



CITY OF DUBLIN  
**BUSINESS RECOVERY PLAYBOOK**  
POST-PANDEMIC STRATEGIC ACTION PLAN



The disruption that COVID-19 has brought to the business community has been unprecedented and challenging. As we begin to see case numbers decrease and restrictions lifted, small businesses continue to grapple with uncertainty in cash flow, rental arrears, employment shortages, and new policies. The City of Dublin is prepared to support the business community by preparing a Business Recovery Playbook to ensure both the survival and recovery of our small businesses.

## PHASE 1: ASSESSMENT

### Business Survey

- Distribute a survey to businesses to collect information regarding how businesses are doing (revenue/traffic-wise); understanding their challenges; increased/decreased employment; present and future concerns and needs, etc. Use this opportunity to collect Diversity, Equity, and Inclusion (DEI) information from business owners.

### Boots on the Ground (aka Walking Tour)

- The Office of Economic Development Team will walk areas of the community to have direct contact with businesses, ensuring that all industry sectors are accounted for.

### Business Roundtables

- Hold business roundtables with the various industry sectors (i.e., restaurants, retail, salon, fitness, etc.) to understand their challenges and concerns.

## PHASE 2: BUILD

### Post-Survey Roundtables

- Hold post-survey Business Roundtables to allow for sharing of ideas, news, best practices, etc.
- Check in with business community to gauge the frequency of surveys and/or roundtables.

### Networking/Marketing Opportunities

- Consider more opportunity for person-to-person connections: job fairs, meet 'n greets, business visitation and spotlight events (i.e., Taste the World passport campaign).
- Loyalty rewards program encouraging community engagement; opportunities for business spotlights, wide range of participation, and positive economic impact.

### Communication

- Continue the Business Recovery and regular Dublin Business Brief eNewsletters distribution.
- Launch a Mobile Text Communication Program for small businesses as another form of communication between the City and business owners.

### Business Support Grant Programs

- Depending on the business survey responses, develop grant programs that address the highest needs and/or challenges, such as:
  - i. Staffing: grant that provides dollars for sign-on bonuses or similar incentive for hiring and/or staff retention.
  - ii. Business Technology: grant that provides dollars to help implement and/or improve business technology (POS system, CRM, etc.).
  - iii. Marketing/Social Media: grant that assists business owners with marketing and social media tools to promote their services.
  - iv. Business Navigator: grant that would provide technical assistance to small businesses within a specialized field (i.e., financial guidance, strategic marketing, revenue and business development).

## PHASE 3: IMPLEMENTATION

### City Processes/Policies

- Pending feedback from business community, consider amending and/or streamlining certain City processes and/or policies to feed business needs (i.e., making temporary outdoor space permanent, alleviating common hurdles for permit applications, etc.).

### DEI Initiatives and Business License Form/Data

- Updating the Business License Application to include optional questions surrounding Diversity, Equity, and Inclusion.

### Long-Term Temporary — Temporary Use Permit (LTT TUP)

- LTT TUP ends on September 30, 2022. Consider policies to extend the program or more permanent policies.

### Outdoor Dining Support

- Consider revising policies that support flexible or less restrictive parking standards for outdoor dining.
- Work with Dublin San Ramon Services District on their fees as it relates to outdoor dining and restaurants creating new spaces.

### Education & Resources

- Webinars, Tutorials and Speakers – Leverage local and regional partnerships (i.e., Tri-Valley Career Center, Chabot-Las Positas Community College, Alameda County Workforce Development Board, East Bay Economic Development Alliance, East Bay Small Business Development Center, Tri-Valley cities, etc.) to coordinate and provide educational opportunities geared towards current trends:
  - staffing challenges
  - funding opportunities
  - supply chain challenges
  - marketing and social media support
  - business development
  - taxes

### Partnerships

- Business Plans – Partnering with East Bay Small Business Development Center to help businesses reevaluate their business plans post-pandemic.
- Grant Programs – Partnering with East Bay Economic Development Alliance and others on additional business grant opportunities.
- Entrepreneurism – Partnering with Startup Tri-Valley and Innovation Tri-Valley to support the Tri-Valley entrepreneurship ecosystem.