



City of Glendale Business Recovery Task Force

May 21, 2020

Roll Call

Business Community

NAME	Organization
Cheryl Fair	ABC-TV
Teresa Samaniego	ABC-TV
Patrick Lanni	Americana at Brand
Richard Lynch	Americana at Brand
Talar Aintablian	Armenian Relief Society
Sean Khoda	Basic Training Fitness
Jeannie Brewer	Brand Blvd. Of Cars
Aro Agakhanyan	Chess Park Tavern
Arthur Mkrtychyan	Chess Park Tavern
Jeff Gagnon	Cushman & Wakefield
John Haghani	Cushman & Wakefield
Kim Edelman	GCC/Professional Development Center
Alex Baroian	Glen Arden Club
Judee Kendall	Glendale Chamber of Commerce
Steven Sayers	Glendale Galleria
Todd Leonard	Glendale Religious Leaders Association
Dr. Kelly King	Glendale Unifed School District
Rick Lemmo	Greater Downtown Glendale Association
Adam Drescher	Hyatt Hotel
Brett Ambrose	Hyatt Hotel
Keith Hobbs	Keck USC Verdugo Hills
Linda Makarians	Kenneth Village Merchants Association
Leslie Lyons	Manufacturers Bank
Dr. Karo Isagholian	Medical Spa
Andre Ordubegian	Montrose Shopping Park Association
Victoria Malone	Montrose Verdugo Chamber
Dale Dawson	Mountain Rose Gifts
Marco LiMandri	New City America - GDGA
Caroline Tufenkian	Tufenkian Gallery
Lisa Pitney	Walt Disney Company
Tara Peterson	YWCA

City of Glendale

City Attorney's Office
City Manager's Office
Community Development
Economic Development Division
Finance Department
Fire Department
Glendale Water and Power
Innovation, Performance and Audit Department
Police Department
Verdugo Jobs Center



Agenda

I. Introduction & Purpose

- a. Purpose, Community Development Director Philip Lanzafame
- b. Re-Opening Expectations, Fire Chief Silvio Lanzas

II. Perspectives from Business Associations

III. Best Practices

- a. Glendale Galleria – Indoor Mall and Retail
- b. Americana – Outdoor Mall, Curbside, Messaging, and Restaurants
- c. Office – Best Practices from Office Sector

IV. Survey

V. How Can City Help – Open Discussion

VI. Next Steps



Purpose of the Task Force

- Assist Glendale businesses with re-opening and recovering from the effects of the COVID-19 Emergency Orders.
- Other Objectives:
 - Share Best Practices.
 - Identify actions City can take to support business.
 - Develop Strategy to be presented June 16.



Re-Opening Expectations

- **Protecting and supporting worker health and safety.**
- **Provide employee training on:**
 - Preventing Spread of Virus, Proper handwashing, Safe use of cleaners and disinfectants.
- **Ensuring appropriate physical distancing.**
- **Ensuring proper infection control.**
- **Continuous and up to date communication with the public.**
- **Ensure equitable access to services for vulnerable populations.**



Business Districts & Chambers

- **Glendale Chamber of Commerce**
- **Greater Downtown Glendale Association**
- **Montrose Shopping Park Association**
- **Montrose Verdugo City Chamber**
- **Kenneth Village Association**



Business Districts & Chambers

Kenneth Village Merchants Association

- Help promote the reopening of our businesses.
- Help us to reopen with safety tips.
- Help us with outdoor dining/sitting permits. Let us to set tables/chairs outdoors with following the social distancing rules and regulations.



Business Districts & Chambers

Montrose Verdugo Chamber of Commerce

- **Education & information to the businesses, the customers/community on ways to “live with the virus.”** How to keep a steady “community mentality.”
- **Clear & concise criteria to follow to re-open protocol.** Currently many businesses & community members are unclear on specifics – maybe a check off list to comply. Not by category-some categories are too vague and clump smaller businesses that could comply with a criteria list with the larger business type that cannot comply with proper social distancing and proper sanitization.
- **Customer Confidence.** Once businesses re-open, how can the support structure (i.e. City Hall, Chambers, Legislators) encourage business. Need a new way to get customers to shop & purchase.



Business Districts & Chambers

Montrose Shopping Park Association

- **Clear guidelines and leadership on safety measures needed for re-openings.**
 - Which guidelines to follow and consideration to allow opening in Glendale before City of LA's phases.
 - Which businesses are considered essential.
- **Help with costs affiliated with safe store openings.**
- **Enforcement for people who disregard the mask and social distancing standards.**
- **Fee waivers**
 - Sidewalk permits, entertainment permits, business registration permits, patios ABC licenses.
 - Allowing retail businesses to be able to set up outside with no permit fee.
 - Reduction of fees and obstructions for new businesses trying to open.
- **Support for closing streets to allow for pedestrian access only.**
- **Signage to indicate need for mask wearing.**



Business Districts & Chambers

Greater Downtown Glendale Association

“GDGA”

- Loosening/revisiting code.
- Open City views on business creativity to come back.
- Allowing tables and necessary decor on sidewalks and parking areas for restaurants and retail.
- Consider parking holidays in public parking areas.
- Create instant “pocket parks” for the purpose only allowing adjacent restaurant seating.
- Do not interfere in contractual agreements between tenant and landlord.
- Focus on helping business flourish.



Best Practices



GDGA



PREPARATION IN TWO KEY AREAS:

RESTAURANTS, COFFEE SHOPS, BAKERIES & CAFES

- **The opening of food service locations will bring people back to Greater Downtown Glendale District, provided they feel safe & comfortable.**
 - Restaurants, Coffee Shops, Bakeries & Cafes will need what can be costly personal protection equipment, which can also take time in procuring.
 - The Greater Downtown Glendale Association, once “opening” date is secure, will provide all our food service providers, in the above categories, approximately two washable face masks per employee, in order to facilitate their being able to open sooner
- **LETTING THE PUBLIC KNOW THEY ARE OPEN**
 - Through a variety of social media outlets the GDGA will be sponsoring a karaoke contest
 - A sample karaoke featuring Glendale’s own Mario & Courtney Lopez has been “re-written” with “Glendale” lyrics.
 - It will be distributed via NBC, Access, Mario Lopez and other Downtown Glendale merchants social media outlets offering \$2,000 in prizes for contest winners that can ONLY be spent in the district.

Both of these programs are ready, turn key and ready to roll, once more definite dates are chosen to officially move to PHASE 2 of Recovery and Reopening State Plans are approved.



Glendale Galleria

- Steven Sayers, General Manager
- Brookfield Properties assembled handbook
 - Employee, Vendor, Tenant & Guest — General Health
 - Management Office Practices for Employee Protection
 - Employee Responsibilities
 - [The Guest Journey](#)
 - Cleaning Products and Protocols
 - Locations for the Distribution of Personal Protective Equipment (PPE)
 - Social Distancing
 - Vendor-Specific Sanitation Policies



Glendale Galleria

- **Guest Journey**

- Until further notice, a designated Curbside Pickup area will be available for guests that do not wish to have an in-store experience
- Guests will have access to automated doors, doors that are propped open, or manual doors
- Guests will have access to hand sanitizer upon entry into the property
- Face coverings will be available upon arrival at the mall or by request from a Security officer
- No more than four guests will be permitted in elevators at one time
- Common area seating and foot court seating will be arranged to allow for and encourage social distancing
- Security and Housekeeping vendors will wear PPE
- The following services will be suspended until further notice or discontinued: valet services, play areas, stroller rentals, mall-owned food court trays, food sampling, and mall-operated carousels.



Americana at Brand

Glendale Business Recovery Task Force

Caruso

Patrick Lanni - Regional GM
Richard Lynch - Assistant GM

Caruso



EXECUTIVE SUMMARY

Mission

Reopen our businesses as quickly as possible while protecting staff, guests and tenants from the impact of illness or transmission and ensure a safe, secure environment for all visitors

Retail

Office

F&B

Residential

Core Themes

- The Guest Experience
- Communication
- Cleaning Products & Protocols
- Adaptation of Existing Operating Standards
- Tenant Support



MEASURES: Retail & F&B

Retail

- **Cleaning Products & Protocols** - Available throughout property, visible practices
- **PPE** - Required for all employees and guests
- **Curbside & Express Pick-up** - In accordance with local guidelines and new consumer behavior
- **Outdoor Retail** - footprints expanded to facilitate outdoor retail

F&B

- **Physical distancing** - Adherence to physical distancing guidelines
- **Curbside Pick-up & To Go** - Promote tenants via marketing channels, additional meal-service delivery areas
- **Al Fresco Dining** - Utilization of our natural attributes as an outdoor shopping center and expand patio spaces





**CUSHMAN &
WAKEFIELD**

Jeff Gagnon

Executive Managing Director,
Strategic Consulting, West Region
+1 415 706 8057
jeff.gagnon@cushwake.com

Johnathan Haghani

Director, Project & Development
Services
+1 619 227 9890
johnathan.haghani@cushwake.com



COVID-19 RECOVERY READINESS LEARNINGS



2.7M data points

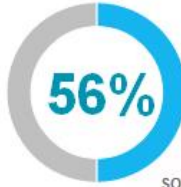


7 Key Factors

1. Inspire through culture
2. Leverage tech to collaborate

'Renew'

Lagging 10-15% behind



average office use pre COVID19

SOURCE: CUSHMAN & WAKEFIELD

EPISODE 1

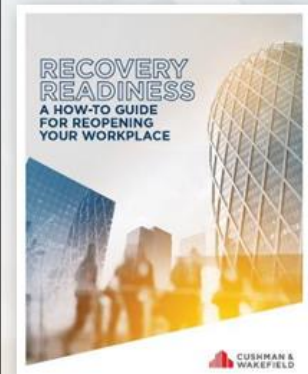


LISTEN TO EPISODE 1



RECOVERY READINESS

How to Guide
A Living Document



CushmanWakefield.com

REBALANCING WORK & LIFE

BE WELL

- TAKE BREAKS**: Remember the Pomodoro technique. Take 5-10 minute breaks every 90 minutes.
- STRETCH**: Even though home and office have merged, get away from the desk and get enough sleep.
- KEEP MOVING**: Regular scheduled, healthy meals and snacks provide needed energy to be productive.

BE SOCIAL

- REACH OUT**: Remember that "social distancing" does not have to mean social isolation.
- STAY CONNECTED**: Stay connected via regular communication (Zoom and one-on-one) with colleagues, family and friends.
- EMPOWERMENT**: Everyone has their own strengths and skills. Encourage each other, share ideas, and celebrate successes.

CONNECT

- TAKE CARE OF YOURSELF**: The top five factors in successful recovery are the availability and use of collaboration technology, a clear and strong top-down vision and goals.

HAVE PURPOSE

- OWN YOUR PART**: In this time offer your colleagues transparency, clear expectations, communication and direction.
- EMPOWER**: Empower people to do their work and give them room to learn.

VIDEOS FOR INSPIRATION

- How to Lead in a Crisis
- How to Stay Motivated
- How to Stay Productive

1M people
800M sq.ft.
10k companies

Back to work in
China post C-19



New tools:

XSF@home



Remote working calculator



"It's not just an office.
It's an ecosystem"

By CUSHMAN & WAKEFIELD

eBook



Prototype Experiment



THE SAFE SIX

WORKPLACE READINESS ESSENTIALS

1. PREPARE THE BUILDING
2. PREPARE THE WORKFORCE
3. CONTROL ACCESS
4. CREATE A SOCIAL DISTANCING PLAN
5. REDUCE TOUCH POINTS & INCREASE CLEANING
6. COMMUNICATE FOR CONFIDENCE

THE SAFE SIX: WORKPLACE READINESS ESSENTIALS

The subject of the "Six Steps and Work Plan Menu (WPM)" workplace safety program is the subject of the "Six Steps and Work Plan Menu (WPM)" workplace safety program. The subject of the "Six Steps and Work Plan Menu (WPM)" workplace safety program is the subject of the "Six Steps and Work Plan Menu (WPM)" workplace safety program. The subject of the "Six Steps and Work Plan Menu (WPM)" workplace safety program is the subject of the "Six Steps and Work Plan Menu (WPM)" workplace safety program.

CUSHMAN & WAKEFIELD **C&W SERVICES**

#1 PREPARE THE BUILDING

Checklist items, pre-move inspections, HSE & mechanical checks

- 1. Check safety of all services
- 2. Check fire alarm, fire extinguishers, fire exits, fire drills
- 3. Check fire extinguishers, fire exits, fire drills
- 4. Check fire extinguishers, fire exits, fire drills
- 5. Check fire extinguishers, fire exits, fire drills
- 6. Check fire extinguishers, fire exits, fire drills

#2 PREPARE THE WORKFORCE

Procedures for identifying who returns, architectural management, employee communications

- 1. Identify who will be returning to work
- 2. Identify who will be returning to work
- 3. Identify who will be returning to work
- 4. Identify who will be returning to work
- 5. Identify who will be returning to work
- 6. Identify who will be returning to work

#3 CONTROL ACCESS

Procedures for safety and health checks, building inspection, building inspection, building inspection, building inspection, building inspection

- 1. Check for safety and health checks
- 2. Check for safety and health checks
- 3. Check for safety and health checks
- 4. Check for safety and health checks
- 5. Check for safety and health checks
- 6. Check for safety and health checks

#4 CREATE A SOCIAL DISTANCING PLAN

Decreasing density, schedule management, office health patterns

- 1. Consider printing based on volume and peak times during the work week
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- 5. Consider printing based on volume and peak times during the work week
- 6. Consider printing based on volume and peak times during the work week

#5 REDUCE TOUCH POINTS & INCREASE CLEANING

Touchpoints hygiene protocol, clean area policy, hand print, cleaning equipment areas

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#6 COMMUNICATE FOR CONFIDENCE

Recognize the fear in returning, communicate transparency, team survey regularly

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- 6. Recognize the fear in returning, communicate transparency, team survey regularly

MOST IMPORTANTLY Conduct safety checks and ensure social distancing and safety protocols.



WHAT'S NEXT

TOOLS & SERVICES TO ACT NOW

Recovery Readiness: Solutions that Leverage Cushman & Wakefield's "How-To" Guide to Reopening



RESPOND

- Understand critical terms, conditions and dates in leases
- Address rent relief and lease modifications
- Continue assignments with virtual market/site tours and leasing
- Understand population needs; **XSF@Home** surveys
- Deploy cost containment efforts
- Determine excess or distressed assets and address

REOPEN

- Actively assess portfolio, leases, employees' needs, and space demand & supply to develop plans
- Space planning for social distancing; **6 Feet Office**
- Modify workspaces through Project and Program management
- Implement enhanced cleaning and maintenance protocols
- Source and procure critical supplies, signage and specialty services
- Support change management and ongoing employee engagement

REIMAGINE

The new **Role of the Workplace**, Employee Experience & Wellness, Strategic Planning and Landlord Investment in a new environment through:

- Health & Safety
- Future Work Pattern development
- Workplace Strategy
- Portfolio & Location Strategy
- Technology Enablement
- Environmental Influences



BEST PRACTICE APPROACH TO RECOVERY READINESS

THE CROSS FUNCTIONAL TEAM APPROACH

PROGRAM MANAGER

RETURN TO WORK TEAM:

CORPORATE REAL ESTATE & FACILITIES • HUMAN RESOURCES • CORPORATE COMMUNICATIONS • FINANCE
 + OUTSIDE EXPERTISE • WORKPLACE STRATEGISTS • SPACE PLANNERS • PROJECT MANAGERS • CLEANING &
 MAINTENANCE EXPERTS • SOURCING EXPERTS • TRANSACTION MANAGERS • BUILDING OWNERSHIP

ASSESS

- Lease Assessment
- Regulatory Review
- HSSE Assessment
- Building Readiness
- *XSF@Home* Survey
- Demand Assessment
- Cultural Assessment
- *6 Feet Office*
- Portfolio Assessment
- Supply Assessment
- Workplace Technology Assessment
- Sourcing Assessment

PLAN

- Stakeholder Alignment
- Phased Re-entry Strategy
- Future Vision
- Change Management Plan
- Behavioral Protocols
- Environmental Protocols
- Space Planning
- Infrastructure Solutions
- Technology Solutions

SOURCE

- Specialty Service Vendors
- Guard & Barrier Materials
- Personal Protection Equipment (PPE)
- Signage
- Desktop Items
- Cleaning Supplies

IMPLEMENT

RETURN TO WORK
PLAYBOOK



- PROJECT MANAGEMENT
- FACILITY MANAGEMENT
- CHANGE MANAGEMENT
- SOURCING SOLUTIONS
- TECHNOLOGY SOLUTIONS
- TRANSACTIONS

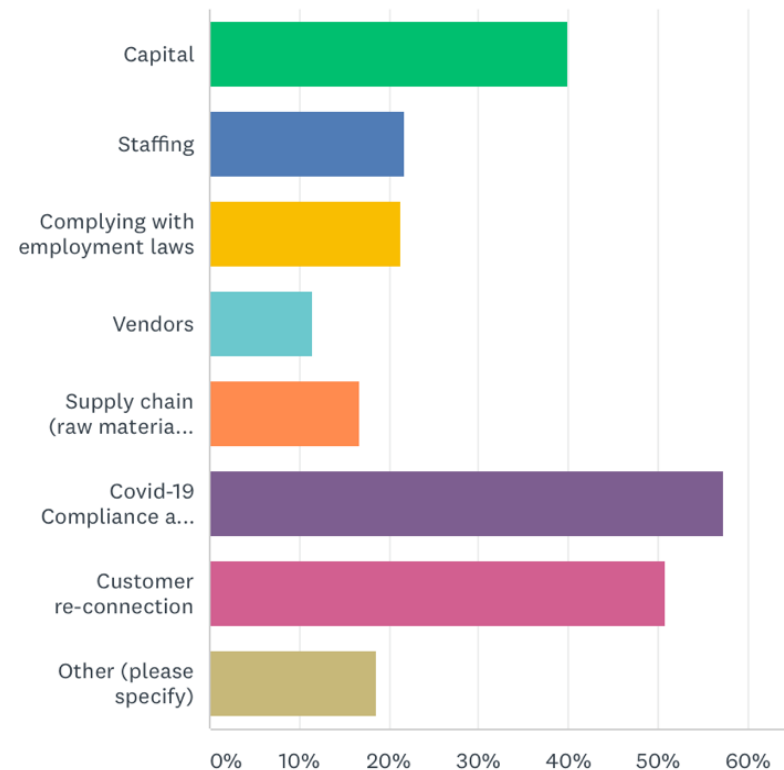


IV. Survey – Perspective from Business

Business Support – COVID 19

- Out of 714 businesses surveyed,
 - 88% had fewer than 25 employees.
 - Only 37% have applied for COVID funding.
 - Only 9% of those surveyed have received funding.
- Respondents said the single most important thing the City can do:
 - Provide funding support.
 - Commercial rental assistance.
 - Allowing businesses to re-open, even with reduced capacity.
 - Provide clear communication and messaging on new guidelines.

What are businesses most concerned about?



V. How Can City Help?

Proposed Funding Actions

- Small Business Recovery and Assistance (\$1,750,000)
 - Restaurant Relief – Al Fresco Glendale
- CDBG Small Business Micro-Grant Program (\$500,000)
- Personal Protective Equipment (PPE) Grants (\$1,000,000)
- Support the Arts (\$500,000)
- Child Care Support (\$250,000)
- Enhancing Access to Emergency Recovery Resources: Existing Business Organizations (\$150,000)

Open Discussion

- Reconnecting with Customers
- Access to County
- Building & Safety
- Outdoor Dining
- Curbside Pick-Up
- Connection to Resources
- Legislation
- What Else?



VI. Next Steps

- Expanded Survey
 - Based on feedback from discussion, survey will be created and issued next week.
 - Any specific questions you suggest for the survey?
 - We need your help in issuing survey.
- Next Task Force Meeting
 - June 4 at 10:30 to 11:30 am
- Strategy to Be Presented
 - Council Meeting: June 16





#MyGlendale

