

*City of Marysville*

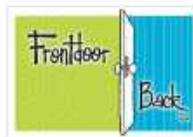
# COMMERCIAL COVID PLAYBOOK

Last Updated: July 14th, 2020



## Big Thank You!

Gigantic salutations to everyone who participated in putting this document together, including all the talented folks working in, and on behalf of Marysville! A special shout out to Cotton's Cowboy Corral and Cisco's Taqueria for agreeing to serve as our local business case studies.



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# PLAYBOOK ORGANIZATION

For those working on the front lines of COVID and its impacts on Brick & Mortar Commerce, every day feels like a year in terms of best practices for everything from insurance to product returns to qualifying for grants. So, this document is structured so it will be owned by the City of Marysville, and can be expanded and improved over time.

This playbook seeks to offer solutions that are both flexible and long-lasting. They need to be long-lasting because this could easily be a crisis impacting commerce for 24 months. And flexible, because we will need options for businesses to generate revenue in the face of future micro closures (business by business closures because of small outbreaks), regional closures, or macro closures, such as the one we have just lived through that was essentially nation-wide.

This playbook is organized into four sections:

1. ***District Toolkits.*** These are issues that need to be tackled collectively through the joint efforts of cities, counties, community-based organizations (CBOs), non-profits, Chambers, economic development agencies, and downtown/district associations.
2. ***Property Owner Toolkits.*** Property owners with ground floor commercial space have one business: renting to brick & mortar businesses. In past recessions, owners could count on a new wave of startups to take the place of business closures. However, the pandemic could bring a large wave of business closures making this strategy less successful. Smart property owners are going to try to hang onto their tenants, avoiding unnecessary vacancies.
3. ***Business Owner Toolkits.*** Businesses have to work backward from consumer behavior and consumer finances to craft responses that will help them stay in business. The vertical markets of ground floor brick & mortar businesses that will need assistance and are heavily impacted by COVID are shown below:
  - Retail
  - Restaurant
  - Personal Services (salons, spas, massage, etc)
  - Fitness (yoga, dance, gyms, etc)
  - Entertainment (music venues, theaters, movie houses, etc)
  - Professional Service (doctor's office, dentist's office, real estate, insurance, physical therapy, etc.)
4. ***Equity & Vulnerability.*** We must prioritize assistance for businesses and owners in the black, indigenous, and people of color (BIPOC) communities, who are being impacted most by Coronavirus. Additionally, economic development initiatives should be laser focused on establishing equity and providing opportunity for people in all communities.



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With a group organized, listening sessions for public sector agencies and non-governmental organizations (NGOs) should be scheduled (If they haven't already). These need to be organized by vertical market and through an equity lens, and probably need to be periodically ongoing because impacts and responses shift rapidly and radically during the pandemic.

Examples of listening sessions by vertical market follows below. If your community is small, you can combine like types of businesses into a single session.

- Retail
- Restaurant
- Personal Services (salons, spas, massage, etc)
- Fitness (yoga, dance, gyms, etc)
- Entertainment (music venues, theaters, movie houses, etc)
- Professional Service (doctor's office, dentist's office, physical therapy, etc.)
- Property Owners

Examples of listening sessions through an equity lens within your region might include:

- By Language (listening sessions in a foreign language with translators)
- BIPOC Communities
- Woman-Owned Businesses



## RESOURCES

There are a plethora of Webinars circulating to assist the brick & mortar world, but there also is huge demand for “real” resources that small businesses cannot afford on their own, but desperately need. Specifically, small businesses are hungry for more one-on-one help with specific types of issues that are legal, business, regulatory, and/or health & safety oriented.

Below are examples of resources that are frequently needed to keep commerce going during the pandemic. It is organized by the following categories: a) Direct Assistance; b) Sourcing Information; and, c) Informational Assistance.

### **DIRECT ASSISTANCE**

**Topic Areas.** Current demand for direct assistance includes these topic areas:

- *Landlord/Tenant Negotiations.* Businesses typically do not have a lot of knowledge about commercial leasing and do not even know what might be possible to negotiate, how to structure sliding scale leases, etc. Having a commercial broker and/or real

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estate attorney on call would go a long way toward helping these small businesses.

Areas of concern:

- Personal Guarantees
  - Breaking a Lease
  - Renegotiating a New Lease
  - Renewing a Lease in the Pandemic
  - How to Frame “The Ask” for a Landlord
  - How to Negotiate Sliding Scale Lease
  - Letter Template for Lease Negotiation Communications
- *Bankruptcy/Accounting.* Every business should be creating a 24 month business plan and evaluating whether their business can make it over the period of 24-months of pandemic impact. Areas that people need assistance with:
    - Subchapter V of Chapter 11 Bankruptcy
    - Bankruptcy Law in General
    - Accounting Assistance to Determine Business Viability
    - Business Coaching and Strategizing re: Business Pivots
  - *Design/Sourcing Assistance.* The city should have templates that are printer-ready and made available for all business owners that include:
    - Circulation Signage and Stickers
    - Health & Safety Signage
    - Printing/Plexiglass Sourcing
    - Installation Assistance
  - *Health & Safety/Liability.* Most businesses feel they have been left in the dark in terms of how to keep employees safe, customers safe, and how to protect themselves from liability. Areas where they need assistance include:
    - What Measures Reduce Liability?
    - Employee Safety Protocols
    - Employer Safety Protocols
    - Customer Safety Protocols
    - Access to PPE
    - Access to Hand Sanitizer
    - Conflict Resolution / Customer Service Training for Staff

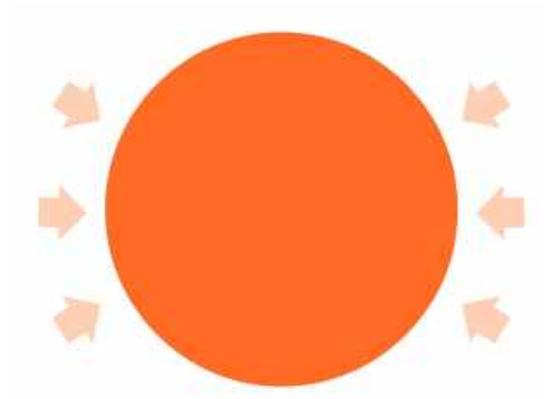
These are the kinds of questions that businesses are asking right now, and they need help answering them:

**Recent Restaurant Question:** *“Is anyone utilizing a liability waiver of any sort for staff, or guests? We have not up until this point, but I am considering adding one in our reservation system as well as within the signage posted at our entrances. Potentially adding contract tracing at the door, also. This is in response to having an employee test positive this past week.”*

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- *Childcare.* Many BIPOC-owned businesses and woman-owned businesses have cited access to childcare as an obstacle for re-opening. This is going to be a big issue during school closures and during the summer.

**Professionals.** This direct technical assistance can be hired for a district, or can be offered pro bono. In many cases, the work can be structured so it is group-based, or creating templates for everyone, to keep costs low and create an economy of scale. A sample list of professional engagement is shown below.

- Real Estate Attorneys
- Bankruptcy Attorneys
- Liability Attorneys
- Accountants
- Graphic Designers
- Insurance Agents
- Business Coaches/SBDC
- Printing Professionals
- Health & Safety Advisors
- Childcare Providers



### **SOURCING INFORMATION**

Businesses want to know where to locate:

- PPE (masks, face shields, gloves, etc)
- Hand Sanitizer
- Signage/Sign Fixtures
- Printing
- Plexiglass
- Disinfecting/Sanitizing Supplies
- Vinyl for Restaurant Tables/High Use Surfaces
- Display Fixtures
- Window Vinyl
- Window Lighting



### **INFORMATIONAL ASSISTANCE**

**Topic Areas.** These are more traditional Webinars where there is a panel of people, or a speaker, or both. Periodic updates on the following efforts would be useful:

- *Legislative Updates.* Great to have an update on what is happening on a federal and state basis. Local people do not always have access to this information, so it's very valuable to understand what might be coming down the road.
- *Sources of Grants & Loans.* Any information on programs, application, forgiveness, repayment, allowed uses, etc.
- *Working with Lenders.* (This is mostly for property owners.)
- *Video Virtual Training.* People in downtown may not be used to logging onto Zoom meetings (shown to the right), or joining Slack groups. However, the pandemic will require ongoing virtual communication and organization, so train your downtown businesses! Hold an online course. Or, during periods of opening, have small tech assistance classes to teach people how to join meetings from their phone, tablet, or computer.
- *Property Owners.* Getting them together, giving them resources, and encouraging information sharing is very valuable. Assistance with percentage rent leases might be useful, as well. This group needs to be brought on board and included in the conversation because they control building space and the fate of many tenancies.
- *Online Information.* Helping small business to identify and update all of the various platforms that represent them online: websites, Yelp, Google places, Facebook, etc.
- *Unemployment.*
- *Liability/Opening.*



## EC DEV INITIATIVES

If local brick & mortar establishments are going to weather Coronavirus, they must work backward from consumer behavior and commercial real estate realities. Plans that suggest we jump into a time machine and return to retail and restaurant circa 2019, but with warning signs, plexiglass, PPE, and plastic sheeting, don't understand a thing about how small, in-person transactional business actually works.

The ground floor commercial ecosystem will continue to be impacted by the following challenging consumer characteristics during the pandemic, which were summarized well in a recent article, shown to the right, as "Fearful and Frugal."

- Higher Unemployment/Less Disposable Income.
- Housing Insecurity.
- Health & Safety Concerns. (Particularly being indoors for prolonged periods.)
- Decreased Travel.
- Periods of Forced Closures.
- Unpleasant In-Person Experiences.



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Consumer behaviors that can be leveraged in a positive way to support local, small businesses may include:

- Desire to Engage with Local Business.
- Pent Up Demand for Everything!
- Eagerness for Safe Human Interactions. (i.e. “Get me out of the house!”)
- Willingness to Order & Pick Up.
- Openness to Delivery of New Products.

To be successful, businesses have to think about how to mitigate the challenging aspects of the former behaviors and leverage the positive aspects of the latter characteristics. Consumers are developing new purchasing habits, and districts have to consider what sort of initiatives will help businesses operate successfully during the pandemic, and also post Coronavirus when customers have new preferences for interacting with brick & mortar businesses.

Three key areas that every district should be thinking about to leverage current and future consumer preferences are: facilitating exterior commerce, district concierge pickup, and local delivery.

## **EXTERIOR COMMERCE**

We must work backward from the trends we are going to see in consumer behavior. Three things a district can give customers right away is access to commerce in a safe environment where they can have socially distanced human interactions by offering a range of exterior commerce options. If this can happen with the smallest amount of cost and the fewest barriers (such as permits and insurance), the more likely these initiatives are to have a positive impact.

Furthermore, we should be considering whether we can move a wide range of uses outdoors for safer interactions, including personal services, so businesses can see customers while maintaining maximum access to fresh air. Exterior commerce will be particularly important if we are going to find a way to maintain some sales per square foot activity during periods when interior closures need to happen.

Examples of bringing commerce outside include:

**Street Seat/Parklets.** Allow businesses to have quick and easy access to parking spaces to create an outdoor presence. In downtown Marysville, the City could create a plaza program that could be distributed around downtown, utilizing corner, ADA accessible parking spaces. These plazas would essentially be tactical urbanism infrastructure that could be suitable for hanging out, dining, or exterior retail sales. [Build a Better Block](#) has interesting examples of out-of-the-box kits for this sort of tactical urbanism work — offering installations for cute parks, dining options, and great little market stands. Besprinkle these in your most active places around downtown and Chinatown to create brand for the whole district that invites people to spend time in Marysville. Local businesses could be brought together to install, and also to adopt these plazas to tend to their daily needs. Hire local talent to design & manage the installation!

## VISUALIZATION OF STREET SEATS AT CISCO'S TAQUERIA



**Street Closures.** Periodic and regular closures of a section of street for “In the Streets” events that use the entire right of way to encourage sales, eating out, live music, exercise classes, and hanging out downtown. Access can be restricted for safety reasons if large numbers of people arrive. The area closed can also be expanded to accommodate increased attendance.

**District Concierge.** Some districts, especially ones with street closures, are choosing a spot or two downtown and turning them into safe, socially distanced pick-up spots. It could be a business, or an empty parking lot with clear signage, labeling, and easy circulation for pick up of all goods ordered downtown.

**Regular Outdoor Shopping Events.** It might be nice to have some late afternoon/evening outdoor shopping/dining events to encourage local strolling and interactions with stores. This will be especially important in the summer months, when it is particularly hot! Incorporating entertainment and lighting would make it even more enjoyable.

## LOCAL DELIVERY

At this very moment, consumers are laying down new patterns of behavior, including ordering goods and services online or by phone, and picking up or taking delivery at home. This includes purchasing items online such as groceries, which many consumers have been resistant to ordering in the past. If we are going to help local businesses compete with Internet vendors and with Amazon, the best thing that cities and towns can do in terms of local economic development is to fund the creation of local delivery cooperatives that can move products from local businesses to local residents.

This model would work best for the delivery of products, including food products, pre-ordered prepared food delivered at a scheduled time, or the delivery of prepared food in a small trade area. (The delivery of on-demand prepared food in a really wide trade area is not sustainable long-term from a cost perspective.)

A delivery cooperative should be started by focusing on first connecting local businesses with their local trade area. It could easily be a branded electric cargo bike-based approach or electric car. This service should be used to reinforce interactions that have an element of “old school retail” — fostering personal and direct relationships between vendors and customers. Kind of like when my grandmother would call her grocer to tell him that we were in town visiting and that she needed a few more steaks for dinner!

Many jurisdictions and individual businesses are looking into this. As an example, a distillery in Portland, OR started their own delivery service, see the article referenced below.

### A LOT OF INNOVATIVE WORK IS HAPPENING WITH LOCAL DELIVERY



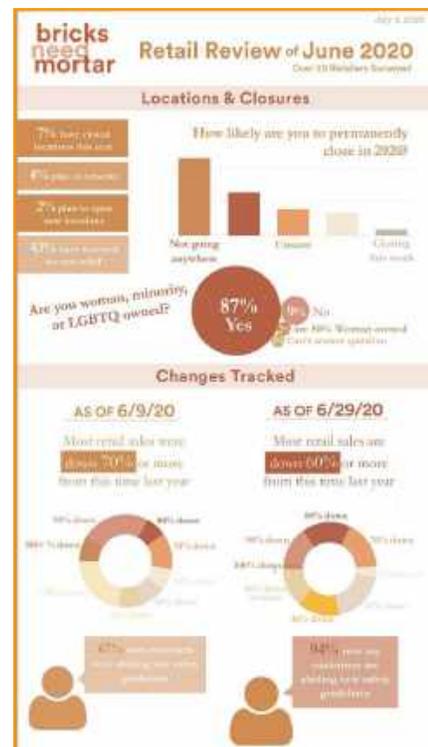
# PROPERTY OWNER TOOLKITS

The business of owning ground floor commercial property is very one-dimensional — a landlord's only job is to lease to brick & mortar establishments that gather customers in interior spaces, such as stores, restaurants, personal service uses, entertainment, fitness, etc. Since the pandemic is having a large impact on these businesses, it is going to have a large impact on the business of renting, as well.

Since property owner and business fates are aligned, owners must look at and understand business trends and how those are likely to impact property owners:

## BRICK & MORTAR TENANT TRENDS

- *Depressed Sales Per Square Foot.* Most small businesses are going to be doing less in sales during the pandemic, in some cases significantly less. This will ultimately impact the amount of rent they can afford to pay because in all cases, rent per square foot is tied to the sales per square foot the district can generate. This will impact all property owners.
- *Bad Leasing Environment.* We are likely to be entering one of the toughest commercial real estate leasing environments we have seen for some time, this will be true for high rise, enclosed, class A office spaces with recirculated air and no operable windows, through to the ground floor spaces populated by brick & mortar businesses. Currently, the hardest hit segments of the market include:
  - High rise office.
  - Fitness.
  - Health & Wellness.
  - Personal Services. (Except hair salons/barber shops.)
  - Entertainment. (All forms of live entertainment are getting hammered — sports, music, theater, movies, etc.)
- *Need for Omni-Channel.* The businesses that are going to weather the pandemic will be figuring out how to reach their customers and service their customers via some combination of phone, Internet, outdoor commerce, delivery, pick up, and in-person commerce.



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## PROPERTY OWNER TOOLS IN A PANDEMIC

Property owners really need to think of the period through the end of 2020 as a very important period for establishing the new normal of sales in the district. The next 6 months are going to take us through important seasons, including summer, back-to-school, and Christmas.

It will also include data from periods that may have lower Coronavirus breakouts to periods that may have higher numbers of cases (fall/winter).

Between now, and the end of 2020, landlords with brick & mortar space should be working from a toolkit that includes the four areas shown below. And, in reality, it may be a toolkit they use for the next 24 months.

- *Avoid Vacancies.*
  - Buildings that are unoccupied fall apart fast. They are deferred maintenance nightmares.
  - Buildings that have been vacant for some time and have no life, especially multi-tenanted buildings, will take longer to fill up when all of this is over.
  - Vacant buildings, especially longer-term vacancies, rent for less.
  - No one wants to be touring vacant spaces during a pandemic.
- *Communicate Frequently with Tenants.* Landlords forget that tenants are generally scared to death of talking to their property owners. And when the subject is something really hard, like plunging sales due to a pandemic, it's even more difficult. So, if your tenants are not communicating with you, then they are making decisions without the benefit of the ways in which you might be willing to work with them.
- *Construct a Plan for Lenders.* If you have a note on your commercial property, begin constructing a 24 month recovery business plan. Collaborate with your tenants to construct a story of how you both plan to adjust/pivot and recover in the hopes of getting mortgage relief that can be used to keep spaces occupied through the next 24 months.
- *Consider Variable Rent Leases Through the End of 2020.* Tenants need to move to a percentage rent type of lease through the end of 2020. This is a sliding scale type of lease that is tied to sales. If tenants do 2019 volume in sales, they pay 2019 rent. If they do less, then they pay less. A rent floor and/or a rent ceiling can be added to create stability through a baseline payment for a landlord. An informational flyer on percentage rent leases is shown on the next page.



**Percentage Rent: Tenant pays a percentage of gross sales as rent.**

Rates can vary, but 6% - 8% of sales is common. Can add a minimum rent floor, or max ceiling.

# PERCENTAGE RENT

Until there is a cure or treatment for COVID-19, ground floor commercial tenants are going to clock in with much lower sales per square foot from their commercial spaces. (Office leasing will be impacted too, as professionals choose to work from home).

retail • restaurant • personal service • entertainment • fitness

**AVOID VACANCIES**

- » Vibrant areas will recover first.
- » Vacant buildings are tough to lease.
- » Empty building bring a lot of deferred maintenance (things can fall apart fast when a structure is unoccupied).

**Percentage Rent Works for Big Owners**

Bedrock and its affiliates have invested more than \$5.6 billion since 2011 in all aspects of owning, leasing, and managing commercial and residential real estate.

**Percentage Rent Works for Small Owners**

*"When COVID-19 hit, we met with our tenants right away. We offered full rent abatement so they could shift to delivery/takeout. And upon re-opening, we'll move to a percentage rent lease through the end of the year. Extracto Coffee is a community gathering place, and it's our job to help keep them in the community!"*

– Michele Reeves, Portland Property Owner



*"... tenants can waive their base rent in favor of paying 7 percent of gross sales. [They] also will allow the application of tenants' security deposits toward reopening costs and costs associated with space modifications."*

*Since March, Bedrock and the Rock Family of Cos. has committed millions to local businesses through rent relief, personal protective equipment procurement, and grant funding."*



– dbusiness, Detroit's Premier Business Journal

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# BUSINESS OWNER TOOLKITS

The ground floor commercial ecosystem consists primarily of these businesses:

- Retail
- Restaurant
- Personal Services (salons, spas, massage, nails, etc)
- Fitness (yoga, dance, gyms, etc)
- Entertainment (music venues, theaters, movie houses, etc)
- Professional Service (real estate, medical, insurance, etc.)

## FITNESS HAS BEEN HIT HARDER THAN MOST BUSINESSES



These types of brick & mortar establishments require customers to spend in-person time in a physical space. The best of these businesses are multi-sensory and encourage interaction. (In fact, the more senses engaged in a positive way, the more successful a brick & mortar business usually is.)

The characteristics that customers value from these in-person businesses has been evolving over the last few decades. In many ways, American consumers are choosing to invest their personal time in ways that are almost trending back to the 1900s. We have the Internet instead of the Sears catalog. We increasingly have commodities delivered. And, we choose to spend our personal time in spaces and with businesses that offer a combination of these four things:

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- Great experiences.
  - Personal customer service.
  - Unique curation. (products, services, etc.)
  - Expertise.

Another way of looking at it is this: fewer and fewer people want to be their own personal delivery vehicle, driving to a distributed network of stores and services all over the city, or even all over the Internet.

If we want to save as many small, beloved businesses as possible, we need to make sure we are helping them reinforce these four characteristics while they respond to consumer behaviors and real estate realities during a pandemic.

Business owner toolkit will be divided into these sections:

1. *Planning*
2. *“The Store”*
3. *How to Talk to Your Landlord*
4. *Health & Safety*

Throughout the business owner toolkit, we will use examples from the case studies we worked on in Marysville: Cisco’s Taqueria and Cotton’s Cowboy Corral.

## PLANNING

Every business should put together what is essentially a two year business plan. (Yes, it’s possible there might be a great Coronavirus treatment developed before then. But it’s possible there won’t be, and everyone should be ready for the worst case scenario.)

As a part of this business plan, you should consider the following:

- Project realistic sales for 2 years, considering the possibility of rolling closures, such as the ones we are experiencing right now. (In other words, there will be periods where the interior is open, and periods when it will be closed, so take that into account.) Most kinds of businesses are projecting lower sales, and in some cases much lower sales, over the next 24 months.
- Determine how your business can pivot to drive higher sales to reflect general consumer behavior, such as:
  - Serving a new market.
  - Serving your existing market in new ways.
  - Offering delivery.
  - Selling more to your existing customers.
  - Moving to some online sales.

- Consider what sort of deal your landlord might give you for rent over the next two years. You should consider asking your Landlord for rent that is most in line with what you project business to be over these two years. This is a bit of a journey for property owners too, so there will be some education that is going to have to happen in terms of how bad this could get for business owners (and therefore property owners).
- Preserve cash. Going into what might be a pretty big recession, a business is always better off with cash. So, each and every time a business comes to an inflection point that requires a significant outlay of cash or dramatically increase in indebtedness (especially taking on personal debt), pause and really consider the decision. And always take into account the economic concept of “sunk costs” — defined above. (We’ve got a saying for this in America, it is: “*Don’t throw good money after bad!*”)
- Try new things/make radical changes. Over the next two years, there is no box you need to work within. Don’t be afraid to make big changes. For example, many small, multi-location businesses are contracting down to one location to weather the storm. Others are implementing “crazy” ideas they have had in the past but were too afraid to implement. If you need to shrink your operations and share space with another business, do it!

### What is a “Sunk Cost?”

**A sunk cost is an expense that has already been incurred and that cannot be recovered in the future. In economic theory, because a sunk cost unrecoverable, it should not be factored into future investment and/or business decisions.**

## “THE STORE”

For the purposes of this section “The Store” means a brick & mortar business.

If we consider a customer’s journey to a business, that journey begins “Before the Store,” moves to “At the Store,” and wraps up, if everything goes well, “In the Store.” To figure out how to drive sales during the pandemic, it’s important to consider each stop on that journey. And to build those stops, we actually have to turn the journey inside out: start with your store, your products, and your customers, and then build outward.

So for this section, we are going to reverse the framework from inside the business, outward.

- ★ **In the Store**
- ★ **At the Store**
- ★ **Before the Store**

## **IN THE STORE**

As you try to curate your customer's journey, every business should take a moment and realize that it is not even possible to do this work without taking a moment to really reflect on who your customers are, what they want, and how to reach them. So, doing a deep dive profile on customers is the first step in the store.

There are three key things that every business owner needs to do right off the bat, see below:

1. *Create Customer Demographic Snapshot.* Take a moment and construct a detailed demographic profile of your customer... who they actually are, not who they used to be, or who you would like them to be, but who they are! Are they local, regional, or traveling through? What age are they? Do they come to your business alone, or with others? Do they shop for themselves or for other people? What gender are they?
2. *Identify Customer Needs.* After profiling who customers are, businesses must then identify what their customers need during the pandemic... literally put yourself in their shoes. This visioning should take into account two circumstances: first, what do your customers need who are making a planned trip; and, second, what might be the needs of consumers who happen upon your business. Working backward from your client's needs is a good basis for thinking about how to aggregate products and services.
3. *Build an Omni-Channel Contact List.* During the pandemic, you are going to need to reach out directly to your customers as much as possible. You should begin building up ways to send direct offers and information to them, including snail mail addresses, email addresses, and social media contacts. All brick & mortar businesses during the pandemic need to be focused on establishing stronger relationships with clients, building trust wherever possible.

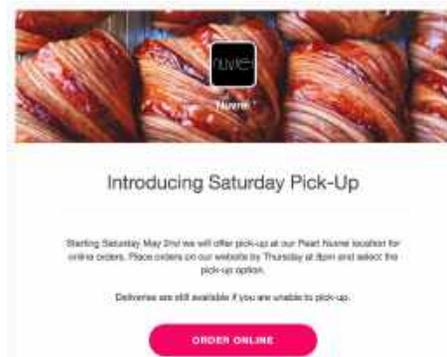
## **It's All About the Customer!**

### **THE BAD...**

- Higher Unemployment
- Less Disposable Income
- Fear of Being Indoors
- Housing Insecurity
- Less Travel
- Lower Business Spending
- Anger Over Closures
- Need Less
- Health & Safety Concerns

### **THE GOOD...**

- Want to Support Local
- Want Safe Human Exchanges
- Desire to Splurge/Guilty Pleasures
- Seeking Comfort Food
- Seeking Entertainment
- Willing to Order
- Will Pick Up at Store



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A personal example of the power of direct marketing was shown to the image in the previous paragraph. Nuvrei Bakery is located near my house, and I go there occasionally, but not frequently. Using their point of sale system, Square, they reached out to me via direct email to tell me about their aggregated pastry boxes that were available for pre-order for a Saturday pickup. THAT was exactly what I needed during the pandemic.

- A nice walk.
- Comfort food in the shape of a croissant.
- A great customer experience. (Easy to order, safe to pick up, delicious to eat.)

With a firm image of your customer in mind, it's time to dive into your “In the Store” toolkit.

**PRIMARY HEALTH & SAFETY STATION.** Every business should have an entry health and safety station at the front of the store that is elevated so it is easily visible at eye level, an example of this is shown to the right at JP General, a home and lifestyle shop. This health and safety station should be:

- Consistent with the identity of the business.
- Offer personal protective equipment (PPE), such as hand sanitizer, free masks, gloves, etc.
- Share information on the store’s approach to safety, with a sign.
- Use fixtures that fit in with the brand of the business. This white cube is great for the sleek, modern lifestyle store, but would be out of place in an antique store!



**SECONDARY HEALTH & SAFETY STATIONS.** Other locations where secondary sanitation supplies and/or health & safety signage can be useful:

- **Exterior of dressing rooms/bathrooms.** (Many clothing stores ask customers to use hand sanitizer before and after trying on clothes.)
- **Cash wrap.** There are a few things to consider at checkout:
  - Touchless point of sale options.
  - Cash or No Cash? (Many businesses are choosing not to accept cash.)
  - Clean Pen/Dirty Pen Bins
  - Ability to Hand Sanitize One Last Time.
  - Remove all Extraneous Touchables.
  - Plexiglass Shield for Register Operator.

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- **Declutter.** Get rid of everything on flat surfaces that looks like people have been thumbing through it, especially if these are items that are not for sale (informational or decorative). These items do not tell the story that you are trying to keep the environment clean for customers.

**CIRCULATION.** People who enter your business are going to want more room to circulate without touching product, without getting too close to staff, and without getting too close to other customers. To facilitate distancing, it may be necessary to tackle some rearranging projects, including:

- Remove fixtures, tables, equipment, and seating.
- Remove inventory. (In which case, you could cycle items through periodically, or keep one example/size on the floor and backstock in storage to retrieve, as needed.)
- Reorganize the store to eliminate points of constriction, particularly in heavily trafficked locations such as entry, check out, restrooms, fitting rooms, etc.

**MERCHANDISING.** This is a very important category. Every business should follow these steps, at a minimum:

1. Create an entry focal point display that works backward from the customer you are trying to attract and the needs they may have right now.
2. Implement “*Look, Don’t Touch*” merchandising techniques.
3. Utilize signage appropriately.

Let’s look at these one by one.

*Entry Focal Point.* Using the customer demographics and profile discussed earlier, create a display of products that will meet your customers needs, with themes and schemes you can replicate and build upon “At the Store” (windows/exterior) and “Before the Store” (marketing, promotions, and communications). And remember, the entry focal point is usually visible through front door glass, so it becomes an actual part of the “At the Store” experience because you can see into the store from the sidewalk.

As an example, if we look at Cotton’s on the next page, we want the entry focal point to do 3 things. First, it should draw people into the store. So it has to be visible from the front door, and also draw people in. We can accomplish this by setting the focal point a bit further back than it is today, so it opens up the store and draws people more deeply toward the back.

## COTTON'S FOCAL POINT ENTRY EXAMPLE



Second, we want this focal point to demonstrate a range of products available at the store in a way that they can walk around, which also encourages more circulation to other parts of the store!

Third, we want this focal point to serve as a basis for Cotton's to market through other channels (omni-channel), such as window shopping or online offerings/direct mail. So, the products should meet some sort of theme that customers might relate to during the pandemic, such as:

- Putter around the yard clothes.
- Gifts for special occasions.
- "Be comfortable around the house" clothes.
- "I have to look good for Zoom Calls," clothing ideas from the waist up! (Also known as "newscaster on the top, sweatpants on the bottom!")

### Look, Don't Touch Merchandising.

An example of Look, Don't Touch Merchandising is shown below right. (Notice the use of fixtures with lots of surfaces for signage!) Key points:

- **Fixtures.** Every business should have a collection of fixtures for this kind of merchandising, whether you are showcasing products in a yoga studio, an antique store, or a coffee shop that sells beans, t-shirts, and coffee making supplies. Generally, we look for a series of surfaces of various heights and sizes to be able to arrange into a shape that showcases products from the ground up to eye level.

[Example]

- **Product Curation.** Aggregate your products to create a scheme around a theme! For example, if Cotton's wanted to build upon a "Work from Home" theme with a "Look Good from the Waist Up" scheme, then you might have displays with fancy shirts and very casual and comfortable pants with elastic waists! Have fun with your themes.

- **Signage.** Because we hope people will shop with their eyes, in any given display, signage should be added that incorporates:



- *Pricing.* Finding out what something costs is one of the key reasons people touch merchandise. In fact, the need to communicate pricing without having a ton of distracting signage is why some retailers are grouping product displays by a single price category.
- *Information/Stories.* Learning more about what makes a product special, or who made a specially turned glass, or why a spice blend might be particularly tasty are all the kinds of things that might be contained in informational or story signs.
- *Consistent Brand.* Each category of sign — pricing, product, information, and story — can have their own distinct color paper, color

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of chalk/pen, and frame. Being consistent with the look and feel of all your communications helps it to not be too busy.

- *Changeable Signage Fixtures.* We particularly like small easel chalkboards, which are easily obtainable at Michael's. All you need are a good set of chalk pens and great signs are around the corner. If handwriting is a problem, you can purchase small picture frames, in bulk, and then print signage on card stock to go into those frames. Often, frames are easily customizable by painting.
- *Don't OVER Sign.* If a product display is a giant pile of waving white flags (signs), it's going to look terrible. So think about how to group products so you need minimal price signage. Or, consider what is intuitive about your display, and don't explain it!

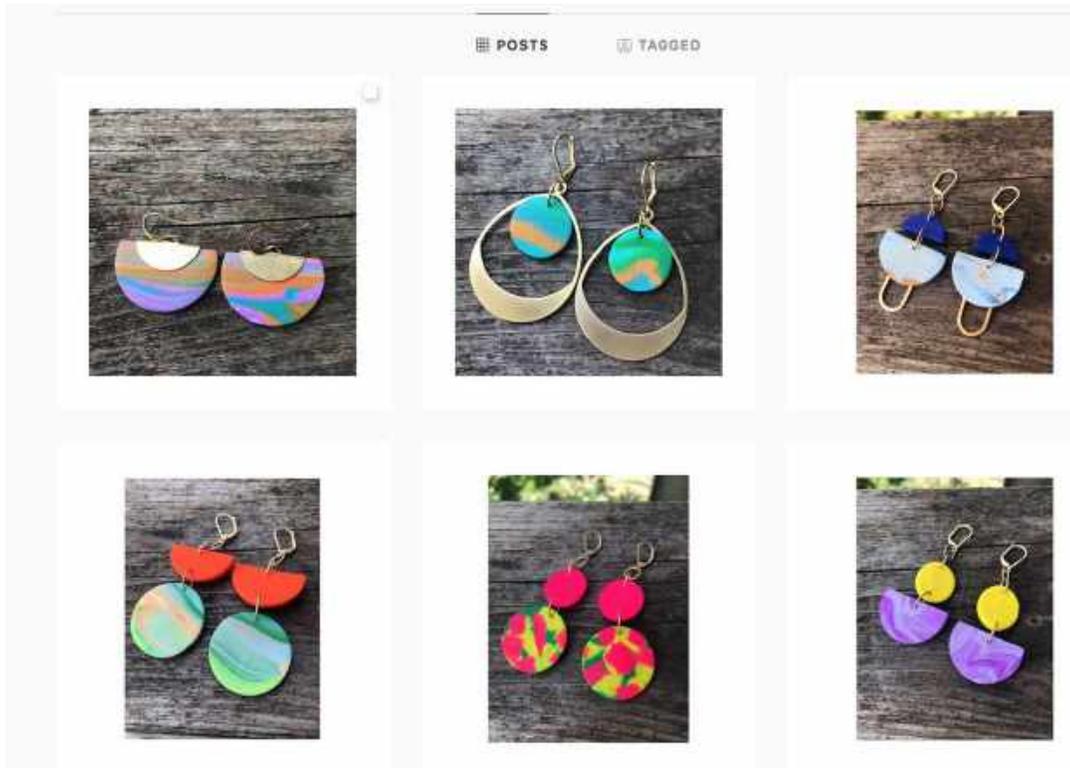
**PHOTOGRAPHY STATION.** During the pandemic, most businesses are going to want to communicate with their customers via snail mail, social media, or email. In each of these cases, good photography is essential to those communications. So everyone is going to have to find a location in their business to photograph products, food, services, menus, etc. To do this you need two things:

- **Lighting.** You need a warm colored, even light that doesn't create shadows or bright spots. If you are going to rely on natural light, shoot photos at dawn or dusk, when there is "big light!"
- **Backdrop.** Use a part of the store with a neutral, attractive backdrop. It can be a piece of wood, fabric on a wall, a black table. Just make sure it is consistent. Ullika Pankratz takes these gorgeous photos of her earrings at dusk on wood in her backyard. It's very simple, but each of these pictures looks amazing! Practice taking photos! It's not as hard as you think.
- **Consistency.** Don't get lured in by all of your filter options! Images online can easily be viewed in a gallery format, which means all of the pictures can be seen in one place in smaller thumbnail form, see below. If each of these photographs has a different filter with different effects, or different lighting and background, it can be hard to create a coherent brand. If you are new to online marketing, stick with similar filters, backdrop, and lighting and you will create a brand naturally! A good example of this is shown on the next page with a gallery of Ullika's earrings.



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## CONSISTENT PHOTOGRAPHY CREATES INSTANT BRAND



### **AT THE STORE**

After a business spends time working on their “In the Store” game, it’s time to move to “At the Store.” This is where we are blurring the line between interior and exterior. This is where your building, your sidewalk, and your windows are communicating important stories. Everything a business does “At the Store” during the pandemic should SHOW all the ways they are open to interactions, such as whether:

1. The business is open.
2. Pick up is available. (It should be clear where that pickup is, either inside the store or outside the store!)
3. Can you call in orders?
4. Does the business deliver?
5. It’s clear what product/service is obtainable. (This is what windows are for!)
6. You care about the health and safety of your customers.

The three most important areas we are going to focus on during the pandemic are: windows, sidewalks, and streets.

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**WINDOWS.** Businesses want customers to experience layers of a consistent message. They might see something online, drive by your window and see it again, peek inside, and have it reaffirmed once more. Each touch provides a connection to your product/or service and makes them more likely to want to interact with you, either on the phone, online, or in person. That's the job of a window, to help make those interactions happen. And it should be the job of every window for every brick & mortar establishment.

A good general approach to windows is outlined below.



- **Create Fixture Framework.** The goal is to develop windows that facilitate product swapping every 7 to 14 days, but that don't require retooling all of the fixtures each time. Essentially, you want to create a solid framework. So create a framework with tables, cubes, props and mannequins. Don't forget to add in top-down merchandising.
- **Theme.** Keep an overall theme in mind for the fixture framework. For Cotton's, we wanted to show the range of products that are available in the store, so everyone would know that there are women's, men's and children's clothing and accessories in the store. So, we built a women and child window, and a man window! This way, anyone driving by gets an idea in a few seconds of the breadth of offerings in the store.
- **Change them Often.** Product should change every 7 to 14 days.
- **Lighting.** Install the right bulbs/fixtures so that windows are transparent during the day and the evening. We also want lighting that makes products look amazing. Please see the lighting guidelines in Appendix A of this report for more information.
- **Signage.** Windows can give you the opportunity to share how to reach you, or that you deliver, or what your menu offerings might be.
- **Take Some Pictures!!** Take a few snaps of your display, and items in your display, to share directly with customers.

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COTTON'S CAN SHOW THEY SELL MEN'S, WOMEN'S, & CHILDREN'S CLOTHES!



**SIDEWALK.** There are key messages that happen at the sidewalk. It's where you let people know if you are open, it's where you let them know whether you want to interact with them at the door/street or in the store, and it's where you can SHOW something interesting, like Cotton's life-size red, white and blue horse!

- **A-Board Signs.** These signs should be brand consistent (in other words, if you sell natural products, you shouldn't have a big plastic a-board sign). Generally, you want these signs to share:

- *You Are Open.*
- *Positive Messages.*
- *Information on Health & Safety.* This is particularly important for fitness and personal service oriented businesses. Many of these kinds of businesses will have additional information to learn more about how they are retrofitting for safety, from HEPA filters, to cleaning, to limiting people in spaces.



- **Pick Up Windows.** Many businesses are choosing to keep the interior of their business as “back of house”, offering public exchange through a pick up window. You can create portable kiosks that fit into front doors when you are open, like the one shown below, right. They move it into, and out of the front door every day. It is entirely portable construction, even though it looks permanent.

Or, you can create a more temporary exchange in the front door. Many businesses are doing this by placing a table at the front door and separating staff from customers with plexiglass, shown below, left.



A truly **terrible** example of COVID sidewalk signage is shown below left, located outside of a Safeway. To begin with, these signs are scary, it looks like I'm about to enter a contaminated zone. They scream DANGER. Secondly, it looks as if the store has permanently closed these doors, doesn't it? Nothing could be further from the truth. It turns out, what they were attempting to do was make these doors "exit only" to create a single entrance/single exit circulation through the store. But, no one got that message, and were eternally confused, always trying to enter/exit through the wrong door! A simple execution communicating that a former entry door has become "exit only" is shown below, to the right.



### **BEFORE THE STORE**

If a business owner executes well In the Store and At the Store, then they are meeting customer needs, curating good products, and creating good experiences. Honestly, this makes it much easier to figure out what they might want to communicate to customers Before the Store. Generally, they should be showcasing this work (such as featuring items in a window display on social media), or be building upon it in some way (creating a "making of" video of a favorite recipe).

The method of engagement most accessible to small businesses are:

- Print & Direct Mail
- Social Media (static and/or video)
- Website (static and/or video)
- Direct Email

Let's look at these one by one.

**PRINT & DIRECT MAIL.** This method of communication can be very effective because we receive so little actual mail anymore, people are sort of nostalgic for it. So much so, in fact, that some Amazon resellers have personal, hand-written thank you letters sent to customers to drive higher reviews. This method is best used for:

- 
- **Personal Communications.** The more personal and tailored the communication is, the bigger impact it will have.
  - **Targeted Lists.** Because it can be very expensive to print and send to a wide area, target this to your very good long-time customers and to high-value customers. Or, focus on a very tight local market area.
  - **Special Offers.** Targeting special offers for select people via direct mail can be very effective.

**SOCIAL MEDIA.** Platforms like Facebook are great places to regularly interact with networks of people who already have an interest in your business. The magic of a social media as a marketing platform is it acts like a sort of virtual “word of mouth” campaign. If someone likes something in your feed, all of their friends will see that as a personal endorsement. This kind of personal recommendation by association is very powerful. Best ways to use social media include:

- **Take Your Pick, But Only Pick One!** Choose a single platform and do it well. Most small businesses don’t have time to stay on top of content for more than one platform. A good rule of thumb is to pick the platform most applicable to your target customer’s age:
  - Baby Boomer - Gen X: Facebook
  - Gen X - Millennial - Gen Z: Instagram
  - Gen Z: TikTok
- **Story Telling.** You should update social media frequently... every day preferably. You don’t have to write a lot, a picture tells a thousand words! Highlight the products and displays you are featuring In the Store and At the Store, document it all, and release images and thoughts on those over the next 7 to 14 days on social media. You want to make sure you are providing:
  - IMAGES. Good clear photos are important.
  - DESCRIPTIONS: Say something interesting, personal, funny, relatable, or passionate about what you sell. Remember, to meet your customer’s needs.
  - ACTIONS: You have to give them an action! *“I’m getting a lot of interest in these earrings, give us a call before they are gone!”*
  - PRICES: Somewhere in the post, you always have to work for the price.
- **Images.** Follow the photography rules described at the end of the section: *In the Store.*

- 
- **Video.** Consider adding video content. The rules of the road are to be genuine, don't overscript, focus on positive messages, and have fun! Content can be:
    - Story about you.
    - Story about your business.
    - Story about a customer.
    - Tour.
    - Product review.
    - Share how a dish is made with a favorite recipe
    - Film new displays being created.
  - **Online Commerce.** Many people sell directly from social media platforms. It can take the form of listing a product on facebook and saying it will go to the first person who writes "sold" in the comments. Or, sellers can feature photos of products, arrange for sales over direct message (DM), and then agree to use Venmo for the sale.
  - **General Communications.** Social media can be a good place to share:
    - Hours of Operation.
    - Current COVID Health & Safety Protocols.
    - Changes to the Above.
    - Online Shopping Appointment Availability.
    - Specials/Sales.
    - Contact Information.

**WEBSITE.** Small businesses can really make their individual Website a hub of activity with the following offerings:

- **Online Commerce!** This can be very limited, such as:
  - Ordering from a small takeout menu for pickup (not offering a full menu).
  - Spotighting new additions from an antique vendor mall.
  - Curated products available as a group purchase.
  - Special event products for father's day, birthdays, holidays, etc.
- **Static Information.** Typical content might be:
  - Contact information
  - About the business.
  - Hours of operation.
  - Menu.
  - COVID health and safety protocols.

- Pick up and delivery options.
- Special by-appointment hours and procedure.

- **Dynamic Information.**

- Links to past videos and/or media coverage.
- Plug-in that will automatically repost social media content to your site.
- Add new videos.

Other *Before the Store* communications to consider, include:

- Update your Google listings, YELP, and other directories with current info.
- Use an online survey system (such as Survey Monkey) to learn more from valued customers about their needs during COVID.
- Handwritten correspondence / outreach / thank you - see you soon
- Answer all direct communications in a timely way.
- ANSWER THE PHONE!! Many small businesses that have very close relationships with their clients may find that it's easier to facilitate sales via telephone versus online ordering. Make sure you have staff who can do a good job of this.
- Consider cross promotions with other downtown businesses.



## HOW TO TALK TO YOUR LANDLORD

Tenants are not personally to blame for the situation in which they find themselves. It is not possible for small businesses to prop up the entire commercial real estate ecosystem of renters, landlords, and lenders by themselves. SO DON'T TRY!! The job of small businesses is to protect their interests.

This is a period where all tenants are going to form a new relationship with landlords, which means much more constant communication. Instead of only communicating minimally at stressful times about rent, consider changing the tone and frequency of your communications. Share friendly weekly updates letting them know what you are learning on the ground, what others are doing, status of opening, etc. Get used to chatting with them and keeping them informed!

As you negotiate leases on an ongoing basis, remember these tips and tricks:

- 
- Ask for deferment/abatement during closures. (If you defer, ask to pay back starting in a year.)
  - Ask for a percentage rent lease upon opening. These can have rent floors and rent ceilings.
  - Landlords are still coming to terms with the impacts the pandemic will have on their business. The more outside the “reality box” a landlord is, the shorter-term you should ask for concessions. The more they understand what is coming up, the more you can hit them with longer-term negotiating points.
  - Ask how your landlord is doing, they may be in a financial bind too. Offer to assist/provide information for their lender.
  - Be aware of all applicable dates: when eviction moratoriums are up, when you can be declared in default of your lease, when your lease ends, etc.
  - Be aware of your rights and obligations under eviction moratoriums. Most do not excuse tenants from paying rent, and there is no legal case law about when landlords can act upon non-payment of rent or other amounts due under leases. For example, can a landlord declare you in default for not paying rent on time and successfully evict you even if you pay back rent?

DISCLAIMER: The advice in this section is not intended to be, or take the place of legal advice. Please obtain the advice of an attorney for any lease changes or decisions regarding landlord-tenant matters.

## LIABILITY

Every brick & mortar business in America is struggling to set their own internal policies, as well as respond to ever changing public policy recommendations coming from local, state, and federal guidelines. While doing this, they are also trying to respond to the fears and concerns of their customers. Every business in downtown should be working together to think about how you might be setting consistent, district wide policies and giving customers a uniform, branded experience during COVID.

At the very least, everyone should be talking to their insurer, their public sector agencies, and each other to share information. These are examples of hot topics on forums with independent retailers:

- **Returns.** How are you sterilizing/cleaning products and returning them to the floor?
- **Restocking.** How are you sterilizing/cleaning products and returning them to the floor? Especially consider how to daylight these activities so you SHOW attention to cleanliness. For example, clothing stores are bringing out their steamers and letting guests see them steam clothes after they have been in the dressing room.
- **Children.** Businesses that do not typically cater to kids have been struggling with whether to allow them in because social distancing and “do not touch” measures don’t usually work.

- 
- **Protection.** What are best practices to keep everyone safe?
    - *Customers.* How can you prevent transmission and lower likelihood of being sued if someone claims to have caught COVID in your establishment
    - *Employees.* What policies can you implement to keep employees safe?
    - *Procedures.* Businesses are implementing a mix of efforts to limit liability that have sprung up include:
      - Waiver of liability for customers to sign.
      - Health statement that employees sign every day before reporting for work.
      - Temperature checks.
      - Following all federal, state, and county requirements and documenting adherence.
      - Restaurants changing menus, kitchen layout, and volume of orders to keep kitchen staff distanced and safe.
      - Not fully opening on the interior, instead keeping everything as a pick up and/or exterior seating.
      - Choosing to only do by appointment visits in person, to avoid having to have arguments over mask wearing and to minimize contact to keep employees safe.

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# EQUITY & VULNERABILITY

Equity and inclusion should be a cornerstone of economic development initiatives created to help businesses survive during COVID. This work should include:

## **LISTENING SESSIONS**

As was described in the District Toolkit previously, engaging periodically with business owners most impacted by COVID is critical. These groups might include:

- Communities of color
- Persons with disabilities
- Immigrant communities
- Women

## **PROGRAM DEVELOPMENT**

Develop initiatives and assistance programs that target specific business needs in disadvantaged communities, particularly those that are brought up directly by those communities in the aforementioned listening sessions. It's our job individually and organizationally to address inequities of opportunity and access. Engage with partner organizations who have trust relationships in these communities.

In listening sessions in other communities I have heard the following requests in regards to COVID assistance:

- Access to childcare
- Access to one-on-one professional services (legal, accounting, rent negotiation)
- Access to PPE
- Access to Grants
- Signage assistance
  - Window painting/marketing signage
  - In-store handwritten signage
  - Health & Safety signage



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It's not enough just to create a program. It's also essential to set tangible goals, track performance, and report back to yourselves as a community to see how you are doing. Without measurable performance goals and metrics, it can be easy to talk about helping BIPOC communities, but not actually make any true progress.

### **SPEED MATTERS**

Timely action is important. A lot of human and business damage will occur if 'help' arrives too late. We can't afford to arrive late. If we want disadvantaged businesses to survive over the next 18 to 24 months, the public sector, non-profit world, and private sector must work together to help these businesses reinvent and pivot during the pandemic.

# Appendix A

Cotton's Cowboy Corral Case Study

# DOWNTOWN MARYSVILLE COVID PLAYBOOK

## *COTTON'S COWBOY CORRAL CASE STUDY*





# IN THE STORE

# KNOW THY CUSTOMER!

- *Create Customer Demographic Snapshot.*
- *Identify Customer Needs Right Now.*
- *Build Omni-Channel Contact List.*



# HEALTH & SAFETY STATION(S)

**Branding:** All stations throughout the store should have the same look and set of supplies. Below are a few examples of ideas on what you might want to gather for use at Cotton's Cowboy Corral.

- Trays for masks, gloves, etc.
- Pumps for hand sanitizer
- Sign and sign holder
- Tissues

*Purchase generic dispenser bottles for refilling with sanitizer and create your own labels*



*Small sign holders*



## *Fresh Idea*

*Place a small vase of flowers at each station to draw attention and reflect life and vitality.*



*Maybe make something like this copper pipe example as a sign holder and/or a mask dispenser*

# HEALTH & SAFETY STATION(S)

**Primary station:** There should be a primary station, elevated so that it is easy to see, that is very visible when a client walks in the store. This station should be located in the center, or soft right from the entry door, when possible.



## *Primary Station*

This soft right from the entry would be an ideal location for a primary health and safety station



*This store has a very visible information and sanitizing station available to a customer after they decompress from entry.*



# HEALTH & SAFETY STATION(s)

**Secondary stations:** Other locations where secondary sanitation supplies and/or health & safety signage can be useful:

- Exterior of dressing rooms. (Many clothing stores ask customers to use hand sanitizer before and after trying on clothes.)
- Cash wrap. There are a few things to consider at checkout:
  - Touchless point of sale options.
  - Cash or No Cash?  
(Many businesses are no longer accept cash)
  - Clean Pen/Dirty Pen Bins
  - Ability to Hand Sanitize One Last Time.
  - Remove all Extraneous Touchables.  
(For the perception of cleanliness)
  - Plexiglass Shield for Register Operator?



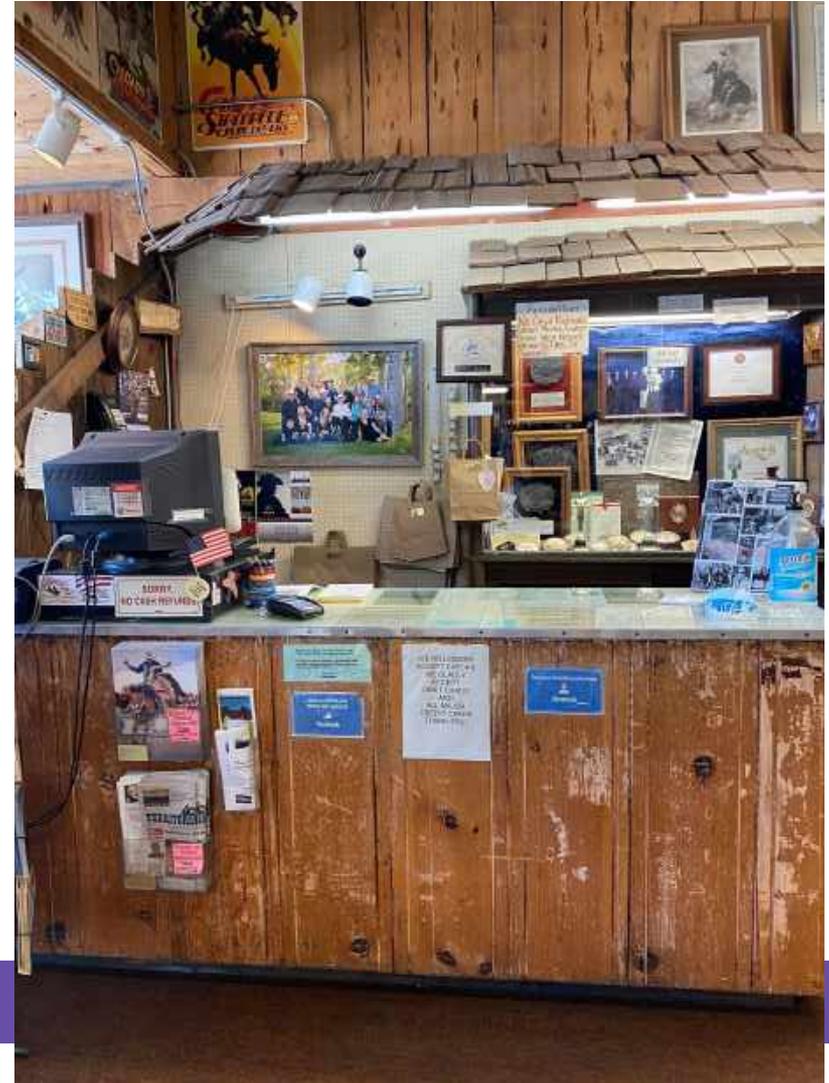
*You will want to besprinkle your branded hand sanitizer in secondary stations.*



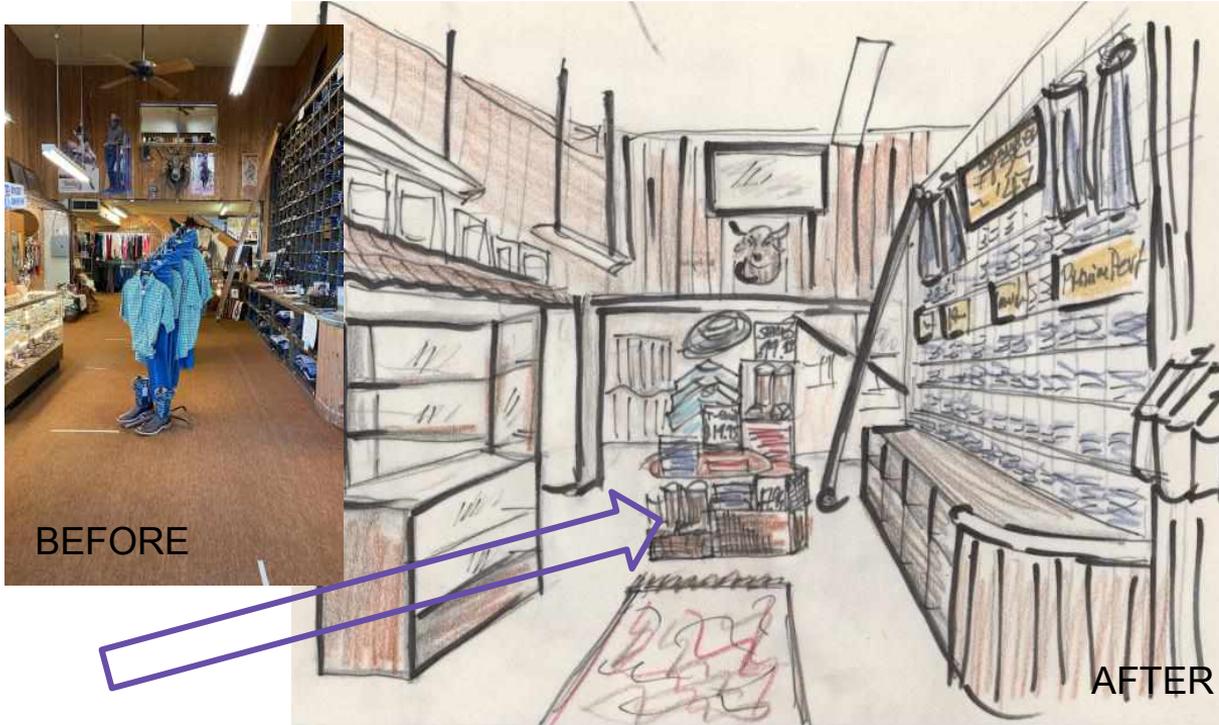
**Touchless Checkout**  
This could be more ergonomic!

# HEALTH & SAFETY DE-CLUTTER!

**SHOW Clean, Don't Tell:** Normally, we want to encourage touching and interacting. But when retailing during a pandemic, we want clean surfaces and NOTHING that looks like it has been touched a zillion times before. This is especially important in high traffic areas such as the cash wrap, which is one fo the first things you see when you walk in, and the last thing you interact with before you leave!



# MERCHANDISING: ENTRY FOCAL POINT



**Entry Focal Point:** The purpose of a focal point visible from the front door is to draw people into the store.

In the case of Cotton's "before" picture, the display is set too close to the front door and it creates a constrained pinch point for customers between the Wrangler Wall and the jewelry case, making customers want to escape into the boot room!

To open up the store and give customers a visual invite to enter more deeply (and possibly go into the clothing area to the left), create a focal point deeper in the store past the jewelry case.

# MERCHANDISING: ENTRY EXAMPLES



**Fixtures:** Note the range of fixture heights and the use of materials that show off the product and/or the brand of the store.

**360 Viewing.** These entry stages allow for 360 degree viewing, which encourages circulation around the store!

**Layered.** These displays allow for layers of product to be shown from the ground up, and puts the most valuable product at prime height for eyes!



# MERCHANDISING: LOOK, DON'T TOUCH

**Fixtures:** Again, note the range of fixture heights. To stay on brand, you could have a large wooden spool as a table, shoe boxes, and racks already available. The range and layers of fixtures is really important because you will need surfaces for signage.

**Pricing.** Very clear and easy to read! A customer can easily see how much things are without touching anything. (Looking for price is one of the key reasons customers pick up product.)

**Product Name/Info.** All of this is very clear!

**Instructional Signage.** You can even ask customer to look with their eyes as much as possible, as shown to the right!



AFTER

# LOOK, DON'T TOUCH: SIGNAGE EXAMPLES

**Chalk:** We love these little easels because they are easy to set up, quick to customize, and they look awesome! Get some good colored chalk pens (you can also buy from Michaels) and go to town!

<https://www.michaels.com/chalkboard-easel-by-artminds/M10308955.html>



# LOOK, DON'T TOUCH: SIGNAGE EXAMPLES

## SIGN FIXTURES (for product display, information)

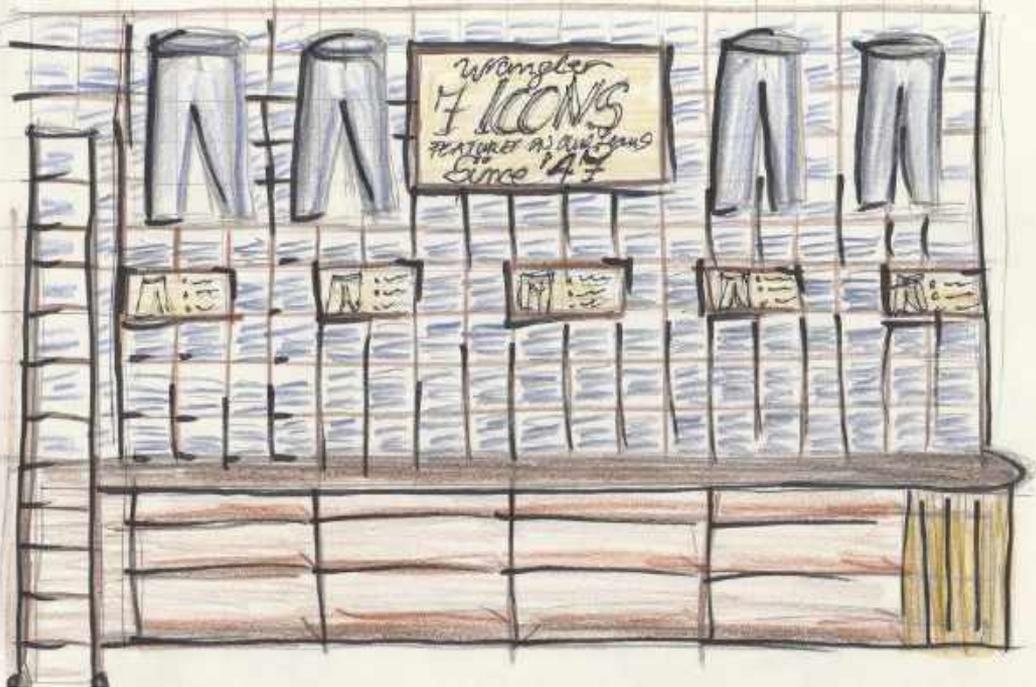
[https://www.amazon.com/UNIQOOO-Acrylic-Holders-Numbers-Decoration/dp/B07J9YDF4Z/ref=asc\\_df\\_B07J9YDF4Z/?tag=hyprod-20&linkCode=df0&hvadid=309821851150&hvpos=&hvnetw=g&hvrand=13035511841887604205&hvpone=&hvtwo=&hvqmt=&hvdev=c&hvdvcml=&hvlocint=&hvlocphy=9033606&hvtargid=pla-560114493965&psc=1](https://www.amazon.com/UNIQOOO-Acrylic-Holders-Numbers-Decoration/dp/B07J9YDF4Z/ref=asc_df_B07J9YDF4Z/?tag=hyprod-20&linkCode=df0&hvadid=309821851150&hvpos=&hvnetw=g&hvrand=13035511841887604205&hvpone=&hvtwo=&hvqmt=&hvdev=c&hvdvcml=&hvlocint=&hvlocphy=9033606&hvtargid=pla-560114493965&psc=1)

<https://www.webstaurantstore.com/black-60-changeable-hostess-teller-sign-with-15-messages/164TS60BK.html>

[https://www.displays2go.com/P-11226/Clip-Sign-Holders-3-x-4-h?gclid=CjwKCAjwxLH3BRApEiwAqX9arb9xXHzzxij8ikxVguBqbSBPRqFmdJAIP4edBESOHhqqzksb7MU-vxoCRjoQAvD\\_BwE](https://www.displays2go.com/P-11226/Clip-Sign-Holders-3-x-4-h?gclid=CjwKCAjwxLH3BRApEiwAqX9arb9xXHzzxij8ikxVguBqbSBPRqFmdJAIP4edBESOHhqqzksb7MU-vxoCRjoQAvD_BwE)



# LOOK, DON'T TOUCH: WALL OF WRANGLERS



- c COMMINATE STYLES & SIZES
- c COMPLICATE ICONIC FEATURES
- c SIZES
- c PRICES
- c OTHER IMPORTANT FEATURES
- c WOMENS ≠ MENS



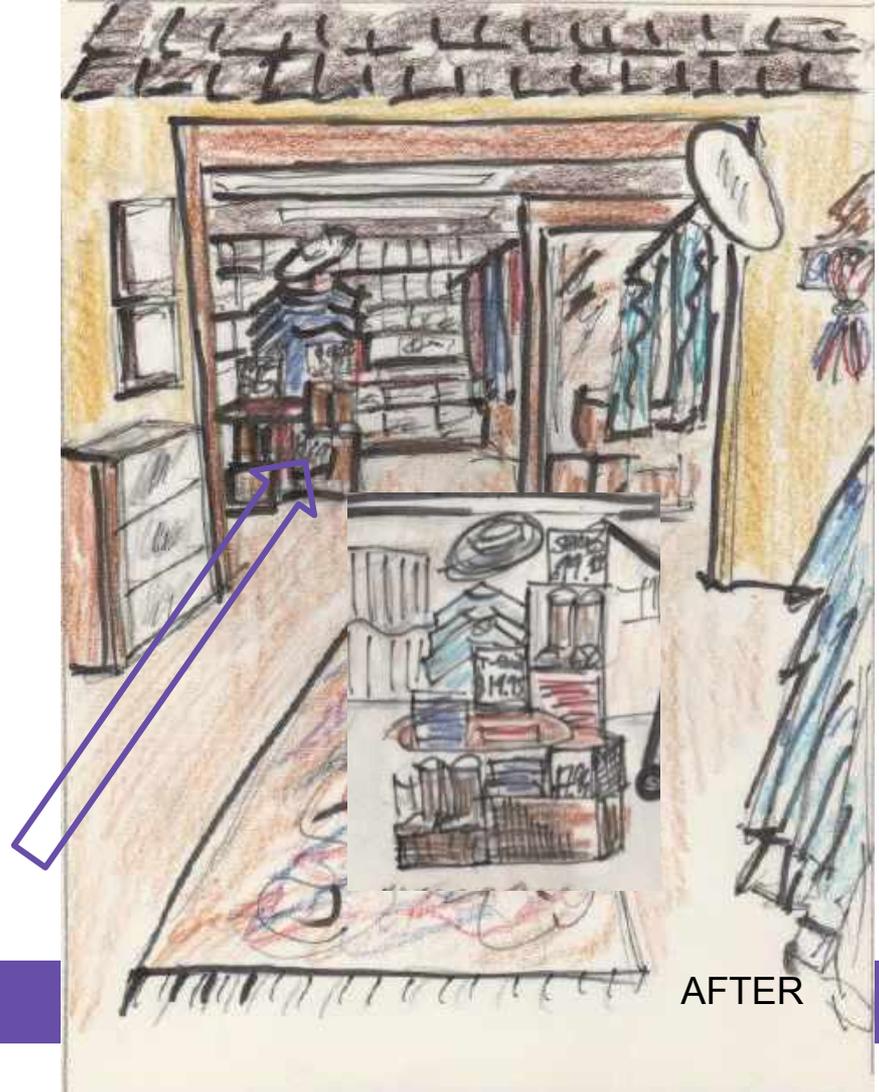
# MERCHANDISING: SECOND FOCAL POINT



BEFORE

## Trail of Crumbs:

Store displays should lead customers where YOU want them to go. If we bring them to a focal point that has line of sight to the clothing area, they will be more likely to move from the entry focal point to the clothing area if we have similar type of display there.



AFTER

# MERCHANDISING: IMAGE SEARCH



## **Don't Reinvent the Wheel**

Get inspired by what other people have done. You don't have to create everything from scratch. Search for different kinds of displays on the following:

- Google
- Instagram
- Pinterest

# MERCHANDISING: CHOOSING STAGED PRODUCT



**Choose Themes:** Examples of themes based on customer need include:

- “Putter around the yard” clothes.
- “Be comfortable around the house” clothes.
- “I have to look good for Zoom Calls,” ideas from the waist up!
- Gifts for special occasions.

**Photograph:** Take high quality pictures of the products in the display.

**Share:** Make these products the focus of the week’s marketing efforts online!

# MERCHANDISING: PHOTO SHOOT AREA

**Rules of Photography:** You need two things to create good photos that you can use online that will actually help sell product or drive traffic to your door: **GOOD LIGHT & GOOD BACKGROUND.** Choose an area of your store to be suitable for photographs. You will need a vertical service to serve as a clothing backdrop. And, you will need a horizontal surface to be a backdrop for smaller items. We recommend wood.



## *Vertical Photos*

Remove the blanket and hats from the hide hanging on the wood wall. Make the hide/wall the backdrop for clothing photos.

## PHOTO 101

1. Even light.
2. No shadows.
3. If you are using natural light, dawn or dusk is the best time to take pictures.
4. NEVER use carpet as a backdrop.
5. Consistent backdrops.



*Ullika shoots these at sunset on a porch railing! Rustic wood. Looks amazing.*



# AT THE STORE

# WINDOWS: ACTIVATE!



**Lighting:** Make transparent with correct bulbs (shape, size, and color of light).

**Product:** Show that the store sells men's, women's, kid's, accessories, and other products.

**Framework:** Develop framework that doesn't change a lot.

**Turnover:** Redress mannequins and swap accessories to change window every week.

# WINDOWS: MUST HAVE RIGHT LIGHTING

## Light bulbs

PAR20 <https://www.1000bulbs.com/product/201865/IRT-10134.html>

PAR30 <https://www.1000bulbs.com/search/?q=par+30+led>

### STYLE/DIAMETER

When choosing a fixture for your tracks, please consider the type and size of bulb you will be using in your window. When choosing bulbs, you will see names like "Par" or "M16" used to describe them. These names are actually descriptions of the style and diameter of the bulb. You can see common styles and diameters pictured to the right. As an example, a "Par30" bulb is named for the shape (Par) and the diameter (30). For window/product lighting, the following are a good rule of thumb for style/diameter:

**High Ceiling: Par30**  
**Low Ceiling: Par 20**  
**Close Product: MR16**

### SPREAD

A bulb is essentially a shower head of light, and the spread is the angle that light exits the bulb. For product that is close by, a wider spread will work. For product that is far away, a narrow spread is helpful.

**High Ceiling: Narrower**  
**Low Ceiling: Slightly Wider**



### DEPTH/BASE

The depth of a bulb (length of the neck) and the size of a bulb's base must fit in the heads you choose for your track. Three different types of bases and neck sizes are illustrated below.

**Neck: Short, Med, Long**  
**Base: Fixture Dependent**

### COLOR/POWER

Successful window lighting strategies include choosing the correct color and power of light. In today's world of LEDs, too many stores end up with a very blue tinge that makes skin tones ugly, can give clients a headache, and that doesn't show products in a good light. In terms of color, use the recommendations below. The Kelvin scale is the warmth of the light. The Color Rendering Index, or CRI, is how true a color appears under the light. Lumens measures the volume of light. Purchase bulbs of at least 600-800 lumens (equivalent to approx 60-75 watts).

**Kelvin: 3,000 or Less**  
**CRI: Over 90**  
**High Ceiling: ~1600 Lumens**  
**Low Ceiling: ~600-800 Lumens**

# WINDOWS: TRANSPARENCY EXAMPLE

This arts & crafts gallery in the Central Oregon city of Madras had windows that were so dark, they served as mirrors. Just with the introduction of track lights (which you can see at the top of the photo to the right), the light levels were balanced between interior and exterior, allowing the window to be transparent.



# WINDOWS: ACTIVATE!



**Lighting:** Make transparent with correct bulbs (shape, size, and color of light).

**Product:** Show that the store sells men's, women's, kid's, accessories, and other products.

**Framework:** Develop framework that doesn't change a lot.

**Turnover:** Redress mannequins and swap accessories to change window every week.

# WINDOW A: TOO FLAT



# WINDOW A: WOMAN WITH KID



*This is an example of searching for Western displays on Pinterest to get inspiration.*

# WINDOW B: ARE YOU A TAXIDERMIST?



# WINDOW B: MAN WINDOW!



*This is an example of searching for  
Western displays on Pinterest to get inspiration.*



# MANNEQUIN resources



[https://mannequinmall.com/products/510-flexible-female-mannequin-mm-fsoftee?variant=19970501955&qclid=Cj0KCQjw0Mb3BRCaARIsAPSNgPxf-2bf4qil9eX7hzLdOprMRzTXCgsANkafoG9DcnBtE6zVQfjMFJUaArDCEALw\\_wcB](https://mannequinmall.com/products/510-flexible-female-mannequin-mm-fsoftee?variant=19970501955&qclid=Cj0KCQjw0Mb3BRCaARIsAPSNgPxf-2bf4qil9eX7hzLdOprMRzTXCgsANkafoG9DcnBtE6zVQfjMFJUaArDCEALw_wcB)

## 5'10" FLEXIBLE FEMALE MANNEQUIN MM-FSOFTEE

★★★★★ 7 reviews

Sale: \$297.99 Retail: \$369.99 You Save 19% (\$72.00)

COLOR

White



## 6'1" FLEXIBLE MALE MANNEQUIN MM-SOFTEE

★★★★★ 9 reviews

Sale: \$287.99 Retail: \$369.99 You Save 22% (\$82.00)

COLOR

White

SIZE

6'1"

ADD TO CART

Get Call or Order: (800) 365-1097

[https://www.etsy.com/listing/640987564/child-toddler-kids-full-body-flexible?gpla=1&qao=1&utm\\_source=google&utm\\_medium=cpc&utm\\_campaign=hopping\\_us\\_ts1-a-craft\\_supplies\\_and\\_tools-storage\\_and\\_organization-displays-dress\\_forms\\_and\\_mannequins-other&utm\\_custom1=318f6d91-1deb-4bb2-92ea-b606d976f7e9&utm\\_content=go\\_1844177513\\_68645466934\\_346363546743\\_pla-322263869645\\_c\\_640987564&utm\\_custom2=1844177513&qclid=Cj0KCQjw0Mb3BRCaARIsAPSNgPuitCg1zVzlf6C1gISQt6CbS\\_0EleeNK50mjXpNolSBf912zbFKJPSlaAlYmEALw\\_wcB](https://www.etsy.com/listing/640987564/child-toddler-kids-full-body-flexible?gpla=1&qao=1&utm_source=google&utm_medium=cpc&utm_campaign=hopping_us_ts1-a-craft_supplies_and_tools-storage_and_organization-displays-dress_forms_and_mannequins-other&utm_custom1=318f6d91-1deb-4bb2-92ea-b606d976f7e9&utm_content=go_1844177513_68645466934_346363546743_pla-322263869645_c_640987564&utm_custom2=1844177513&qclid=Cj0KCQjw0Mb3BRCaARIsAPSNgPuitCg1zVzlf6C1gISQt6CbS_0EleeNK50mjXpNolSBf912zbFKJPSlaAlYmEALw_wcB)



AmericanDressForms  
3,944 sales ★★★★★

Child Toddler Kids Full Body Flexible Dress Form Infant Mannequin with Removable Head #JF-CH

\$84.30+ ✓ In stock

4 pcs

Select an option

WINDOWS:  
ENCOURAGE  
CALLING!

GIVE US A *Holler* TO ORDER  
(530) 742-2401





# BEFORE THE STORE

# FACEBOOK APPROACH

**A PHOTO**: The most important part. People don't want to read too many words. Heavy on images/graphics/video, light on text.

**A STORY**: Tell them about the product in a personal, folksy, first person sort of way. Make it funny. Make it passionate. Make it interesting.

*“These beauties just came in. I think this might be just about the softest fabric I have ever felt. Gotta wear it to believe it. Colors are gorgeous too, photos just don't do them justice.”*

**ACTION**: You have to give them an action! *“There's limited stock and these are going fast. Give us a call to purchase before they're gone and you can be Zooming in comfort (and style) before you know it!”*

**PRICE**: Somewhere in the post, you always have to work in the price!

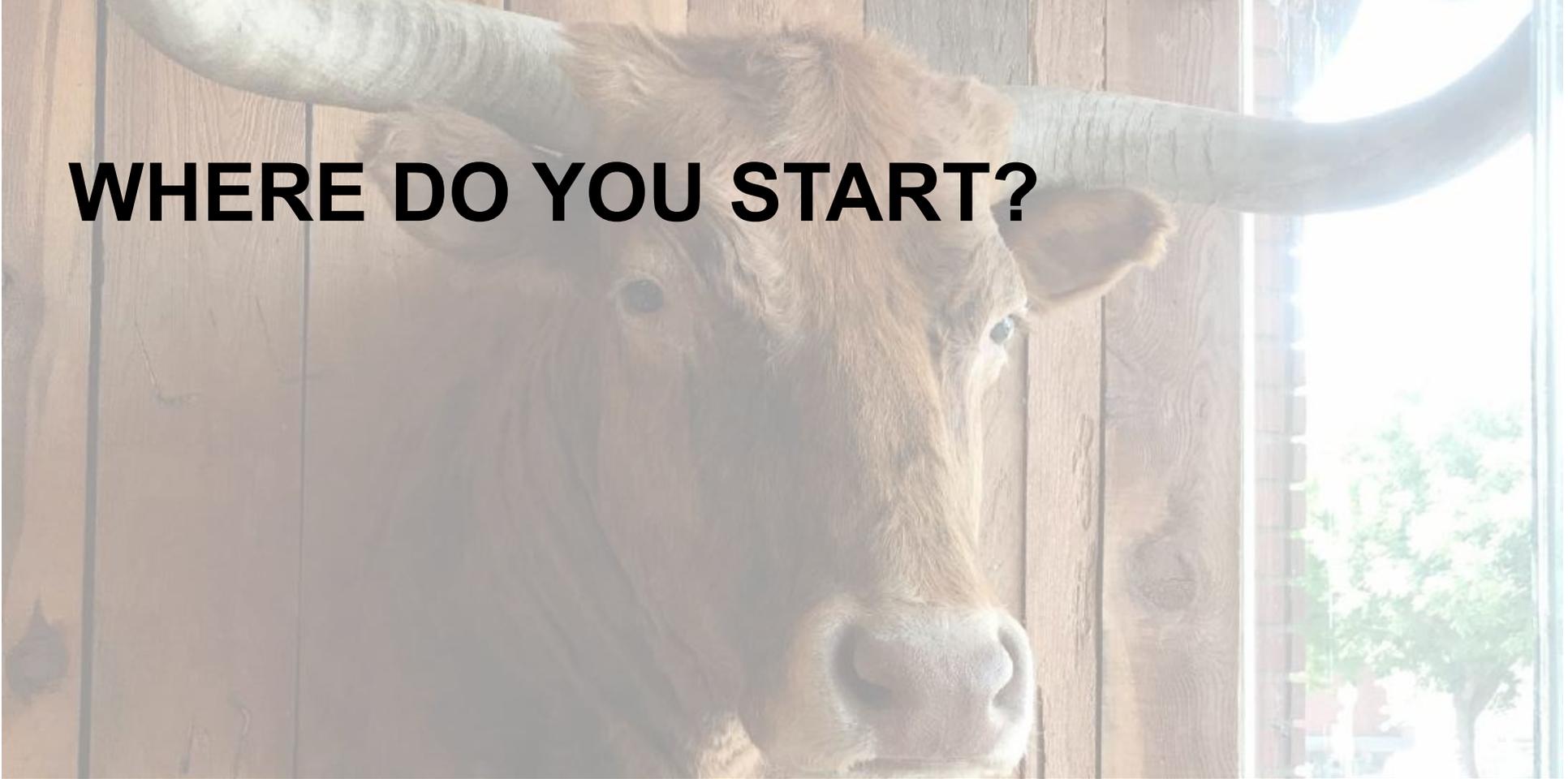


*MUST HAVE Good Photos!*

# SOCIAL MEDIA/ MARKETING

You could develop a personality for your longhorn. Name it, and have it give opinions on clothing, etc! Or, it could gently poke fun at the male mannequin in the “Man Window!”





# WHERE DO YOU START?

# DON'T START WITH THE HARDEST THING FIRST!

There are a lot of ideas in this presentation, and they don't have to be carried out at once!! Some thoughts on ways to prioritize a list of projects for incremental changes:

**HIGHEST IMPACT:** Windows are at the intersection of *In the Store*, *At the Store*, and *Before the Store*. Completing the window work would be one of the most visible transformations.

**THE EASY STUFF:** Sometimes the best way to organize a “to do” list is to put the least challenging items at the top!

**THE FUN STUFF:** Another way to organize a “to do” list is to begin first with the items that are the most fun!

**FOLLOW YOUR STAFF:** Work with staff who are going to be in charge of implementation, and have them choose a place to start. Whatever they are most excited about will likely get done quickly and well!



THANK YOU

*COTTON'S COWBOY CORRAL*



# Appendix B

## Cisco's Taqueria Case Study

# DOWNTOWN MARYSVILLE COVID PLAYBOOK

*CISCO'S TAQUERIA CASE STUDY*



# IMPROVE SALES/PROFITABILITY



# IMPROVE SALES/PROFITABILITY

- *Existing Customers*

# IMPROVE SALES/PROFITABILITY

- *Existing Customers*

TRABAJAN EN DOWNTOWN  
ALMUERZO

# HAPPY HOUR



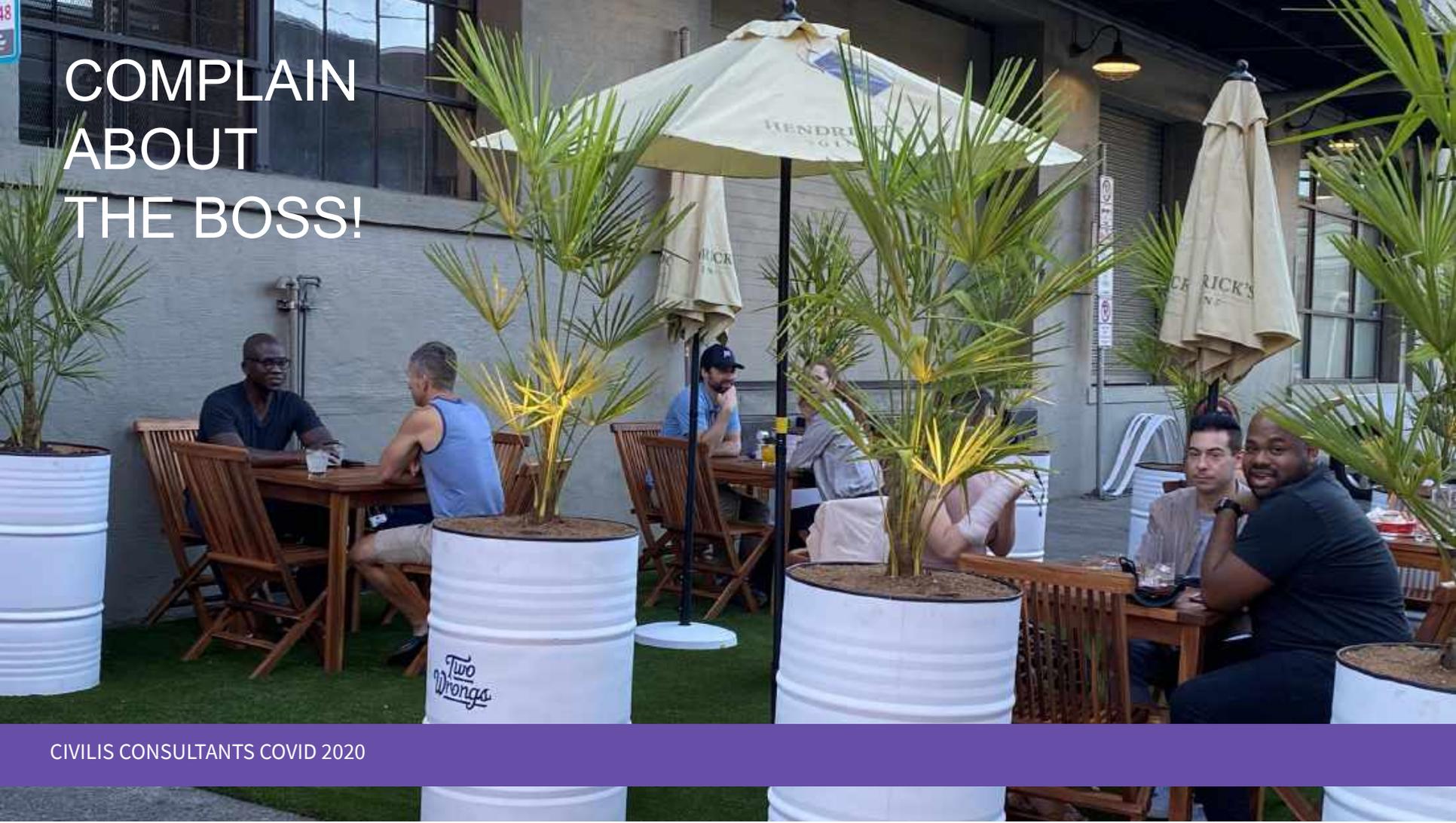
DRINK SPECIAL/CHEAP FOOD



# OUTDOOR SEATING!



# COMPLAIN ABOUT THE BOSS!



# MINIMIZE COSTS SIMPLIFY MENU

3524 N Mississippi Ave  
503.467.4149

4635 SE Hawthorne Blvd  
503.954.3138



## TAKEOUT MENU

• 4pm - 9pm every day •

online and phone ordering opens at 3:30pm daily

### Antojitos

Salsa fresca & housemade chips \$3.50

Guacamole & housemade chips \$7

Guacamole & salsa & housemade chips \$8

Small Salad \$5

organic greens tossed in a spicy chili vinaigrette, topped with avocado, toasted pumpkin seeds, queso fresco & pico de gallo

### Tacos *served on a single housemade organic corn tortilla*

Carnitas \$3.50

crisp & juicy slow cooked Cascade Farms pork topped with salsa verde, onions, cilantro & queso fresco from Ochoa Queseria

Pollo Asado \$3.75

spicy chipotle rubbed grilled Cascade Farms chicken with crema from Ochoa Queseria, spicy salsa de arbol & pico de gallo

Pollo Verde \$3.50

Cascade Farms chicken braised in tomatillo salsa & topped with salsa verde, onions & cilantro

Verduras \$3.50

asparagus, crimini mushroom, sugar snap peas, Walls-Walls sweet onions and swiss chard, sautéed with thyme/rosemary and topped with queso fresco from Ochoa Queseria

Carne Asada \$4

Cascade Farms chopped flank steak, served traditional style with grilled onion & topped with spicy salsa de arbol, cilantro & crema

Barbacoa \$4

Cascade Farms beef brisket braised inside banana leaves in a three chili barbacoa sauce, topped with pickled red onions, cilantro & crema

Pescado \$4.50

crispy cornmeal encrusted Newmans's line caught Alaskan Cod, topped with pineapple, salsa verde, crema, cabbage, onion & cilantro

*• add guacamole to any taco for 75¢*

### Más

Por Qué Salad \$10

organic greens tossed in a spicy chili vinaigrette, topped with avocado, toasted pumpkin seeds, queso fresco & pico de gallo with meat or veggies - see taco options above - \$13.50 with fish \$14.50

Beans & Rice Bowl \$8.50

our house beans & rice in a bowl with salsa, guacamole, queso fresco, crema, cilantro & your choice of chips or three organic house tortillas

Bryan's Bowl \$12

your choice of meat or veggies - see taco options above - in a bowl with beans, rice, salsa, guacamole, queso fresco, crema, cilantro & your choice of chips or three organic house tortillas with fish \$12

Por Qué Plate \$14

your choice of meat or veggies - see taco options above - served on a plate with beans, rice, a small salad, salsa fresca, guacamole, crema & bur organic housemade tortillas with fish \$15.50

### Para Niños

Small plain quesadilla on flour or organic corn tortilla \$3.50

add beans inside .50 add rice inside .50

Kid's bean & rice bowl \$3

pinto beans & rice with your choice of queso fresco or queso Oaxaca

• Add any taco protein to above items \$3.50 •

Kid's bean & cheese taco \$2

pinto beans topped with your choice of queso fresco or queso Oaxaca in a housemade organic corn tortilla

Some menu items cooked or prepared with hard shell, peanuts & sesame seeds may be present in dishes. Please alert your server if you have any food allergies. Cross contamination is possible.

[www.porquenotacos.com](http://www.porquenotacos.com)

# IMPROVE SALES/PROFITABILITY

- *Existing Customers*
- *New Customers*

# FAMILIES



# FAMILY STYLE OPTIONS TO GO

3524 N Mississippi Ave

503.467.4149



ordering is open until

10am on day of pickup

## PRE-SALE MENU

all pickups are at our N Mississippi Ave location

• Tuesday - Saturday • 4pm - 9pm •

### PQN Taco Kits *food for 4+ people!*

fully-cooked, packed cold to reheat in the comfort of your own home *no substitutions, thank you for understanding!*

#### Each kit contains:

- 1 quart of filling (choose one below)
  - 1 quart each of beans & rice
  - 15 handmade organic corn tortillas
- included toppings: cilantro & onion, salsa verde, salsa de arbol, crema and queso fresco *all on the side*

#### Carnitas \$60

crisp & juicy slow-cooked Cascade Farms pork (mild)

#### Pollo Verde \$60

Cascade Farms chicken braised in tomatillo salsa (mild)

#### Verduras \$60

asparagus, crimini mushroom, sugar snap peas, Walla Walla sweet onions and yuca shared with chicharrón (mild)

#### Barbacoa \$60

Cascade Farms beef braised inside banana leaves in a three-chile barbacoa salsa (medium spicy)

**Add an extra quart of any filling for \$40**

\* Taco Kit purchase required for website pre-orders \*

*If you'd like to pre-order from this menu without a taco kit, please email us at [catering@porquenetacos.com](mailto:catering@porquenetacos.com)*

### Antojitos

Salsa Fresca & housemade chips \$3.00

Guacamole & Salsa & housemade chips \$8

Guacamole & housemade chips \$7

### Y Más

Guacamole 4oz \$8

Salsa fresca 4oz \$2

Housemade tortilla chips *all sizes* \$2

Handmade organic corn tortillas *pack of 15* \$3.75

### Non-Alcoholic

Jamás \$3 hibiscus flower tea

Agua Fresca \$3.00 *handmade fruit juices, flavors rotate daily*

Jarritos sodas \$2.50 *botled Mexican fruit sodas with cane sugar flavors: mandarin, lime grapefruit, pineapple, caramel, apple*

Coke, Diet Coke \$2

Public Coast Root Beer *botl* \$4

Mineragua \$2.50 *sipping mineral water*

Mexican Coke \$3 *made & bottled in Mexico with cane sugar*

### Margarita Kits *take the party home!*

Margarita Kit in a Jar \$16

*contains everything you need other than the booze & ice to make four great sweet margaritas (plus a little extra) cold in a printed glass jar, perfect for mixing, serving & refilling*

*price includes a \$3 refundable jar deposit*

Margarita Kit Refill \$14

*just like our margarita kit, but in a plastic container (complete with instructions) perfect for refilling your glass jar!*

*no jar required, this kit works great all on its own!*

Add a side of pomegranate juice \$1

Big Margarita Kit in a Growler \$66

*contains everything you need other than the booze & ice to make fifteen juicy sweet margaritas (plus a little extra) cold in a printed glass growler-size growler with instructions, perfect for mixing, serving & refilling*

*price includes a \$5 refundable jar deposit*

Big Margarita Kit Refill \$62

*just like our big margarita kit, but in a plastic growler jar (complete with instructions) perfect for refilling your growler!*

*no growler required, this kit works great all on its own!*

Add a side of agua fresca *flavors rotate daily* \$3.50

### Cerveza and more

Michelada Kit \$4

*an ice cold can of Tecate with a side of fresh lime juice & Worcestershire sauce, cold and chilly walk, serve over ice in the comfort of home. *paid!* with a *limited* beer for \$1!*

Pacifico, Negra Modelo, Modelo Especial *1 liter bottle* \$3.00

Tecate *1 liter can* \$2.50

Elliot Ex Novo IPA *1 liter can* \$4

Migration Hazy IPA *1 liter can* \$3.50

Baltic *1 liter can* \$2

Cascade Cider *1 liter can* \$5 *crisp, dry & refreshing*

Free Public Rosé *1 liter can* \$6.00 *pink pink, dry with light tart*

**\* drinks and margarita kits may be pre-ordered or added at pickup! (please plan to pay with a card) \***

*Some items may require pre-ordered pickup. For updates & special deals may be present in-store. Please alert your server if you have any food allergies. These restaurants are pet-friendly.*

[www.porquenetacos.com](http://www.porquenetacos.com)

[catering@porquenetacos.com](mailto:catering@porquenetacos.com)

# OUTDOOR SEATING\*

Especially if parents can buy a beer during dinner!



# IMPROVE SALES/PROFITABILITY

- *Existing Customers*
- *New Customers*

# IN THE STORE



# SHOW SAFETY

## OPEN UP/REMOVE CLUTTER

Remove all chairs and tables circled except for the Primary Health and Safety Station table (see below). Add a standing plant by the window! Customers want to feel like they have room to move around without running into other people.

## PRIMARY HEALTH AND SAFETY STATION:

Create a station with the following:

- Trays for masks, gloves, etc.
- Pumps for hand sanitizer
- Sign and sign holder
- Tissues



# AT THE STORE



# WINDOWS



# ENTRY WINDOW

CIGGOS TAQUERIA

ORDERS  
to go  
530-799-2244  
Margaritas!

The window sign is hand-drawn with black outlines. At the top, there are two strings of colorful triangular bunting flags. The sign is divided into two main sections. The left section contains the word 'ORDERS' in large, bold, black block letters, with 'to go' written below it in a large, cursive, black font. The right section contains the phone number '530-799-2244' in large, bold, black block letters, with a drawing of a yellow margarita glass with a green lime wedge on the rim, and the word 'Margaritas!' written below it in a large, cursive, black font. The bottom of the sign is decorated with green cacti and red flowers. The background of the sign is light pink and white.

# WINDOWS



# PICK UP WINDOW



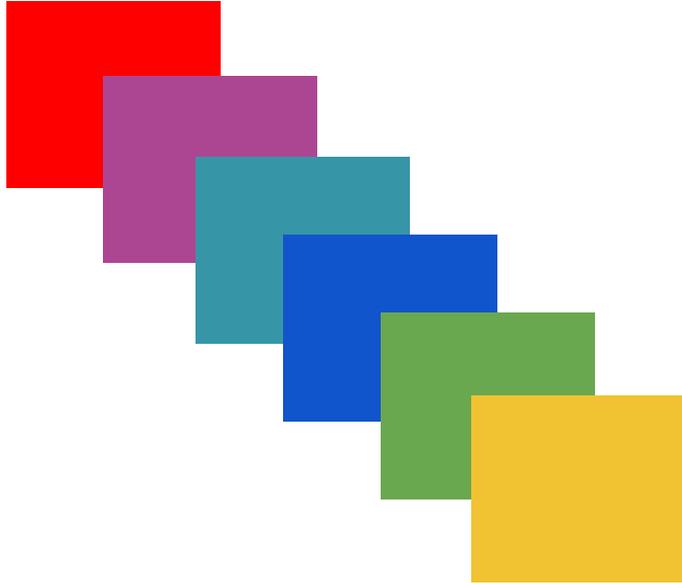
# EXTERIOR SEATING!



# BEST SIGN FOR A RESTAURANT



# COLOR INSPIRATION



Using the serape style striped fabric as a guide, we chose a few colors we would like to see the barrels, tables and chairs in. Avoid black! To the left.

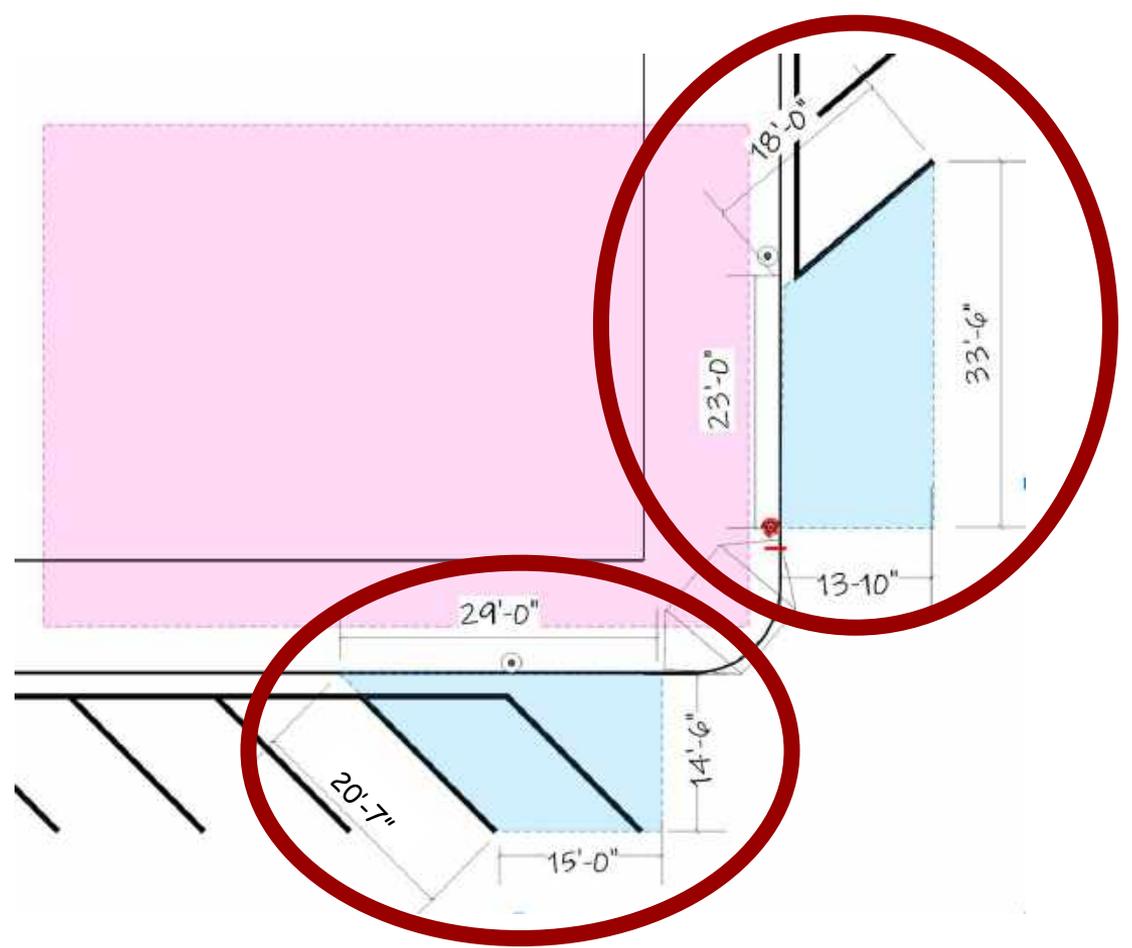
# OUTDOOR SEATING!



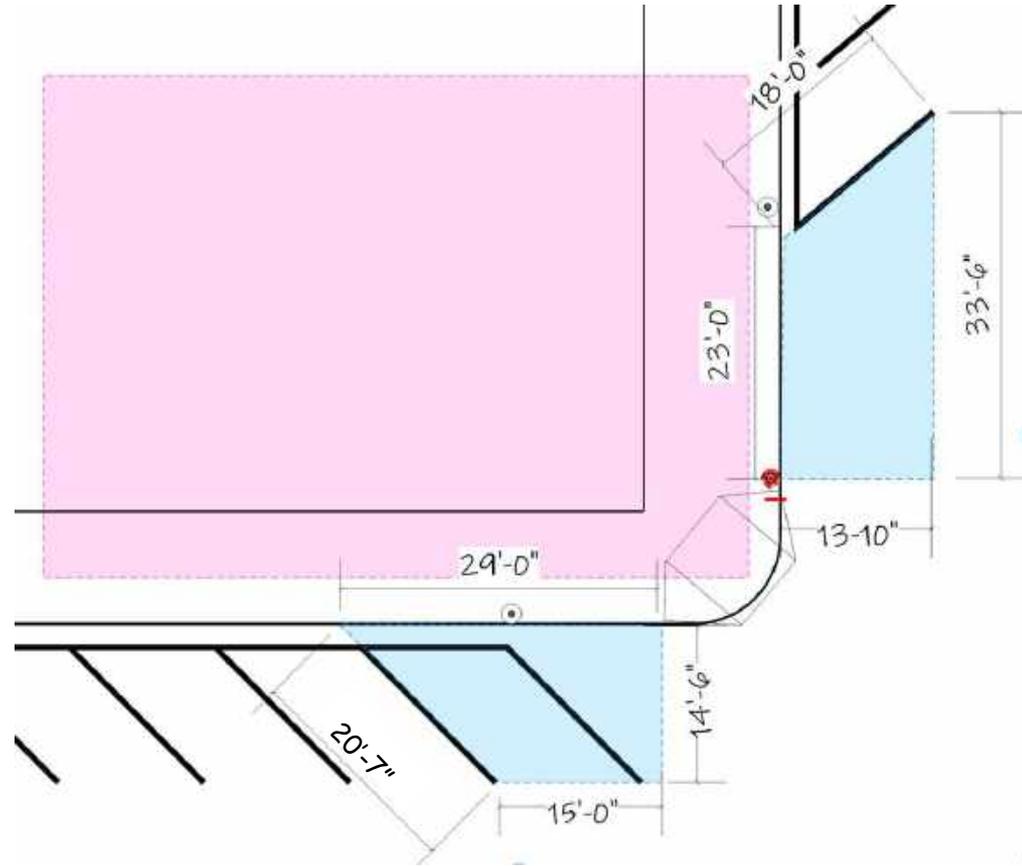
# OUTDOOR SEATING!



# SEATING AREA



# SEATING AREA

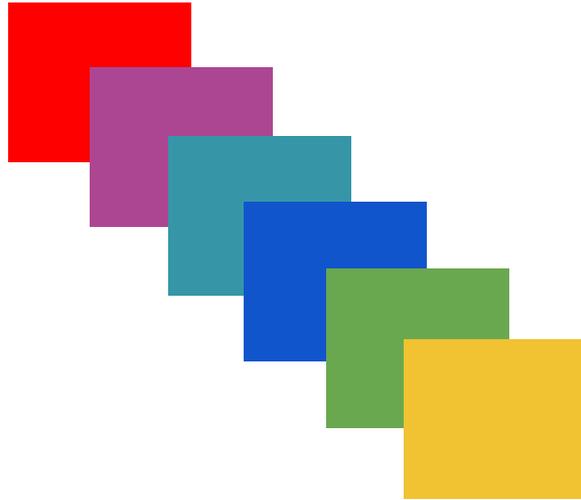


# BARREL PERIMETER EXAMPLE



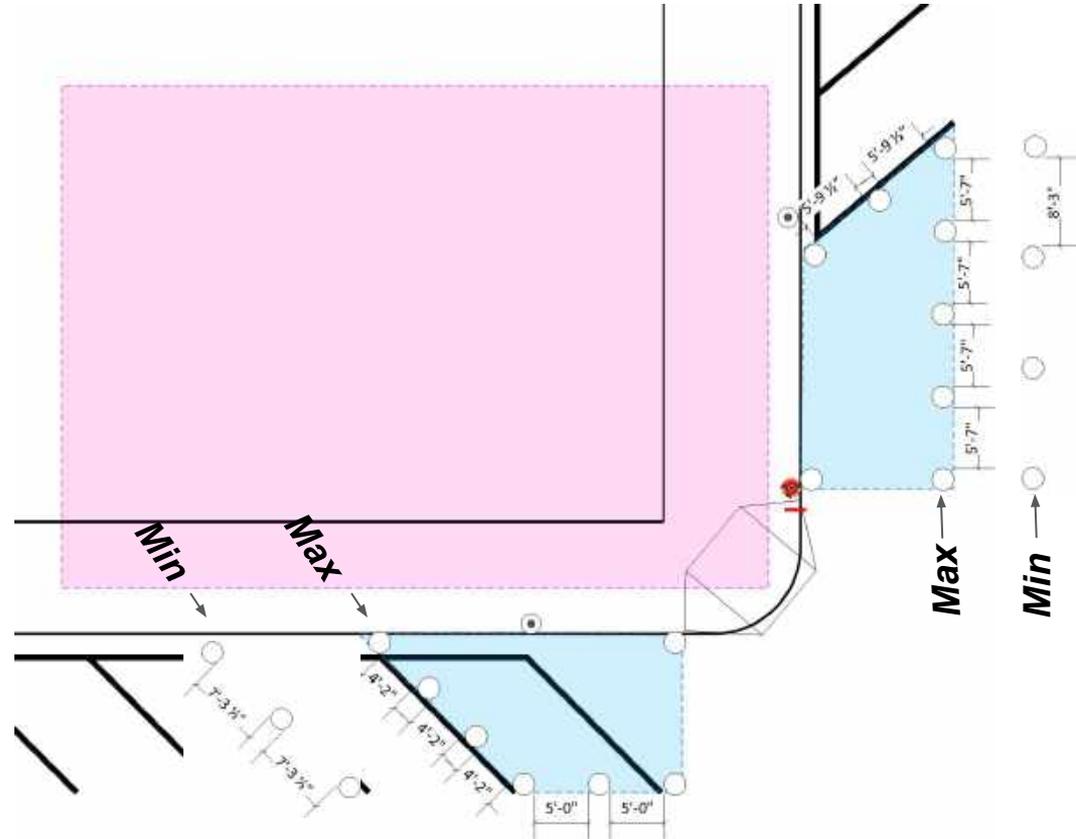


BUY COLORED...  
OR PAINT THEM



# BARREL PERIMETER SCHEMATIC

MAX = 15  
MIN = 13



**Barrels \$24.99**

Call about pickup/shipping: (916) 388-0800

<https://alternativesolutionsinc.us/barrels-and-totes>

**Used Barrels sold in Sac:**

[https://www.letgo.com/en-us/i/55-gallon-food-grade-drums\\_a8ab638c-9734-4a3f-ac34-1adbbfe02f0e](https://www.letgo.com/en-us/i/55-gallon-food-grade-drums_a8ab638c-9734-4a3f-ac34-1adbbfe02f0e)

**Sells Wine Barrels:**

<https://www.sierrawoodshavings.com/roll-off-bins>

**Used Wine Barrels:**

<https://sacramento.craigslist.org/search/sss?zoomToPosting&query=Wine+barrels&srchType=A&minAsk&maxAsk&hasPic=1>

**Recycled Steel  
Barrels (allows for  
custom colors)**

<https://containermanagementservices.com/reconditioned-containers/reconditioned-steel-drums/>

# BARREL ORDERING



# WINE BARRELS OKAY!



Vintiquewise  
Wooden Barrel...  
**\$99.16**  
Home Depot  
Free shipping



Real Wood  
Products 59-Gallo...  
**\$129.00**  
Lowe's  
★★★★★ (198)



Real Wood  
Products 25.5-In ...  
**\$39.98**  
Lowe's  
★★★★★ (459)



Personalized Barrel  
Pub Table Napa...  
**\$529.99**  
Wayfair  
Free shipping



Wine Barrel Chair  
Kit  
**\$194.00**  
Etsy



LadyBagsSF Wine  
Barrel Half-Barrel...  
**\$100.00**  
Sur La Table



Upham Double Half  
Barrel Pub Table...  
**\$1,499.99**  
Wayfair  
Free shipping



Wine Barrel Storage  
Cabinet  
**\$279.00**  
Etsy



Authentic Whole Oak Wine ...  
walmart.com · In stock



Oak Wine Barrel Planter-W...  
homedepot.com · In stock



Half Wine Barrels on Wheels ...  
redgardenclogs.wordpress.com



When Do I Put My Wine In...  
blog.eckraus.com



How to Turn Your Wine Barrel into a Planter  
kj.com



Oak Wood Half Wine Barrel Planter ...  
amazon.com

# PENNANT ORDERING

Plastic Picados/Pennants

<https://www.amols.com/mexican-party-supplies/papel-picado/small-multi-plastic-picado-banner>

## STRING BETWEEN BARRELS

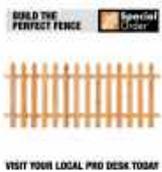


It would be fun to have these tacked underneath your outdoor sidewalk roof AND perhaps as a rope fastened from steel drum to steel drum to outline the outdoor seating areas. These will add an eye catching festive note to the restaurant storefront.

# BARREL ALTERNATIVE: SIMPLE FENCE



[Fence Panel 8'](#)



[Post](#)



[Concrete block with metal bracket](#)



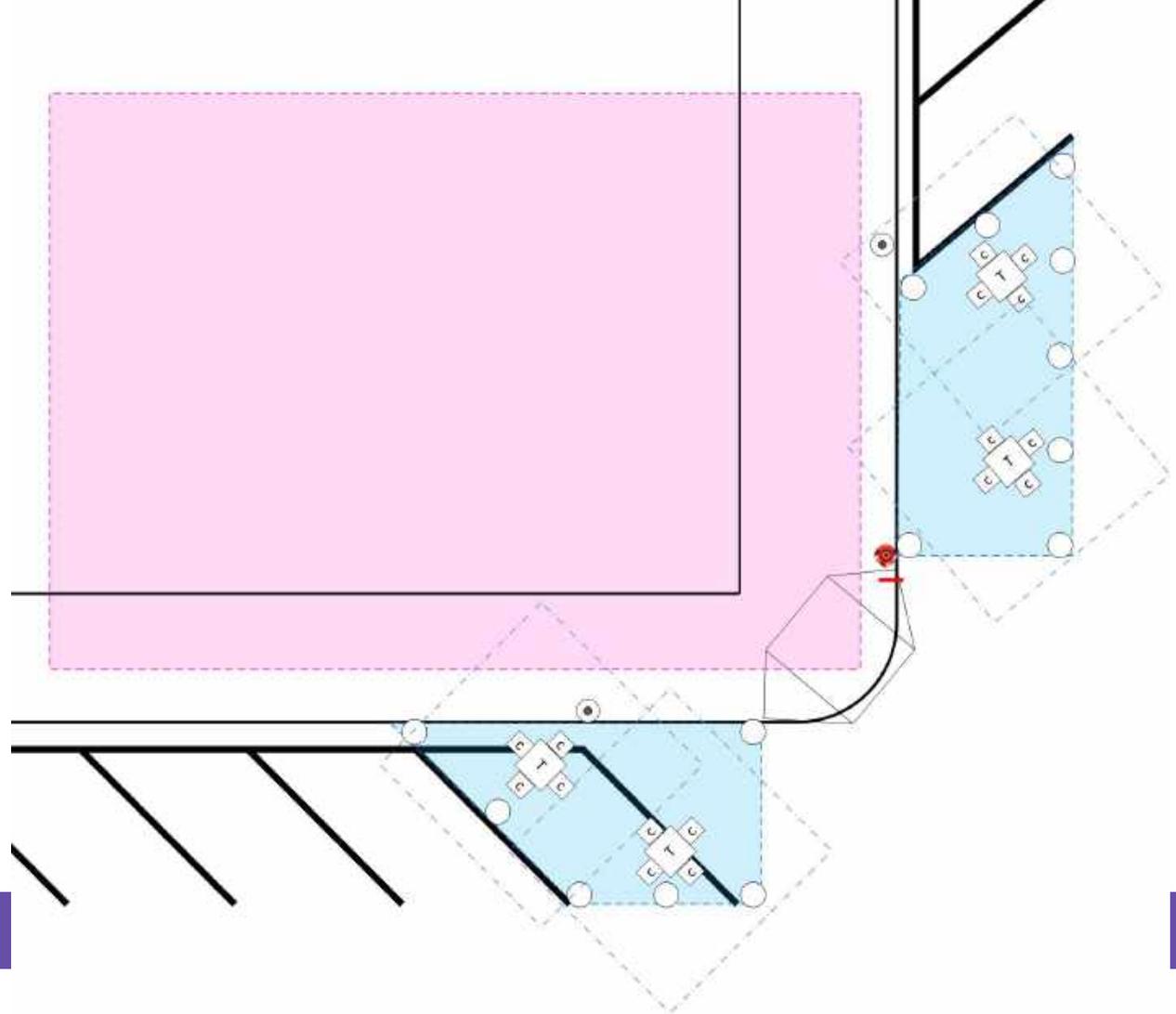
[Post Cap](#)



# FENCE CAN BE PAINTED!



# TABLE SCHEMATIC



[https://www.amazon.com/Flash-Furniture-Orange-Indoor-Outdoor-Stackable/dp/B018M7XGI0/ref=pd\\_sbs\\_196\\_1/142-6260680-7379065?encoding=UTF8&pd\\_rd\\_i=B018M7SC84&pd\\_rd\\_r=b4898edb-e36b-4c9d-8c13-fa68cf243293&pd\\_rd\\_w=LF7H3&pd\\_rd\\_wg=Qt93V&pf\\_rd\\_p=bdc67ba8-ab69-42ee-b8d8-8f5336b36a83&pf\\_rd\\_r=MBVXDMR6NVF7N95ZVZHT&refRID=MBVXDMR6NVF7N95ZVZHT&th=](https://www.amazon.com/Flash-Furniture-Orange-Indoor-Outdoor-Stackable/dp/B018M7XGI0/ref=pd_sbs_196_1/142-6260680-7379065?encoding=UTF8&pd_rd_i=B018M7SC84&pd_rd_r=b4898edb-e36b-4c9d-8c13-fa68cf243293&pd_rd_w=LF7H3&pd_rd_wg=Qt93V&pf_rd_p=bdc67ba8-ab69-42ee-b8d8-8f5336b36a83&pf_rd_r=MBVXDMR6NVF7N95ZVZHT&refRID=MBVXDMR6NVF7N95ZVZHT&th=)

# TABLE & CHAIRS ORDERING

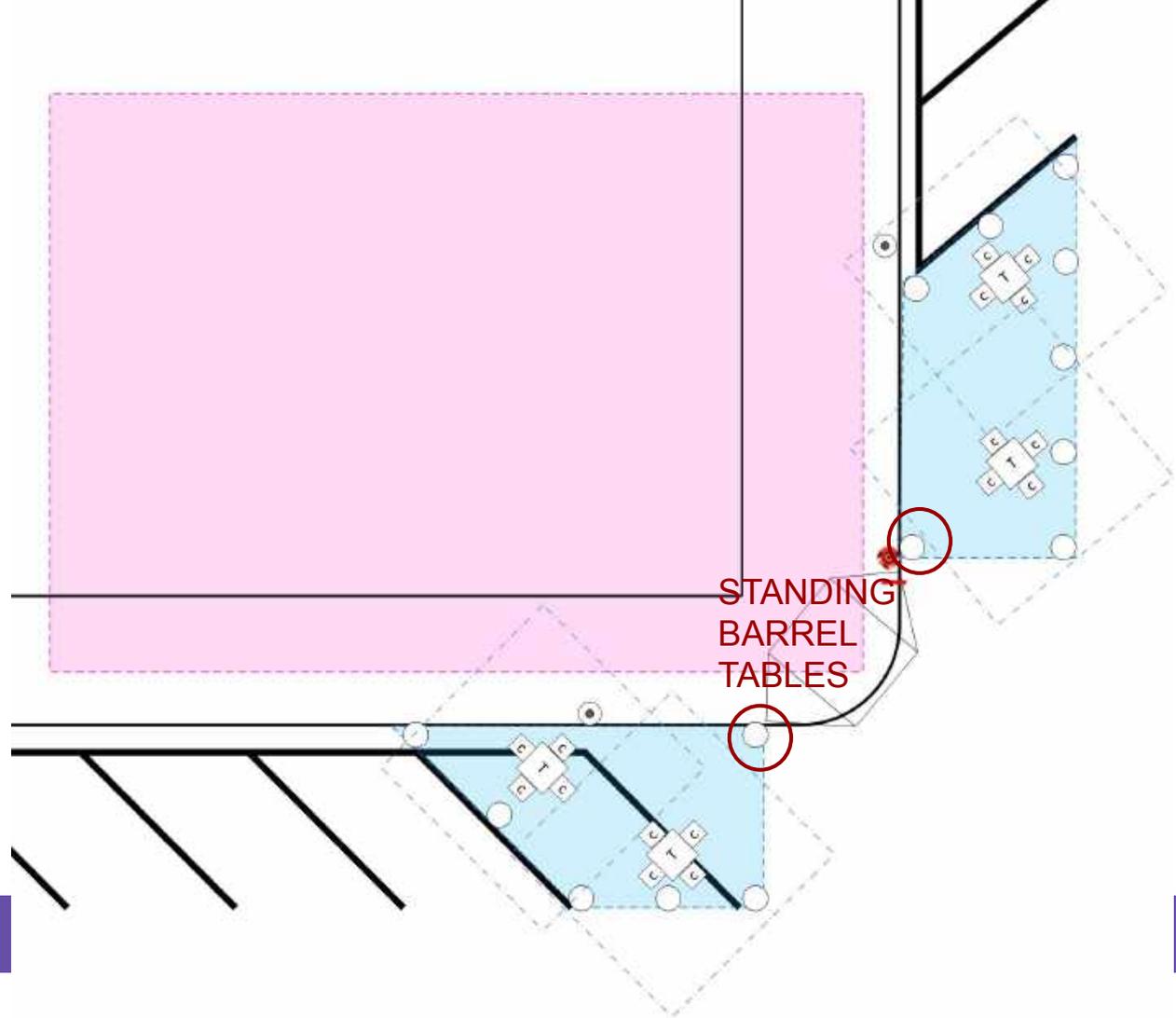


<https://www.lowes.com/pd/Flash-Furniture-Metal-Dining-Table-with-White-Metal-Base/1001103508>

4 PACK of CHAIRS. Assorted Colors

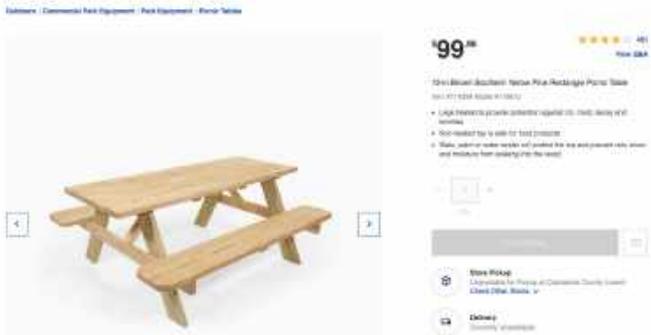


# STANDING/BAR TABLES!



# ALTERNATE TABLES

<https://www.lowes.com/pd/72-in-Brown-Southern-Yellow-Pine-Rectangle-Picnic-Table/3620364>



10 available at Citrus Heights  
(as of early a.m. 7/13/2020)

## Paint Bright Colors



# LEVELING TABLES ON ANGLED PARKING

The challenge with placing picnic tables in these spots is that there is an angle to the parking spaces. To make the picnic tables level, you will have to shim the legs. To the right is an example of simple wood blocks screwed to the bottom of a table leg to level the table.



# UMBRELLA ORDERING

Umbrella from Lowe's:  
\$48.00

<https://www.lowes.com/pd/Garden-Treasures-Teal-Market-7-5-ft-No-tilt-Round-Patio-Umbrella-with-Dark-Brown-Steel-Frame/1000175927>



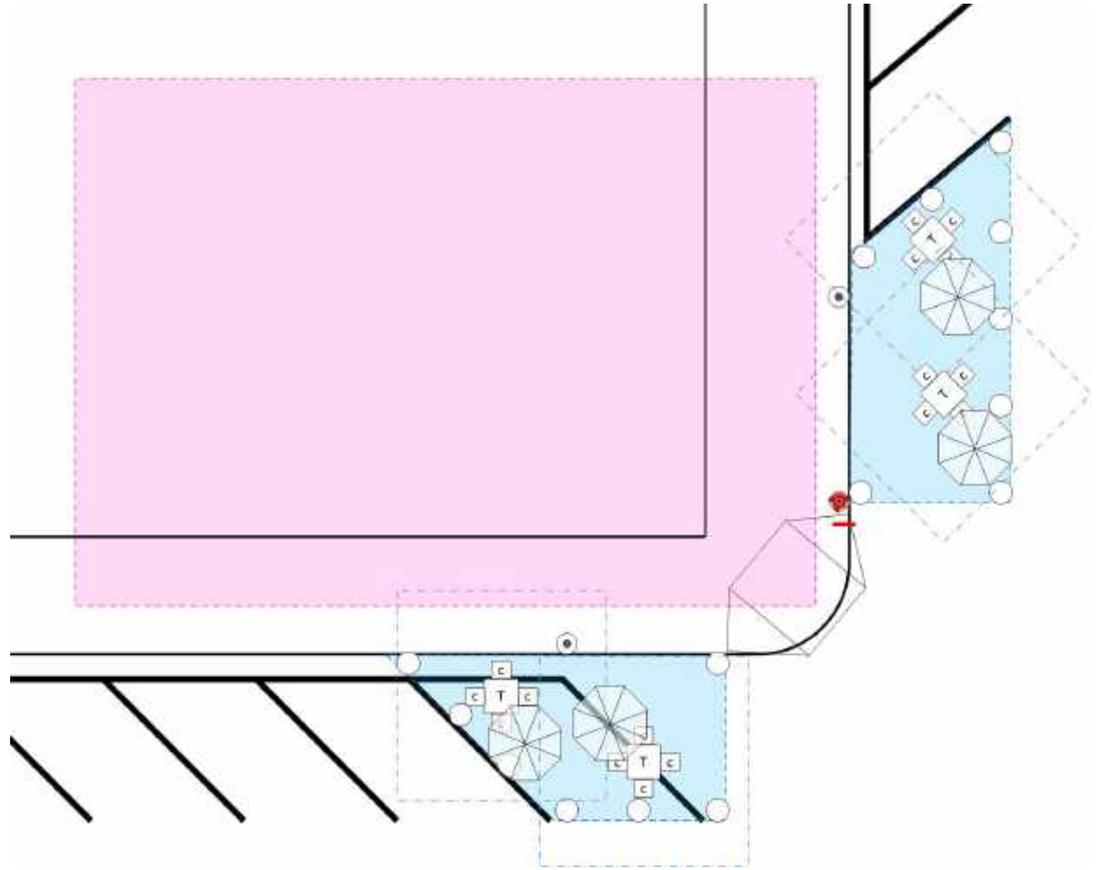
[https://www.amazon.com/Blissun-Patio-Market-Umbrella-Outdoor/dp/B07MVZ4J6V/ref=sr\\_1\\_27?dchild=1&keywords=umbrella+base&qid=1594509620&sr=8-27](https://www.amazon.com/Blissun-Patio-Market-Umbrella-Outdoor/dp/B07MVZ4J6V/ref=sr_1_27?dchild=1&keywords=umbrella+base&qid=1594509620&sr=8-27)



<https://www.lowes.com/pd/Garden-Treasures-Black-Patio-Umbrella-Base/1000388819>



# UMBRELLA SCHEMATIC



# OUTDOOR SEATING!



# BUDGET/ORDER LIST

ITEM	NUMBER/ PACK	COLOR	COST/ITEM	SHIPPING	TOTAL COST
freestanding umbrellas	4	Teal	\$ 48.00	Free	\$ 192.00
umbrella stands	4	Black	\$ 39.99	Free	\$ 159.96
Single square metal table	4	Multi	\$ 169.98	Free	\$ 679.92
4 pack of metal chairs	4	Multi	\$ 249.99	Eligible for Free Shipping	\$ 999.96
Barrels	13-15	TBD	TBD	TBD	\$ 425.00
Flags	8	Multi-color strings	\$ 3.95	\$ 4.63	\$ 36.23
<b>GRAND TOTAL</b>					<b>\$ 2,493.07</b>

<https://docs.google.com/spreadsheets/d/1kDiPw7hJy9RH9Lgkli1U7IZLL5hcO4pVSKoMpApED2g/edit?usp=sharing>

# DOWNTOWN MARYSVILLE COVID PLAYBOOK

*CISCO'S TAQUERIA*

