people to return to restaurants, retail, hotel, and other businesses. Associations and businesses throughout the city should amplify and co-promote.
- Brand Umbrella: Develop an aspirational brand umbrella to allow all initiatives to incubate from: i.e. “DC Where the world comes for Inspiration” or “Getting Ready to ReOpen DC” or “ReOpening to support businesses”
- Gen-Z Entrepreneurs: Assemble a group of GenZ entrepreneurs to help amplify and distribute reopening messaging as they own social media for example, “Young Leaders Advisory Group/Ambassadors”?

REGIONAL PARTNERSHIP

- The city should work with Maryland, Virginia, and local jurisdictions through Metropolitan Washington Council of Governments (MWCOG) to develop a regional supply chain for PPEs and to benefit from volume buying. They should also work with COG to create a mechanism/portal for local businesses to buy at low prices.
- Mobile Car Wash Service: Mobile car washing services to help reduce contact. Consumers mitigate contact made at full-service car washes.
- Mobile Fueling: Automobile fueling service would be available by appointment or scheduling.
- Gas Pump Mitts: All gas stations would be required to have disposable gas pump bags for consumers.
- Full Service Gas Station Model: Require all gas stations to offer full service (particularly during peak hours) to limit contact with equipment

REGULATORY RELIEF

- A gradual reduction of regulatory burdens on getting spaces back into active use would also feed into the greater ecosystem of nurturing these harmed economies back to a base level of health. Building codes should be enforced for life safety and public health only for first several months after opening; permit soft Certificates of Occupancy to get businesses up and running quickly as recovery continues to take shape.
- Repeal the vacant property law and enforcement (but not Clean it or Lien It) for the next three years. Increasing a punitive fiscal burden on businesses that cannot open or spaces that cannot be rented makes little sense as we seek to reactivate spaces and create the opportunity for a return to limited fiscal normalcy.

SMALL BUSINESS ASSISTANCE

- Encourage and assist businesses to accept contactless payment

- Work with small businesses and non-profits to create resume/application repository and to quickly find qualified employees.
- The District's Department of Small and Local Business Development and other local providers must be vigilant in hyper-localizing their support to businesses seeking to return to operation. This can include help in adjusting business models, creating an online presence and a shared space where ideas and resources can be exchanged between businesses and the public sector. Nail salons, small retail stores, dry cleaners and corner stores will require a support as they seek and receive guidance from DC Health as they work to reopen.
- Some small businesses can also become locales for consumers to pick up a variety of items from one neighborhood at a designated location

TAX STRUCTURES

- Study the impact of taxing land values at assessed rates, more easily shouldered by landlords, and by taxing occupied improvement values through a Value Added Tax (VAT) on rent. This paired approach would be more closely tied to the economic activity generated by the business, thus providing a known and certain cost for operators at a time when they need it most. The landlord's interest is in maximizing market value so it is aligned with the District's interest in collecting the highest taxes that the business can support through recovery.
- Assess whether a graduated tax of commensurate burden can be implemented for recovering business of a certain size and scope. Based on revenue bands, a percentage-based approach of revenue lost when contrasted with the average of the prior three years of revenues for businesses could produce a sliding scale of recovery as part of a pilot phase. (i.e., 25% reduction in tax burden if businesses can demonstrate losses of 25% compared to prior year revenues).
- Separate retail and restaurant property tax rate from other commercial tax rates.
- Deploy commercial property tax relief to create a wealth-building opportunity for low-income residents. In exchange for property tax relief to some large owners, equity stakes in the properties could be used to create and manage wealth-building funds through individual development accounts (IDAs).

Resources and References

The ReOpen DC Report for Retail and Small Businesses is meant to be used as a reference for general guidance. Numerous reports and research are also available and, as COVID-19 is better understood, and more and more jurisdictions slowly reopen, there will be even more information and resources. You can find jurisdictional guidance and articles below, as well as guidance released by businesses, associations, federations, etc.

JURISDICTION GUIDANCE and ARTICLES

Aegis 19. "Widespread Testing and Data Analytics." (April 2020) Accessed at:
<https://www.covid19em.com/>

Enlightened Beyond Expectation. "COVID-19 Policy and Reporting Requirements." (Email)
www.enlightened.com

Gara, Antoine. Forbes. "Commerce Department And NAIC Create Fund To Deploy \$1 Billion In Minority And Women-Owned Businesses." (October 4, 2019) Accessed at:
<https://www.forbes.com/sites/antoinegara/2019/10/04/commerce-department-and-naic-create-fund-to-deploy-1-billion-into-minority-and-women-owned-businesses/#723e8de3623a>

Lakeview Chamber of Commerce. "COVID-19: A Roadmap for Recovery." (Updated: April 27, 2020) Accessed at:
[https://chambermaster.blob.core.windows.net/userfiles/UserFiles/chambers/1819/CMS/COVID19/Lakeview-COVID-19-Recovery-Framework-\(Updated-04-27-2020\).pdf](https://chambermaster.blob.core.windows.net/userfiles/UserFiles/chambers/1819/CMS/COVID19/Lakeview-COVID-19-Recovery-Framework-(Updated-04-27-2020).pdf)

Maake, Katishi. Washington Business Journal. "Downtown and Out." (May 1, 2020) Accessed at:
<https://www.bizjournals.com/washington/news/2020/05/01/downtown-d-c-retail-was-reeling-from-closures-and.html>

Maidenberg, M. "How Walmart, McDonald's and Kroger Are Finding Masks for Workers." (April 22, 2020). Accessed at <https://www.wsj.com/articles/how-walmart-mcdonalds-and-kroger-are-finding-masks-for-workers-11587553202>

New York Health Department. “Protect yourself from COVID-19 and stop the spread of germs.” (April 20, 2020). Accessed at: https://coronavirus.health.ny.gov/system/files/documents/2020/04/13067_coronavirus_protectyourself_poster_042020.pdf

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White House. “Opening Up America Again.” (PDF) Accessed at: <https://apps.npr.org/documents/document.html?id=6840714-Guidelines>

White House. “Opening Up America Again (CDC Guidelines).” Accessed at: <https://www.whitehouse.gov/openingamerica/>

Referencing Personal Communication/Interviews

Organization/Business	Ward	Type of Outreach	Date
Ace Hardware	multiple	Conversation	5/5/20
Andre M Taylor Photography	8	Online Survey	5/8/20
Artisan's Affinity Alliance	8	Online Survey	5/8/20
Baby Einstein	8	Online Survey	5/8/20
Bank of America	multiple	Conversation	5/7/20
BB&T	multiple	Email	5-May
Central Communications	2	Conversation	5/2/20
Chase Bank	multiple	Email	5/5/20

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

Citibank	multiple	Email	5/5/20
Costco	5	Conversation	5/2/20
Democracy FCU	multiple	Email	5/5/20
Denny's	7		5/8/20
Everybody's Juice	8	Online Survey	5/8/20
Georgina Player's Lounge		Email	5/8/20
Glens Garden Market	2	Email	5/5/20
Goodwill	5	Conversation	5/2/20
Hines	2	Conversation	5/6/20
Industrial Bank	multiple	Conversation	5/7/20
J Arthur Brown & Associates	8	Online Survey	5/9/20
Lowe's	5	Conversation	5/4/20
Macy's	2	Conversation	5/1/20
Mahogany Books	8	Online Survey	5/8/20
Mallory Shelter	5	Conversation	5/8/20
Nubian Hueman	8	Online Survey	5/8/20
Plum Good LLC	8	Online Survey	5/8/20
PNC	multiple	Email	5/5/20
Players Lounge	8	Email	5/8/20
Politics and Prose	3, 6	Conversation	5/3/20
Sala Thai	7	Email	5/8/20
Smithsonian National Portrait Gallery / Smithsonian American Art Museum Gift Shops	2	Email	5/1/20
Solid State Books	6	Email	5/6/20
Stan's Men's Clothing	6	Email	5/6/20
Streets Market	multiple	Conversation	5/5/20
Super Pharmacy & Medical Equipment	6	Email	5/8/20
Tenleytown Main Street	3	Conversation	5/8/20
The Daily Rider	6	Email	5/6/20
Thompson Glass	6	Email	5/6/20
Union Kitchen	2	Email	5/3/20
WC Smith	6	Conversation	5/7/20
We Act Radio	8	Email	5/8/20

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

Wegmans	n/a	Conversation	5/4/20
Wells Fargo	multiple	Conversation	5/7/20
Write for You / JB Sweets	3	Email	5/6/20
WS Jenks	6	Email	5/6/20

Further Resources

Business Name	Website
Alliance of Professional Tattooists	https://safe-tattoos.com/tattoos-%26-covid-19
American Dry Cleaner	https://americandrycleaner.com/coronavirus-covid-19-guidelines-links-and-latest-news-0
American Spa	https://www.americanspa.com/business/5-rules-implement-re-opening-your-spa
Association of Professional Piercers	https://www.safepiercing.org/psa_covid-19.php
Andrews FCU	https://www.andrewsfcu.org/Learn/Inside-Andrews/About-Us/COVID-19
Bank of America	https://about.bankofamerica.com/promo/assistance/latest-updates-from-bank-of-america-coronavirus
BB&T (Now Truist)	https://www.truist.com/coronavirus-response/help-center
Building Owners Managers Assoc. Int'l.	https://boma.informz.net/BOMA/data/images/Getting%20Back%20To%20Work%20Preparing%20Buildings%20for%20Re%20Entry.pdf
C Store 1	https://www.cstore1.com/store/station/gas-mitts/
Capital One	https://www.capitalone.com/coronavirus/
CBRE	https://www.cbre.us/research-and-reports/CHINAS-RESPONSE-TO-COVID-19-Lessons-for-Landlords-and-Occupiers
CDC Small Business Guidance	https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-small-business.html
CDC (hand hygiene in healthcare settings)	https://www.cdc.gov/mmwr/preview/mmwrhtml/rr5116a1.htm

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

CDC (disinfection of hot tubs)	https://www.cdc.gov/legionella/downloads/hot-tub-disinfection.pdf
CDC (mail and delivery drivers)	https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/mail-parcel-drivers.html
CDC (cleaning and disinfecting public spaces, workplaces, schools and homes)	https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html
CDC (cleaning and disinfection for community facilities)	https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html
Colleen Dilenschneider	https://www.colleendilen.com/2020/04/15/performance-vs-exhibit-based-experiences-what-will-make-people-feel-safe-visiting-again-data/
Cushman & Wakefield	https://www.cushmanwakefield.com/en/insights/covid-19/recovery-readiness-a-how-to-guide-for-reopening-your-workplace
Chase	https://www.chase.com/digital/resources/coronavirus
Citibank	https://www.citigroup.com/citi/covid-19.htm
City First Bank	https://www.cityfirstbank.com/node/386
Customized Logistics and Delivery Association	https://www.clda.org/i4a/pages/index.cfm?pageid=1
DC Credit Union	https://www.dccreditunion.coop/covid-19-updates/
Democracy FCU	https://democracyfcu.org/covid-19.html
International Council of Shopping Centers	https://www.icsc.com/uploads/t07subpage/Coronavirus Reopening Guidance final_043020.pdf
Industrial Bank	https://www.industrial-bank.com/home/why-industrial/new-covid-19-updates
International Spa Association	https://experienceispa.com/resources/covid-19
Massage	https://www.massagemag.com/covid-19-coronavirus-information-for-massage-

*Small Business and Retail Committee submission
to the Steering Committee for its recommendations to the Mayor*

Magazine	therapists-fact-vs-fiction-122749/
MindBody Business	https://www.mindbodyonline.com/education/blog/10-tips-salons-spas-and-wellness-businesses-about-covid-19
M&T Bank	https://www.mtb.com/help-center/be-informed/coronavirus
National Restaurant Association	https://restaurant.org/Downloads/PDFs/business/COVID19-Reopen-Guidance.pdf
National Retail Federation and Seyfarth LLC	https://cdn.nrf.com/sites/default/files/2020-04/NRF%20-%20Operation%20Open%20Doors%20-%20Checklist.pdf
NuWash	https://nuwashcarwash.com/corona
OSHA	https://www.osha.gov/Publications/OSHA3994.pdf
PNC	https://www.pnc.com/en/customer-service/coronavirus-update.html?lnksrc=homepage-alert
Professional Beauty Association	https://www.probeauty.org/docs/default-source/coronavirus-documents/pba-back-to-work-guidelines.pdf?sfvrsn=4afa9a9b_14
Retail Industry Leaders Association and National Retail Federation	https://rilastagemedia.blob.core.windows.net/rila-web/rila.web/media/media/pdfs/committee%20documents/coronavirus%20documents/open-for-business-a-blueprint-to-shopping-safe.pdf
Simon Property Group	http://470879536912c09ee57a-6dbb2f607afbae7d42fcbbec027394c3.r67.cf1.rackcdn.com/Reopening-Shopper Public Employee Facing-Illustrative Examples.pdf
TD Bank	www.td.com/covid
Technical.ly	https://technical.ly/dc/2018/10/25/filld-mobile-fueling-dc/
U.S. Food & Drug Administration	https://www.fda.gov/regulatory-information/search-fda-guidance-documents/complementary-and-alternative-medicine-products-and-their-regulation-food-and-drug-administration

*Small Business and Retail Committee submission
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(health and personal care operations)	
U.S. Food & Drug Administration (tattoo and permanent make-up)	https://www.fda.gov/cosmetics/cosmetic-products/tattoos-permanent-makeup-fact-sheet
Walgreens	https://news.walgreens.com/covid-19/covid-19-faq.htm
Walmart	https://corporate.walmart.com/newsroom/2020/04/17/our-next-step-to-protect-you-our-customers-and-our-members
Wegmans	https://www.wegmans.com/news-media/press-releases/wegmans-response-to-covid-19-2/
Wells Fargo	https://www.wellsfargo.com/jump/enterprise/coronavirus-response
ReOpen Mainstreet	https://reopenmainstreet.com/retail/
Zen Planner	https://zenplanner.com/covid-19/#toolkits