

BUSINESS ENGAGEMENT PROCESS

Step 1 Planning -The following resources may be used to develop your contact list.

- Identify target businesses
- MuniServices Data is utilized to identify the top 100 sales tax generators.
- Working with Revenue Department, staff collect data on top employers and top grossing companies
- Referrals from interdepartmental staff (i.e. Planning, Building, and Fire)
- Customers who walk-in or call-in seeking assistance.
- Internet Searches
- Bureau of Labor Statistics

After determining which businesses to outreach, begin to make phone calls to secure an appointment. The goal is to meet with a decision maker or influencer. To create willingness by the customer to engage with you, it is important to deliver a benefit statement, for example:

- Staff would like to meet with you to share ways your company can potentially save money.
- The City has new programs designed to help your business grow.

It is important to relay a message indicating that a meeting would be a beneficial to the customer.

It is often necessary to make several attempts before securing the first meeting. Multiple methods may be employed to create interest and gain approval for a meeting:

- Cold Calls - making an unsolicited phone call or personal visit.
- Leaving behind materials - marketing kit delivered by mail or in person.
- Through affiliate introductions - Hayward Chamber or Interdepartmental staff.

The purpose of cold calls, leave beehinds, and affiliate introductions is to create awareness and educate the business community, with the goal of securing a face-to-face meeting. At this stage, the communication generally is one-way with staff delivering information.

Step 2-Knowledge Transfer-occurs during the face to face meeting with customer.

- The goal of the meeting is to exchange information.
- After the appointment has been secured and before meeting with the customer, it is important to visit the customer's website to gain insight on their business.
- Check in with internal staff to uncover any open issues (revenue, code enforcement, planning, building, police, and/or fire.)

- Begin the meeting with rapport building. Staff shares information about themselves and asks questions related to the individual, for example (*Do you live in Hayward?*). This type of question usually leads to dialog about where the customer lives, commute to work, what they like about working in Hayward. Another open-ended question could be (*Why did you choose to locate your business in the City of Hayward?*). The level of the contact will determine the type of open-ended questions to ask.
- Before proceeding to give the presentation, it is important to gain agreement. Examples of questions:
 - Would you like to learn about planned new developments coming to Hayward? Would you like a demonstration of an easy method for reporting problems or asking questions?
 - May I share some information with you about our resource partnerships that may be helpful to your business?

After customer agrees to learn more about topics, proceed with delivering presentation on the following:

New Development Pipeline-use laptop or customer's computer to apprise of:

- Hayward's growth - new development in the City
- Amenities - Parks, recreation, and entertainment
- New business opportunities - business clustering
- Client relations -networking opportunities

Access Hayward-present service using laptop or customer's computer to inform the customer that Hayward is at their service. Demonstrate how to use the online tool and show the ease of:

- Reporting a problem
- Asking a question
- Making suggestions

Business Concierge Program-brief the customer on the benefits of the program by explaining:

- Site Selection Services - to assist customer with finding suitable location to remain in Hayward.
- Real Estate Partners - work with brokers
- Development Assistance - for tenant improvements and new building development. Explain how we streamlined the process by providing customers with a single point of contact. Additionally, concept review meetings are offered to give project proponents high level and early feedback.
- Business and Workforce Assistance - help businesses by connecting them to our network of partners to assist with financial, staffing and technical resources.
- Business License Assistance
- Zoning Regulations

Events and Recognition

Annual Business Appreciation Event – An annual business to business (B2B) networking event is held at an appointed destination. It is designed to thank customers for choosing Hayward as the location of their business. The event provides a friendly venue allowing the business community the opportunity to meet Council Members and Executive staff and learn more about the City.

Mariachi Festival/Wine Walk - Uncover customers' interest in community events as sponsors or participants.

East Bay Economic Development Alliance (EDA) - As members of the EDA, staff nominates Hayward's innovative businesses for local and region wide recognition.

Manufacturers Day - staff partners with career pathways and CSUEB to expose students to manufacturing professions in hopes of inspiring the next generation of manufacturers

Hayward Chamber of Commerce - partners with the City on multiple events to create a sense of community and bring vibrancy to downtown. Economic Development partners with the Chamber on official grand openings and business networking events.

Following the presentation, staff asks a series of open-ended and closed-ended questions to better understand the customer's needs. By addressing the customers' future, issues and concerns, staff makes assessments to determine next steps and moves closer to becoming a valued partner and trusted advisor. At this point, it is important that staff does not over promise and under deliver.

Step 3-Advisory: based on outcome of knowledge transfer, staff makes internal/external recommendations.

Following a successful exchange of knowledge, staff has a clear understanding of the customer's needs. An analysis has been completed and staff determines which partners, internal and external, to engage to best meet the customer identified needs:

Tenant Improvements and Development:

- Planning
- Building
- Fire
- Revenue
- Concept review meeting
- Connections to brokers and property owners

Workforce Needs:

- Workforce Development Board (WDB)-provides comprehensive business and career services for employers-and jobseekers
- Hayward Unified School District Adult School (HUSD)-internship and GED programs
- Hayward Chamber- business network partner
- Downtown Streets Team-work experience program pathway into employment

Financial Needs:

- Incentives offered by City of Hayward
- Alameda County Small Business Development Centers (ACSBDC)
- California Governor's Office of Business and Economic Development (GOBIZ)
- SCORE-Free Small Business Advice
- Small Business Administration (SBA)

Step 4 Follow-up Touch Point

Each customer visit is followed-up with a written summary of the meeting. Based on the identified need, a subsequent meeting is arranged with the appropriate internal or external partner. Meeting types include:

Concept Review - Project proponents can meet with Council Economic Development Committee (CEDC) to present their preliminary project proposals and receive valuable upfront feedback from the committee as to if the concept meets the City's goals for the site. Another internal review offered is when staff invites the customer to meet with multiple departments for early feedback on their preliminary project. Depending on the type of project, departments at the meetings may include (Planning, Public Works, Building, Fire, Police Department or others). The customer receives early feedback from multiple departments before application submittal.

Partnership Site Visits - When workforce needs are identified, a meeting at the customer site is most effective. Depending on the type of business, (manufacturing, distribution, or office) a tour of the facility to view the types of positions available provides the resource partner with first-hand knowledge of what the customer requires for the position. The meeting also gives the resource partner an opportunity to present their services.

Business Tours - Staff may revisit the business with executive staff, council members, Planning, Building, Code Enforcement, Fire or Economic Development staff depending on the expressed need of the customer. Tours can give staff the opportunity to learn more about the business' products and enhance staff's ability to connect suppliers and associated institutions in a particular field to the business.

ATTACHMENT II

Business Support Activities - In partnership with the Alameda County Small Business Development Centers (ACSBDC), a series of educational seminars are offered to the business community free of charge. These seminars, held at City Hall throughout the year, feature presentations and discussion sessions led by business planning, financial and other subject matter experts.

Onsite visits to businesses is a vital part of the City's retention and expansion efforts. Meeting with business owners to discuss their needs and assess their industry is crucial to Business Retention and Expansion (BRE).