

CALVERT COUNTY
ECONOMIC DEVELOPMENT
Maryland

Navigating Our Recovery



May 18, 2020

A message from the Calvert County Board of County Commissioners

It is an overplayed statement, but we are indeed in unprecedented times. It is very likely that none of us will experience the depth and breadth of economic hardship and uncertainty that we are facing during this COVID-19 pandemic. We know this is a marathon and not a sprint, and that the finish line is currently far from sight.

But we want you to know we have already begun planning for our collective recovery.

In the coming weeks and months, we will be providing new tools, programs and resources to help our community. We will implement creative solutions to novel challenges and we will maintain an unwavering solidarity with our business community, our dedicated workforce and our passionate and compassionate citizens to ensure our collective success.

We have no choice but to triumph and we are confident that we will do so – together.

Working with our Departments of Economic Development, Community Resources and Division of Emergency Management, and the Calvert County Health Department, we have prepared this document to help Calvert County’s businesses, citizens and visitors know that we are planning for tomorrow. We want to ensure your safety and help you plan for a “new normal.” We are committed to maintaining a community where people feel secure and want to work, visit, live and prosper.

This document is modeled on Maryland Governor Larry Hogan’s “Roadmap to Recovery,” which incorporated best practices from a variety of sources including the White House Coronavirus Task Force’s *Guidelines for Opening Up America Again*, Johns Hopkins’ *Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors* and the American Enterprise Institute’s *National Coronavirus Response: A Road Map to Reopening*. It is our hope that it provides a clear path to help us rebound and navigate our recovery.

We will get through this – hopefully sooner rather than later – and certainly stronger than ever.

Calvert County
Board of County Commissioners



CALVERT COUNTY: NAVIGATING OUR RECOVERY

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Executive Summary

The purpose of this plan is to provide a framework for the economic recovery of Calvert County in the weeks and months following the lifting of Governor Hogan’s “stay-at-home” order.

The number of business closures, unemployment claims, reduction in county tax revenues and increased need for community services and social programs are expected to be unlike any ever before experienced in Calvert County, in Maryland or in the United States.

By taking a calculated approach to our recovery, expanding that approach following assessment and enhancement, then communicating with and assisting the county as a whole with recovery efforts, we anticipate this plan will provide guidance that is:

- Timely
- Mission-Driven
- Easily understandable
- Predictable
- Scalable
- Replicable
- Sustainable
- Successful

Several key assumptions are made and are a vital component to ensure the success of this recovery plan. It is important for our business owners, our citizens and our workforce to have:

- Confidence in the market;
- A dependable revenue stream;
- A return of customers and high consumer confidence;
- A return of all key employees to former positions;
- The ability for businesses to satisfy new customer needs and demands for products and services;
- The ability for businesses to ensure customer and employee safety;
- No second or third wave of virus in the fall or winter of 2020/2021; and
- No additional economic interrupters (natural, manmade or otherwise).



Calvert County's Navigation Team

While we are hopeful our recovery will be quick and complete, we also recognize we face many challenges. The following individuals will help guide our recovery plans by providing ideas and suggestions based upon their experience and feedback gleaned from our citizens. This will be a living document with ever-changing initiatives that will evolve as we move through this crisis. We will rely on the expertise, unique connection to our community and the understanding these individuals bring to the principles of economic development and business retention to help ensure we leave no ideas unexplored and no businesses unassisted. We thank them in advance for their commitment to ensuring our collective success.

- **Members of the Calvert County Economic Development Advisory Commission**

Bonnie Barrett, Community Bank of the Chesapeake | Mike Benton, North Beach Mayor | Susan Cox, Spider Hall Farm | Tony DeStefano, Tax Depot | Eric Eitel, Edward Jones | Commissioner Buddy Hance | Stacey Hann-Ruff, Annmarie Sculpture Garden & Arts Center | Angella Hunter, MD Soil Conservation | Larry Jaworski, Chesapeake Beach Town Council | Mina Kim, Holiday Inn Solomons | Tommy Luginbill, TechPort | Gwyn Novak, No Thyme to Cook | Alessia O'Dell, Career & Technology Academy | Kim Owen, Retail Manager | Carrie Polk, Carrie Polk Insurance, Inc. | Scott Russey, Russey Properties | Kasia Sweeney, CalvertHealth | Kristin Williams, BuiltRite Homes

- **Members of the Calvert County Economic Development Authority**

Dawn Balinski, Calvert County Board of Education | Mike Benton, North Beach Mayor | Commissioner Buddy Hance | Pastor Dana Jones, Mt. Olive United Methodist Church | Theresa Kuhns, SoMD Association of Realtors | Warren Rice, Community Bank of the Chesapeake | Scott Russey, Russey Properties | Terri Wolfley, Bank of America

- **Eric Bailey, Principal, Generation Properties, LLC**
- **Ben Banyasz, District Manager, Sneade's Ace Home Center**
- **Jeff Burroughs, Owner/Operator, Sport Clips Franchises**
- **Christine Coates, Owner, CC Professional Tax Services**
- **Lisa Creason, Consultant, Small Business Development Center**
- **Michael Grierson, Division Chief, Calvert County Division of Emergency Management**
- **Gretchen Hardman, Intergovernmental Affairs, Office of the Governor**
- **Kathy Maney, President/CEO, Calvert County Chamber of Commerce**
- **Dr. Laurence Polsky, Health Officer, Calvert County Health Department**
- **Cynthia Thorne-Carter, Owner, Smart Ride, Inc.**
- **Dawn Tucker, Owner, Lord and Tucker Management Consultants, LLC**
- **Steve Wall, Southern MD Regional Manager, Maryland Department of Commerce**
- **Angela Walters Small, Public Information Officer, College of Southern Maryland**
- **Mark Willis, County Administrator, Calvert County Government**
- **Laura Wright, Regional Business Consultant, Maryland Department of Labor**

Timeline – Where We Are and How We Got Here

| | |
|--------------------|--|
| January 29 | Governor Hogan provided update on Maryland’s response to novel coronavirus (with no confirmed cases) |
| February 27 | Governor Hogan announced additional steps to protect Marylanders from coronavirus |
| March 4 | Governor Hogan submitted emergency legislation to advance coronavirus response |
| March 5 | Governor Hogan issued statement regarding novel coronavirus and confirmed the first three positive cases in Maryland; declared state of emergency and expanded statewide response; Calvert County government stood up the COVID-19 Emergency Operations Center |
| March 9 | Three additional positive cases announced in Maryland |
| March 12 | First case of community transmission announced; Calvert County Board of Education announced school closures beginning March 16, 2020, in accordance with Governor Hogan’s executive order to close all Maryland schools |
| March 16 | Governor Hogan ordered closure of all Maryland bars and restaurants |
| March 17 | Calvert County Board of County Commissioners declared state of emergency for Calvert County |
| March 18 | First coronavirus death in Maryland |
| March 19 | Maryland received U.S. SBA designation for Economic Injury Disaster Loan fund |
| March 23 | Governor Hogan announced closure of all nonessential businesses in Maryland |
| March 26 | Maryland received disaster declaration from federal administration |
| March 27 | Calvert County Board of County Commissioners closed all county government offices effective March 30 |
| March 30 | Governor Hogan announced “stay-at-home” order for all Marylanders |
| April 17 | Governor Hogan unveiled “Maryland Strong: Roadmap to Recovery” program |
| April 23 | Calvert County Board of County Commissioners ordered all County Government reopened on April 27, 2020, with buildings remaining closed to the public |
| May 11 | 33,373 cases in Maryland with 1,573 deaths |



Maryland's Guide to Reopening our Economy

Governor Hogan has laid out Four Building Blocks necessary for the state to move toward recovery in “Maryland Strong: Roadmap to Recovery,” available online: https://governor.maryland.gov/wp-content/uploads/2020/04/MD_Strong.pdf . These include:

- (1) procuring sufficient personal protective equipment for frontline healthcare workers;
- (2) generating hospital surge capacity;
- (3) having adequate testing capacity; and,
- (4) a robust contact tracing program.

The Governor's building blocks are consistent with the National Governors Association framework:

- (1) Expand testing capacity and make testing broadly available;
- (2) Strengthen public health surveillance to understand the spread of the disease and rapidly detect outbreaks;
- (3) Dramatically scale capacity for isolation, contact tracing, and quarantine;
- (4) Ensure the healthcare system can respond to potential surges; and,
- (5) Protect essential workers and at-risk populations.



The Three-Phase “Maryland-Strong: Roadmap to Recovery”

Stage One: Calls for lifting the stay-at-home order, and involves business, community, religious and quality of life improvements. Examples of changes that could be implemented in this phase include:

- Reopening of small shops and certain small businesses
- Curbside pickup and drop-off for businesses
- Elective medical and dental procedures at ambulatory, outpatient and medical offices
- Limited attendance outdoor religious gatherings
- Recreational boating, fishing, golf, tennis, hiking and hunting
- Reopening of car washes
- Limited outdoor gym and fitness classes
- Outdoor work with appropriate distancing measures
- Some personal services

Stage Two: Will likely be a longer stage of the initial recovery but will also be the stage when a large number of businesses and activities come back online. Any businesses that reopen during this period would need to comply with strict physical distancing and appropriate safety protocols. Examples of changes that could be implemented in this stage include:

- Raising the cap on social gatherings
- Indoor gyms and fitness classes
- Childcare centers
- Normal transit schedules
- Indoor religious gatherings
- Reopening of restaurants and bars with restrictions
- Elective and outpatient procedures at hospitals

Stage Three: These are more ambitious and long-term goals. There is no realistic timeline yet from any of the scientific experts for achieving this level, as this requires either a widely available and FDA-approved vaccine or safe and effective therapeutics that can rescue patients with significant disease or prevent serious illness in those most at risk to reach a full return to normal conditions. Examples include:

- Larger social gatherings
- Reopening of high-capacity bars and restaurants
- Lessened restrictions on visits to nursing homes and hospitals
- Reopening of entertainment venues
- Larger religious gatherings

Industry Sectors and Risk Factors

➤ Low risk

- a. Small shops and certain small businesses
- b. Curbside pickup and drop-off for businesses
- c. Elective medical and dental procedures at ambulatory, outpatient, and medical offices
- d. Limited attendance outdoor religious gatherings
- e. Recreational boating, fishing, golf, tennis, hiking, and hunting
- f. Car washes
- g. Limited outdoor gym and fitness classes
- h. Outdoor work with appropriate distancing measures
- i. Some personal services

➤ Medium risk

- a. Raising the cap on social gatherings
- b. Indoor gyms and fitness classes
- c. Childcare centers
- d. Transit schedules begin returning to normal
- e. Indoor religious gatherings
- f. Restaurants and bars with restrictions
- g. Elective and outpatient procedures at hospitals

➤ High risk

- a. Larger social gatherings
- b. High-capacity bars and restaurants
- c. Lessened restrictions on visits to nursing homes and hospitals
- d. Entertainment venues
- e. Larger religious gatherings



Reopening Guidelines – in General

All guidance is intended to convey the message of Governor Hogan and the “*Maryland Strong: Roadmap to Recovery*.” The Roadmap lays out important guiding principles:

- Employers and employees should continue with telework plans.
- Marylanders should continue to wear face coverings or masks in indoor public places.
- Marylanders should continue to practice physical distancing.

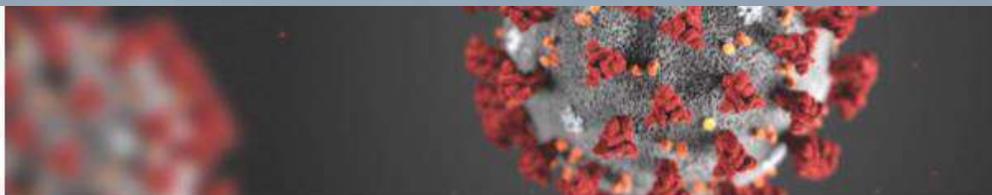
It is important that all our actions in the near future are consistent with these guiding principles. Reopening or changing the way in which a business or venue operates is a major undertaking. General guidelines for specific industry sectors follows:

IMPORTANT NOTE: Any or all of these requirements may change at any point contingent upon health necessities or new directives from the Governor’s Office.

- For information on travel industry guidelines, visit the U.S. Travel Association’s Guide: https://www.ustravel.org/sites/default/files/media_root/document/HealthandSafetyGuidance.pdf?utm_source=MagnetMail&utm_medium=email&utm_content=5%2E4%2E20%2DPress%2DProtocolsRelease&utm_campaign=pr
- For information on hotel and lodging industry guidelines, visit the American Hotel & Lodging Association’s “*Enhanced Industry-Wide Hotel Cleaning Standards*” <https://mdlodging.org/wp-content/uploads/2020/05/SafeStayReportMD050620.pdf>
- For information on restaurant guidelines, visit the National Restaurant Association’s “*COVID-19 Reopening Guidance*” <https://go.restaurant.org/rs/078-ZLA-461/images/National-Restaurant-Association-COVID19-Reopening-Guidance.pdf>
- For information relating to the museum industry, visit the American Alliance of Museums’ “*Preparing to Reopen*” guidance: <https://www.aam-us.org/programs/about-museums/preparing-to-reopen/>



Reopening Guidelines – in General



Ten Steps All Workplaces Can Take to Reduce Risk of Exposure to Coronavirus

All workplaces can take the following infection prevention measures to protect workers:

- 1 Encourage workers to stay home if sick.
- 2 Encourage respiratory etiquette, including covering coughs and sneezes.
- 3 Provide a place to wash hands or alcohol-based hand rubs containing at least 60% alcohol.
- 4 Limit worksite access to only essential workers, if possible.
- 5 Establish flexible worksites (e.g., telecommuting) and flexible work hours (e.g., staggered shifts), if feasible.
- 6 Discourage workers from using other workers' phones, desks, or other work tools and equipment.
- 7 Regularly clean and disinfect surfaces, equipment, and other elements of the work environment.
- 8 Use Environmental Protection Agency (EPA)-approved cleaning chemicals with label claims against the coronavirus.
- 9 Follow the manufacturer's instructions for use of all cleaning and disinfection products.
- 10 Encourage workers to report any safety and health concerns.

For more information, visit www.osha.gov/coronavirus or call 1-800-321-OSHA (6742).



OSHA[®] Occupational
Safety and Health
Administration
www.osha.gov

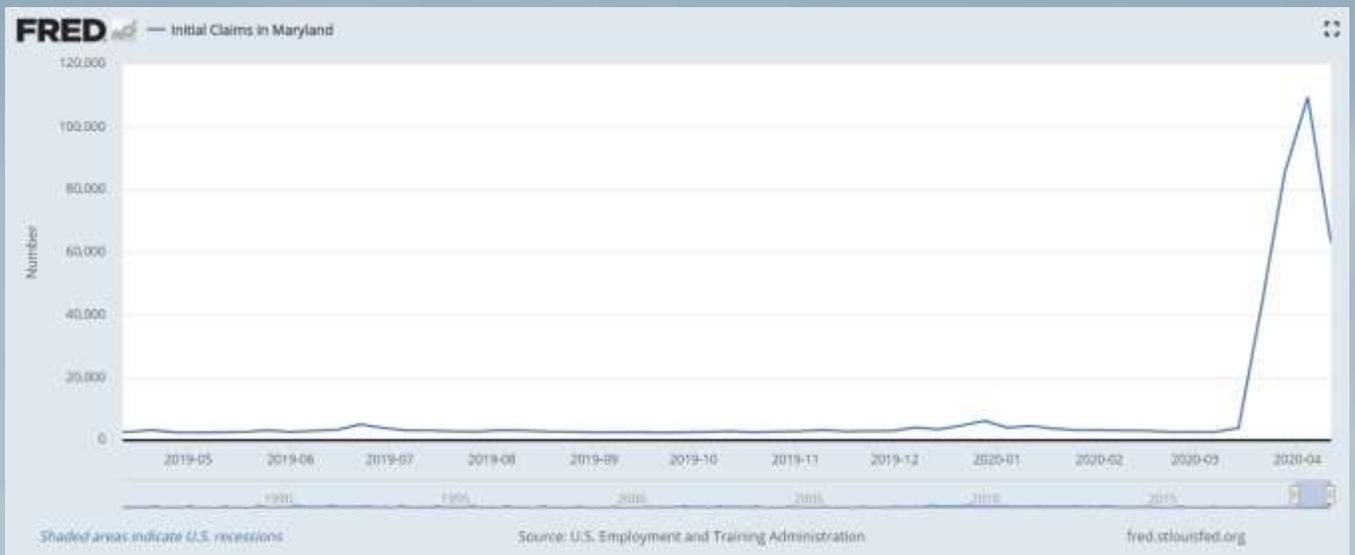
1-800-321-OSHA (6742)
TTY 1-877-889-5627

OSHA 3199-01-2020

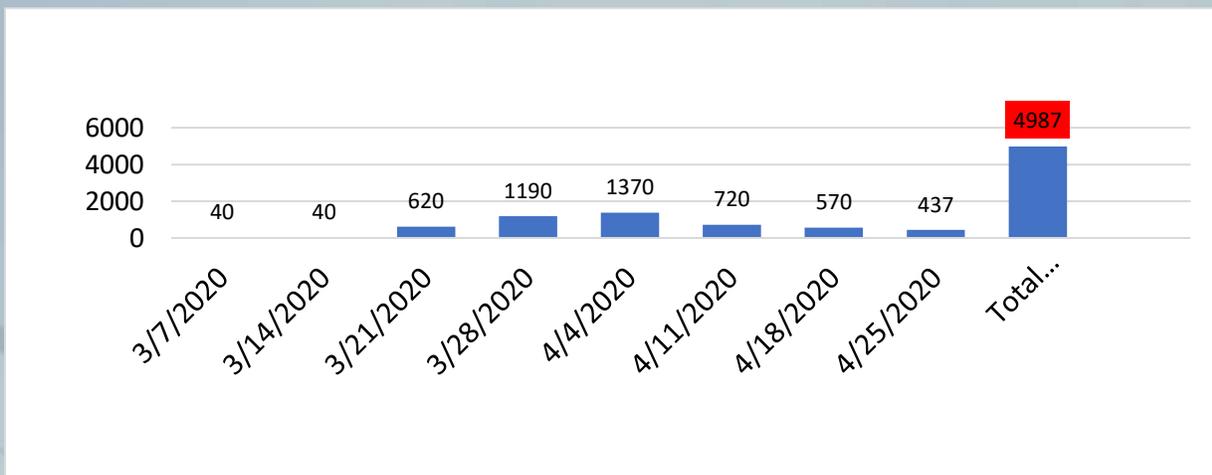
February & March 2019 (pre-COVID-19) Unemployment Numbers

| | February 2019 | March 2019 |
|---------------|---------------|------------|
| United States | 3.5 | 4.4 |
| Maryland | 3.5 | 3.5 |
| Calvert | 3.0 | 2.8 |

Maryland Unemployment Claims (through April 11, 2020)

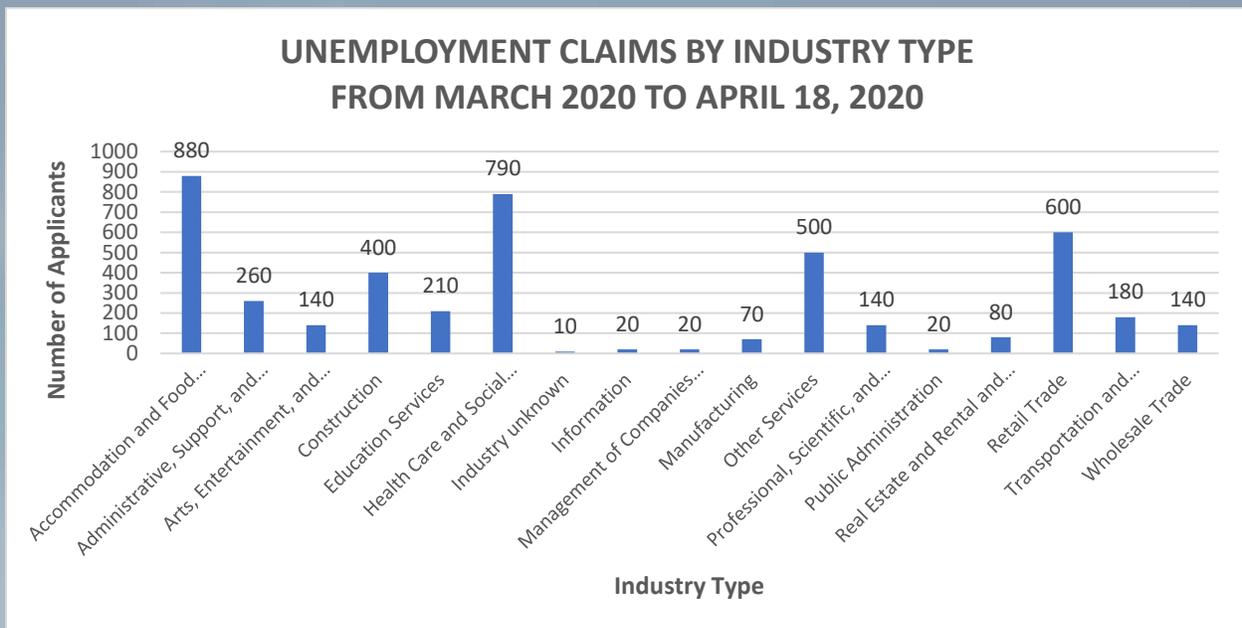


Calvert County Unemployment Claims

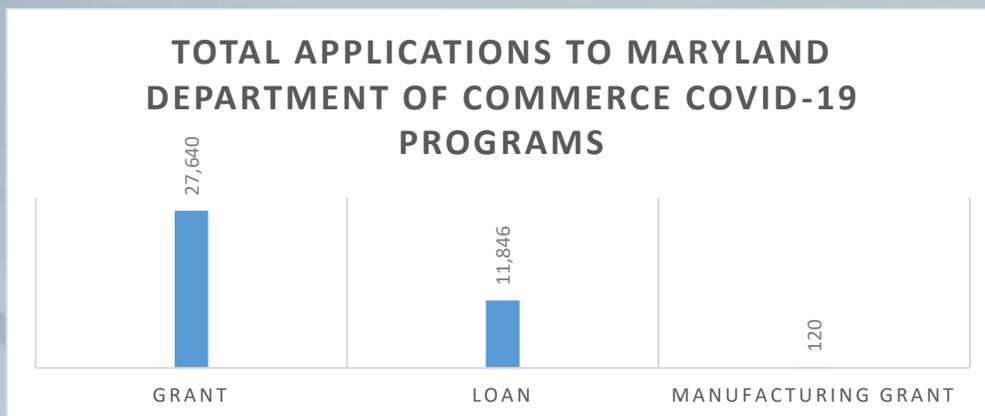


Source: Calvert County Department of Economic Development and MD Department of Labor

Calvert County Unemployment Claims by Industry

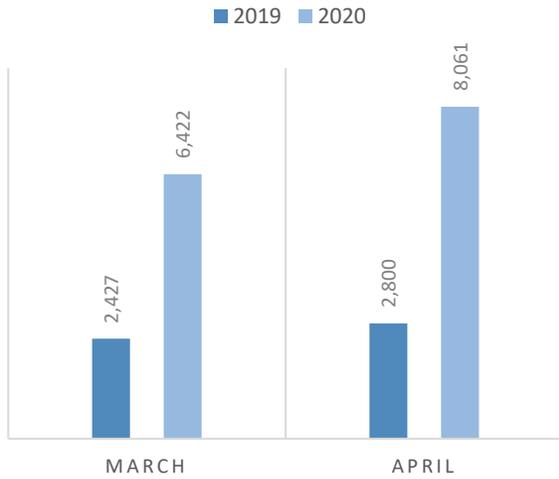


- Number of individual businesses assisted: Over 200 as of 5/11/20, this does not include survey respondents, businesses that have participated in various calls, etc. This only represents businesses that have contacted us for individual consulting. Many of these contacts have been ongoing and not just one-time assistance.
- Top 3 trends:
 - Financing help (what loans/grants are available, help filling out forms, etc.)
 - Questions on various Executive Orders (can I be open?, what does this mean for my business?, etc.)
 - Unemployment (how do my employees file?, do I qualify?, etc.)

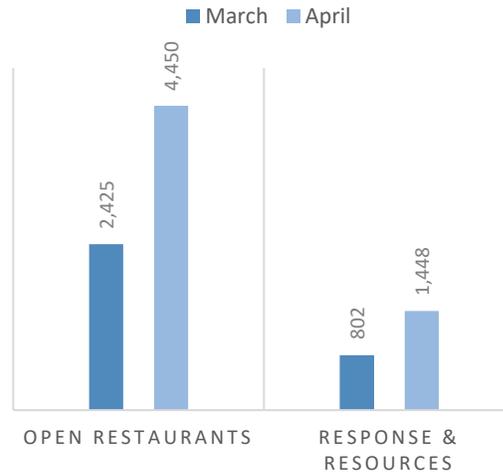


Source: Maryland Department of Commerce, 5/1/2020

ECALVERT.COM PAGE VIEWS

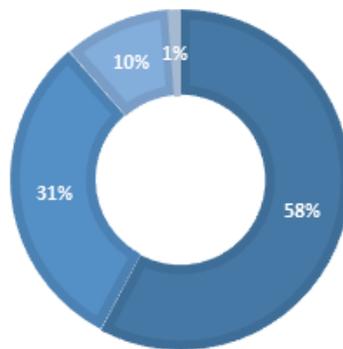


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HAS YOUR BUSINESS TEMPORARILY CLOSED DUE TO COVID-19 OR THE RELATED NON-ESSENTIAL BUSINESS CLOSURE MANDATES?

■ Yes ■ No ■ Not yet, but we anticipate closing at some point ■ No Response



Source: Calvert County Dept. of Economic Development survey, closed 4/8/2020

Economic Development / Business Recovery Programs – In General

The work of economic developers is complex, sensitive, highly visible, unique and integral to the success of any community. It infuses all things that make a community special: business starts, business growth, housing, jobs, workforce training, diversity, education, transportation and opportunity.

After a major economic disrupter – like a natural disaster, recession or a global pandemic – the tools, guidance and programs provided by economic development professionals becomes more important than ever. To recover fully from the crisis caused by the COVID-19 pandemic, our team will deploy programs and services over the coming weeks and months that are creative, dynamic and tailored to the specific needs of our local economy.

Some of these initial, broad-ranging programs include:

- Creation of a specialized, virtual Business Recovery Center to serve as a one-stop source place for resources and consultation
- Development of a seasonally based “Buy Local” program that carries through the 2020 holiday season
- Work with the Calvert County Health Department to create and maintain “safe workplace” guidelines for businesses to instill confidence and protective assurances for both workers and customers
- Mobilization of industry-specific Task Forces:
 - Retail/restaurant, attractions/accommodations, construction/manufacturing, personal/professional services and nonprofits
- Work with Division of Emergency Management to identify and assist business owners with any public assistance programs available from FEMA through MEMA
- Development of a series of online workshops featuring best practice business training on topics such as:
 - Resiliency and recovery tactics
 - Adjusting to the “new normal”
 - Finding new revenue streams



Business Recovery Programs – In General

- Creation of a new loan program (*with easy application, two-week approval process through the Economic Development Authority, below-market rates and partial forgiveness for early payoff*):

Up to \$25K, intense managerial support required, demonstrated proof of growth and sustainability required

Loan can be used to pay expenses, find new revenue channels, purchase equipment or enhance marketing

- Creation of a small business grant program as part of the CARES Act (grant and details contingent upon receipt of funding)

Suggested uses will be for payment of expenses, finding new revenue channels, enhanced marketing or to purchase equipment

- Continued research, collection and dissemination of information on loans, grants and free business resources appropriate for Calvert County's business community
- Creation of virtual matchmaking events to connect businesses with each other for new procurement or partnering opportunities
- Work with Planning & Zoning staff to temporarily relax and/or expand county signage requirements to assist the public in knowing which businesses are open
- Advocate on behalf of our businesses with state and federal legislators, seek opportunities to cut bureaucracy and streamline regulatory processes and continue with ombudsman services to support smart and strategic economic growth



Business Recovery Programs – Tourism

We must be very conscientious and deliberate as we contemplate when and how to encourage outside visitors to return to Calvert County as a destination. As people emerge from their homes, wanting to continue to social distance but yearning to get out, they will be searching for areas like Calvert County, with its bay coast, beaches and rural layout. Depending on what level of activity risk we fluctuate or stay at in the coming months, we will market visitation to Calvert County accordingly. We will continue to support all tourism-related businesses including attractions, amusements, museums, galleries, outdoor spaces, water-related activities, lodging, dining, wineries and breweries by providing:

- Tourism services for sites, attractions and visitor centers
- Close coordination and collaboration with county, state, regional and local partners
- Data and analysis to track trends
- Content for online and printed materials
- Appropriate levels of promotion of heritage, recreation and nature tourism

In particular, we will unveil a number of new initiatives to encourage revitalization and increased interest in Calvert County as a destination, carefully and conscientiously, once the state’s stay-at-home order has been lifted:

- Incremental increased tourism promotion to a hyperlocal market initially and outside county lines via social media and printed publications
- Promotion of safe, local, day trips and “staycations”
- Calvert Ambassador Program for front-end staff focusing on consumer confidence
- Buy Local campaigns
- Social Media promotions including Calvert partner sites’ virtual and in-person activities
- Hashtag opportunities #ShopCalvert, #SupportCalvert, #ExploreCalvert #GoBeachless
- 2021 Restaurant Week with a twist
- Targeted Facebook ads to promote to certain groups like art-lovers



Business Recovery Programs - Business Retention

We will concentrate our activities for the foreseeable future on providing assistance to existing businesses, supporting their growth, helping them manage their recovery and serving as a resource hub for services. We will accomplish this by:

- Conducting constant, virtual business site visits
- Coordinating virtual job fairs, workshops and educational opportunities for business owners
- Being the primary resource for best management business practices
- Providing technical assistance/referral services/ financing help
- Overseeing the local Small Business Development Center program and other partner resources



In particular, we will make the following changes and enhancements to our existing business program:

- Realignment of departmental marketing funds for business support programs and services
- Consider implementation of local preference program for procurement
- Enhanced communication (LinkedIn, Facebook, YouTube, Zoom events)
- Creation of an online platform for businesses to share best practices
- Creation of an online dashboard so the community can track and follow our progress
- Development of an enhanced business consultation and “springboard” program
- Creation of virtual matchmaking events to connect businesses with each other for new procurement or partnering opportunities

Business Recovery Programs – Agriculture

Since agriculture is among the top 10 employers in Calvert County, we are dedicated to supporting and enhancing our agriculture industries, farmers, partner services and new agribusiness and agritourism markets in Calvert County. We will be engaged with this community through:

- Virtual workshops and training
- Marketing and education for the general public on agricultural resources
- Trend analyses and coordination of resources with state and federal agencies
- Assistance with grants and special financing programs
- Management of drive-through farmers markets, enhancement of agritourism opportunities and advisory services to existing farm operations

In particular, we will implement a number of changes in the coming weeks to include:

- Enhanced communication between the farm community and consumers
- Continuation and expansion of farmers markets and use of new tools to attract customers
- Adaptation of farmers markets to meet citizens' requests to purchase local foods while practicing safe measures



Business Recovery Programs - Nonprofits

COVID-19 threatens to be an extinction-level event for nonprofits. Those that fail will not easily be replaced, as few have the type of hard, tangible assets that can be brought back into action after a gap in service.

Nevertheless, we will endeavor to assist these organizations in their efforts to pivot and strengthen their revenue streams through activities like:

- Basic instruction and support on “How to Restart”
 - Ensuring safety in groups
 - Development of events of the future
 - Fundraising
- Provide access and information on any loans or grants to be offered to Calvert County through the CARES Act and FEMA public assistance grants
- Support and training on best business practices like marketing, financial controls, and general management
- Assistance finding grants through local nonprofit support centers like the Nonprofit Alliance and the Nonprofit Institute and providing referrals for additional local and state support
- Coordination of free listening sessions for county attractions focused on board development and fundraising



Business Recovery Programs - Our Workforce

We will continue to work with our local and regional partners to assist our displaced workforce to find employment and train for new opportunities by providing:

- Connection to local and state resources for jobs and training opportunities
- Links between businesses and students at the Career & Technical Academy and College of Southern Maryland
- Information on scholarships and additional funding opportunities
- Virtual job fairs in coordination with the Department of Labor and Workforce Center at the College of Southern Maryland
- Continued research on novel programs, resources and funding sources for providing new opportunities to displaced workers



APPENDIX: Outreach and Communication Plan

The Calvert County Board of County Commissioners will promote the economic recovery plan, “Navigating Our Recovery” to local business owners and citizens as a way to provide a clear pathway for ensuring a safe, orderly, predictable and successful method to regain the county’s strong economic footing. This will be communicated as a joint effort between Calvert County’s Departments of Economic Development, Planning & Zoning and Community Resources and the Division of Emergency Management, and will include members of Calvert County’s faith-based community and public safety to help ensure widest participation and distribution.

In addition, community resource partners will be included in outreach such as the Calvert County Chamber of Commerce, College of Southern Maryland, Tri-County Council for Southern Maryland, Small Business Development Center, the Calvert County Health Department and CalvertHealth.

Message: Calvert County Board of County Commissioners promote economic recovery plan, “Navigating Our Recovery.”

Goals: Provide guidelines to business owners, instill public trust in the safety of local business operations and solvency of our economy, encourage a return to normalcy, provide information and advice to displaced workers.

Target Market: Calvert County business owners, entrepreneurs, private and public sector employees, and Calvert County citizens.

Campaign Length: Beginning with lifting of Governor Hogan’s “stay-at-home” order and continuing through September 2020.

Media: The Calvert County Department of Economic Development, in cooperation with the Department of Communications and Media Relations, will conduct an outreach campaign in selected media outlets that includes:

- **Initial Press Run** - Wired press release announcing release of plan. Release distribution to local newspapers.
- **Social Media** – Posting to county’s Facebook page and other social media outlets as available.
- **Web site** – Launch program information on all affiliated county Department webpages, as well as on the main county webpage.
- **Publicity** – Write, distribute and pitch stories on plan and goals with a two-week follow-up pitch. This will include features, press releases and PSAs, including interviews with local business owners, Department directors and others who have a stake in the positive outcome of this campaign.
- **BOCC Presentation** – Economic Development director to present and promote in open session at BOCC meeting, with follow-up progress report at a future date.
- **Publication** – Internally created document, available on-line, via .pdf file.