

A Road to Recovery for Local Businesses

BLUEPRINT

Best Practices for Relief,
Recovery and Resiliency

Date Created
August 1, 2021

Date Issued
September 21, 2021

The events of the past 18 months present a unique opportunity to call forward the challenges faced by the Salinas small business community and propels action toward change. This content was created by members of the Salinas Economic Recovery Task Force to support the small business community during a natural disaster. We hope this Blueprint is a catalyst for new and ongoing dialogue and cooperation among all stakeholders to strengthen the economic pillar of the Salinas community after COVID-19. This City of Salinas Small Business Economic Recovery Blueprint incorporates best practices and recommendations to address the challenges seen through the pandemic.

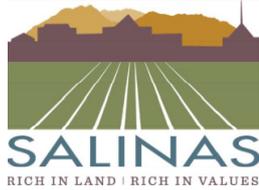
Blueprint Table of Contents

- 01 Letter from the Mayor & Summary**
- 02 COVID-19 Response Timeline**
- 03 About the Taskforce**
- 04 Economic Impact Snapshot**
- 05 City of Salinas Actions and Activities**
- 06 Key Themes, Best Practices and Recommendations**
- 07 Appendix**

01.

**Letter from
the Mayor &
Summary**

Letter from the Mayor



City of Salinas

OFFICE OF THE MAYOR •

200 Lincoln Ave • Salinas, California 93901

(831) 758-7201 • (831) 758-7368 (Fax) • www.ci.salinas.ca.us



Kimbley Craig
Salinas City Mayor,
City of Salinas

September 16, 2021

Since COVID-19 began, we have had to withstand and adapt to changes in the way we live and work. And yet, the Salinas' business community and those who serve it have remained resilient and optimistic. The Economic Recovery Task Force was formed to bring together a group of community leaders to inform the City's response efforts and ensure open communication and information sharing both to and from the City. We wanted to tap into the diverse experiences and creativity of our business owners and local leaders to inform public policy and programs to address this crisis.

The pandemic created both a public health crisis and an economic crisis, and the work done by the Taskforce members in response to the economic challenge is a critical component of Salinas' recovery. The team focused on providing critical and equitable solutions to many of our small businesses and workers to help them through these challenging times. I am proud of the collaboration demonstrated by the Taskforce to deepen our capacity. We are very thankful for the many hours that the Task Force, small business owners, and City staff contributed to this effort. Indeed, we have already moved forward many of the ideas coming out of the Task Force such as supporting digital literacy and encouraging shopping local campaigns and connecting business owners with financial relief programs.

We are so proud to lead this amazing city during these difficult times. We are confident that we can navigate any challenge that comes our way when we come together and leverage the ideas and creativity of our diverse communities. Thank you to everyone that participated in this effort and we look forward to continuing to work together in the months and years ahead as we seek to rebuild Salinas stronger, more resilient, and more united than ever.

Sincerely,

Mayor Kimbley Craig

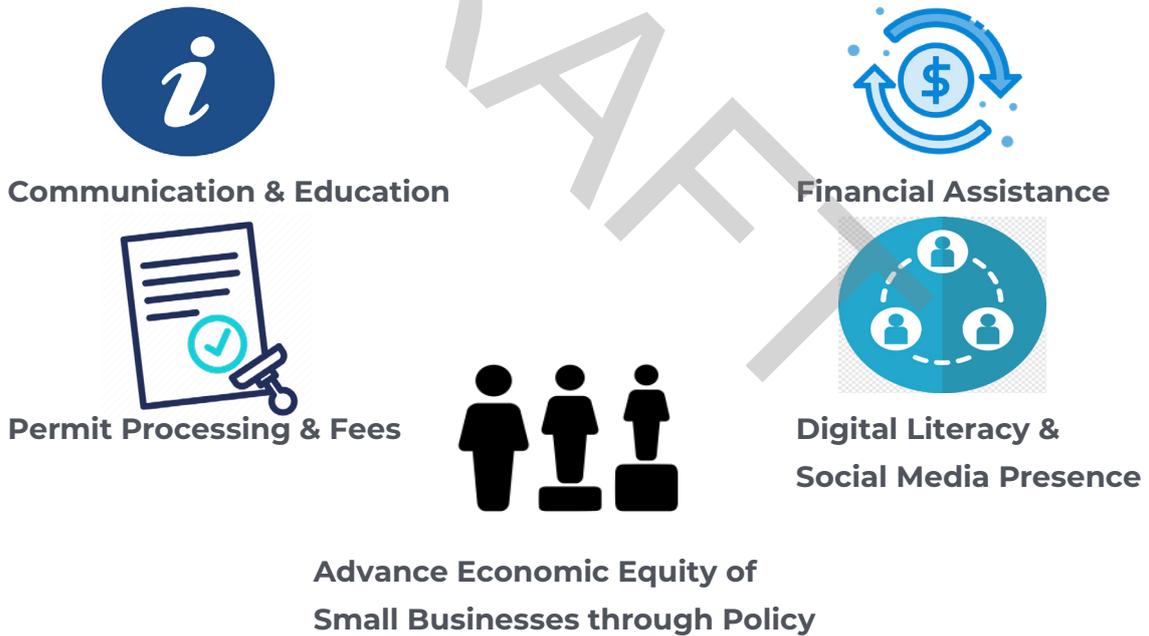
Summary



- In April 2020, the City of Salinas launched the Small Business and Economic Recovery Taskforce (Taskforce). The members of the Taskforce worked with local leaders to identify and set priorities on immediate relief efforts necessary to address the COVID-19 impacts on the Salinas' small business community.
- Once convened, the Taskforce's objective was to support small businesses as various economic sectors slowly re-opened.
- As the County of Monterey Shelter in Place Order evolved, businesses needed support understanding federal, state and local guidelines and requirements and developing and implementing strategies to re-open their business. This included but was not limited to, securing required personal protective equipment (PPE) and cleaning supplies, operation protocols, access to financial and technological resources and developing bilingual online marketing campaigns and sales platforms. Connecting businesses to bilingual technical assistance resources and access to local lending programs will continue to be a focus as many local microbusinesses have not been able to receive federal and state assistance.
- This blueprint serves as a guide for effective and efficient emergency response to small businesses during a future disaster or economic downturn.
- There is an urgency to move strategically and with strong leadership, building on past work, reports/surveys and insights from business and community leaders who shared their perspectives.



The following 5 areas of focus are rooted in the challenges we have encountered:



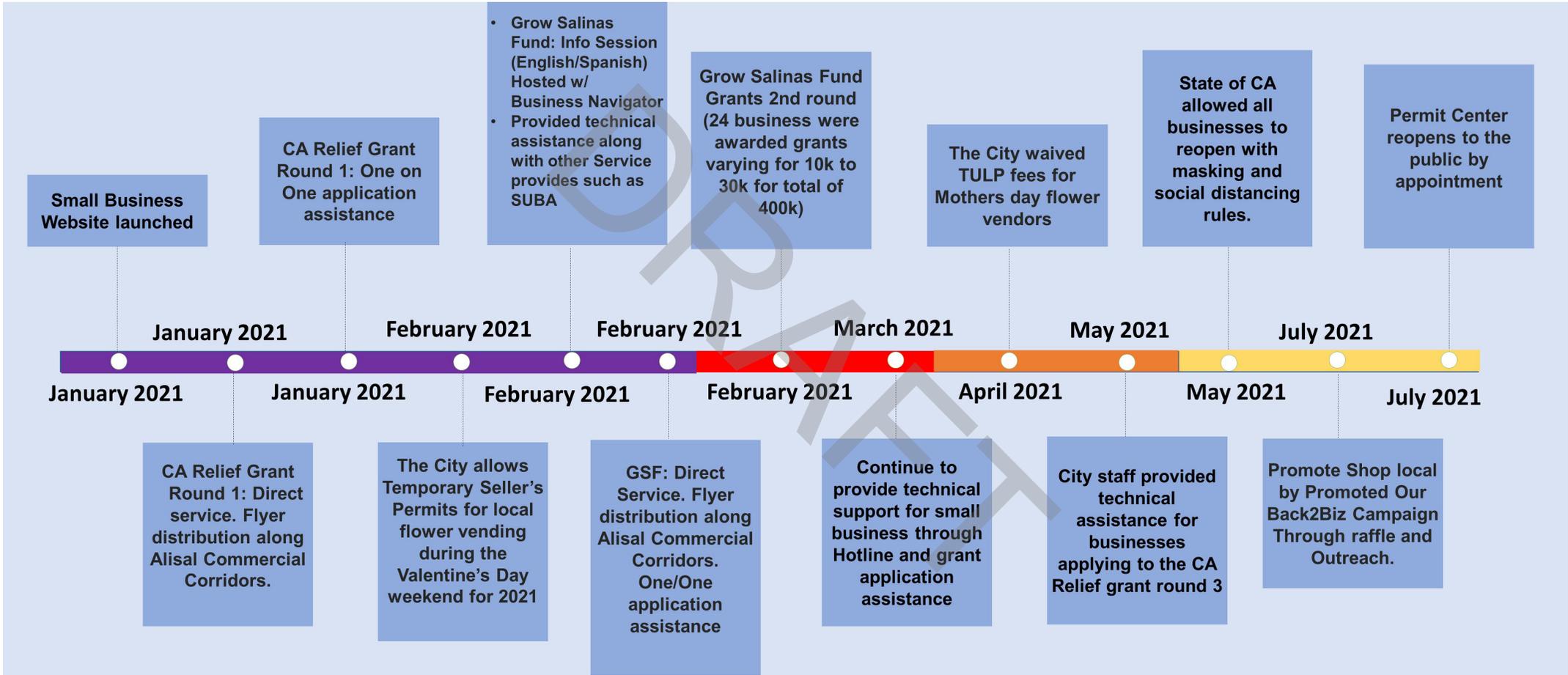
Please note, this document is intended as a living document and therefore, will be updated annually in order to ensure the most current practices are in place. At the direction of the Mayor and City Council, the Community Development Department will continue to meet on a quarterly basis with the Taskforce to verify the recommendations reflect current challenges. The Taskforce should reconvene immediately on a weekly basis should City Council declare a State of Emergency.

COVID-19 Response Timeline



California Blueprint Tier Framework





California Blueprint Tier Framework



03.

**Salinas
Taskforce
Team**

Taskforce Team

The Small Business Economic and Recovery Task Force was formed specifically to address the economic impact of the global pandemic. As essential workers returned to work at the end of Spring 2020, with the support of the City Council of Salinas, key stakeholders were brought together, establishing a working group that was inclusive of County and City staff, business organization representation, and individual business owners. Initially, the primary focus was to identify the needs of the business community, to leverage and communicate resources for small business and updates on constant changing COVID-19 restrictions. As we navigated through the changes, the Task Force's collaboration resulted in bold and creative strategies to help our business community during a devastating time in our City's economic history. Thank you to our following participants:

MEMBERS 2020/2021

Community Business Organizations

Cindy Merzon, Cal Coastal Small Business Development Center (SBDC)

Carmen Herrera-Mansir, El Pajaro Community Development Corporation

Rocio Andrade, El Pajaro Community Development Corporation

Karla Reyes, El Pajaro Community Development Corporation

Margaret D'Arrigo, Salinas Valley Memorial Healthcare System

Marni Flagg, Monterey County Health Department, Environmental Health

Ricardo Encarnacion, Monterey County Health Department, Environmental Health

Susan Rimando, Monterey County Health Department, Environmental Health

John Tilly, Pinnacle Bank

Business Associations

Paul J. Farmer, Salinas Valley Chamber of Commerce

Alejandro Chavez, Salinas United Business Association

Business Owners

Leyln Furey, Furey's Old Town Barber

Griselda Rodriguez, Electronic Plus

Orlando Osornio, Tortas al Cien

Ralph Bozos, Gino's Restaurant

Taskforce Team 2021

MEMBERS 2021 TO PRESENT

Community Business Organizations

Cindy Merzon, *Cal Coastal Small Business Development Center (SBDC)*
Carmen Herrera-Mansir, *El Pajaro Community Development Corporation*
Rocio Andrade, *El Pajaro Community Development Corporation*
Karla Reyes, *El Pajaro Community Development Corporation*
Margaret D'Arrigo, *Salinas Valley Memorial Healthcare System*
Marni Flagg, *Monterey County Health Department, Environmental Health*
Ricardo Encarnacion, *Monterey County Health Department, Environmental Health*
Susan Rimando, *Monterey County Health Department, Environmental Health*

Business Associations

Paul J. Farmer, *Salinas Valley Chamber of Commerce*
Lindsey Knight, *Salinas Valley Chamber of Commerce*
Alejandro Chavez, *Salinas United Business Association*
Kevin Dayton, *Salinas City Center*
Norm Groot, *Monterey County Farm Bureau*

Business Owners

Leyln Furey, *Furey's Old Town Barber*
Griselda Rodriguez, *Electronic Plus*
Gabriel Calderon, *El Zacatecano Restaurant*
Marlene Garcia, *Brews & Krews*
Cary Swensen, *Sylvan Learning*

City of Salinas Staff Members

Megan Hunter, Community Development Director

Lisa Brinton, Community Development Planning Manager

Lorenzo Sanchez, Code Enforcement Manager

Oscar Resendiz, Community Development Associate Planner

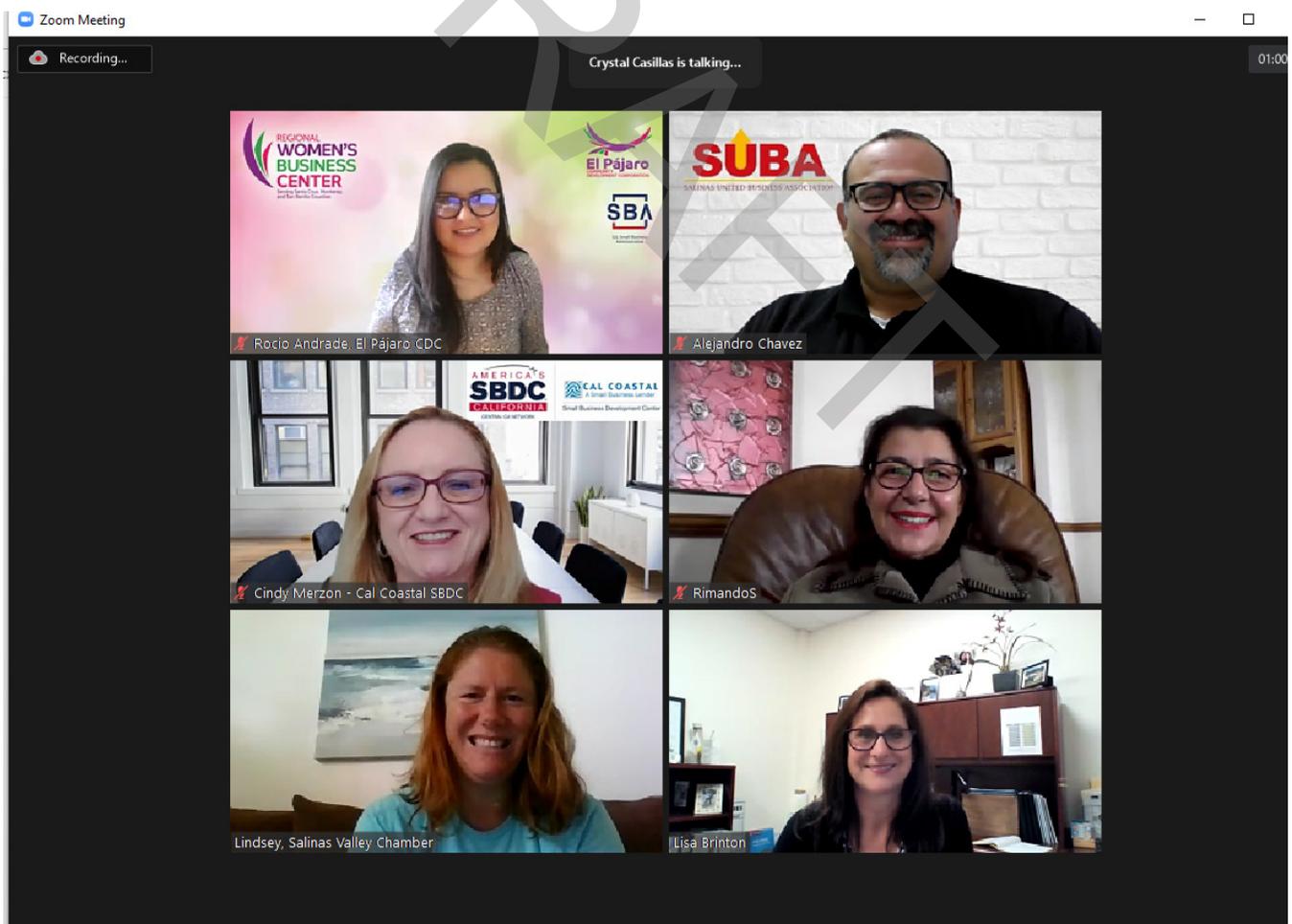
Crystal Casillas, Community Development Analyst

Adolfo Ruelas, Small Business Coordinator AmeriCorps VISTA

Carla Becerra, Community Outreach Assistant

Edgar Sanchez, Community Outreach Assistant

Rosanna Herrera, Administrative Analyst I (2020-2021)



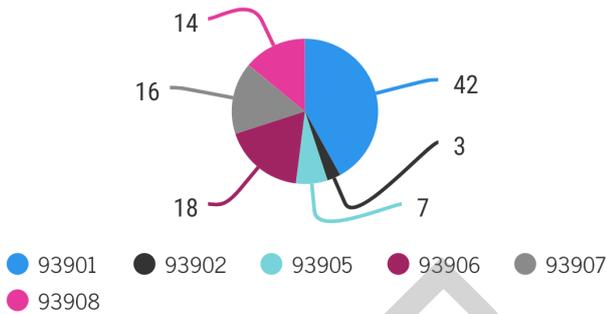
04.

**Economic
Impact
Snapshot**

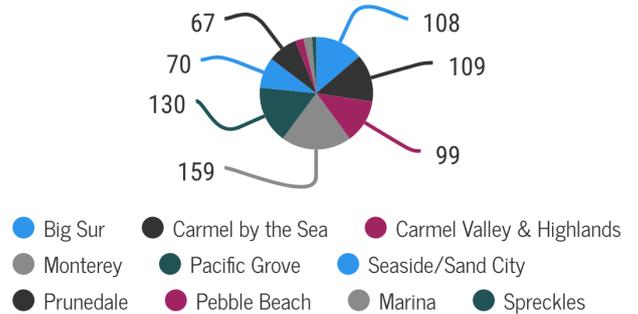
Business Survey Analysis

744 Businesses Responded

of Salinas Businesses that participated by zip code



of Monterey County businesses that participated by City

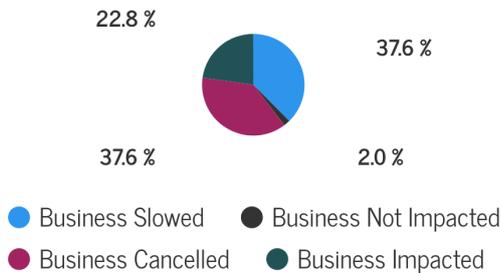


53% of Salinas Businesses had to lay-off employees with most businesses laying-off between 1-5 employees.

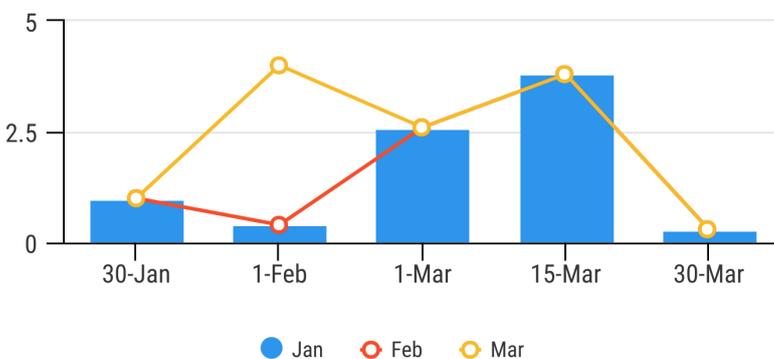
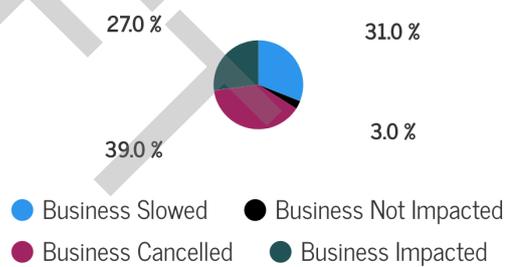


51% of Monterey County Businesses had to lay-off employees with most businesses laying-off between 1-5 employees.

How Salinas Businesses Were Impacted



How Monterey County Businesses were Impacted



50% of Businesses

In Salinas and Monterey County cited the beginning of March as the start of the pandemic impacts on their businesses, with the Shelter in Place order that occurred in Mid-March being the catalyst for business closures.

Source: Monterey County Office of Emergency Services-Salinas Survey

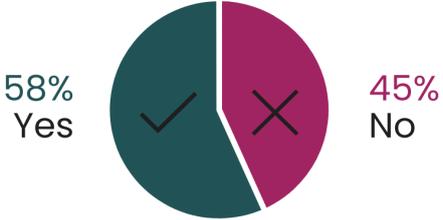
How the Pandemic impacted Business Operations

“We had to close for inside dining and didn't have a safe space to provide outdoor dining.”

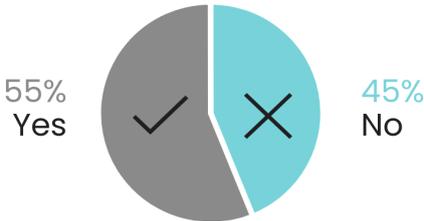
“With social distance being required we can only have one person on shift at the time. Customer service and quality of services provided has suffered tremendously.”

“Since the shelter in place, we are down to 5 employees. One of them being me.”

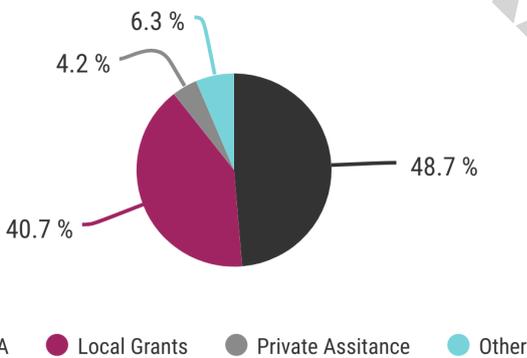
of Salinas Businesses that received Financial Assistance



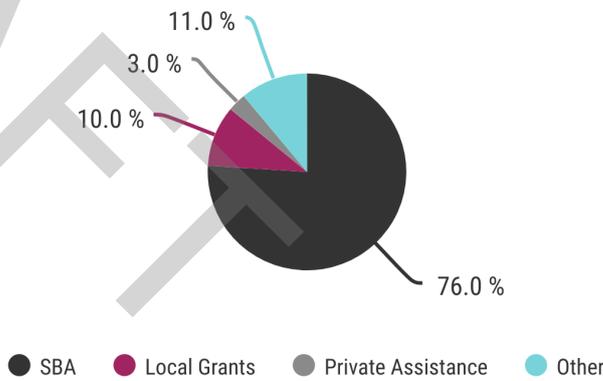
of Monterey County Businesses that received Financial Assistance



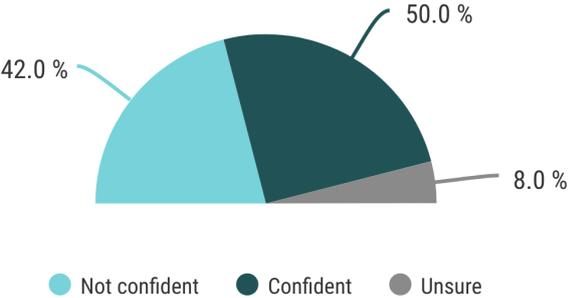
Types of Financial Assistance Applied to by Salinas' Businesses



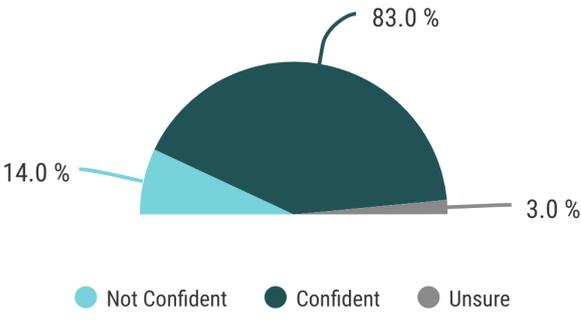
Types of Financial Assistance Applied to by Monterey County



Salinas Businesses Confidence in Ability to Recover

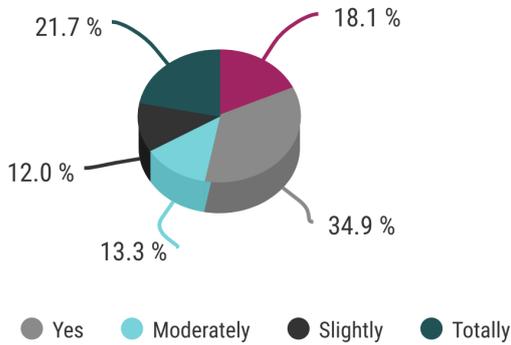


Monterey County Businesses Confidence in Ability to Recover

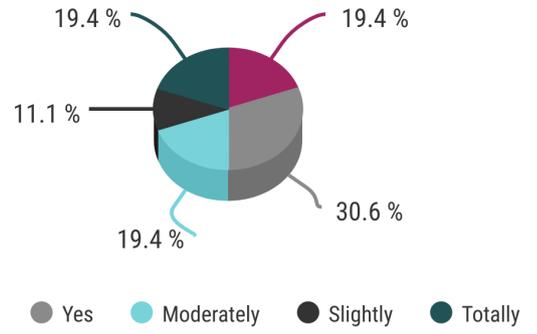


Source: Monterey County of Emergency Services-Salinas Survey

Salinas Businesses Impact on ability to pay Commercial Rent

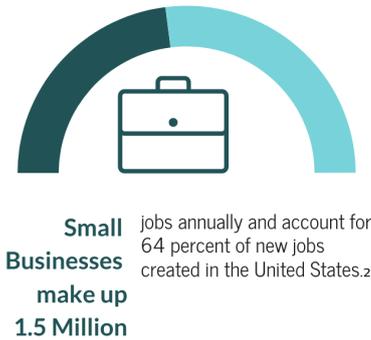


Monterey County Businesses Impact on ability to pay Commercial Rent



Road to Recovery

"In addition, external forces tend to have more impact on small businesses than on large businesses. Changes in government regulations, tax laws, and labor and interest rates usually affect a greater percentage of expenses for small businesses than they do for large corporations. Such limitations mean that small businesses can seldom survive mistakes or misjudgments." - John A Welsh, Harvard Business Review

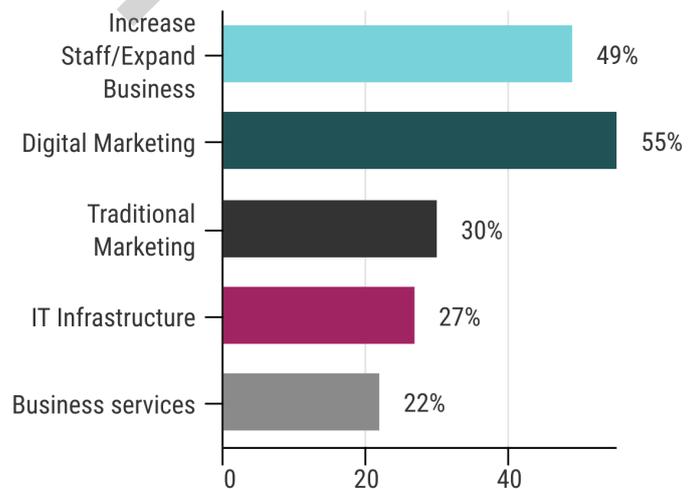


37%

of small businesses had domestic supplier delays for the week of June 7th-13th, 2021 and this has been steadily increasing³



What Investments are Small Business Owners Planning for 2021?⁵



Sources

1. Monterey County of Emergency Services
2. Small Business Administration (SBA)
3. Small Business Pulse Survey, US Census Bureau, <https://portal.census.gov/pulse/data/>
4. California Governor's Office of Business & Economic Development
5. Small Business Trends: 2021, Guidant Financial

05.

**City of Salinas &
Taskforce Actions
and Activities**

City of Salinas & Taskforce Actions and Activities to Support Small Businesses



City Policy Support

74

Temporary Use of Land Permits and Sidewalk Café Permits have been issued since COVID-19 to help businesses continue operations.



Adopted a moratorium on evictions on residential and commercial properties



Expedited Temporary Use of Land Permits (TULPs) and Waived Encroachment Permits and fees .



Extended due dates on business licenses



Removed the cap of Home Occupational Permits per household.



Allowed Temporary Seller's Permits for local flower vending during the Valentine's Day weekend for 2021.



Extended the temporary use of land permits (TULPs) to allow for farmworkers in motel facilities without a conditional use permit (CUP).



Removed in-person requirements for regulatory processes and shifted to electronic submittal

Role of Local Government in a Natural Disaster

A key role for elected officials is to make informed policy decisions working together with emergency preparedness services and disseminating accurate information through a centralized system that coordinates among all departments.





Health & Safety for Business Operations



City of Salinas' Code Enforcement Division worked closely with the Monterey County Health Department to ensure businesses stayed in compliance with the state health order.



Conducted education and outreach to businesses on how to obtain Temporary Use of Land Permits and sidewalk encroachment permits to operate outdoors.



Shared educational materials and outreached local businesses on the restrictions and guidance given by Monterey County.



Provided options of virtual inspections for case follow ups.



Ensured street vending regulations were followed during Mother's Day Flower Sales and Valentine's Day.

Role of Code Enforcement In the City

To promote a safe and blight-free community by addressing health and safety code violations.



Financial Assistance

\$600K



City of Salinas provided grants through the Grow Salinas Fund to **43 businesses** in Salinas within the last year to help with rent, utilities, payroll, PPE, or job retention/creation.



Application Assistance

Business associates and small business support organizations provided online and in-person technical support securing more than \$8 million in relief funding through grants and loans for businesses in the city. (See Appendix A)



Canvassing and Outreach

Local leaders and City staff took part in city-wide social distancing canvassing efforts to promote resources and grant & loan programs for small businesses. (See Appendix B)

Access To Capital



Webinars

Connected small business owners with federal, state and local funding opportunities through webinars from Small Business Majority, Monterey County Workforce Development and local organizations.



Townhall Meetings & Social Media

Connected businesses with broader financial support and PPE through social media and reopening guidelines for all types of industries.

Community Outreach & Education

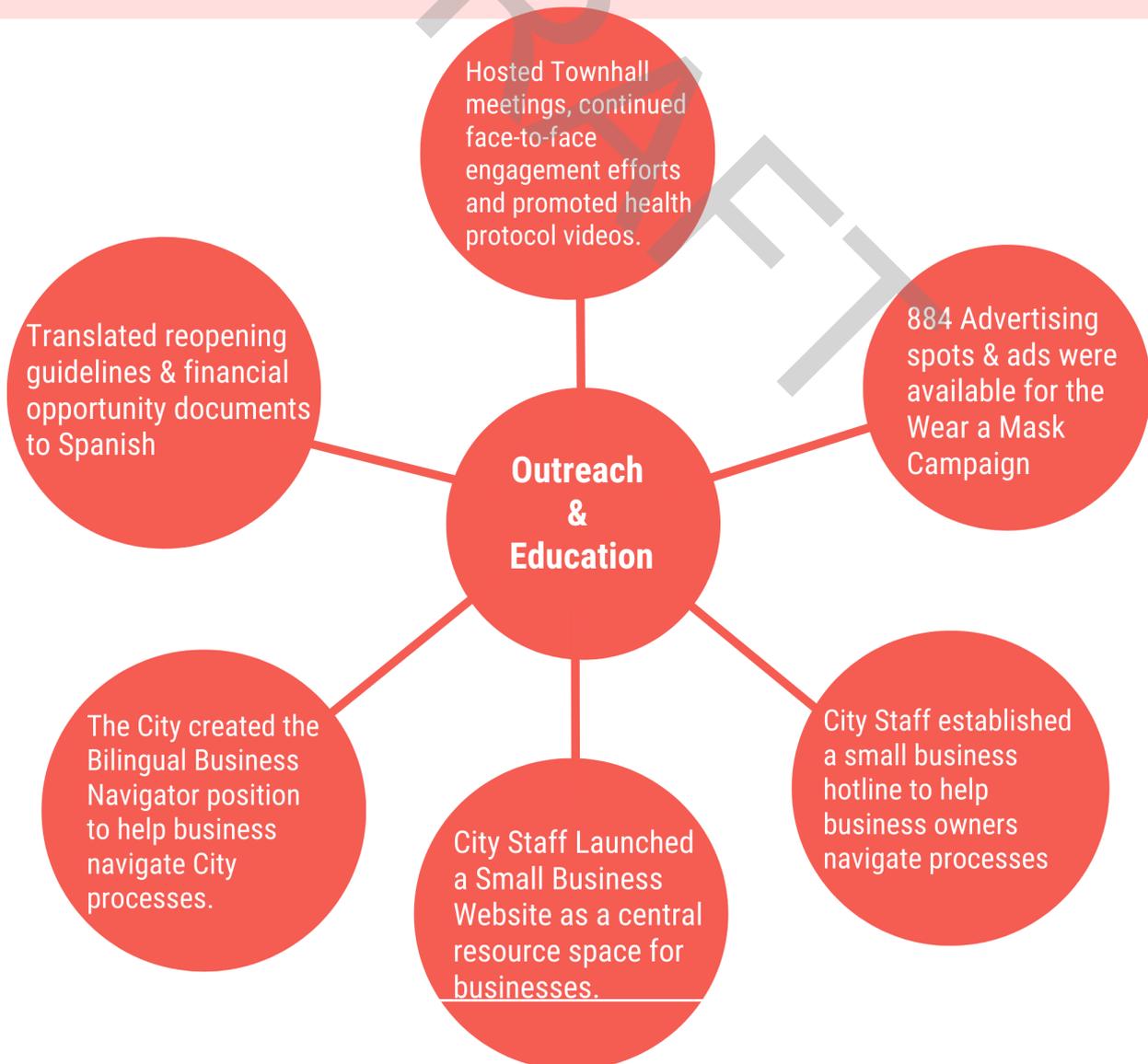


Importance of Outreach

Outreach was essential in helping our community stay informed. Creating educational materials with accessibility and inclusion in mind from the start allows for a more effective communication strategy.

10,000 masks

Staff acquired masks through the Department of Health and Human Services and distributed them to H2A motels, Small Businesses, Contract Farmworkers, in Halloween Goody Bags and Shop Local Giveaway Bags.



Partnerships & Leveraging of Resources



Collaboration in Navigating COVID-19



As the coronavirus continued, many partners and business owners stepped up to support the business community during this challenging time. Members of the Taskforce have assisted with the following:



Salinas Valley Memorial Hospital donated shields and masks to the City of Salinas and connected Hartnell College nursing students to help with the distribution to small businesses.



Barbershop owner, Leyln Furey partnered with the Salinas Valley Chamber of Commerce to distribute goody bags with PPE and guidelines for other hairstylists and barbers in Downtown Salinas.



Lowe's was able to reserve outdoor heaters for businesses operating outdoors during the winter months.



Donated by Lowe's, SUBA was able to have PPE to give to Dental offices, childcare providers and beauty salons.

Partnerships & Leveraging of Resources



Monterey County Health and City of Salinas staff reached 186 views during their Virtual Townhall Meeting.

Stakeholders held over 37 virtual business training events to Salinas small businesses owners during COVID-19.



City of Salinas and stakeholders reached over 812 views in English and Spanish webinars providing overviews of grant and loan applications for businesses.



SUBA produced 8 videos in English and Spanish on how business owners can safely reopen their restaurant, hair salon, retail shop or gym.

06.

**Key Themes, Best
Practices and
Recommendations.**

Key Themes

Following the adoption of this Blueprint, the Mayor, City Council, and City Departments will direct engagement with partners to invest in specific activities in these Key Focus Areas.



1.
Communication & Education



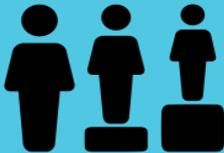
2.
Financial Assistance



3.
Permit Processing and Fees



4.
Digital Literacy and Social Media Presence

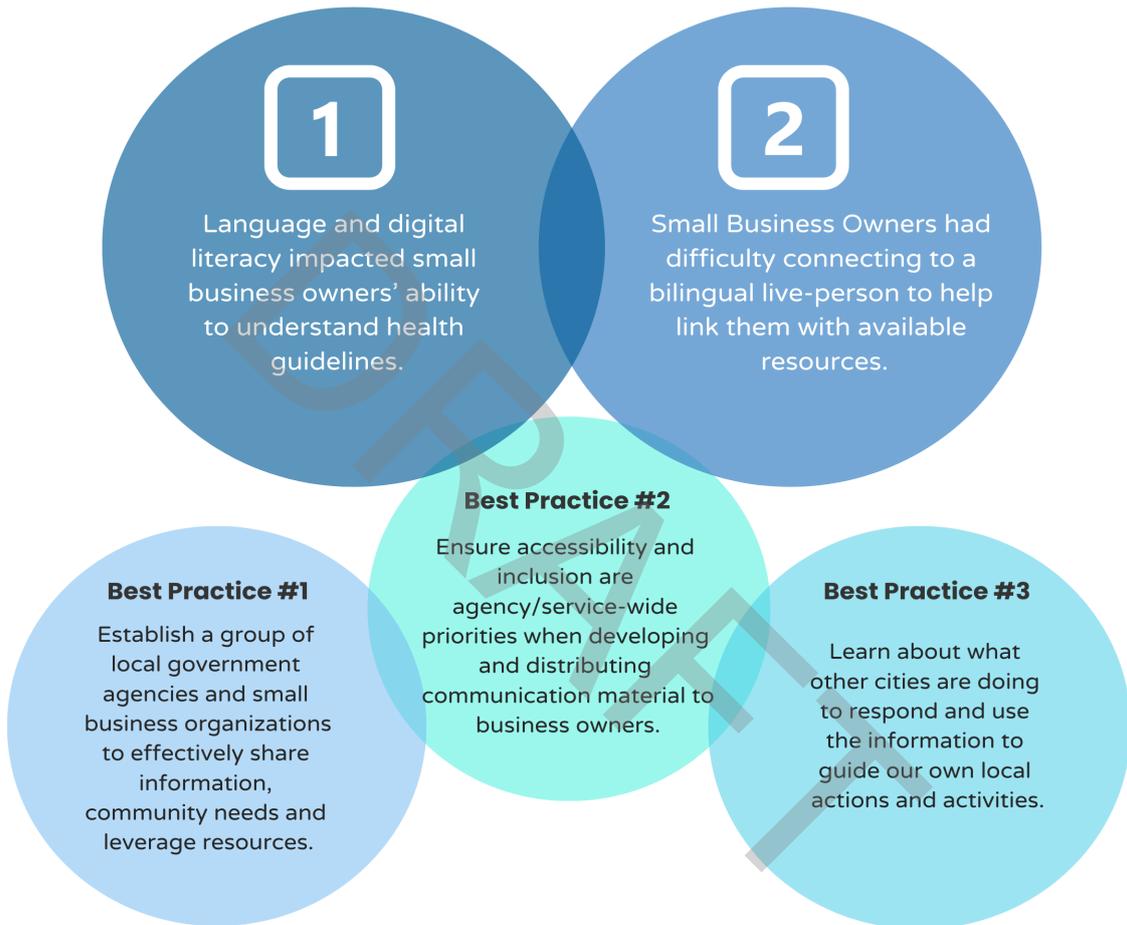


5.
Advance Economic Equity of Small Businesses through Policy

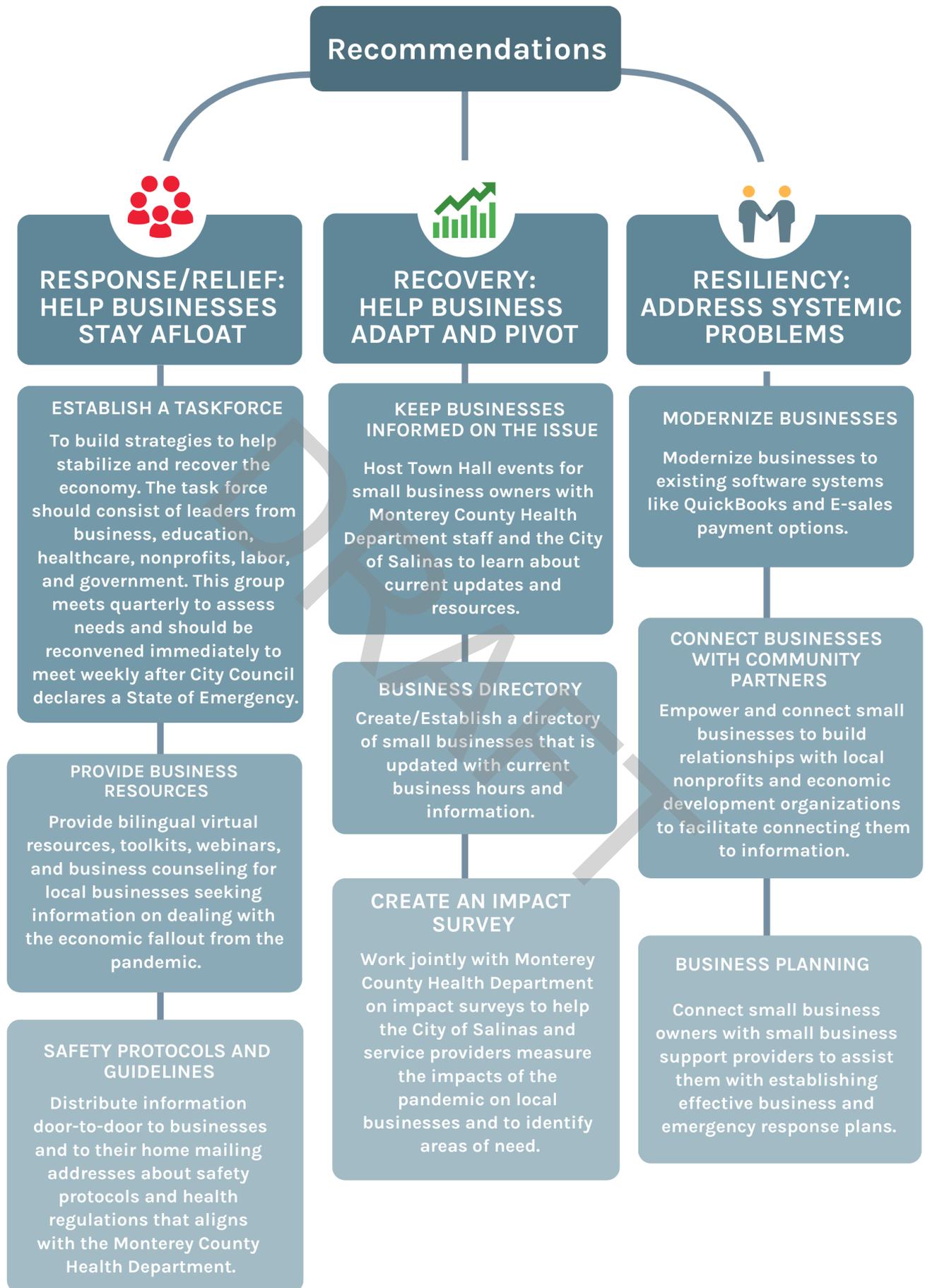


Action Item #1: Communication & Education

Main Challenges:



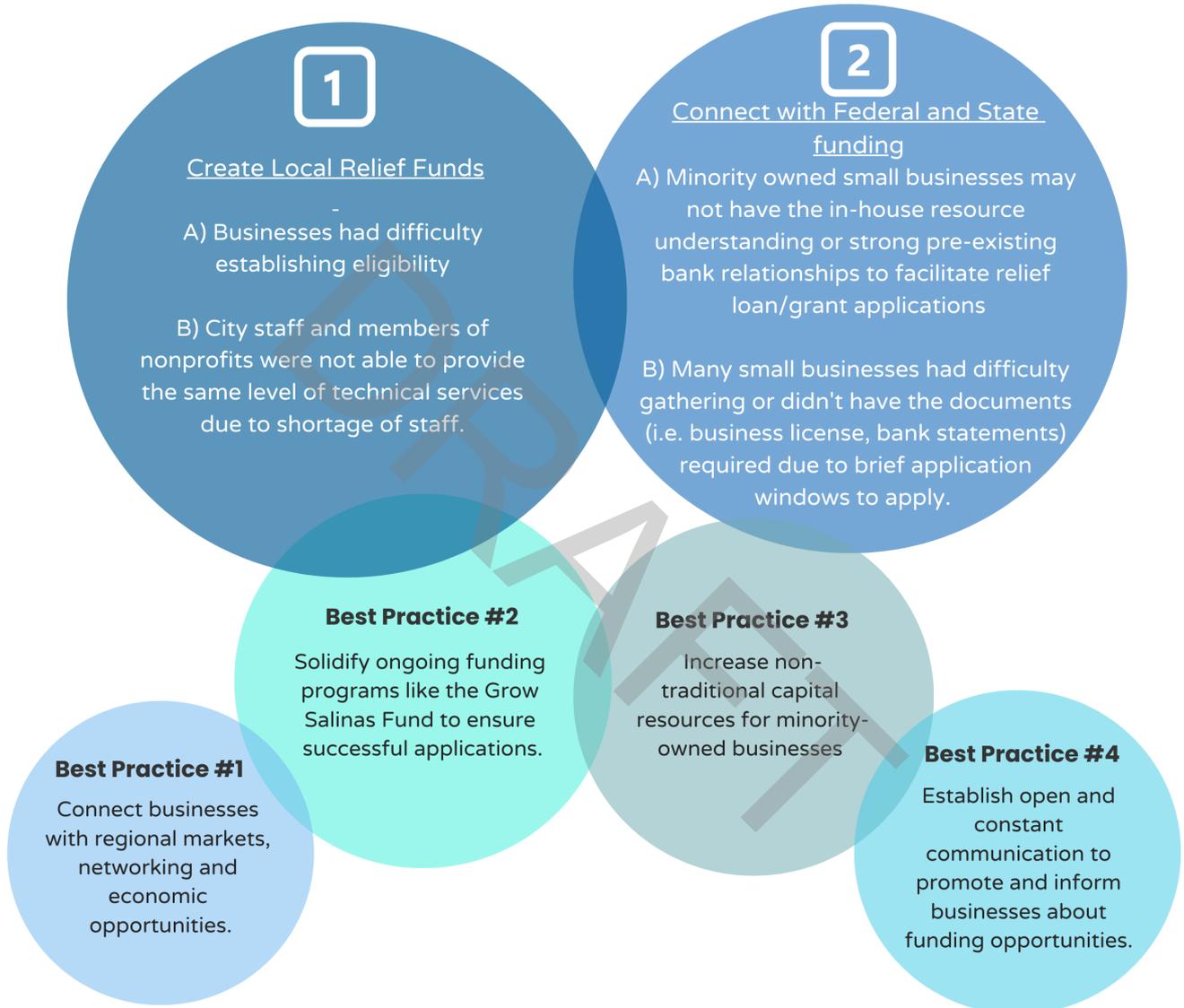
"Farm Bureau provided assistance to food processing and supply chain operations throughout the pandemic with information on work place requirements, supplies of PPE, testing protocols, and assistance with arranging for vaccination clinics exclusively for agricultural workers. Keeping our essential farm workers safe and healthy was and is the primary goal as food production is critical to the pandemic lifestyle adjustments. With all the changes to workplace requirements, sometimes weekly, it is important for local business owners and managers to utilize trusted sources for informational resources." -Norm Groot, Executive Director





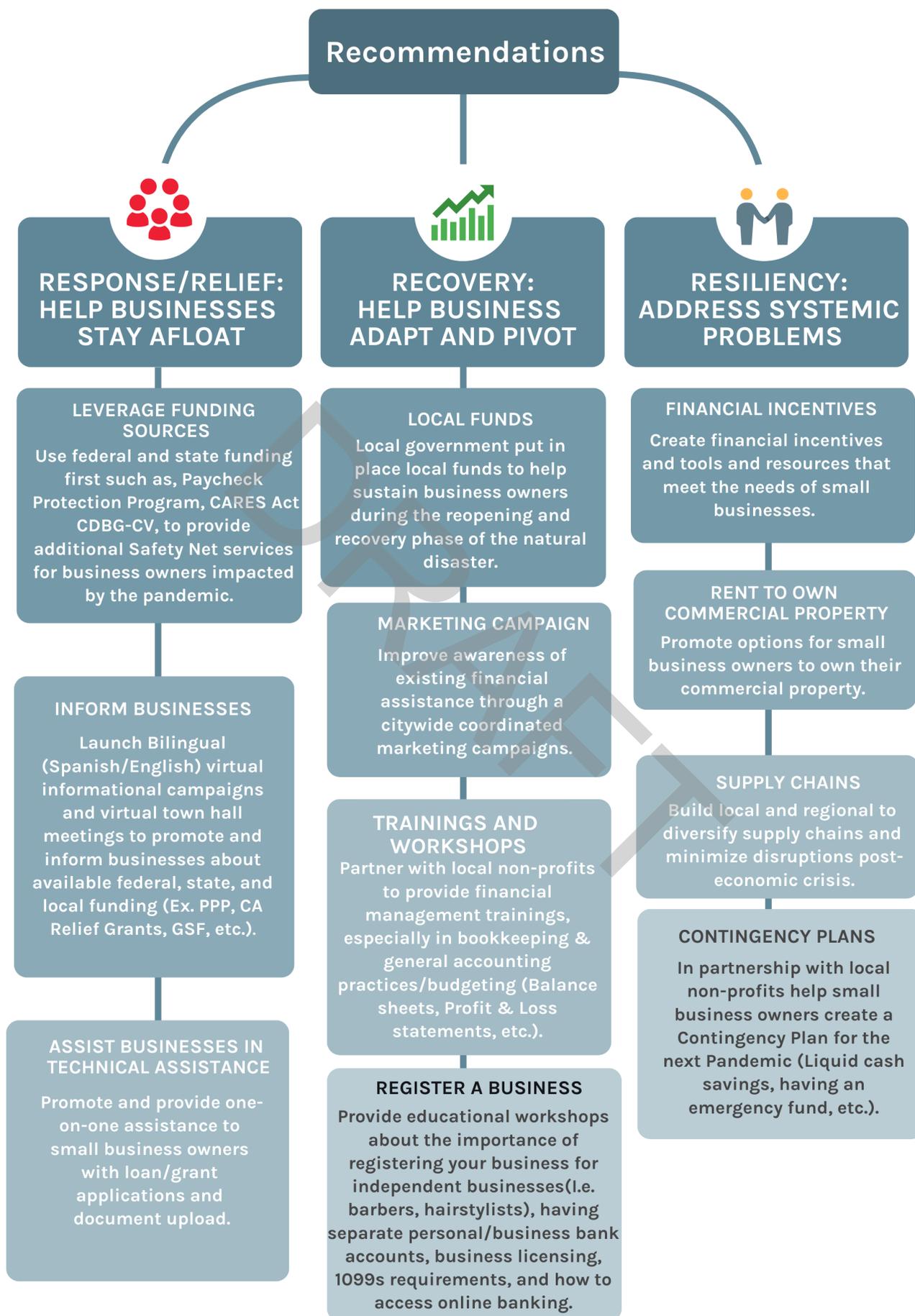
Action Item #2: Financial Assistance

Main Challenges:



"The pandemic highlighted many of the ongoing challenges and inequities that women and minority owned small and micro businesses already experienced before, putting them at a greater disadvantage during these challenging times. El Pájaro CDC had to quickly adapt to the rising needs of entrepreneurs in the Salinas Valley, implementing various small business assistance strategies to assist with accessing financial relief programs. Our organization along with our new Regional Women's Business Center has been key in supporting City of Salinas' underserved businesses in accessing over 4 million dollars in relief funding. Our team also worked on implementing business training programs covering critical topics including the use of social media platforms to retain and attract customers. A key lesson learned: Trusted messengers are KEY in supporting small business emerge from a crisis. When business owners are overwhelmed, they need high touch services from a trusted advisor. In average, our team spent 10 hours in supporting each business owner. El Pájaro CDC's long history of service to the Latino business community helped build effective connections between the different relief programs and business owners. This resulted in an unprecedented deployment of resources for businesses based in the city of Salinas. As we recover, we plan to equip our businesses with tools that will improve their businesses in the areas of recordkeeping, accounting, payroll management, business banking and digital." -- Carmen Herrera-Mansir, Executive Director, Interim Women's Business Center Director

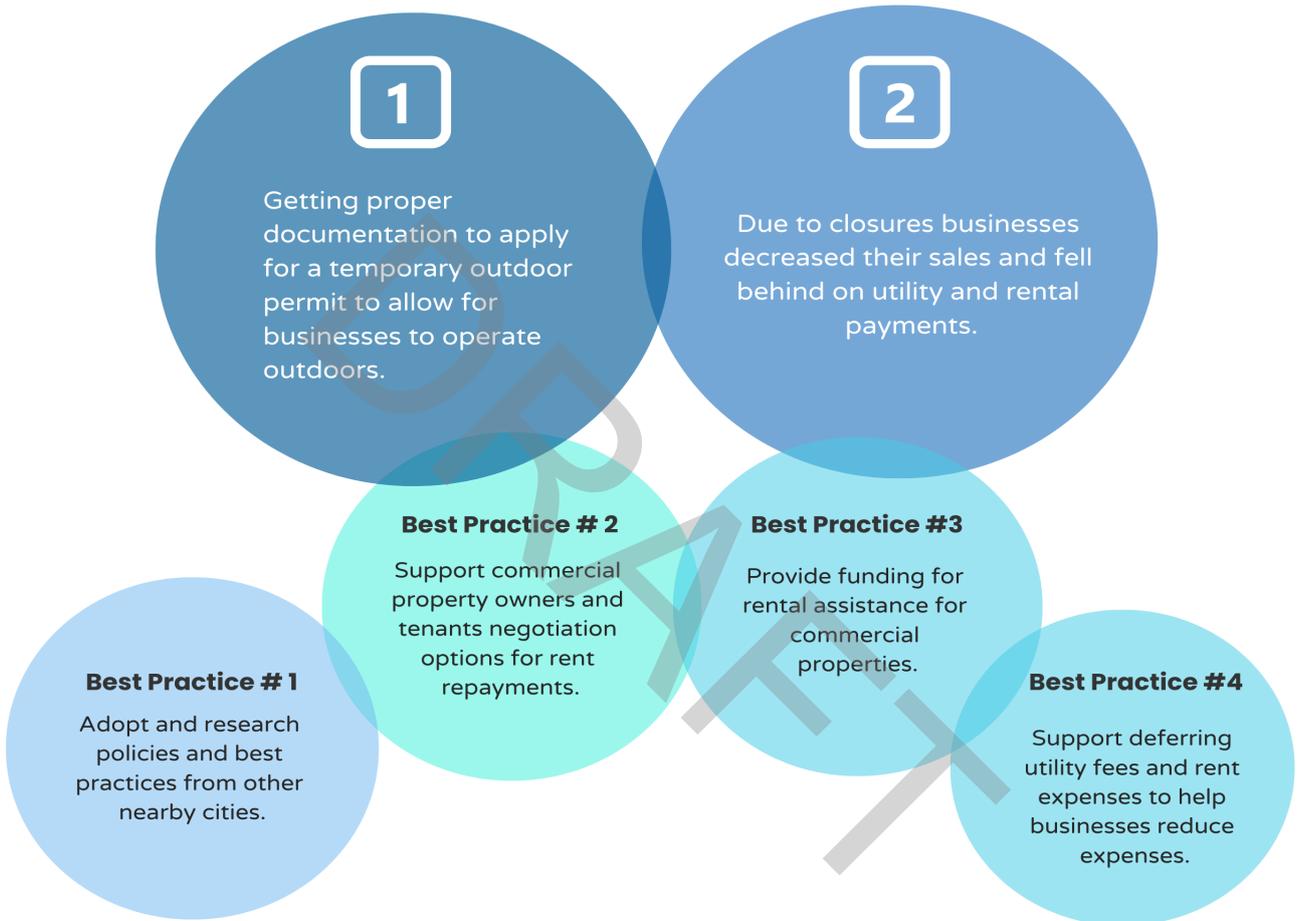






Action Item #3: Permit Processing and Fees

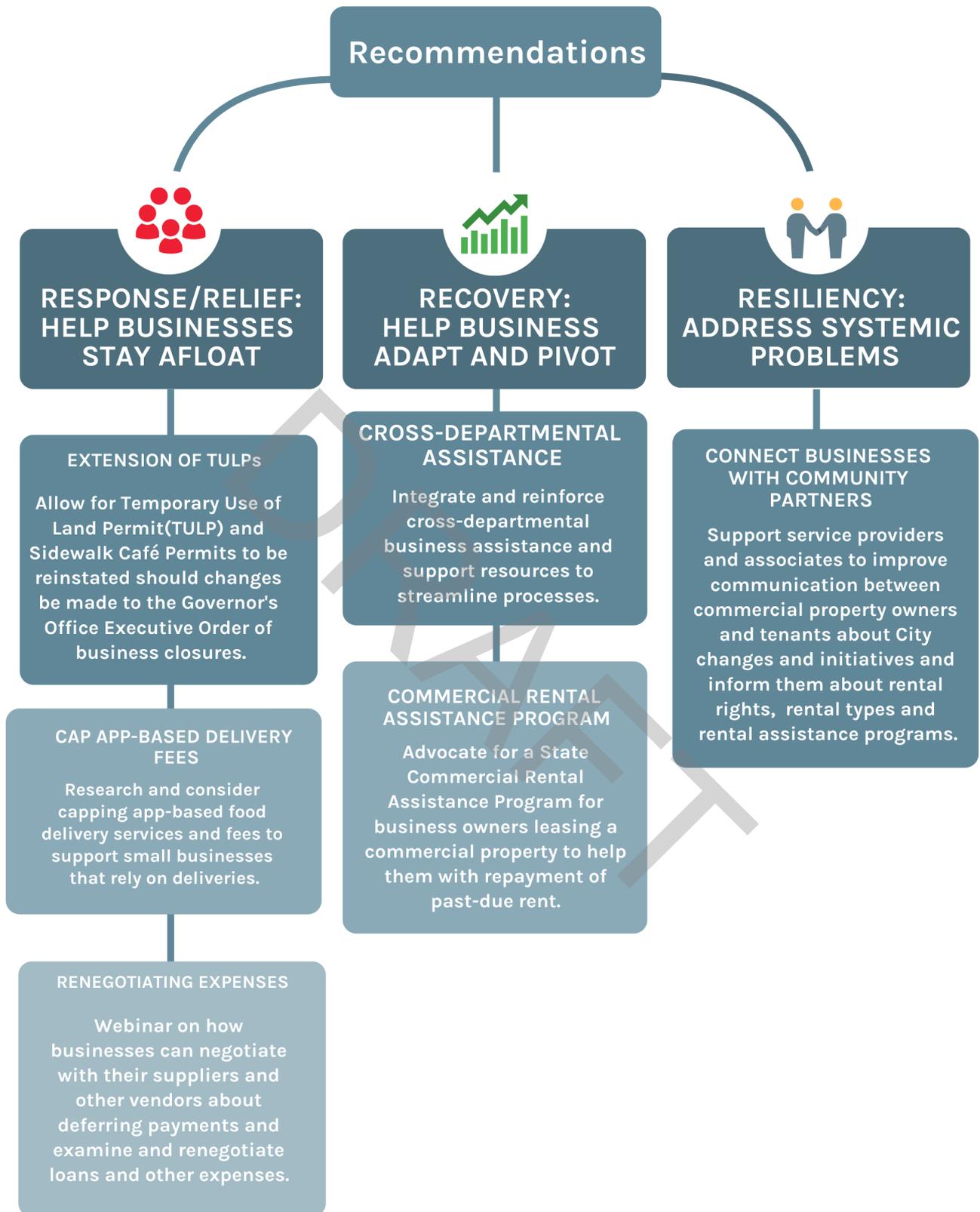
Main Challenges:



MISSION

Salinas United Business Association is a community driven business association rising to improve our East Salinas business district.

During COVID, SUBA played an important role in providing technical assistance, creating information videos and assisting with canvassing to businesses in the SUBA district.



Action Item #4: Digital Literacy and Social Media



Presence

Main Challenges:



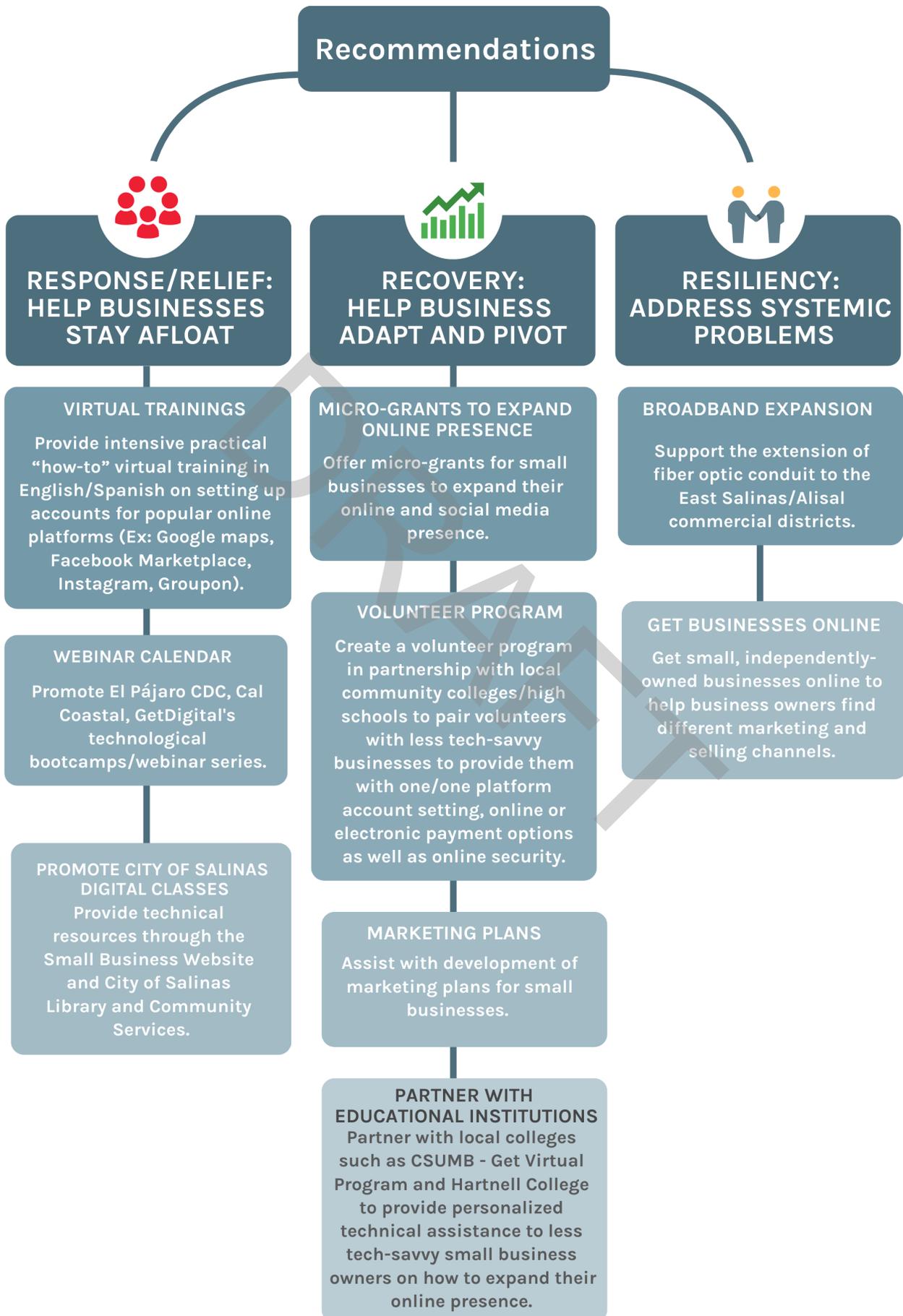
MISSION

The Cal Coastal Small Business Development Center (SBDC) promotes the development, growth and success of small businesses and aspiring entrepreneurs in Monterey and San Benito Counties.



Small Business Development Center

Their staff and business advisors have been supporting new and existing businesses through the pandemic in securing funding opportunities. They have also provided webinars on COVID resources and regulations, creating business plans, social media platforms and other marketing resources.

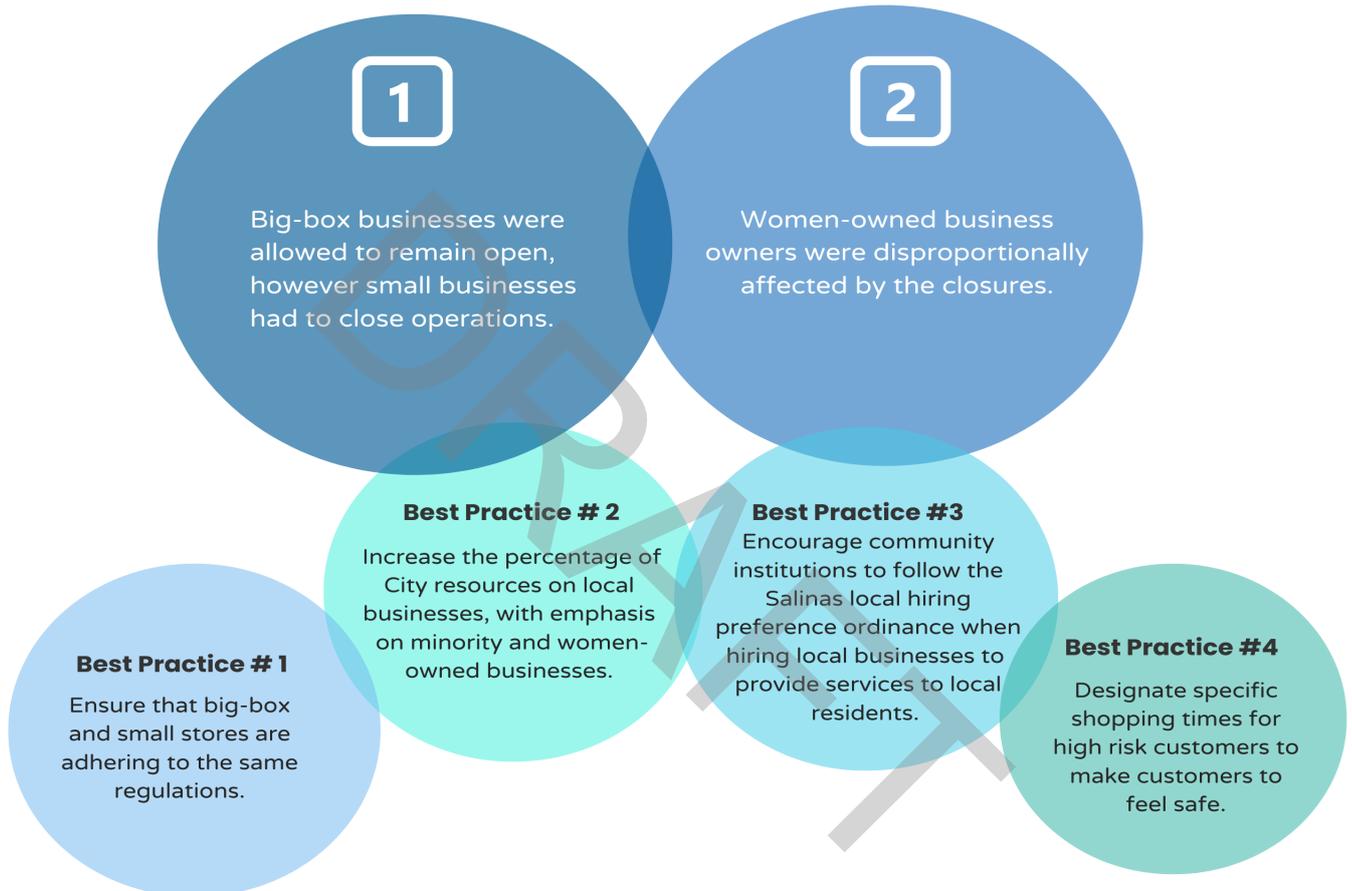


Action Item #5: Advance Economic Equity of Small



Businesses through Policy

Main Challenges:



Salinas Valley
CHAMBER OF COMMERCE

MISSION

An association of businesses organized to build a strong local economy by promoting sound government and an informed membership and community.



07.

Appendices.

Appendix A: Small Business Financial Assistance Offered (Funding Sources)

Federal Resources:

Paycheck Protection Program (<https://www.sba.gov/funding-programs/loans/covid-19-relief-options/paycheck-protection-program>)

EIDL (<https://www.sba.gov/funding-programs/loans/covid-19-relief-options/eidl/covid-19-eidl>)

Restaurant Revitalization Fund (<https://restaurants.sba.gov/requests/borrower/login/?next=/>)

State Resources:

CA Relief Grant (<https://careliefgrant.com/>)

CA Employment Development Department (<https://edd.ca.gov/>)

California Association for Local Economic Development (CALED) (<https://caled.org/>)

Local Resources:

Cal Coastal Small Business Development Center (SBDC) (<https://calcoastalsbdc.com>)

Monterey County Workforce Development Board (<https://www.montereycountywdb.org/monterey-county-works/small-business-grants>)

Grow Salinas Fund (<https://www.cityofsalinas.org/our-city-services/community-development/plan-project-implementation/news/grow-salinas-fund-small-business-covid-19-relief-grants>)

El Pajaro Community Development Corporation (<https://www.elpajarocdc.org/>)

Salinas United Business Association (<https://subasalinas.org/>)

Appendix B: Community Outreach Flyers



CITY OF SALINAS AND THE NATIONAL DEVELOPMENT COUNCIL PRESENT A FREE SPANISH WEBINAR:

THE 2ND ROUND OF THE PAYMENT PROTECTION PROGRAM (PPP)

Learn about the new eligibility requirements and how to apply by joining our facebook live!



Monday, March 1st, 2021
at 6:00 PM in Spanish only
Via City of Salinas Facebook Live

City of Salinas Facebook web page:
www.facebook.com/CityofSalinas/



COVID-19 HELPFUL RESOURCES LIST

Please contact the organizations directly if you have any specific questions about availability. City of Salinas Small Business Hotline (831)758-7367 or email Bizsupport@ci.salinas.ca.us

Cal Coastal Small Business Development Center
Offers one-on-one advising, loan help and provides business trainings and workshops to help small business owners. 1221 South Main Street Salinas, CA 93901 (831)424-1099 calcoastal.org

California Coastal Rural Development Corporation
As of Nov 15, 2020, California Coastal Rural Development Corporation offers a micro loan program for Monterey, from \$5,000-\$50,000. Please call (831) 424-1099 or visit <https://www.calcoastal.org/loan-programs/micro-loan/> for more information.

Monterey County Workforce Development Board
344 Salinas Street, Suite #203, Salinas, CA 93901 – Phone # (831)796-3331
<https://www.montereycountywdb.org>

El Pajaro Community Development Corporation
Promotes the development micro-businesses by helping low-income minority entrepreneurs assisting them by providing instruction, bilingual/bicultural business training, business incubation, professional consulting and coaching and financial help. 23 East Beach Street, Suite #209, Watsonville, CA 95076 Phone: (831) 722-1224
<http://www.elpajarocdc.org/>

The Professional Beauty Association's COVID-19 Relief Fund
provides members \$500 to licensed beauty professionals. <https://www.probeauty.org/>

SBA Disaster Loans during COVID-19
COVID-19 EIDL- Deadline Dec 16, 2020 If you are a small businesses, nonprofit organization of any size, or a U.S. agricultural business with 500 or fewer employees that have suffered substantial economic injury as a result of the Coronavirus.
SBA Debt Relief— If you are a current borrower under SBA 7(a), 504 loan program or a microloan, you are eligible for debt relief and SBA will cover all loan payments for 6 months.

Opportunity Fund
If you are an existing customer who has been impacted by Covid-19 and concerned about missing a loan payment, call 877-629-2709 or paymentsupport@opportunityfund.org If you are seeking new financing through a non-PPP loan, call 888-720-3215 (888-648-7859 en español) <https://www.opportunityfund.org/>

The California Capital Access Program for Small Business <https://business.ca.gov/>

United Way Monterey County
Monterey County Rent and Utility Assistance Provides rental and utility assistance to eligible residents living in Monterey County and experiencing unemployment and loss or reduction in income because of COVID-19. Call 211 to apply or for additional information. <https://www.unitedwaymcca.org/county-rent-and-utility>



"Helping small businesses, help themselves"

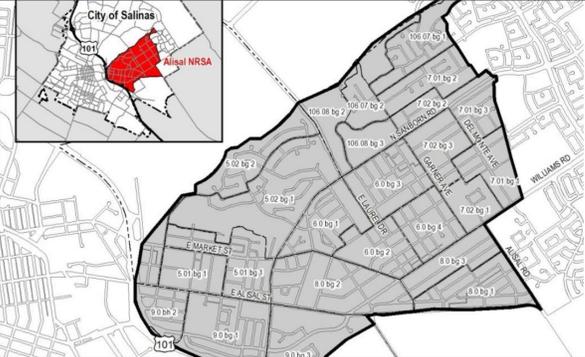
GROW SALINAS FUND SMALL BUSINESS GRANTS- ROUND 2

The Grow Salinas Fund will be offering grants in the amount of \$10,000-\$35,000 for COVID-19 Relief to East Salinas Businesses in the Alisal Neighborhood Revitalization Strategy Area.

Application Opens
Monday, February 22th
at 8 A.M. closes on
Friday, March 5th at
5:00 P.M.

Priority will be given to:

- Businesses with 10 or less employees
- Minority/women owned businesses
- Businesses less than 2.5 million gross revenue




SUPPORT YOUR FAVORITE LOCAL BUSINESS

BY PARTICIPATING IN OUR SOCIAL MEDIA
#BACK2BIZ CAMPAIGN!

Participate and be entered to **WIN** a City of Salinas Goody Bag!

Post a photo on  or  of your favorite small business in the city with the hashtags:
#SalinasShopsLocal & #BACK2BIZSALINAS
4 WINNERS will be selected at random every week from June 15 to July 4th!

FOR MORE RULES AND INFORMATION, PLEASE VISIT OUR SMALL BUSINESS WEBSITE:
WWW.SALINASBUSINESSSUPPORT.ORG



THANK YOU FOR SUPPORTING SALINAS SMALL BUSINESSES!

