



# Final Report and Recommendations

Annapolis Small Business Recovery Task Force

July 1, 2020

## City of Annapolis Small Business Recovery Task Force Membership

**Dick Franyo**, Boatyard Bar and Grill, Task Force Co-Chair

**Stephen M. Rice**, City of Annapolis, Task Force Co-Chair

**Monica Alvarado**, Bread and Butter Kitchen

**Jennifer Balducci**, One Physical Therapy/SoFo Annapolis

**David Read Barker**, Severn River Association

**Zia Boccaccio**, Alpaca International

**Jim Bolduc**, JPB Partners

**Cory Bonney**, Inn at Horn Point

**Dani Bottcher**, Visit Annapolis and Anne Arundel County

**Annebeth Bunker**, Annebeth's

**Katherine Burke**, The Annapolis Collection Gallery/Annapolis Arts District

**Robert Clark**, Historic Annapolis

**Ray Crosby**, Crosby Marketing

**Jody Danek**, Metropolitan Kitchen & Lounge/Inner West Street Association

**Ethan Dietrich**, SixGen

**Sarah Elfreth**, Maryland State Senator

**Marty Etzel**, Flag House Inn

**Erik Evans**, Downtown Annapolis Partnership, Inner West Street Association, Annapolis Arts District

**Sheila Finlayson**, Annapolis City Council

**Eileen Fogarty**, Fogarty Group/City Dock Action Committee

**Mack Gilmor**, Sandy Spring Bank

**Joe Gormley**, Gormley Jarashow Bowman, LLC

**Keasha Haythe**, Anne Arundel Economic Development Corporation

**Brett Hovington**, Capital Custom Clothiers

**Michael Hughes**, MH Media Strategies

**Keith Jones**, Chick & Ruth's Dell

**Mark Kleinschmidt**, Anne Arundel Chamber of Commerce

**Diana Love**, West Annapolis Business Affiliation

**Scott MacMullan**, Scott MacMullan Law, LLC

**David Marberger**, Bay Ridge Wine & Spirits/SoFo Annapolis

**Chris McCleary**, Venture Capitalist

**Angela McKay**, Braid Boss

**Amelia Mitchell**, Alchemy Healing Arts Center

**Edward Moon**, Moon's Barbershop

**Loni Moyer**, Garden Girls

**Dennis C. Murphy**, Murphy Commercial Real Estate

**Cullen Murray**, Merrill Lynch Advisor

**Jackie Nuñez**, Jackie's Design Hair & Skin Studio

**Joe Rubino**, US Naval Academy

**Rita Siprak-Weill**, Minuteman Press/Annapolis Design District

**Chris Sleat**, Google

**Mary Spencer**, Community Foundation of Anne Arundel County

**Cardie Templeton**, W&P Nautical, LLC

**Elvia Thompson**, Annapolis Green

**Mike Tomasini**, Pirate Adventures on the Chesapeake/Eastport Business Association

**Walter Vasquez**, Sin Fronteras Café

**Chuck Walsh**, Prism Annapolis

**Derek Williams**, Groom My Style

**Teresa Williams**, Gateway Florist

**Susan Zellers**, Maritime Trades Association of Maryland

July 1, 2020

Mayor Gavin Buckley and Annapolis City Council  
City of Annapolis  
160 Duke of Gloucester  
Annapolis, MD 21401

Dear Mayor Buckley and Members of the Annapolis City Council:

A little more than two months ago the Annapolis Small Business Recovery Task Force was created via Annapolis City Council Resolution R-25-25. We were charged with providing immediate support for the small business community within the City of Annapolis that was starting to feel the negative economic impact of the Covid-19 virus pandemic. During the last few months, our task force has worked diligently and thoroughly to complete our mission and fulfill our mandate. We would like to thank you for providing us with the opportunity to serve the City of Annapolis and its small business community.

To get things started our task force kicked-off a citywide small business survey to get some good data that could help us assess the status and needs of the small business community. We wanted to have some good information to help inform our eventual report recommendations. The survey and business outreach demonstrated that there was clearly a need for business counseling, so we secured the services of Mr. Patrick Shurney and his consulting team. Over three days, Mr. Shurney provided 4 free webinar-style Zoom financial counseling sessions for Annapolis small business owners. His sessions provided an overview of the state and Federal Covid-19 grant and loan programs. He and his team also answered various financial, accounting and benefits questions in addition to providing ongoing technical assistance to the workshop participants. A total of 46 Annapolis small business owners participated in Mr. Shurney's sessions and the participant feedback was extremely positive. The work that Mr. Shurney started has continued thanks to the members of the task force Business Advisory Committee and their free 1 on 1 counseling sessions.

This report is composed of 9 separate Small Business Recovery Task Force committee and subcommittee reports that contain a total of 83 recommendations. These recommendations represent the hard work of 50 task force members who have conducted dozens of meetings, interviews, and focus groups. Task force members have also held industry calls, utilized their personal contacts, and provided their professional and technical expertise unselfishly. We applaud their efforts and sincerely appreciate their dedication. We also are indebted to Hope Stewart from Annapolis Economic Development who has provided excellent staff support to this important endeavor.

Overwhelmingly, the responses that we have gotten from the business community have been very positive with regard to the work of the task force. We have consistently heard business owners applaud the City and its leadership for putting the task force together. We have especially heard a lot of thanks from business owners for the many task force coordinated industry peer to peer meetings that had never been pulled off before. These forums demonstrated that Annapolis small businesses can gain a lot more from collaboration than they can gain from competition.

As you review the report, please feel free to circle back to us with any follow-up questions. We look forward to working with you in a collaborative fashion to continue our support for the growth and prosperity of the Annapolis small business community.

Sincerely,

Stephen Rice, Co-Chair  
Dick Franyo, Co-Chair

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# Survey Committee Report

## Membership

Mark Kleinschmidt, Co-Chair  
Cardie Templeton, Co-Chair  
Dick Franyo

## Committee Action

The Mayor's Small Business Recovery Task Force conducted a survey to gain a better understanding of the financial conditions facing small businesses in Annapolis and to gather input and ideas from the business community about policies and programs that can help their business navigate the challenges of the Coronavirus pandemic. In total 181 surveys were completed. The survey contained 22 multiple choice questions and eight open ended questions which provided an opportunity to make comments, share ideas and voice concerns. The eight open-ended questions generated 1,026 responses which contained a wide range of comments and ideas.

## Survey Results

The Survey Overview contains five sections. The first four sections summarize the findings of the multiple-choice questions and the last section highlights some of the comments from the open-ended questions. The sections are as follows:

- Part 1: Who Took the Survey
- Part 2: Current Financial Conditions
- Part 3: Employment Conditions
- Part 4: What Will the Recovery Look Like?
- Part 5: Thoughts and Comments

### Part 1: Who Took the Survey

The task force wanted to get input from business owners and the survey accomplished this as 79% of the respondents identified themselves as the owner of a small business. The majority of these businesses (60%) leased space to operate their business while 24% owned the building where their business was located and 16.5% worked from home.

There was a wide range of businesses that completed the survey with Professional Services, Maritime related businesses and specialty retail being the three largest categories. The chart below breaks down the types of businesses in more detail.

**From the following list, what category best describes your business?**

Answer Choices	Responses	
Professional Services (legal, accounting, consulting, architecture, etc)	22.2%	40
Maritime (activities primarily connected to sailing or boating)	18.3%	33
Specialty Retail (focus on certain type of product)	13.9%	25
Health Care\Gym\Fitness	12.2%	22
Hotel\B&B\STVR	9.4%	17
Real Estate	6.7%	12
Restaurant\Cafe	6.1%	11
Other	3.9%	7
Technology	2.8%	5
General Retail (offer wide range of products)	1.7%	3
Entertainment	1.7%	3
Automotive (Sales, repair, gas station)	1.1%	2
<b>Answered</b>		<b>180</b>

The survey sought to get input from the entire City of Annapolis. Respondents were asked to identify the location of their business by selecting from the seven commercial districts used by the Department of Planning & Zoning, 78.8% of the businesses were located in these districts. The chart below shows the breakdown.

The chart below shows the breakdown.

There are seven commercial districts in Annapolis, where is your primary business located?		
Answer Choices	Responses	
Downtown	22.9%	41
Inner West Street	6.7%	12
Outer West Street	5.6%	10
Design District	2.2%	4
West Annapolis	7.8%	14
Eastport	21.2%	38
Forest Drive	14.5%	26
Other (please specify)	21.2%	38
<b>Answered</b>		<b>179</b>
<b>Skipped</b>		<b>2</b>

**Part 2: Employment**

The uncertainty surrounding the COVID-19 virus and a series of government restrictions have caused a significant economic slowdown. The impact of the slowdown and closures has caused many businesses to lay off or furlough employees. The Task Force wanted to learn more about the number of employees at each business and if business owners had laid off employees.

The majority of businesses that took the survey, 59%, had between 1 to 10 full time employees with only 7% having more than 50 employees. Many businesses, 62%, also used part time employees to run their business. 39% of those surveyed have either laid off or furloughed full-time employees. Of the responding businesses, 26% had laid off 50% or more of their employees by April 15, 2020. The following charts provide a more detailed breakdown about employment.

### Full-time employees as of February 15, 2020?

ANSWER CHOICES	RESPONSES	
I use independent contractors	18.18%	32
1 to 5	43.18%	76
6 to 10	15.91%	28
11 to 20	12.50%	22
21 to 50	6.25%	11
Over 50	3.98%	7
TOTAL		176

### Part-time employees as of February 15, 2020?

ANSWER CHOICES	RESPONSES	
1 to 5	43.89%	79
6 to 10	6.67%	12
11 to 20	7.22%	13
Over 20	4.44%	8
Don't have part time workers	36.67%	66
Don't know	1.11%	2
TOTAL		180

### Laid off or furloughed any full-time employees of April 15, 2020?

ANSWER CHOICES	RESPONSES	
No layoffs	61.11%	110
10% or less	5.56%	10
11% to 25%	1.67%	3
25% to 50%	5.56%	10
Over 50%	26.11%	47
TOTAL		180

## Part 3: Financial Conditions

The business closures and economic slowdown caused by COVID-19 have caused a dramatic cash flow problem for all businesses, particularly small businesses. The survey showed that 48.3% of businesses had less than one month's cash on hand at the start of May, 2020 and the second biggest expense they have is occupancy costs in the form of rent or a mortgage payment.

To address the disruption of cash flow, 80% of the businesses that took the survey had either applied for or were thinking of applying to obtain funding from one of the COVID-19 financial assistance packages offered by the state or federal government. The most popular of these programs, by far, was the Paycheck Protection Program (PPP) with 71% putting in an application. The survey did not ask if the business had received funding yet.

When the survey was taken between April 17 and April 27<sup>th</sup>, most businesses were optimistic in their ability to survive the shutdown as 78% said they were very confident or somewhat confident that they would make it while only 3% said they would not.

### What will your cash reserve look like on May 1, 2020?

ANSWER CHOICES	RESPONSES	
Two weeks or less	22.22%	40
Two to Four weeks	26.11%	47
Over four weeks	26.11%	47
Don't wish to share	17.78%	32
TOTAL		180

### After payroll which of the following expenses will you have the most difficulty in paying?

ANSWER CHOICES	RESPONSES	
Rent or mortgage for business location	69.49%	123
Cost of Good Sold	26.55%	47
Utilities for business location	13.56%	24
Loan related to the business	16.38%	29
Lease payment for equipment\auto	9.04%	16
Taxes	20.90%	37
Total Respondents: 177		

### How confident are you that your business will successfully reopen and survive?

ANSWER CHOICES	RESPONSES	
Extremely confident	34.64%	62
Somewhat confident	44.13%	79
Not Sure	1.12%	2
Not so confident	17.32%	31
Will not make it	2.79%	5
TOTAL		179

## Part 4: What Will Recovery Look Like

Given the new operating restrictions such as social distancing and limitations on the number of customers/clients that can be inside the business, the task force wanted to gauge the volume of revenue business owners anticipate for the entire year of 2020 and how they felt about the prospects for 2021.

Of the businesses surveyed the vast majority believe that their 2020 revenue will be significantly lower than the revenue they realized in 2019. In fact 91% believe their revenue loss will be 25% or higher this year. Many businesses were concerned about their ability to make payments to cover their fixed costs (occupancy cost, taxes, loan payment, insurance) with 74% saying they were unsure or could not make their fixed cost in 2020. As the survey respondents looked into the future, 47% believe their 2021 revenue will be less than the amount of revenue they earned in 2019.

### How will your 2020 revenues compare to 2019 revenues?

ANSWER CHOICES	RESPONSES	
Under 25%	8.94%	16
25% to 35%	18.44%	33
36% to 50%	25.14%	45
50% to 70%	22.35%	40
7	0.00%	0
71% to 85%	12.29%	22
86% to 100%	8.38%	15
TOTAL		179



**Looking into the future (2021), when the restrictions have been lifted and a vaccine has been developed, how do you think your business activity will compare to 2019?**

ANSWER CHOICES	RESPONSES	
I expect increased revenue	27.75%	48
About the same as 2019	25.43%	44
About 1% to 25% less compared to 2019	9.83%	17
About 25% less compared to 2019	10.40%	18
26% to 35% less compared to 2019	8.67%	15
36% to 50% less compared to 2019	9.25%	16
51% to 70% less compared to 2019	4.05%	7
71% to 85% less compared to 2019	2.31%	4
86% to 100% less compared to 2019	2.31%	4
TOTAL		173

**Part 5: Thoughts & Comments**

Clearly Annapolis small businesses were significantly impacted by the Covid-19 pandemic. Many of these businesses had laid-off employees and were having cash flow challenges. However, although short term prospects are not favorable most business owners believe that they will weather the Covid-19 economic storm.

**Part 5: Survey Results and Analysis from Follow-Up Survey**

**Q1. Are you an owner, manager or employee of a small business located in Annapolis? For this survey, a small business is defined as having less than one hundred (100) full time employees.**

Answer Choices	Responses	
Owner of a small business	52.17%	36
Manager of a small business	14.49%	10
Employee of a small business	10.14%	7
My business has more than 100 employees	11.59%	8
Other (please specify)		9
	<b>Answered</b>	<b>69</b>
	<b>Skipped</b>	<b>0</b>

**Q2. How concerned are you about businesses enforcing social distancing guidelines and other proper COVID-19 prevention health protocols (e.g., wearing masks/face coverings)?**

Answer Choices	Responses	
Not Concerned	15.94%	11
Somewhat Concerned	34.78%	24
Very Concerned	49.28%	34
Not Sure	0.00%	0
	<b>Answered</b>	<b>69</b>
	<b>Skipped</b>	<b>0</b>

*Analysis: People are very concerned about the ability of businesses being able to enforce COVID-19 prevention protocols as indicated by 49.3% of the respondents. Only 16% said they were not concerned.*

**Q3. Over the next 3 to 4 weeks, how likely are you to....**

	Very Unlikely		Unlikely		Not Sure		Likely		Very Likely	
Dine at a restaurant (Outside)	8.82%	6	7.35%	5	11.76%	8	26.47%	18	45.59%	31
Dine at a restaurant (Inside)	31.88%	22	26.09%	18	11.59%	8	18.84%	13	11.59%	8
Go into a store and shop	5.80%	4	13.04%	9	10.14%	7	40.58%	28	30.43%	21
Go to a store with outside shopping	4.41%	3	7.35%	5	29.41%	20	26.47%	18	32.35%	22
Attend a concert or sporting event	59.42%	41	18.84%	13	17.39%	12	2.90%	2	1.45%	1

*Analysis: People are more likely to go to a restaurant and dine outside versus the option to dine inside by a wide margin (45.6% to 11.6%). When asked about shopping, people were somewhat indifferent about shopping inside versus shopping outside (30.4% to 32.3%). There was great concern about attending a concert or sporting event with 59.4% saying they were very unlikely to attend and only 1.5% saying they were very likely to attend.*

**Q4. Over the next 3 to 4 weeks, how likely are you to....**

	Very Unlikely		Unlikely		Not Sure		Likely		Very Likely	
Go to a store/restaurant in Downtown Annapolis?	7.25%	5	11.59%	8	14.49%	10	36.23%	25	30.43%	21
Go to a store/restaurant inside the Mall?	42.03%	29	26.09%	18	14.49%	10	11.59%	8	5.80%	4

*Analysis: People are more likely to visit Downtown Annapolis versus going into a store or restaurant at the Mall (30.4% versus 5.8%) In fact 42% said they are very unlikely to go into a store or restaurant inside a Mall. This represents a significant advantage for businesses located in Downtown Annapolis.*

**Q5. Looking at the list below, what would make you most comfortable when returning to a store or restaurant?**

	Very Comfortable		Comfortable		Doesn't Matter	
Social distancing is in place	41.18%	28	47.06%	32	11.76%	8
Masks are required	50.00%	34	35.29%	24	14.71%	10
Limitations on the number people displayed	48.53%	33	39.71%	27	11.76%	8
	32.35%	22	33.82%	23	33.82%	23

*Analysis: The two most important actions that would make people feel comfortable in returning to a store or restaurant were wearing a mask (50%) and limitations on occupancy (48.5%)*

**Q6. Many local non profit and community organizations host lunches, dinners and networking events as fundraisers to help support their operations. If socially distanced procedures were followed along with other restrictions, would you be willing to attend an event of .....**

	Yes		No		Not sure	
Up to 50 People	50.72%	35	26.09%	18	23.19%	16
50 to 100 People	25.00%	17	57.35%	39	17.65%	12
Over 100 People	13.04%	9	76.81%	53	10.14%	7

*Analysis: People are significantly more comfortable in attending smaller events as 50.7% said they would attend an event with less than 50 people and 76.8% said they would NOT attend an event with more than 100 people. This will present a challenge for those businesses in the entertainment industry and hurt the ability of non-profit to host fundraising events with large numbers of attendees.*

**Q7. From the following list, what category best describes your business?**

Answer Choices	Responses	
General Retail (offer wide range of products)	1.47%	1
Specialty Retail (focus on certain type of product)	14.71%	10
Restaurant\Cafe	7.35%	5
Bar\Tavern	1.47%	1
Construction	2.94%	2
Hotel	1.47%	1
Entertainment	4.41%	3
Non-Profit Organization	11.76%	8
Health Care	4.41%	3
Real Estate	7.35%	5
Automotive (Sales, repair, gas station)	1.47%	1
Professional Services (legal, accounting, consulting)	17.65%	12
Maritime (activities primarily connected to sailing or boating)	5.88%	4
Technology	2.94%	2
Other (if your business does not fall into one of these categories or fits multiple categories, please explain)		13
	<b>Answered</b>	<b>68</b>
	<b>Skipped</b>	<b>1</b>

**Q8. What category best describes your maritime business?**

Answer Choices	Responses	
Not a Maritime business	74.60%	47
Marina/Boatyard, Boat Storage	1.59%	1
Yacht Clubs, Boating Instruction	0.00%	0
Boat Repair & Maintenance	0.00%	0
Marine Fabrication	0.00%	0
Yacht broker/dealer	0.00%	0
Charters, Tours, Transportation	6.35%	4
Professional Services (design, survey, financing, documentation, etc...)	0.00%	0
Retail (hardware, tackle, chandleries)	0.00%	0
Marine Publications	0.00%	0
Seafood Industrial	0.00%	0
these categories or fits multiple categories, please explain)	17.46%	11
	<b>Answered</b>	<b>63</b>
	<b>Skipped</b>	<b>6</b>

**Q9. There are seven commercial districts in Annapolis, where is your primary business located?**

Answer Choices	Responses	
Downtown	19.40%	13
Inner West Street	7.46%	5
Outer West Street	5.97%	4
Design District	2.99%	2
West Annapolis	10.45%	7
Eastport	10.45%	7
Forest Drive	5.97%	4
Not in Annapolis (list location below)	23.88%	16
Other (please specify)		23
	<b>Answered</b>	<b>67</b>
	<b>Skipped</b>	<b>2</b>

**Q10. If your business is located in the Downtown District, which of the following best describes your location?**

Answer Choices	Responses	
My business is not located Downtown	70.31%	45
City Dock (Dock Street, Market Space, Compromise St and lower Main St)	7.81%	5
Main St (above Market Space)	9.38%	6
Maryland Ave/State Circle	4.69%	3
Other/Don't know	0.00%	0
Other (please specify)		5
	<b>Answered</b>	<b>64</b>
	<b>Skipped</b>	<b>5</b>

**Q11. How many full time employees did your business employ as of February 15, 2020?**

Answer Choices	Responses	
I use independent contractors	9.09%	6
1 to 5	31.82%	21
6 to 10	9.09%	6
11 to 20	10.61%	7
21 to 50	13.64%	9
Over 50	25.76%	17
	<b>Answered</b>	<b>66</b>
	<b>Skipped</b>	<b>3</b>

**Q12. How many part time employees did your business employ as of February 15, 2020?**

Answer Choices	Responses	
1 to 5	34.33%	23
6 to 10	14.93%	10
11 to 20	2.99%	2
Over 20	20.90%	14
Don't have part time workers	22.39%	15
Don't know	4.48%	3
	<b>Answered</b>	<b>67</b>
	<b>Skipped</b>	<b>2</b>

**Q13. During your "peak season" (before COVID-19) how many full-time employees would you normally have?**

Answer Choices	Responses	
I use independent contractors	10.94%	7
1 to 5	25.00%	16
6 to 10	14.06%	9
11 to 20	12.50%	8
21 to 50	12.50%	8
Over 50	25.00%	16
	<b>Answered</b>	<b>64</b>
	<b>Skipped</b>	<b>5</b>

**Q14. During your "peak season" (before COVID-19) how many part time employees would you normally have?**

Answer Choices	Responses	
1 to 5	28.79%	19
6 to 10	13.64%	9
11 to 20	7.58%	5
Over 20	24.24%	16
Don't have part time workers	21.21%	14
Don't know	4.55%	3
	<b>Answered</b>	<b>66</b>
	<b>Skipped</b>	<b>3</b>

**Q15. Due to the uncertainty of COVID-19 and the government restrictions, many businesses have laid off or furlough full time employees? As of June 15, 2020 have you laid off or furloughed any full time employees?**

Answer Choices	Responses	
No layoffs	74.24%	49
10% or less	4.55%	3
11% to 25%	3.03%	2
25% to 50%	4.55%	3
Over 50%	13.64%	9
	<b>Answered</b>	<b>66</b>
	<b>Skipped</b>	<b>3</b>

*Analysis: The majority of the businesses (74.2%) did not layoff any employees. This seems to be contrary to the assumptions held by many observers. The PPP may partially be the reason for this.*

**Q16. The COVID-19 crisis had caused a reductions of full time and part time employees for many businesses. Has your business increased the use of part time employees as of June 15, 2020?**

Answer Choices	Responses	
Yes	11.94%	8
No	83.58%	56
Not Sure	4.48%	3
	<b>Answered</b>	<b>67</b>
	<b>Skipped</b>	<b>2</b>

**Q17. Can you share with us, when we reach July 1, 2020 how much in cash reserve do you expect to have to operate your business?**

Answer Choices	Responses	
Two weeks or less	7.46%	5
Two to Four weeks	19.40%	13
Over four weeks	44.78%	30
Don't wish to share	26.87%	18
Other (please specify)		2
	<b>Answered</b>	<b>67</b>
	<b>Skipped</b>	<b>2</b>

*Analysis: Twenty Seven percent (27%) of the businesses reported they have four weeks or less of cash reserves.*

**Q18. After payroll which of the following expenses will you have the most difficulty in paying during the COVID-19 shutdown? (pick 2)**

Answer Choices	Responses	
Rent or mortgage for business location	63.33%	38
Cost of Good Sold	15.00%	9
Utilities for business location	15.00%	9
Loan related to the business	20.00%	12
Lease payment for equipment\auto	5.00%	3
Taxes	20.00%	12
Other (please specify)		11
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>9</b>

**Q19. How do you project your 2020 revenues will compare to 2019 revenues, given the restrictions in place as of June 15, 2020?**

Answer Choices	Responses	
Under 25%	13.85%	9
25% to 35%	12.31%	8
36% to 50%	15.38%	10
50% to 70%	16.92%	11
71% to 85%	6.15%	4
86% to 100%	23.08%	15
Other (please specify)		8
	<b>Answered</b>	<b>65</b>
	<b>Skipped</b>	<b>4</b>

*Analysis: About 74% of the businesses are expecting a drop in revenue as compared to 2019 of 25% or more. In fact 23% are projecting revenue loss of over 85%.*

**Q20. If your revenue projection in the question above is true, will you be able to cover your fixed costs in 2020?**

Answer Choices	Responses	
Yes	50.77%	33
No	12.31%	8
Not Sure	36.92%	24
Other (please specify)		1
	<b>Answered</b>	<b>65</b>
	<b>Skipped</b>	<b>4</b>

**Q21. How confident are you that your business will successfully reopen (if it hasn't yet) and survive at least till the end of 2020?**

Answer Choices	Responses	
Extremely confident	58.46%	38
Somewhat confident	27.69%	18
Not Sure	0.00%	0
Not so confident	13.85%	9
Will not make it	0.00%	0
	<b>Answered</b>	<b>65</b>
	<b>Skipped</b>	<b>4</b>

*Analysis: Overall, businesses are showing a great deal of resilience as 56.5% are very confident that they will survive and about 14% saying they will not make it.*

**Q22. Looking into the future (2021), when the restrictions are fully lifted and a vaccine has been developed, how do you think your business activity will compare to 2019?**

Answer Choices	Responses	
I expect increased revenue	44.62%	29
About the same as 2019	23.08%	15
About 1% to 25% less compared to 2019	7.69%	5
About 25% less compared to 2019	4.62%	3
26% to 35% less compared to 2019	6.15%	4
36% to 50% less compared to 2019	3.08%	2
51% to 70% less compared to 2019	1.54%	1
71% to 85% less compared to 2019	3.08%	2
86% to 100% less compared to 2019	6.15%	4
	<b>Answered</b>	<b>65</b>
	<b>Skipped</b>	<b>4</b>

*Analysis: There is strong sentiment among businesses that future revenue in 2021 will rebound to the level of business activity experienced in 2019. Sixty two percent (62%) believe their revenue will either equal or exceed their 2019 results.*

**Q23. Did your business apply for one of the COVID-19 financial assistance programs offered by the State, County, the Small Business Administration, or the Paycheck Protection Program?**

Answer Choices	Responses	
Yes	71.88%	46
No	20.31%	13
Does not apply to me	7.81%	5
	<b>Answered</b>	<b>64</b>
	<b>Skipped</b>	<b>5</b>

*Analysis: A large majority of the businesses (72%) applied for financial assistance and by June 25<sup>th</sup>, fifty-eight percent (58%) had received funding.*

**Q24. If you applied, what is the status of your application?**

Answer Choices	Responses	
Funds have be received	57.81%	37
Applied but still waiting for Funds	12.50%	8
Did not apply	28.13%	18
Other (please specify)		4
	<b>Answered</b>	<b>64</b>
	<b>Skipped</b>	<b>5</b>

# Business Advisory Committee Report

## Membership

Jim Bolduc, Co-Chair  
Cullen Murray, Co-Chair  
Ethan Dietrich  
Dick Franyo  
Mack Gilmor  
Joe Gormley  
Scott MacMullan  
Dennis Murphy  
Chris Sleat

## Purpose

The Business Advisory sub-committee of the Small Business Recovery Task Force (SBRTF) was established for the purpose of providing help and counseling to the small businesses community of Annapolis impacted by the COVID pandemic.

## Sub-Committee Outreach

In cooperation with Stephen Rice (Economic Development Manager, City of Annapolis) and Hope Stewart (Department of Planning and Zoning, City of Annapolis), the sub-committee developed an intake form for small businesses seeking help. The intent of this form was to have interested businesses provide information to the sub-committee so that the sub-committee could assign the best resource to the needs of the inquiry. Information requested of small businesses included the following:

- What kind of assistance are you looking for?
- Brief description of your needs.
- For how long has the business been in operation?
- Have you applied for Payroll Protection Program (PPP) funding from the U.S. Small Business Administration (SBA)?
- Have you applied for the Economic Injury Disaster Loan (EIDL) funding from the SBA?
- Contact information.

This intake form was posted on the City's web site and was made available to the Annapolis small business community on May 18, 2020.

For the period from May 18, 2020 through June 17, 2020, the sub-committee received and responded to 20 inquiries. The primary categories of inquiry were in the following areas (note that each inquiry could have multiple assistance categories):

Cash Mgmt.	eCom / IT	Finance	HR	Legal	Mgmt. and Operations	Strategy and Marketing
4	6	8	2	3	4	10
11%	16%	22%	5%	8%	11%	27%

In summary, the primary needs from the small businesses in addressing the pandemic were as follows:

- Support and information relating to accessing PPP, EIDL and other forms of liquidity
- Protocols and best practices for business re-opening
- eCommerce and marketing strategies to grow sales post-reopening

The sub-committee believes that the advice, counsel and guidance provided to the inquiring small businesses was received very positively as evidenced by some of the feedback received from those that we interacted with:

*"Amazing, I was really down, and bummed, was at my last leg, not getting any stimulus , and wanted financial advice, was getting nowhere ... Mack gave me great advice, not just encourage, and got help with PPP, gave a ton, specifics, having a person who knew what to do, was the difference. when I saw the link, I almost didn't click on it, was overwhelmed with what was happening and ready to give up, the people he connected with were super ... I feel significantly different. was willing to give up. I have a completely different view on my situation and what is available. Really amazing what the city has done. Happy to do anything I can to help."*

*"Helpful to get more help, like that you are looking out for us."*

### Recommended Actions

The sub-committee recommends the following actions:

- (1) Sub-committee members will continue to stay in touch and follow-up on inquiries/relationships established to date.
- (2) The on-line intake form should remain active and the sub-committee should remain in place to continue to respond to inquiries. It is the opinion of the sub-committee that some of the greatest challenges facing the small business community of Annapolis will occur after reopening. The sub-committee believes as businesses re-open, the focus of needs will shift toward management and operations and marketing.
- (3) A press kit (see attached "Helping Local Businesses: Marketing tips and templates") should be developed to continue to promote the committee, the web site and intake form to make it easier for the task force and its' resources to be discovered.
- (4) Utilize the City of Annapolis web site to continue to communicate with the small business community and to periodically provide useful tools/recommendations from members of the sub-committee.



# Launch & Reopening Committee Report

## Membership

Eileen Fogarty, Co-Chair

Keasha Haythe, Co-Chair

## Purpose

The Launch and Reopening Committee, one of five Small Business Recovery Task Force Committees, is tasked with working with Annapolis' small businesses and non-profits to reopen Annapolis as safely and quickly as possible. The Committee's objective is to ensure that customers and clients can come back to Annapolis with confidence that Annapolis is a safe place to shop, eat and spend the night!

The Launch and Reopening Committee worked closely with local businesses to identify their most urgent needs while offering them the support needed to survive the COVID 19 Pandemic and reopen their businesses successfully. To address the specific needs of each business sector and non-profits in the City, the Committee created the following six subcommittees:

- Local Lodging Subcommittee
- Retail Subcommittee
- Restaurant/Bar Subcommittee
- Maritime Subcommittee
- Minority and Women Owned Businesses Subcommittee
- Non-Profits Subcommittee

Each subcommittee is co-chaired by representatives of their industry, working in concert with a wide range of sector members, to offer support to Annapolis' businesses and non-profits.

## Outreach

The Launch and Reopening Committee initiated extensive outreach efforts to involve and understand the needs of Annapolis' small businesses during this unprecedented time. The outreach included both surveys crafted to identify the depth of the challenges facing our businesses and broad-reaching meetings held with each industry sector. Dozens of meetings (video) were held on a continuing basis with several hundred participants to identify immediate needs and share critical information:

- State-wide and national Industry experts from retail, hospitality, lodging, restaurant, maritime and non-profit associations shared their industry's recommendations for reopening
- Businesses during Phase I and Phase II of the recovery;
- Protocols and Guidelines for customer and employee protection were distributed to all businesses;
- Financial advice and support with grant applications was offered to all businesses;
- State and local 'Stimulus Package' and incentives were identified for all sectors;
- A Marketing and Messaging Strategy to bring customers back to Annapolis was crafted; and,
- Flexible approaches to enable retailers/restaurants/lodging industry to reopen during Phase II were identified and implemented; and,
- These meetings have provided an ongoing forum for all businesses to work together with the City as they seek support, solutions and flexibility in this time of crisis!

## Actions

Although partial reopening has begun under Phase II, the challenge for the City and its' businesses is to create a sense of confidence for residents and visitors alike to return to shop, eat, stay and recreate in Annapolis. This unprecedented situation affords the City an opportunity to create a unique and inviting environment where customers can feel safe while enjoying themselves in Annapolis.

Based on ideas/recommendations from the Launch and Reopening Subcommittees, the City established Recovery and Reopening Districts throughout Annapolis to offer flexible, outdoor space for all businesses and restaurants during Phase II of the COVID 19 reopening. These districts, established under the City's COVID 19 Emergency Order, offer options for businesses to establish:

- Recovery Zones with outdoor dining, events and festivities;
- Outdoor dining/retail displays on private parking lots; and,
- Outdoor dining/retail displays on City-owned property.

These Recovery Districts and Recovery Zones have 'jump started' Annapolis' recovery by bringing local and regional customers back to Annapolis to enjoy our City's welcoming and safe environment!

Each of the subcommittees has identified immediate actions necessary to support their members during Phase II of Annapolis' Reopening. We all owe a debt of gratitude for the tireless efforts these subcommittees have undertaken as we move forward together to Reopen Annapolis!

# Launch & Reopening Committee: Local Lodging Subcommittee Report

## Membership

Cory Bonney, Co-Chair  
Marty Etzel, Co-Chair  
Elizabeth Joyner

## Purpose/Objective

To bring together all representatives of downtown Annapolis lodging (includes large hotels, B&B's/small inns and property managers of Short Term Rentals) to identify and recommend measures, actions and incentives to help lodging industry in Annapolis sustain their business through the effects of the pandemic and eventually recover their significantly reduced revenues.

## Situation

Lodging will be last industry to recover as travelers need:

1. Personal confidence for overnight travel - will come with decreasing numbers, testing, etc.
2. Where to go - depends on what is open, availability
- 2a. Personal safety
3. Where to stay

In addition, local pricing is drastically affected by loss of wedding business – this was baseload business for every weekend, particularly May to October. As a result, pricing is much lower now with much more supply of rooms

## Impact: Revenue losses (approx.):

March: 60-75%  
April: 85-100%  
May: 75-85%  
June: 40-60%  
2020: ??

## Committee Outreach

### Committee Meetings-Calls to constituent/member groups citywide

- April: 1-1 phone calls at beginning of the task force efforts - informal conversation
- All hands calls May 4 and June 2
- Committee calls and communications - ongoing

### Informal Surveys

- Gathered needs and recommendations

## Speakers/Experts

- Amy Rohrer - Maryland Hotel & Lodging Association - status state task force, national safety initiatives
- Chris Zindash, VP Sales, Travel Click - Status of Lodging Industry and Outlook - National & Local Resources - AHLA (American Hotel & Lodging Assoc), CDC Guidelines, EPA & OSHA Guidelines, Ecolab cleaning resources

## Help requested from Members-grants, supplies

- The sub-committee have urged all lodging in town to outline the steps they are taking to ensure safety of their guests, in conformity with CDC , EPA & OSHA recommendations along with industry best practices
- No direct help for materials requested from other hotels/lodging

## Sub Committee Immediate Actions

### Recommendations

- Creating Confidence: making Inns safe: All lodging should develop their practices and communicate it to their guests in all channels - web, social, reservation systems, check-in, during the stay
- Best Practices
  - Cleaning & Disinfecting: Rooms, public areas, food & beverage
  - Guest experience: Check-in, In-Room adjustments, food service
  - Communications, Staff Training, Signage,
- Messaging/Marketing
  - Convey confidence of cleanliness - reduce guest concern
  - Proactively address & demonstrate safety measures
  - Inform of best things to do - Activities, restaurants etc. "Open for Business"

### Most Urgent Needs

- More things to do! Relax state & county restrictions! Indoor dining, greater capacity on boat trips, museums etc. (City Dock packed and unsafe because nowhere else to go)
- "Recovery Zones" are brilliant but need more frequent outdoor dining (Wed - Sun),
- USNA closures hurt significantly. Please keep this until phase 3 and even better, make it permanent. HOWEVER, there is currently no promotion of overnight stays or listing of lodging.
- Strong & frequent marketing message to promote overnight stays - stayers spend significantly more than day trippers
- Flexibility to increase revenue with guests – sell wine/drinks/meals (Teas, meals etc.). We're already health inspected!
- Advice on hold harmless clauses to use  
Directional signs on Rowe Blvd to guide visitors to garages – reduce searching gridlock  
Enhance look of downtown as pleasant & attractive (flower baskets etc.)

### Phase II Actions

- Equipment seems ok – aware of AAEDC grants, very helpful!
- Very concerned about getting thru winter, paying all bills especially property tax, mortgage, rent

## Sub Committee Recommendation for Ongoing Support and Actions

### Continued Outreach

- Monitor occupancy, revenue, trends

### Incentive/Stimulus Actions required from State/County Government

- Reconsider all event cancellations - if thousands can gather in protests, why can't we figure out ways to safely conduct events
- City & AA Co needs to finalize collection of hotel tax from 3rd party platforms (AirBnB, Expedia etc.)

### Recommendations for the Fall /Winter 2020-2021

- Stop cancelling events and evaluate closer to the date (within contractual considerations)
- Remove Boat Show/Commissioning week exemptions for city registration/ hotel tax collection
- Planning & Zoning/ Permitting regulations & interaction are challenging, paper based, not responsive or pragmatic - can convey details in another setting. )Most common reply across all lodging types).
- Rentals/ small lodging: Less frequent inspections, finish audit of platform properties, need density regulations

### Checking back to measure the need in the Fall

- Updated financial forecast

# Launch & Reopening Committee: Retail Subcommittee Report

## Membership

Zia Boccaccio, Co-Chair  
Teresa Williams, Co-Chair

## Background

Resolution R-25-20 was introduced by Mayor Gavin Buckley, Alderwomen Rhonda Pindell Charles and Elly Tierney in order to create the Small Business Recovery and Reopening Task Force. This Task force was commissioned to focus on the challenges facing Annapolis' businesses during the COVID 19 Pandemic, and to identify sources and tools to support those businesses as the City reopens for business. The Task Force includes a Reopening Committee to assist existing Annapolis businesses with a safe and successful reopening. The Retail Sub-Committee, chaired by Zia Boccaccio owner of Alpaca International and Teresa Williams owner of Gateway Florist, was tasked with reaching out to small retail businesses throughout the City in order to address the many issues and concerns facing the retail industry in Annapolis.

## Committee Outreach

The Reopening Committee and the Retail Subcommittee reached out to hundreds of Annapolis businesses to understand the most urgent needs facing brick and mortar owners in Annapolis. This extensive outreach took place through a public platform on social media and through numerous Zoom meetings which included City, County and State Officials, Cailey Locklair, President of the Maryland Retailers Association and retailers throughout the City. The initial meetings were structured to learn how the City could best assist these businesses during Phase I and Phase II of the Reopening. Businesses were put in contact with industry and government experts who could assist in financing and grant requests, and resources were identified to offer the businesses the essential PPE equipment.

As the City entered Phase II of the Reopening, the Retail Outreach Meetings focused on actions to support the businesses as they reopened under limited capacity restrictions. Actions were taken to enable businesses to use outdoor public spaces for their customers through the creation of Recovery Districts and Recovery Zones Citywide. These Districts offered businesses the ability to use parking spaces for commerce or to form a Recovery Zone with streets serving as open retail markets with dining. The successful actions of other localities as well as the recommendations from both the National and Maryland Retailers Associations were shared with all the retail businesses.

## Actions for the Reopening and Stabilization Phase

This phase focused on developing "Best Practices Guidelines" for use by all retail businesses to ensure their customers that their business was a safe place to visit. These strategies provided the framework for retail businesses to incorporate and adapt to the 'new normal', as Maryland moved to Phase II of the reopening plan. Recommended actions for retail operations include:

- Post clear and polite signage advising customers to not enter the store without a face covering
- Establish a visible hand sanitation station

- Evaluate Floor plans to mitigate congestion
- Encourage touchless payments
- Train employees on the proper responses to customers who challenge social distancing
- Employees should be trained to understand current COVID-19 workplace guidelines such as hand hygiene and cleaning protocols
- Communicate commitment and care for customers by displaying signage that shows compliance
- adherence with the CDC's recommendations

## Messaging and Marketing

Goal: Maintain market awareness for local business, and drive increased foot traffic to the small retail Establishments.

Message: "Retail is Now Open-Support Your local Merchants"!

Distribute press releases to local and regional media:

- Include Safety Precautions as advised by the health department into the messaging, customers must know that is safe to comeback to shop;
- Buy localized advertisement in local press, digital media, the Visit Annapolis website and the Naval Academy Community Relations Media; and,
- Increase brand presence in regional publications including through Visit Annapolis.

Target Audience:

- Local-Annapolis area, Severna Park, Eastern Shore, Crownsville, and Crofton;
- Regional –Baltimore, Washington D.C., Northern Virginia and Pennsylvania;
- Weekend and one day travelers; and,
- Restaurant and lodging sectors-consolidate messaging with them.

## Recovery Phase

This phase will focus on increasing business to the area, creating events that will generate foot traffic with a sound marketing plan and strategy. Several business areas throughout the City have asked the City to establish Recovery Zones in order to create an active and festive environment for locals and tourists alike to shop, dine and enjoy! Other recommended actions to support businesses during the recovery include:

- Continue free parking in the city;
- Offer designated or drop-off/pick up spaces for retailers;
- Installation of sanitation stations in different parts of the city;
- Main Street and City Dock should be cleaned daily-a clean environment is vital to regain public confidence;
- Install directional signage for cars as well as foot traffic to direct customers to each shopping area or recovery zone;
- Install clear directional signage to parking garages including user friendly apps for visitors to locate available parking;
- Minimize panhandling, loitering and public disorder in our retail business districts;
- Encourage businesses to paint and refresh store fronts and to plant flowers;

- Adopt a hanging flowers program to beautify the streets. This could be converted into a city contest event;
- Offer a concierge service to shoppers who are shopping and dining in the evening; and,
- Encourage businesses to have unified Hours of Operation to create certainty and predictability for customers.

## Events and Marketing the Recovery Zones

“Dining Under the Stars”: Retail will actively support this program with the understanding that the event name will become “Shop and Dine Under the Stars.” The inclusion of the shopping component to the name is extremely important, otherwise traffic will only benefit the restaurants and be a detriment to retail operations due to the closure of the street.

There is an initiative from the street Recovery Zone captain to make this a weekly event:

- Create a shopping event exclusive to retail similar to Midnight Madness;
- “Shop & Dine Under the Stars” weekends will show the return to business therefore we need to develop a unified marketing plan, target audience and promotional strategies;
- Advocate for business fees for permits to be waived at this time; and,
- Advocate for continuing free parking

NOTE: This committee is not supportive of adding third party events or pop-up shops that might compete with the interest of brick-and-mortar operations.



# Launch & Reopening Committee: Restaurant/Bar Subcommittee Report

## Membership

Richard Franyo, Co-Chair

Keith Jones, Co-Chair

## Committee Purpose & Objective

The purpose of this subcommittee was to assist the City's restaurants and bars navigate through the shut down and reopening phases associated with the Covid-19 pandemic.

## Committee Outreach

We reached out and were in constant communication with the Marshall Weston, Jr., the President of the Restaurant Association of Maryland (RAM) who also chaired the Governor's Restaurant & Bar Advisory Group. Our committee held two very important and extremely well attended peer to peer networked work session video meetings with members of the Annapolis restaurant and bar community.

During the first meeting the RAM President briefed us on what we should expect and the potential timing and conditions of reopening. We were also updated regarding the work that the National Restaurant Association was doing in trying to modify the terms of the SBA Paycheck Protection Program (PPP) that didn't work for bars and restaurants since they were all closed. We also discussed other Federal, State and County financial support loan and grant programs. Fortunately, we had nearly 70 bar and restaurant owners and general managers attend the virtual meeting. During the call we also discussed our initial thoughts surrounding reopening with new health and safety related best practices. Further discussions included the current state of our carryout business and any potential problems arising from carryout beverages.

During the second meeting, attended by 91 owners and general managers, again the RAM President briefed us as to his forecasted reopening schedule-now nearer term. He also again reviewed the work that our national association was doing to modify the terms of the PPP program. We had another guest speaker, Paul Broccolina who is a Regional Vice President of Landry's Inc., the parent company of the Chart House Restaurant. Landry's had done extensive work at the corporate level on restaurant best practices for health and safety within the Covid-19 environment. Mr. Broccolina reviewed these corporate restaurant best practices in detail and shared a large package of corporate guidelines, forms, and instructions for reopening. After the dissemination of this information, we received numerous emails and calls from bar and restaurant owners expressing their appreciation for this valuable resource. In fact, many said they were going to use the Landry documents as a template for their reopening procedures.

Also, over this period our committee had many one on one calls with restaurant/bar owners answering questions about the State/County/City rules for carryout rules/issues and reopening.

## Recommendations & City Implementation

As Co-Chair of the Small Business Recovery Task Force and Co-Chair of the Restaurant & Bar Subcommittee I presented to City Council the need for restaurants to have the ability to have Dining Under the Stars and outdoor dining in contiguous spaces. I also advocated on behalf of the establishment of Recovery Districts and Recovery Zones. These areas would close streets to vehicular traffic and allow restaurants and retailers to utilize sidewalks, parking spaces and streets for an outdoor dining and shopping experience. Given the inability at the time of restaurants and retailers to have customers inside their establishments due to health and safety concerns, this seemed like a welcome alternative once it was enabled by state policy. I am happy to report that the Recovery Districts and Recovery Zones were supported by the Mayor and created across the city via executive order.

The committee then worked with the City in establishing procedures for Dining under the Stars and outdoor dining approvals and compliance. We helped to develop the form that each business would submit to the City for outdoor dining approval and helped develop the roles of the Business Associations in their Recovery Districts and Zones.

Representing the Restaurant & Bar Subcommittee I attended the City Council Work Session presenting the agreed upon approval procedures for outdoor dining. During the approval process we again took many calls from restaurant owners to interpret the City's rules and procedures while also suggesting best practices. Now that we have reopened inside and outside, we continue to be the informal hotline for questions and issues.

Since restaurants can only have 50% of their seating inside with no standing bar patrons, for them to be viable they will need to have some sort of outside dining until we enter Phase 3, most likely in 2021. We will need to be the liaison to the City over this period.

Our committee will have future peer to peer group sessions as we move through this Phase 2 period-before the Fall. As weather gets cooler in the Fall, we need to have discussions as to the continuation of outdoor dining and help our businesses come up with creative marketing ideas. We will also need to help them understand the PPP program reporting to get the maximum amount of their loan forgiven as we get closer to the end of the 24-week loan payback term.

## Recovery Zone/Recovery District Update

I made calls to about a dozen leading restaurants and bars in the City during this week of June 22<sup>nd</sup> to discuss how they are doing and specifically what their levels are compared to 2019. Their results vary greatly. One restaurant that has a good layout for distancing inside and has cuisine that is more oriented to inside dining and very little bar business is doing 80-85 percent of 2019 levels. On the other end of the range several more bar and late-night eating and drinking oriented places, even with some outdoor tables, are just doing 40-50 percent of 2019. They sorely miss the patrons who would be standing at the bar several deep up to 2 AM. We must worry about the sustainability of their operations at these levels especially once they use up their PPP loan money and at lower winter levels of business. The outdoor dining is greatly helping most restaurants/bars. For example, outdoor dining around Market Place in good weather is doing very well as is dining in non-downtown restaurants who moved tables into their parking lots. It's clearly too early to tell but we will need to monitor certain food service operations that are being especially hard hit by the distanced and no bar requirements. We should be

proud of the City's procedures to expedite sound outside dining approvals. With inside dining restrictions few of our restaurants would be viable without moving operations and tables outside.

We will also need to monitor any potential closure of restaurant/bar businesses. Feedback from many restaurants/bars in the City that the support they received from the committee and the task force was unprecedented and much appreciated.

# Launch & Reopening Committee: Maritime Subcommittee Report

## Membership

Susan Zellers, Chair  
Chris McCleary  
Mike Tomasini

Annapolis Business Owner Consultants:  
Desiree Bell, Mears Annapolis Marina  
Alex Berg, North Point Yacht Sales  
Mary Ewenson, SpinSheet/PropTalk  
Rod Jabin, Bert Jabin's Yacht Yard  
John Norton, Annapolis Harbor Boatyard  
Dan Roche, Eastport Yacht Center  
Scott Tinkler, Port Annapolis Marina

## Review of Best Practices

Prior to the call, the group reviewed the previously published 'Best Practices for Marinas during Covid 19' document from the Marine Trades Association of Maryland. This document was developed by a group of Maryland marinas participating in the Governor's Reopening Committee for Tourism. The Best Practices for Maryland Marinas include:

- Rules for restricting human-to-human contact
- Operational procedures for marinas
- Employee guidelines
- Boating guidelines (Safe Boating graphic is available on [MTAM Website: https://mtam.org/coronavirus/](https://mtam.org/coronavirus/) under Industry Resources.



Google meet on May 7<sup>th</sup> included an introduction by Eileen Fogarty and Susan Zellers followed by input from those on the call. Everyone was asked to submit suggestions on how the City of Annapolis might assist maritime businesses.

## Findings

To date, the group asked that the City explore the following:

- Protocols for opening swimming pools. City has public pools, what protocols do they expect to require. Following the Governor's announcement and protocols provided on May 27<sup>th</sup>, swimming pools were prepared to open on the 29<sup>th</sup>. Due to the requirement by AACo to inspect pools before opening, inspections will start June 2 and hopefully be completed by Friday the 6<sup>th</sup>.
- Temporary structures allowed as annexes to other buildings in order to accommodate social distancing requirements. Restaurant seating and expanding work areas so technicians can remain apart are a few examples. City has developed permits for these structures. Link to permits was distributed to MTAM database of Annapolis maritime businesses. Link: <https://www.annapolis.gov/DocumentCenter/View/362/Tent-Stage-or-Other-Temporary-Structure-Permit-PDF>
- Relax the zoning with regards to how marinas use their parking lots. For example, Mears has more than 250 parking spaces and would like to avail parking to the Maritime Museum for their special events in our off season, September – April, or to Midshipmen, which helps keep them from taking up parking around Eastport streets or to the neighborhood in a big snow storm to help clear the streets more efficiently. Apparently, a local car dealer approached Mears during their off season to park a surplus of cars there for a short time, but the City code wouldn't allow it.
  - *Eileen to set-up meeting with City Manager in early June.*
- Revisit restaurants in the zoning laws for the maritime zones. To preserve maritime, attach seating numbers to number of slips.
  - *Eileen to set-up meeting with City Manager in early June.*
- Revisit varied uses in maritime zones. All marinas reported a shortage of maritime clients for their office space. As maritime uses aren't the only small businesses that need preserved, is there a way to expand to other 'small business' uses.
  - NOTE: Marine Trades Association of Maryland worked to pass a bill that expanded the definition of 'working waterfront' to include marinas and boatyard. The law authorizes local governments to grant a tax credit against property tax imposed on certain waterfront. [http://mgaleg.maryland.gov/2009rs/chapters\\_noln/ch\\_297\\_sb0644t.pdf](http://mgaleg.maryland.gov/2009rs/chapters_noln/ch_297_sb0644t.pdf) As a result, the City could grant a tax credit to maritime uses thereby allowing property owners to realize the same from maritime or higher paying renters.
  - *Include in meeting to be set-up with City Manager by Eileen.*
- We understand that the City Harbormaster Pump-out boat is still not in use. How to get this solved?
  - Maryland Department of Natural Resources could provide \$4 additional per hour for 'hazard pay'.
- Marketing of Annapolis as a destination to boaters from all over the State.
  - Immediate redistribution of articles from SpinSheet publishing. Example here:
    - <https://www.spinsheet.com/cruising/10-reasons-cruising-sailors-love-visiting-annapolis-boat>
  - Through City Dock Action Committee, Gary Jobson was on our Maritime Subcommittee and is the current Chair of AAACVB Board. We are exploring funding of kiosks that

'catch and release' visitors to all of our maritime businesses that allow them to touch or get out on the water.

- To support downtown restaurants local marinas will promote dinner on your boat at the City Dock.
  - Harbormaster confirms that a slip can be had for as little as 1 hour and \$10 rental fee. Restaurants can market that they will bring meals to the boats. Marinas have the benefit of people using their boats. *Cleared and put into play with Harbormaster, 5/22.*

# Launch & Reopening Committee: Minority & Women Owned Business Subcommittee Report

## Membership

Angela McKay, Co-Chair  
Walter Vasquez, Co-Chair  
Stephen Rice

## Committee Purpose & Objective

This committee was created to evaluate the needs and concerns of the minority and women owned business community in the new Covid-19 economy. The committee also sought to provide access to value added information and best practices that would help this community. Finally, the committee worked to solicit recommendations on how the City of Annapolis and its sister governments could support the minority and women business community's future growth.

## Committee Outreach

The committee conducted three industry calls with minority and women owned business community members to investigate business concerns, share best practices and solicit feedback for potential policy ideas. This feedback was needed to inform the committee recommendations.

- a. The first industry call was designed to survey the Minority Small Business Recovery Task Force members to get a better sense of challenges unique to the minority business community.
- b. The second industry call was with Hispanic business owners to find out how the city could be more supportive of the Hispanic business community. We partnered with Alderman Marc Rodriguez and Marisela Villamil, Senior Business Consultant at the Hispanic Business Center on this initiative. The Hispanic Business Center is a part of the Maryland Small Business Development Center at the University of Maryland. The discussion was meant to help our task force and city support the growth and sustainability of Hispanic businesses.
- c. The third industry call was done with African-American barbershop and hair salon owners. Partners for this call included Alderwoman Sheila Finlayson, Alderwoman Rhonda Pindell Charles and Delegate Shaneka Henson. The session featured Ms. Lisa Lane-Treadwell who shared new Covid-19 beauty industry best practices and answered participant questions. Ms. Lane-Treadwell has been in the beauty industry for nearly 40 years including over 30 years in the Annapolis community. Ms. Lane-Treadwell has served as Cosmetology Instructor at Anne Arundel Community College and she has authored two bills that were passed into law by the Maryland General Assembly. Ms. Lane-Treadwell serves on the Maryland State Board of Cosmetology and the Professional Beauty Association Advisory Council. We were very fortunate to have her expertise for this call.

## Recommendations (Immediate)

1. The African-American business community in Annapolis should come together and form an African-American Chamber of Commerce to facilitate organizing and advocacy.
2. This Hispanic business community in Annapolis should come together and form an Hispanic Chamber of Commerce to facilitate organizing and advocacy.
3. The City of Annapolis should investigate the possibility of promoting a “Did you know...” safety campaign to highlight the things that Annapolis barbershops and hair salons are doing to keep their customers healthy and safe.
4. Working with Anne Arundel Economic Development Corporation (AAEDC), the Small Business Development Center, Latino Economic Development and other partners, Annapolis Economic Development should re-launch for a virtual environment its “How to Start a Business” workshops for Hispanic entrepreneurs.
5. Annapolis Economic Development should work with its various economic development partners to launch business development workshops for African-American entrepreneurs.
6. Annapolis Economic Development should encourage AAEDC to enable Spanish speaking residents to have access to their various online financing programs through Spanish translation.

## Recommendations (Long Term)

1. The City of Annapolis should seek to develop a Disadvantaged Business Enterprise (DBE) program with an established annual goal for city purchasing participation.
2. Annapolis Planning & Zoning should hire a Spanish speaking Business Navigator to advise Spanish speaking entrepreneurs on the various city processes for permits and licenses.
3. Trakit, the online city permit tracking system needs to be accessible in different languages (including Spanish).
4. The City of Annapolis should work diligently to simplify its permitting and zoning rules to make it easier for new and existing businesses to start and grow businesses in the city.

## Conclusion

According to the National Bureau of Economic Research, the number of active business owners nationwide fell by 22% in recent months due to the impacts of Covid-19. However, the drop in the African-American community was 41% and the drop in the Latino business community was 32%. Covid-19 has had a disproportionately negative impact on minority owned businesses. This is compounded by the fact that the virus has hit the minority communities especially hard from a health standpoint as well. Higher rates of infection, death and business failure combined have made minority communities particularly vulnerable. Working together the city and its partners can help to provide access to opportunity for minority and women business owners that are in a desperate struggle to survive.



# Launch & Reopening Committee: Nonprofits Subcommittee Report

## Membership

Robert Clark, Co-Chair  
Mary Spencer, Co-Chair  
David Read Barker  
Cheryl Hickox, volunteer member  
Joann Vaughan

## The Purpose of the Nonprofit Subcommittee

The committee is charged with coming up with suggestions to help the nonprofit community make up fundraising gaps given anticipated shortfalls in philanthropic and individual giving.

## Subcommittee Outreach

- *Committee Meetings-Calls with focus groups representing nonprofits citywide*
- *Electronic Communications with nonprofit leaders*
- *Individual Conversations with nonprofit leaders*
- *Participation in briefing calls and coordination with other subcommittees under the SBRTF Umbrella*
- *Requests for advocacy from governmental agencies*

Technically, the “nonprofit community” can be defined as those business entities incorporated as a nonprofit corporation through the MD Department of Assessments and Taxation and operating under IRS determination letters defining them as a 501(c) organization. The IRS has created 29 categories of 501(c) organizations, including: 501(c)(3) Religious, Educational, Charitable, Scientific; 501(c)(4) Civic leagues: social welfare for the common good; 501(c)(6) Business leagues and trade associations; and 501(c)(7) Social and recreational clubs. Although all of these forms of nonprofit organizations are well represented in Annapolis, the Subcommittee focused its work only on 501(c)(3) public charities, which are what most people think of as “nonprofits.”

The Nonprofit Subcommittee immediately discovered that there is no comprehensive registry of nonprofits (public charities) for either the City of Annapolis or Anne Arundel County. Unlike for-profit small businesses in Annapolis, which are thoroughly enumerated and reasonably well-prepared to participate in recovery processes through their neighborhood business associations, nonprofit small businesses are much less well identified and understood, and they have no experience of acting collectively in the City of Annapolis context. One possible reason for the lack of a handy Annapolis nonprofit directory is that they provide very little revenue to the City because they are tax-exempt, by virtue of being 501(c) corporations.

Approximately 120 leaders of nonprofit 501 (c)(3) organizations were contacted and informed about the SBRTF via email. The distribution list was provided by CFAAC through access to their most current database of nonprofits. Broad city-wide participation on two Focus Group calls was encouraged. Participants on the calls held on 5/19 and 5/22 included nonprofit leaders, program managers, and development staff. The Focus Group calls discussed the answers to the following questions.

Approximately 40 nonprofits participated in the calls and another dozen wrote email answers to these questions:

- Your nonprofit's most urgent needs
- Plans to address your employee well-being concerns
- Factors that are affecting your organization's ability to continue to serve your constituents
- Impact of COVID-19 on events/activities to support your organization
- Economic impact of COVID-19 on your programs and services
- Ways in which the city can support your work

The Subcommittee found three key distinctions between for-profit and non-profit small businesses: (1) For-profit small businesses depend almost entirely on paid staff, but nonprofits depend heavily on volunteers who typically are retirees and therefore themselves more vulnerable to covid-19; (2) For-profit small businesses aim at customers with money to purchase goods or services, whereas nonprofits typically are oriented to serving specific “needy” populations; and (3) nonprofits typically depend on gifts from donors whose available cash has been used first to satisfy their immediate needs and wants in the for-profit marketplace, therefore putting them in second-place.

Each of these findings point to an urgent need for greater attention to nonprofit small businesses.

## Recommended Immediate Actions

The Nonprofit Subcommittee notes that the recovery measures announced on 31 May focus on establishing recovery districts and recovery zones located within the recovery districts, intended to support restaurants and retail establishments. Because the City of Annapolis has no nonprofit registry or database, and no staff with responsibility for nonprofits, these recovery measures are unlikely to benefit nonprofits, which have as yet had no input into their planning or promotion.

On May 27, the Maryland Nonprofits Standards for Excellence Institute published a [Sample COVID-19 Back-to-Work Checklist](#) that is recommended as an authoritative statement. It is attached as an annex at the end of this report.

Recommendations for Immediate Actions:

1. Appoint a city liaison to nonprofits, perhaps a staff member in the Economic Development Office
2. Create an up-to-date database of all city nonprofits to allow for the management and dissemination of information that is changing often
3. Inform nonprofits in each district about reopening plans so that nonprofits are included as an active part of recovery zones. Nonprofits should not be forgotten.
4. Provide unified and official information with clear direction and protocols for reopening and possible closing – immediate, short term and long term. “Planning gives people hope. There is a sense of despair and we need to offer hope.”

5. Ensure the safety of nonprofit staff and volunteers by supporting their need to find PPE and reopening supplies quickly and affordably.

## Recommended Ongoing Support and Actions

### ***Overarching Recommendations***

- *Encourage collaboration*
  - *Create new funding opportunities*
  - *Support the development of virtual engagement*
  - *Develop best practices for in-person gatherings*
  - *Design a robust reopening strategy and marketing campaign*
  - *Strengthen advocacy messaging*
1. Establish a **City Commission on Nonprofits** that follows other established City Commissions structure
    - **Financial sustainability is in grave jeopardy**
    - Need solutions for payroll support beyond PPP timeline
    - Fundraising is stalled and Fundraising events have been cancelled due to social distancing.
  2. Provide guidance on best practices for structure of nonprofit events and funding support for outdoor programs which are deemed to be safer.
  3. Focus on communications and information sharing
  4. Need a mechanism to form an alliance for nonprofits in the city – a clearinghouse for good ideas would serve nonprofits well
  5. Create a Nonprofit webpage; need to get information out to nonprofits
  6. Create a Facebook page to allow for a repository of ideas
  7. Secure recognition by the city of their support for nonprofits who have a physical location in the city through the placement of visual signs throughout the city to direct locals and visitors to nonprofits (examples would be Maritime Museum, Maryland Federation of Art)
  8. Provide broad support for publicity and visibility through city communication channels. People can't help you if they don't know about you – what you do, where are you, and how they can help you deliver your mission.
  9. Sponsor an evening reception for nonprofits to meet and share ideas several times a year
  10. Small nonprofits need help with technology – the need for a digital presence is now exceeding available resources.

# Activities & Events Committee Report

## Membership

Raymond Crosby, Co-Chair  
Michael Hughes, Co-Chair  
Dani Bottcher

## Key Issues & Challenges

- Small businesses in Annapolis across all sectors are suffering due to COVID-19. Many remain closed or are operating at significantly reduced capacity.
- Consumer confidence is mixed about visiting retail, restaurant, hospitality, and professional service establishments. For many, especially older adults, health and safety concerns remain top of mind.
- Many major activities that drive the local economy- the Boat Shows, local arts and cultural happenings, holiday events- are either cancelled or are in question for the balance of 2020.
- As a premier tourist destination, Annapolis derives significant foot traffic and revenue from visitors, which will continue to be limited in the near term.

## Analysis & Imperatives

- Activities & Events should help increase support of ALL businesses across Annapolis. While downtown is the heart of the city, promotions should extend to key areas: Eastport, South Forest Drive, West Street corridor, and West Annapolis.
- Activities and their timing must be implemented in an agile fashion, responsive to continually changing dynamics and decisions made by the Mayor and federal, state and county policymakers.
- Any Activities & Events must put the public's health and safety first, and not detract or contradict efforts to practice safe distancing, proper use of PPE, limiting group gathering sizes, testing/tracing, and related policies to stop the spread.
- While the severity and fear of COVID-19 should not be minimized, messaging and activities should be positive, hopeful and get to the heart of supporting local businesses that ultimately contribute to the greater good of everyone in our community.

## Strategic Approach

Recommended activities/events should use a three-phase approach to support local businesses. The actual timing of these phases will need to be flexible and responsive to the Mayor's policies and overall status of COVID-19 impacts:

**Survive:** Immediate activities that can help businesses maintain their viability, support current operations, and plan for fuller reopening (July to September 2020).

**Strive:** Medium-term activities that can help businesses gain momentum and head toward full operating capacity and revenue generation (October 2020 to March 2021).

**Thrive:** Longer-term activities beginning in Spring 2021 that can help businesses flourish, driving higher customer counts and sales (April 2021 and beyond).

## Key Objectives

-Create a program of activities and events that generate stronger levels of consumer traffic, especially from local Annapolis residents in the near term.

-Develop an overarching, positive campaign theme to carry through all Activities & Events and other City outreach and promotional efforts being developed by this and other Task Force committees.

-Establish a city-sponsored presence on key social media channels to build an online community and promote activities (Facebook, Twitter, Instagram). Encourage local businesses to point to and share content from these channels to help deliver consistent messaging and stronger collective impact.

-Integrate with and promote activities sponsored by local community and business organizations such as the Eastport Business Association, West Annapolis Business Association, Downtown Annapolis Partnership, Annapolis Arts District, Inner West Street Association, SOFO, Annapolis Design District, Maryland Avenue & State Circle Merchants Association, Anne Arundel Chamber of Commerce, and others.

-Dovetail with paid media and promotion being planned by Visit Annapolis to attract day visitors and overnight guests.

-Continually promote ongoing activities and success stories to create positive news and momentum.

## Activities & Events Ideas and Recommendations

The Committee recommends developing a consistent, rolling calendar of activities and events to support small businesses through the Survive and Strive phases. The following are potential ideas for further consideration and integration with existing City programs such as Dining Under the Stars and Midnight Madness:

### Signage Programs

- Create standard storefront signage with a recognized, branded look to help local businesses indicate they are “open for business” and part of the campaign.
- Place major signs/banners at key destinations throughout the City (Rowe Boulevard, Forest Drive, Bay Ridge Avenue, top of Main Street, West Street Corridor) that promote events and activities, and invite consumers to follow the campaign’s social media channels for updates.

### **“Around Town” Festival & Outdoor Concert Series**

- Survey local nonprofits, business associations and cultural/arts entities to get a full inventory of activities they are currently or planning to implement. Then determine how these can be incorporated into a potential series of city-wide festivals in different areas.
- Hold an ongoing series of “mini concerts” that would be rotated at key locations and shopping hubs throughout the City. Kickoff the series with a special rooftop concert a la the Beatles final performance.

### **Dog Days of Annapolis**

- Create designated days and areas for dog-lovers to meet and mingle with their furry friends. These activities could include activities such as:
  - A dog walk map with check-ins for treats by visiting different areas of town
  - Dog demos (frisbee dogs / dock dogs / trick dogs)
  - Approach local pet stores or major pet-oriented brands to sponsor these events and provide giveaways

### **Slide the City**

Imagine the fun, cool feeling of seeing and sailing down a giant, portable water slide this summer at various points throughout the City near retail and restaurant establishments. Lines could easily be socially distanced, and people could pre-book specific times for their slide. A nominal fee could defray the costs. See example at [https://www.youtube.com/watch?v=fvvoVD\\_5PHE](https://www.youtube.com/watch?v=fvvoVD_5PHE)

### **Paint the Town Navy Blue & Gold**

For the Navy vs. Notre Dame football game to be held over Labor Day weekend, call on all Annapolis citizens and small businesses to show their support for the blue and gold by wearing the colors, decorating their storefronts and more. Local restaurants could offer “Blue & Gold” dine-in and take-out specials, local business districts could set up block parties with cornhole tournaments and wide-screen TVs, and the City could hold a “Touchdown on Main Street” pep rally with a guest speech from Coach Ken Niumatalolo.

### **Crab Cake Wars**

- Hold a contest where local restaurants compete for the title of “Best Crab Cake in Annapolis.” This could be held on a single day or weekend. It could also be set up more like a “March Madness” style tournament held with different restaurants going head-to-head each week, with a champion crowned at the end.
- Restaurants who don’t normally have crab cakes on their menu could be encouraged to participate and all restaurants would be encouraged to be creative.

### **Pumpkin Walk & Mask-erade Contest**

- To celebrate Halloween COVID-19 style, local business districts throughout the city could hold a special night for families that could feature:
  - A socially distanced-walk to see and judge creatively carved pumpkins (a Halloween version of May Baskets). Or 5 giant Annapolis-themed pumpkins could be carved and placed around the City everyone would be invited to visit and snap photos with.
  - Kids would be encouraged to dress in their costumes and ‘spooky’ reminders could be posted throughout the areas on staying 6 feet apart and wearing masks
  - All would be invited to decorate their mask and enter the “Mask-erade” contest to win prizes

### **Silver Shopper Experiences**

- Given that Annapolis’ older population has strong buying power but greater health concerns, consider holding special shopping events for those 65+ with stores perhaps opening an hour or two early. The City could work with senior living communities who frequently transport their residents to events. These could potentially take place over several weeks, with designated days/different sections of town:
  - Monday: SOFO; Tuesday: West Annapolis; Wednesday: Downtown

### **Health for All Screenings**

Special sites could be established at key destination points in the City to provide rapid Covid-19 Antibody or Antigen tests (through funded or sponsored resources). These testing sites would be control accessed and centered in or around retail or restaurant locations to further encourage people to shop or dine. The sites could also be selected to help engage higher-risk populations, underserved communities, church groups or other important audiences.

### **Annapolis Kid Nights**

Expand on the Dining Under the Stars concept by creating family-friendly evenings possibly held on Mondays or Thursdays. Could feature carnival games and contests, face painting, balloon artists. Restaurants could opt in to make a “Kids Eat Free” or special discount/meal offer. Alcohol-free zones could also be incorporated.

### **Spread the Love Walk (with six feet of distancing)**

- Mobilize local residents to show unity and some love towards local businesses and employees by creating a 3-mile walk that would end at the City dock or other destination where a special concert could be held. If possible, this could be used as a fundraiser to support ongoing activities. Walkers could be given a special, branded 6-foot walking stick to make sure social distancing is kept.
- This could generate significant news coverage and clearly say “Annapolis is open for business.”

### **Recovery Zones**

Consider renaming these “Recharging Zones,” “Energize Zones” or “Power Up Zones” to have a more positive spin, and promote the specific days/hours and locations for these sites.

## Summation and Staffing Consideration

A select number of these initial ideas and others from different Task Force committees should be integrated into a cohesive marketing plan to generate more consumer traffic and revenue to support Annapolis' small businesses and the overall local economy and tax base.

Given the level of importance of this initiative, and the number of events and promotions needed to carry out a successful, long-term campaign, the Committee recommends the City strongly consider hiring a full-time staff member for a 12-18 month period to help lead and implement this effort. We look forward to further reviewing and refining our Committee's recommendations and ideas to best support the Task Force's overall goals and objectives.



# Intergovernmental & Advocacy Committee Report

## Membership

Sheila Finlayson, Co-Chair  
Joe Rubino, Co-Chair  
Mike Tomasini, Co-Chair  
Jennifer Balducci  
Joe Gormley  
Tara Stout, volunteer member  
Chuck Walsh

Many committees/reports provided their recommendations with considerations of ease of implementation (short term vs long term or within City authority vs requires County or State legislative action). Other considerations included cost (low vs high), and payback (large broad benefit vs smaller/narrow benefit). Following is a broad summary of recommendations/actions.

Several overarching themes come through most committee feedback:

### **Communications:**

- **Business to business communications is important**, including best practices, adaptations; some committees have already produced best practice advice and posted it online.
- **Expert communications and business counseling is needed** – advice on legal issues including hold harmless clauses/liability, business advice, loan opportunities/application processing; some committee members have already posted information and have volunteered to help maintain online updates.
- **City to business & City to resident communication** – the City needs to maintain robust communications with the business community for upcoming status of recovery zones, road closures, sidewalk adaptations, rerouting of traffic, rules and requirements. Many businesses feel surprised by changes that occur on their street without notification.

### **Marketing:**

- Business associations and the City should aggressively market that Annapolis is open!
- Marketing should reach local residents, regional residents, and overnight visitors; Advertising should include published material, radio, and an online presence.
- City must push public information on parking availability and location with physical directional signage for approaching visitors and easily accessible online information for visitors.

### **Permitting:**

- There is a persistent sense from business focus groups that permitting within the city tends to be slow, tedious, and difficult. Existing businesses feel frustrated, and there is a broad expectation that this sense is a disincentive for new business opportunity. This could be a crucial detriment during the pandemic as existing businesses struggle and vacancies become even more challenging to fill.

## Draft Actions/Recommendations List

**NOW:** (feasible and impactful) many of these recommendations have been or are in the process of being implemented.

- Establish a centralized advisory resource access point, including: Legal (hold harmless issues etc.), Financial (availability/application for loans, best practices), Marketing (ecommerce, post-reopening growth), etc. via an online presence and provide continued oversight/advice on an ongoing basis (City has initiated this in coordination with the Task Force.)
  - Continued oversight by Business Advisory Committee.
    - Produce /Distribute press kit, “Helping Local businesses”
    - Maintain tools/access on City web site.
  - Continued oversight by Lodging Committee
    - Develop/share best practices among establishments.
    - Message/marketing to emphasize cleanliness, safety measures and activities, including business/restaurants open.
  - Continued oversight by Intergovernmental & Advocacy.
    - Joe Gormley has provided online access to legal advice.
- Establish Recovery and Reopening Zones throughout Annapolis to provide flexible outdoor space for all businesses. (City has initiated this in coordination with the Task Force.)
  - Utilize for ongoing events/festivities.
  - Activate private parking lots as applicable with events/activities.
  - Activate city owned property as appropriate with events/activities.
  - Allow for eased enforcement of Alcohol.
  - Promote sidewalk signs, banners, temporary signage.
- Wayfaring information to maximize visitor awareness of parking availability quantity and location. (City action.)
- Produce/Post polite signage advising customers to use face covering. (City/Business Association action.)
- Post hand-sanitizing stations. (City has initiated.)
- Continue free parking in the city. (City has initiated.)
- Offer designated or drop-off/pick up spaces for retailers; (Incorporated into recovery zones.)
- Allow temporary structures/tenting as annexes to other buildings in order to accommodate social distancing requirements. (City has implemented): [Structure-Permit-PDF](#) )
- Allow flexibility for businesses (retail, dining, marinas) use of parking lots and parking spaces.
- Messaging/marketing open for business, leverage USNA, Visit Annapolis website. Market to both local, regional, & weekend visitors. (City & Visit Annapolis action)
- Market Annapolis as a destination to boaters from all over the State. Ensure the City Harbormaster Pump-out boat is operating. Promote dinner on your boat at the City Dock.
- Promote shopping locally.
- Promote themes, "don't give up the ship" or "damn the torpedoes"
- Anne Arundel Economic Development Corporation (AAEDC), should promote small/minority owned business via chambers of commerce, startup seminars, Spanish language access & online materials. (County action)

- Dress up empty storefronts. Using local artists or artist group to creatively highlight local businesses and enhance virtual shopping efforts.
- Enhanced access to Public Restrooms. (City & County Action.)
- Establish set aside funds during city budget deliberations for task force initiatives. (City action)
- Maintain compliance with City special events legislation. (City action.)
- City/County coordinate availability of small business grants to City businesses. (County has implemented.)
- Reschedule demolition/construction of Hillman Garage to minimize negative impacts following reopening. (City is taking action.)

### Medium – Long term

- City & AA Co needs to finalize collection of hotel tax from 3rd party platforms (Airbnb, Expedia etc.) City/County Action?
- Planning & Zoning/ Permitting regulations & interaction are challenging, paper based, not responsive or pragmatic. (City Action.)
- Reduce reliance on GRUB-HUB/UBER EATS, develop “Annapolis to Go” app. Use licensed cab companies to deliver items. (Business association action.)
- Rent/Mortgage Freezes and Forbearance. (State action.)
- No unemployment penalties for employers who laid off workers due to COVID restrictions. (State action)
- Additional state and federal funding / relief efforts. (City, County, State?)
- State tax credits for transition to telework. (State action.)
- Temporary cuts / flexibility on payroll taxes, lodging taxes, admissions and amusement taxes, property taxes for small businesses and landlords. (Federal & State action.)
- Annapolis and Anne Arundel County should evaluate real property tax reductions / recovery funds that incentivize businesses to remain open and recoup the loss over time. The same policy could be used to incentivize new businesses to fill vacancies. And it would make it more palatable for landlords to offer rent reductions and abatements. (City & County.)