



Business Recovery Strategy

Version: April 27, 2020

This Recovery Strategy for the 2020 COVID-19 crisis and the related Shelter-in-Place public health orders attempts to provide a path to survival for Healdsburg area businesses during this period along with an outline to a successful and sustainable re-opening. This plan, developed by the Healdsburg Recovery Task Force (a partnership between the City of Healdsburg and the Healdsburg Chamber of Commerce) is meant to be a guideline for our strategies, and will be modified as conditions warrant.

Goals of Our Strategy

- To ensure a fast path to recovery for residents, businesses, non-profits, and others impacted by the Spring 2020 COVID-19 pandemic (Goal A);
- To ensure that the region and its businesses receives the financial and other support needed from the Federal, State, and local governments to appropriately address costs and lost revenues (Goal B);
- To creatively assist businesses and others with innovations that help them sustain and maintain success (Goal C)
- To fully understand what non-monetary resources are available (Goal D).
- To provide quality public information about recovery (Goal E);
- To encourage stakeholder and other community input into the recovery process (Goal F);
- To provide transparency to the public as to the recovery process (Goal G);
- To be iterative, allowing for Plan adjustment as needed (Goal H); and
- To provide a long-term path for resiliency to avoid or minimize economic and community impacts should COVID-19 or another pandemic return in Fall 2020 or beyond (Goal I).

Our Priority Efforts:

1. Safely reopen community spaces like the Plaza as soon as possible.
2. Safely reopen all businesses and key sources of employment as soon as possible.
3. Safely restart and reschedule community events as soon as possible.
4. Create a work and social environment across the community (for parents and caregivers) so that schools can safely reopen by August if at all possible.
5. Restore the tax base and revenues to stable levels.
6. Implement short- and long-term measures to enhance resiliency.
7. Retain and support community character by focusing on good news, too.

Assumed COVID-19 Re-Opening Phases

This Plan assumes up to **four (4)** phases of reopening, all connected to the level of community spread as determined by testing and the Sonoma County Health Officer. The phasing is assumed to be something akin to the below:

Behavior	RED Community Spread Goal = Curve Flattening	ORANGE Less Community Spread __ Days Past Peak	YELLOW Less Community Spread __ Days past Peak Increased Testing and Contact Tracing	GREEN No Community Spread Therapeutics in Use Extensive Testing and Contact Tracing
Social Distancing	Required	Required	Recommended	TBD
Work From Home	Extensive	Extensive	More limited	TBD
Shelter In Place Order	Enforced	Enforced	High Risk Groups only	N/A
Face Coverings	Required in public spaces	Required in public spaces	Suggested for high risk groups	TBD

Red Phase (April 2020 -- _____ 2020). The RED phase assumes continued community spread, and that health officials’ primary goal is “flattening the curve” to ensure adequacy of health care facilities, staff, and supplies. During this phase, we assume that the City and business environment is as follows:

Businesses	
-- Restaurants	Take-out, delivery only
-- Office/Professional	Most Closed, Essential Services Open Only
-- Essential Retail	Open w/distancing
-- Other retail	Closed
-- Residential Construction	Prohibited
-- Wineries	Closed
-- Farmers Market	Open (4-18 onward) w/best practices
-- Gyms/Studios	Closed
-- Other Home Services	Limited

City Facilities	
-- City Hall	Closed, Essential Staff only
-- Parks, OS, Trails	Closed
-- Play areas/tot lots	Closed
-- Tayman Park	Closed
-- Rec Programs	At home only
-- Senior Services	At home only

Recommended activities during the Red Phase are as follows:

1 – Convene the Recovery Task Force. The Task Force’s roles are: (1) to identify goals and priorities and to see that they are achieved via oversight on the overall recovery strategy; (2) to oversee and advise Tallia Hart and Dave Kiff as to proper communications, including a regular, short report with actions taken, communications offered, and ongoing recommendations to area elected officials (City, County, State, Federal); and (3) to implement a long-term resiliency strategy and final report (drafted by Dave, Tallia) near the end of this pandemic. Unless otherwise

determined, Task Force meets weekly on Wednesdays @ 1:30 p.m. via Zoom or more frequently as needed (Achieves Goals #A-I).

2 – Communicate Quality Information (Goals B, D, E). In a branded partnership under the **Recovery Task Force**, Dave, Tallia, and Rhea Borja to collaboratively and regularly provide up to five (5) timely methods of communicating quality information to businesses, non-profit leaders, city officials, and other stakeholders. Subjects are:

- COVID-19 related Health information. Summaries of the most recent information for our area from the Sonoma County Health Officer.
- Business stability information – includes updated SBA Assistance information (such as PPP and EIDL) and the new City loan program. Include local bank information and insights where we know it. Role here for our state/fed officials to provide updates.
- Business recovery information – FAQ, tips, resources, events, strategies, lessons learned and other information as re-opening approaches, but assuming re-opening occurs in phases (Orange, Yellow, Green)
- Mental health information. Resources and tips for better mental health during the crisis.
- Something Celebratory. A regular bit of good news and celebratory information from the Healdsburg community.

The **five** (5) methods shall be:

- A. A short but detailed “News You Can Use” Task Force summary email to the business community from the Task Force (D and T to collaborate) up to 3x a week as news develops. Use a “text to” number to help build the distribution list. Produce on a platform that allows easy linkage and forwarding.
- B. Social media posts (Facebook, Instagram, NextDoor) from the Task Force (Rhea, Tallia, Dave). At least two daily. Including up to three brief business profiles a week that advise the community how customers can access the business during Shelter in Place. Push out and like Healdsburg business’ posts from the Recovery Task Force posts.
- C. Two Zoom meetings each week hosted by Tallia and Dave (any Task Force guest hosts welcomed), offering similar information to the above but during which any business owner can ask a question, make a comment, add a request. Zoom meetings to be recorded and placed on YouTube for review by person who missed the meeting.
- D. A bi-weekly ghostwritten column from the Task Force in the Tribune sharing similar information in (up to) each of the four Info areas (Dave to write, signed authorship rotated by Task Force). Would avoid competing with David M’s column (which Rhea helps develop).
- E. A weekly summary email to County, State and Federal elected officials from the Task Force (with copies to the City Council) as to key actions taken locally as well as key concerns identified by local businesses, the City, and the Chamber (D and T to write).

3 – Small Business Recovery Loan Program. Following adoption by the City Council on April 20, 2020, implement a small business sustainability loan program for Healdsburg-area small businesses. City allocated up to \$600K for this program. Loans would be interest-free, securitized, with a repayment plan that starts in May 2021 (Goals A, B).

4 – Feedback. Provide a means for the Recovery Task Force to receive inquiries and comments (Goals E, F, G). This will be done via an email account (recovery@ci.healdsburg.ca.us) and 24/7 voice-mail for messages (707-431-3319).

5 – Business & Community Sustainability Activities. Task Force to discuss and make recommendations regarding any activities that the City and Chamber should be taking or encouraging to assist businesses and non-profits during this period (Goals A-D), such as:

- Promote. Identify things happening organically that we can encourage (Dave, Tallia, Rhea);
- Innovate. Consider programs or projects that members of the business community have identified that could be done, possibly with additional research (Tallia);
- City Role. Discuss and consider City activities that would encourage business sustainability (D and T); and
- Spirit. On the “building community spirit” side, consider community events or programs to plan or encourage that do not add to risk (Tallia, Mark T, Rhea, Dave).

6 – Ready to Re-Open. Pick 1-2 businesses in each of the following fields and walk through what best practices might be needed for phased reopening. Address issues like spacing of tables or lobby areas, queuing of customers, use of public areas/rights-of-way for service, temperature testing, proper cleaning techniques and regularity, supply needs, more. Categories would be:

- Car dealerships
- Hardware store (open already but important to visit)
- Large grocery
- Small grocery
- Tasting rooms
- Coffee shop
- UPS store
- Bike shop
- Casual Restaurants, including take-out
- Formal Restaurants
- Small retail and banking
- Hotels – focus on lobby, eating, other gathering areas
- Gym/Yoga/Pilates
- Office – those with many customers/day (medical, dental)
- Office – those with fewer customers/day (atty, accountant, etc)

II – Orange Phase (MONTH 2020 -- MONTH 2020). The ORANGE phase assumes more limited (but still continued) community spread along with a certain amount of days past peak health facility use. We anticipate that this may be a short phase (several days to a week or two). During this phase, we assume that the City and business environment is as follows:

Businesses	
-- Restaurants	Take-out, delivery only
-- Office/Professional	Most Closed, Essential Services Open Only
-- Essential Retail	Open w/distancing
-- Other retail	Closed
-- Residential Construction	Allowed w/distancing
-- Wineries	Closed
-- Farmers Market	Open w/best practices
-- Gyms/Studios	Closed
-- Other Home Services	Limited

City Facilities	
-- City Hall	Closed, more staff present, temps taken
-- Parks, OS, Trails	Open w/best practices
-- Play areas/tot lots	Closed
-- Tayman Park	Open w/best practices
-- Rec Programs	At home only
-- Senior Services	At home only

Recommended Task Force activities during the Orange phase are as follows:

1 – Meetings of the Recovery Task Force. Still weekly. In this phase, the Task Force would also do a brief check-in on the Plan to see if revisions are needed (Goal H).

2 – Community Communication plan. Same as Red Phase.

3 – Loan Program. Fund award and implementation phase.

4 – Feedback. Same as Red Phase.

5 -- Business & Community Sustainability Activities. Discuss and make recommendations regarding any activities that the City and Chamber should be taking or encouraging to assist businesses and non-profits during this period. Includes:

- Activity Planning. Plan programs and events for next phases (D, T, David M);
- Innovate. Continue to review and implement worthy business sustainability programs identified by the Task Force or others through feedback (D and T);
- Advocate. Advocate to County, State, and Federal officials as to best programs, plans, or funding for sustained recovery (David M, Dave); and
- Science. Be aware of and if appropriate, advocate for additional testing/screening programs locally that protect overall public health and allow us to stay open (David M, Stephen S).

6 – Training for Reopening. Convene Zooms or other sessions assisting the identified fields in preparing for re-opening and the limited end of Shelter in Place.

III – Yellow Phase (Month 2020 -- Month 2020). The YELLOW phase assumes less community spread and a greater amount of days past the local peak health facility use. This may be a longer phase than Orange, equal to or greater in duration to the Red Phase. During this phase, we assume that the City and business environment is as follows:

Businesses	
-- Restaurants	Open w/distancing
-- Office/Professional	Open w/distancing
-- Essential Retail	Open w/distancing
-- Other retail	Open w/distancing
-- Residential Construction	Allowed w/distancing
-- Wineries	Open w/distancing
-- Farmers Market	Open w/best practices
-- Gyms/Studios	Open w/best practices
-- Other Home Services	Open w/best practices

City Facilities	
-- City Hall	Open, most staff present
-- Parks, OS, Trails	Open w/distancing
-- Play areas/tot lots	Open w/additional cleaning, distancing
-- Tayman Park	Open w/distancing
-- Rec Programs	Limited programs
-- Senior Services	Limited services

Activities:

1 – Meetings of the Recovery Task Force. Moves to bi-weekly. The Task Force would also continue to check-in on the Plan to see if revisions are needed (Goal H).

2 – Community communication plan. Communication frequency generally lessened by half. Much of the communication efforts focuses on **promotion** of businesses, tourism, community events.

3 – Loan Program. Implemented – now in the review phase as well as touching base with recipients to ensure needs are met and that program was successful.

4 – Feedback. Same as Red Phase.

5 – Business & Community Sustainability Activities. Discuss and make recommendations regarding any activities that the City and Chamber should be taking or encouraging to assist businesses and non-profits during this period. Includes:

- Events. Assisting in implementation of activities, programs, and events (Mark T, Dave K, Rhea, Tallia). Considerations:
 - Focus on a recovery celebration/event (July 4?) as well as some restoration of important community events cancelled due to COVID-19 (Future Farmers Parade and Fair, HS Graduation, Fitch Mountain Footrace, more).
 - May also include a separate way to honor/celebrate medical personnel, first responders, other workers who were essential during red and orange phases, etc.

- Determine available and interested community groups (school groups, youth, agriculture [4-H, FFA], service clubs, faith-based groups, food banks, COPE groups) and other NGOs and involve in the event planning, and/or support their event planning and execution.
- Local charities and philanthropic organizations/families and their interest in participating in community recovery events.
- Helping get to “yes”. Work to implement (as much as possible) worthy business recovery programs identified by the Task Force or others through feedback – these may include:
 - Additional leeway or flexibility for restaurants and business as to operating spaces, public areas, sidewalk use, queuing locations and marks, temporary signage (David W, David M);
 - Tourism promotion activities for Bay Area and other areas that do not require air flights to visit (Tallia, Rhea, Dave K);
- Advocate. As in Orange Phase, continue to advocate to County, State, and Federal officials as to best programs, plans, or funding for sustained recovery (David M, Dave K);
- Science. Continue awareness of testing and screening programs where strategies can help us stay open and safe (David M, Stephen S); and
- Adjust. Discuss and plan for any changes that would cause us to move back to Red or Orange Phases (Dave K, David M).

6 – Training/Assisting in Reopening. Identify 5-10 volunteers or City staff to assist businesses directly in reopening on a site-by-site basis.

IV -- Green Phase (Month 2020 and indefinitely). The GREEN phase assumes no or minimal community spread, some therapeutic being available and in use, and extensive testing and contact tracing available and in use.

Depending on what the new normal is, and until such time as a vaccine is available, social distancing may still be encouraged indefinitely. The City will continue to attempt to provide additional safety measures – from more frequent cleaning to signage and other messaging encouraging good hygiene and social distancing under the guidance of the Sonoma County Health Officer. During this phase, we assume that the City and business environment is as follows:

Businesses		City Facilities	
-- Restaurants	Open without restriction	-- City Hall	Open, all staff present
-- Office/Professional	Open without restriction	-- Parks, OS, Trails	Open without restriction
-- Essential Retail	Open without restriction	-- Play areas/tot lots	Open without restriction
-- Other retail	Open without restriction	-- Tayman Park	Open without restriction
-- Residential Construction	No restrictions	-- Rec Programs	All programs underway
-- Wineries	Open without restriction	-- Senior Services	Open w/best practices
-- Farmers Market	Open without restriction		
-- Gyms/Studios	Open without restriction		
-- Other Home Services	Open without restriction		

Recommended Task Force activities during the Green phase are as follows:

1 – Meetings of the Recovery Task Force. Quarterly. The Task Force would continue to check-in on the Plan to see if revisions are needed (Goal H). During this Phase, the Task Force may also consider a final or interim report during this period, with lessons learned and guidance for a future return of COVID-19 or anything similar (Dave K to draft).

2 – Community communication plan. Ends. City and chamber communications return to normal, pre-COVID-19.

3 – Loan Program. Completed. Repayments to begin May 2021.

4 – Feedback. As a part of preparing the Final Report, we will seek public input and stakeholder feedback on strengths, weaknesses, and guidance for the future.

5 – Business & Community Sustainability Activities. City and Chamber staff will continue to discuss and implement opportunities to strengthen Healdsburg businesses and economic development during this period. Includes:

- Events. Assisting in implementation of activities, programs, and events, including having a regular presence at events (Plaza concerts, Farmers Market, etc) to provide information and feedback loop for attendees (Rhea, Dave K, Mark T);
- Review. Review implemented business recovery programs identified in previous phases for extension, modification, termination (David M, CDD Staff);
- Supply Chain information. Be aware of and assist (if possible) in any supply chain issues that area retail stores had or have, even if the only support we can give involves advocacy and education to other levels of government (Dave K).
- Advocate. As in other phases, continue to advocate to County, State, and Federal officials as to best programs, plans, or funding for sustained recovery (Dave K, David M);
- Reimburse. City will assist with FEMA reimbursements and related expense recovery where legal and appropriate (Dave K, Heather I); and
- Science. Monitor COVID-19 testing regionally and nationally for any changes that would cause us to move back to previous phases (David M, Stephen S).

6 – Maintaining Successful Openings. Assist opened businesses with the latest information on best practices for continuing to operate before vaccine is available, to try to avoid a second COVID-19 2nd wave.

7 – Long-Term Resiliency. Before ending the Task Force’s work, oversee the initial planning and development of practices that will aid in Healdsburg’s long-term resiliency in anticipation of the next crisis (Goal I). These practices may include:

- Individual Plans. Assisting businesses in their development of crisis action and recovery plans, including supply chain issues if able to be addressed, by seeking examples of similar efforts elsewhere, hosting events and roundtables, and more (Tallia and Dave).
- City Plan Update. Overseeing the City’s modifications to its emergency planning documents to ensure that a robust crisis response strategy, including to pandemics, fire evacuations, power cutbacks, and more is included/revised (Dave K).
- Education and Training. Maintaining a network of officials and business owners who would touch base annually to review and update crisis preparedness, as well as hosting one or more informational sessions annually to promote updating and revisions to businesses’ individual resiliency plans (Tallia, Dave K, other City staff TBD).

For more information about this

###