CITY COUNCIL WORK SESSION AGENDA

Economic Development/Recovery

COUNCIL MEETING WILL BE ONLINE ONLY

Due to the COVID-19 precautions, the Council Meeting will be held online and is planned to be cablecast on Verizon 21, Comcast 71 and 996 and streamed to www.greenbeltmd.gov/municipaltv.

Resident participation:
Please click the link below to join the webinar:
https://us02web.zoom.us/j/82516840816?pwd=VzdsMlBjdngxcG1aTlJvUVZLZHEwUT09
Password: 726041

OR

Join By phone: (301) 715-8592
Webinar ID: 825 1684 0816
Password: 726041

In advance the hearing impaired is advised to use MD RELAY at 711 to submit your questions/comments or contact the City Clerk at (301) 474-8000 or email banderson@greenbeltmd.gov.

Wednesday, July 15, 2020
8:00 PM

Work Session Packet

Economic Development/Recovery
Suggested Action:

Agenda

Introductions

Council Discussion

- Proposed Recommendations to Support Economic Recovery
- Summary of International Economic Development Council's *Leadership in Times of Crisis Toolkit*
    - Due to the size of the tool kit referenced, a link to the document is provided: https://restoreyoureconomy.org/clientuploads/2015/03/IEDC-Leadership-in-Times-of-Crisis-Toolkit.pdf

Questions and Answers

Other items
Proposed Economic Recovery Recommendations 7 9 20.pdf
IEDC Toolkit for Economic Recovery Resiliency Summary.pdf
GBIRF Memo 6 24 20.pdf
GBIRF Flyer English 6.24.20.pdf
Greenbelt Business Improvement and Recovery Fund Overview 6 22 20.pdf
Greenbelt Business Improvement and Recovery Fund Application DRAFT 6 24 20.pdf

Agenda Item No:

City Council Work Session Agenda Item Report

Meeting Date: July 15, 2020
Submitted by: Bonita Anderson
Submitting Department: Administration
Item Type: Work Session Item
Agenda Section: Work Session Packet

Subject:

Economic Development/Recovery

Suggested Action:

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Questions and Answers

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Attachments:

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City of Greenbelt
Proposed Recommendations for Economic Recovery

The below is an overview of proposed recommendations for short-term and long-term ideas as well as opportunities to support economic recovery in the City of Greenbelt.

Short-term (6-12 months)

- Business continuity planning resources for businesses
- Provide technical assistance
  - Provide one-on-one technical support
  - Business financing resources
- Connect businesses with city, county, state, federal and private resources
- Launch Greenbelt Improvement and Recovery Fund
  - Provide working capital assistance to support businesses in recovery and improvement efforts.
- Creation of Business Advisory Board
  - Local stakeholders that represent key sectors in Greenbelt.
  - Discuss challenges, share resources and ideas to support business ecosystem.
  - Formal structure for sharing business activities, opportunities and needs with City of Greenbelt.
- Promote local businesses
  - Share updates and information to community about business operations.
  - Create campaigns to encourage community to buy local (i.e. #ShopGreenbelt, #ShopLocal, #GreenbeltEats).
- Support resources for emerging businesses and entrepreneurs
  - Startup resources & trainings

Long-term (12-18 months)

- Strategic planning for disaster recovery
  - Opportunity to evaluate economic development objectives.
  - Target industries or clusters for sustainable business retention and expansion.
- Economic impact study
  - To help better understand sectors impacted and help future decision-making of response and recovery efforts.
- Develop and implement marketing strategy
  - Comprehensive strategy to promote city's assets to community, businesses and throughout the region.

Leadership in Times of Crisis
A Tool for Economic Recovery & Resiliency
Summary

I. Introduction

Whether the risk posed to a community is natural (e.g. earthquakes, hurricanes, flood, tornados, fires) or manmade (e.g. crime, chemical spills, industrial accidents) or economic (e.g. decline or closure of a major business or industry, military base realignment or closure, etc), every community is vulnerable to disruptions at one time or another. These disruptions can not only wreak physical damage to infrastructure and structures, but they can cause a lasting decline in the economy.

In disaster-impacted communities, EDOs are in a position to lead economic recovery efforts by helping local businesses respond to impacts on their employees, their facilities, their customers and supply networks. However, all too often, economic recovery efforts are plagued by reactionary activities rather than a planned and strategic response. The key to a more rapid recovery is to take steps ahead of time to ensure your organization can fulfill the needs of the community after any type of major incident. This toolkit will help you to set up a plan of action to be a resilient community, to respond more effectively to the economic aspects of disasters and to lead in efforts at recovery.

II. Disaster Risk Management

In 1979, the National Governor's Association described a four-phase model to help emergency managers prepare for and respond to disasters. These phases include:

1. Mitigation - Mitigation involves steps to reduce vulnerability to disaster impacts such as injuries and loss of life and property.
2. Preparedness - Preparedness involves taking steps before a disaster to reduce the risks of disaster impact on individuals, families, businesses, schools, and communities.
3. Response - Response is the effort to provide lifesaving and life sustaining services in the face of immediate threats presented by a disaster.
4. Recovery - In the recovery phase, all aspects of disaster's impact on a community are restored. Experience has shown that communities which access and deploy a wider range of public and private resources tend to recover more quickly.

III. Disaster Preparation Measures - Building Capacity for Recovery

Disaster preparedness measures support the economic development organization's ability to effectively support economic recovery for the community following a disaster. In recovery efforts, the EDO will need to be able to reach out to its members, communicate their needs and inform them as to the status of emergency responses and programs.

Business Continuity Planning

Business continuity planning is the process of considering how a business will stay in operation in the event of a disaster. Business continuity planning looks at the effects of interruptions in supply chains, production capacity, and cash flows. Business continuity considers alternatives and strategies for protecting operations, assets, and personnel. Business continuity planning

Source: International Economic Development Council Leadership in Times of Crisis Toolkit
https://restoreyoureconomy.org/clientuploads/2015/03/IEDC-Leadership-in-Times-of-Crisis-Toolkit.pdf

improves the ability of the business to respond and recover from threats, emergencies, or disasters. Business continuity planning builds resilience both for the business and the community.

Business Continuity Training for Small Businesses
Small- and medium-sized businesses have strong roots in the local economy and are often more vulnerable to disasters than large businesses. Consider the following statistics from IBHS and SBA: one in four small businesses are expected to experience a disruptive disaster in the near future – regardless of their location in the country. Approximately 60 percent of those small businesses do not have even a basic emergency response plan. Of those businesses without a plan, 43 percent won't reopen their doors and 75 percent will fail within three years of a major incident.

It is a fact that small businesses underestimate the likelihood and impact of a major crisis on their business. Yet, when disaster strikes, a number of these businesses will lose their customer base, property, inventory, and sales records in a single day.

EDOs can't afford to lose 25 percent of their small businesses, which make up a significant portion of the local employment base. They must seek to connect their small to midsize firms to business continuity resources and educate them on the importance of business continuity planning. These businesses should draw up formal business continuity plans, which describe a clear set of actions for a business and its employees to follow in order to quickly restore its core business functions after a disaster. Ideas for training workshops and case examples are discussed below.

Elements of a Business Continuity Plan

When done properly, a business continuity plan can help a business address several of its core functions. The plan will help to:

- Determine and document which staff, materials, procedures, and equipment are absolutely necessary to keep the business operating,
- Identify and document suppliers, shippers, and resources,
- Define and document crisis management procedures and individual responsibilities in advance,
- Plan for the building, plant, or store being inaccessible,
- Plan for payroll continuity,
- Share contact information and business continuity plans with other businesses in the building or industrial complex,
- Keep copies of important records such as site maps, building plans, insurance policies, employee contact and identification information, bank account records, supplier and shipping contact lists, and computer information in multiple secure locations,

- Include co-workers from all levels in planning and as active members of the emergency management team, and
- Review your emergency plans semi-annually.

IV. Small Business Assistance Chapter

Small businesses are often more financially vulnerable than large businesses in the wake of a disaster. Large businesses have significant resources, and business continuity plans to draw on to continue their operations and remain financially viable, while small businesses typically lack these resources. According to the Institute of Business and Home Safety (IBHS), approximately 25 percent of small businesses do not reopen after a major disaster. This rate increases over time as the impacts of a disaster are not always immediately felt. Yet, small businesses are often the backbone of a local economy, employing nearly 68 million workers, which is approximately half of all private-sector jobs in the country.

Implementing an Effective Post-Disaster Business Assistance Model

A layered approach to providing post-disaster business assistance is necessary to "cast a wide net" and conserve limited resources for the acutest needs.

1. Establishing a Business Recovery One-Stop Center for Business Assistance
2. Financing for Small Businesses
   - Bridge Loan Program
   - Business Grant Program
   - Revolving Loan Fund (RLF)
   - Outreach and Working with Local Financial Institutions
   - CDFI and other Alternative Financing
   - Creating a Bank Consortium
3. Delivering Technical Advice and Counseling to Impacted Businesses
4. One-on-One Business Counseling
5. Delivering Business Recovery Workshops

V. Business Retention and Expansion Before and After a Disaster

Business Retention & Expansion

Business retention and expansion (BRE) is one of the key services of any EDO. The primary objectives of a BRE program are to:

- Understand the needs of specific local firms, especially those firms that are at risk of closing or relocating;
- Respond to those needs using a wide variety of services, such as technical assistance, workforce development, financing, and building new markets; and
- ddress local issues that detract from a healthy business climate in which local businesses can prosper and grow.

Strategies for Retaining Businesses After A Disaster

- Establish a Business Recovery Center, a central location for business recovery information and support;
- Provide services for case management;
- Communicate and reach out: both gather and disseminate information for the business community;
- Survey businesses immediately to start essential tracking of damage and recovery efforts;
- Deliver business recovery workshops;
- Provide short-term and long-term financial services; and
- Ensure targeted and appropriate incentives for the local business community.

VI. Assessing the Economic Impacts of A Major Disaster

The Purpose of Post-Disaster Economic Impact Studies A post-disaster economic impact study provides insight to public officials, business leadership, and local industry in how the community has been damaged and helps inform their future decision making in terms of response, recovery, and mitigation. The study serves various functions for different stakeholders.

Public officials are assisted by:

- Developing a clear picture of how industry and business has been impacted by the disaster;
- Receiving information on economic impacts to share with state and federal officials in order to justify the need for external recovery resources;
- Being informed in a way that influences decision-making in a time of crisis and taking critical actions for short- and long-term recovery;
- Understanding how current and future tax revenues have been negatively impacted by the event and how public services might be affected;
- Understanding how to hold organizations accountable in the event of a man-made disaster (for example, how British Petroleum was required to assist in rebuilding efforts after Deepwater Horizon Oil Spill);

Economic Development Organizations, Chambers of Commerce, and Business Councils are assisted by:

- Developing an outlook of how the local economy has been impacted by the event;
- Understanding how employment, wages, and tax revenues have been adversely affected;
- Providing support for identifying strategies, programs, and projects for short- and long-term recovery;
- Educating community stakeholders on the current situation to provide insight and build consensus on how the community should move forward. Local businesses are assisted by:
- Knowing the current market situation for business planning purposes;
- Understanding how labor markets and supply chains have been impacted;
- Understanding how various sectors have been impacted.

Source: International Economic Development Council Leadership in Times of Crisis Toolkit
https://restoreyoureconomy.org/clientuploads/2015/03/IEDC-Leadership-in-Times-of-Crisis-Toolkit.pdf

VII. Crisis Communications

Traditional channels of communication are almost always challenged following a major disaster due to the disruption of telecommunications and transportation systems. But they can also become conflicted by a multitude of urgent and conflicting messages. Businesses may struggle to get in touch with their employees, their vendors, and their customers. A disaster can introduce a degree of uncertainty into what would otherwise be routine communications.

The key role of a lead organization in economic recovery is to address the following communication needs of business and industry following a major incident: Listening to businesses to understand their needs in order to:

- Help connect businesses with available resources and services providers
- Understand the need to work with all local partners to persuade decision-makers at the local, state and federal level of any needed additional resources to meet local business needs
- Quickly disseminate relevant information to businesses regarding available resources, and connect them to service providers who can help with cleanup, financing, business counsel, and rebuilding efforts.

Communication Strategies

- Social Media for Business - Business can use their accounts on Twitter, Facebook, Vine, YouTube and countless other platforms to announce whether they are open, if they have a temporary location, and what products will be available or unavailable.
- Web Portal for Businesses - Websites work best as post-disaster economic recovery tools, ideally as a page housed on an existing website, most likely that of the lead economic recovery group.
- Business Recovery Center and Hotline

VIII. Federal System

The federal government offers this assistance to maximize the speed and efficiency of economic recovery efforts after a disaster.

- National Disaster Recovery Framework (NDRF) - The NDRF provides guidance on how federal government agencies coordinate disaster recovery assistance with one another and with state, tribal, and local governments. The purpose of the framework is to establish a common set of expectations, language, and roles to integrate and coordinate recovery activities.
- Federal assistance
- Post-disaster federal grant making process

IX. Strategic Planning for Disaster Recovery

Disaster recovery planning and preparedness is no longer strictly for communities that regularly experience disasters such as earthquakes or hurricanes. Communities across North America (and the globe) are experiencing unprecedented weather-related and manmade incidents that have significant and far-reaching impacts. Regardless of the cause, communities must plan for the inevitability that their community will be impacted by some incident that threatens their growth potential, quality of life, and even survival. This planning should allow for an all-hazards approach to allow for a wide range of consequences (everything from a natural disaster to hazardous material release to the closure of a major employer). This may also include preparing for impacts from a pandemic flu or a major cyber security attack.

Post-Disaster Planning

- Step 1: Conduct a post-disaster economic impact study.
- Step 2: Identify a lead economic development organization to initiate a post-disaster economic recovery planning process.
    - Step 2A: Identify key economic stakeholders and hold a kickoff meeting.
    - Step 2B: Identify the roles and responsibilities of all economic recovery stakeholders.
    - Step 2C: Establish working groups to gather relevant data and information.
    - Step 2D: Conduct an impact assessment.
- Step 3: Create a plan with action strategies.
    - Step 3A: Coordinate the action plan with the development of an effective communications strategy.

X. Infrastructure & Building Back Better

Redevelopment after disasters in the U.S. has been used to revitalize downtowns, reduce vulnerability to future damage, replace damaged and inadequate infrastructure, replace affordable housing and preserve historic buildings. These and other rebuilding strategies also can be unprecedented opportunities to leverage economic growth. Key Principles for Post-Disaster Redevelopment and Infrastructure Planning:

- Determine your list of economic recovery challenges
- Quickly develop your list of strategic projects
- Build Public-Private Partnerships
- Plan to build back for resiliency
- Plan to build back for economic impact
- Combine federal resources for maximum impact
- Use federal dollars to leverage state and local dollars

XI. Neighborhood Revitalization Post-Disaster

What happens at the neighborhood level has a profound impact on people's lives. Whether neighborhoods move forward economically is largely dependent upon the key actors within a neighborhood – the residents, businesses, and property owners. Neighborhood recovery process includes:

- Mobilizing the community/neighborhood for change;
- Assessing neighborhood needs;
- Developing a shared vision;

- Potential organizations to drive planning strategies; and
- Putting together a Neighborhood Revitalization Plan

XII. Economic Diversification after a Disaster

Economic diversification has an array of benefits to a region. Academic research has shown that a diverse economy improves cross-industry spillovers (externalities), increases productivity, and reduces frictional unemployment. Most importantly, economic diversity increases regional resiliency and stability.64 A diverse region is more able to withstand shock, be it economic downtown or a natural disaster. This is known as a portfolio effect65—a natural disaster or recession will affect certain industries more than others, but in a diverse region, the affected industry will make up a smaller portion of the local economy. The risk, ultimately, is distributed more evenly.

Economic Diversification Strategies:

- Promoting entrepreneurship and small business within the community
- Improving and building upon the local workforce
- Encouraging regional clusters
- Increasing export activity

City of Greenbelt, Maryland
Memorandum

TO: Nicole Ard, City Manager
FROM: Charise Liggins, Economic Development Coordinator
Date: June 24, 2020
SUBJECT: Greenbelt Business Improvement and Recovery Fund – Draft Application

Background
A request was made by Greenbelt City Council to assess the feasibility of creating a relief fund to support local nonprofit organizations and small businesses that have experienced disruptions and closures related to the Covid19 pandemic. Staff worked to explore resources available to create a fund and as a result, the Greenbelt Business Improvement and Recovery Fund is being proposed. This proposed fund is a $300,000 grant program to help local nonprofit and small businesses that have been impacted by the Covid19 pandemic.

Greenbelt Business Improvement and Recovery Fund Overview
The Greenbelt Business Improvement and Recovery Fund was established to offer immediate financial assistance to local small businesses, sole proprietorships, self-employed individuals, independent contractors, cooperative businesses and 501(c)3 nonprofit organizations whose operations have been impacted by the Covid19 pandemic. This program will provide businesses with a working capital grant of $5,000. These funds can be used to support operating expenses related to business interruption, improvements and continuity. Applicants must meet eligibility guidelines and provide evidence of financial impact due to the COVID-19 pandemic.

Greenbelt Business Improvement and Recovery Fund Documents
The following items are attached to this memo for review:
- **Greenbelt Business Improvement and Recovery Fund Overview** – this is an overview of the grant program that includes eligibility criteria; outlines the application criteria and required documentation.
- **GBIRF DRFT Application** – this application will be reformatted upon receipt of any additional feedback. Staff is also exploring whether or not the application can be made into an online application.
- **GBIRF Recovery and Reopening Plan** – this is a short questionnaire requested to be completed by the applicant to outline the steps that they have taken to reopen, adhere to safety and social distancing guidelines, and provide insights on how they will plan for the possibility of future disruptions.
- **GBIRF Draft Flyer**- this will be posted online as well as distributed to businesses to help promote fund.

Next Steps
The following outline the steps needed to launch the Greenbelt Business Improvement and Recovery Fund and begin accepting applications:
1. Review all application documentation to provide additional feedback or comments to staff.
2. Identify an Application Review & Selection Committee. Staff recommends that an independent review committee of 3-4 participants be selected to review and make a determination on all applications. Staff is recommending that the review committee consist of:

    a. 1 City of Greenbelt Staff
    b. 1 Individual from Local Financial Institution
    c. 1 Local Business (who is not eligible for grant program)
    d. 1 Member of Prince George’s County Economic Development Corporation (subject to their availability)
3. Establish a process for processing funds with City of Greenbelt Administration and Finance departments.
4. Upload all application information to the City of Greenbelt website and begin promoting relief fund to local businesses and organizations.

Staff is requesting that review and approval of the program materials is provided before launching the relief fund.

City of Greenbelt
Business Improvement and Recovery Fund

The **Greenbelt Business Improvement and Recovery Fund** was established to offer immediate financial assistance to local small businesses, sole proprietorships, self-employed individuals, independent contractors, cooperative businesses and 501(c)3 nonprofit organizations whose operations have been impacted by the Covid19 pandemic. This program will provide businesses with a working capital grant of $5,000. These funds can be used to support operating expenses related to business interruption, improvements and continuity. Applicants must meet eligibility guidelines and provide evidence of financial impact due to the COVID-19 pandemic.

Grant Amount
$5,000

Application Process:

The application process has been streamlined to expedite the review, selection and disbursement of grant funds. The process is as follows:

- Businesses would be required to provide the following documentation:
  - Completed application
  - W-9
  - Proof of business address
  - 2019 Income Statement or Business Tax Return (Form 4506-T)
  - 2020 Year to Date Income Statement (January – May)
  - Completed Business Recovery and Reopening

To apply, visit:
www.greenbeltmd.gov/recovery-fund

Greenbelt Business Improvement and Recovery Fund Overview

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Application Process:
The application process has been streamlined to expedite the review, selection and disbursement of grant funds. The process is as follows:

1. Businesses would be required to provide the following documentation:
    a. Completed application.
    b. W-9 (only list the number you file your business taxes under)
    c. Proof of business address (i.e copy of a utility bill power, gas, cable, phone or water-sewer dated within the past two months showing the business address)
    d. 2019 Income Statement or Business Tax Return (Form 4506-T)
    e. 2020 Year to Date Income Statement (January – May)
    f. Completed Business Recovery and Reopening Plan to outline how the funds will be used to not only reopen, but support long-term planning and business continuity.
2. Applications will be reviewed on a rolling basis *starting <insert start date upon confirmation>* until available funds have been allocated or by December 31, 2020.
3. Applications will be regularly reviewed and approved by a committee of key stakeholders to ensure that the process is fair and equitable.
4. Approved businesses would then be issued a grant for $5,000.
5. Businesses receiving funding would be encouraged via the Grant Award Letter to:
    a. Adopt Federal, State and County guidance for operating their businesses (i.e. social distancing, clean down procedures, limiting in-store occupancy, etc).
    b. Prioritize delivery and designate special hours for the purchase of food and services to seniors, economically vulnerable populations.

Informational materials about the program have been created in English and Spanish. Application forms and information will be available on the City of Greenbelt website and sent directly to businesses through a variety of outreach methods including newsletters and partnering organizations.

Updated June 2020

Greenbelt Business Improvement and Recovery Fund Application – DRAFT

I. Eligibility

- Be a 501(c)3 nonprofit organization, for-profit business, cooperative business
- Demonstrate a loss of at least 40 percent of revenues since the Maryland Stay-at-Home Order (PDF) began on March 30
- **Certify that they have not received Prince George's County COVID-19 assistance or relief at the time of application**
- Have been in operation for at least one year as of January 1, 2020
- Be in good standing with the State of Maryland, and registered with the state, if required to do so by law
- Not currently be in default on any loans from Prince George's County or delinquent on any taxes owed Prince George's County

II. Contact Information

- Your Name
- Business Name
- Doing Business As (DBA)
- Phone
- Website
- Email
- Primary Business Address

III. Your Business

- Entity Type
    - Sole Proprietorship
    - Limited Liability Corporation (LLC)
    - Single-Member LLC
    - Partnership
    - S-Corporation
    - 501c3 nonprofit
    - Cooperative
- Year Established
- Number of W2 Employees (Full Time)
- Number of W2 Employees (Part Time)
- Taxpayer Identification Numbers (TIN)
- Is your company recognized as any of the following?
    - Small Business
    - Minority Owned
    - Woman Owned
    - Veteran Owned
    - Disabled Owned

  - Check all that apply.
- What is the sector or industry for your business?
  - Agriculture/Mining/Utilities
  - Business Services
  - Communications
  - Computers/Data Processing
  - Engineers/Architects
  - Financial Institutions
  - Government
  - Insurance
  - Law Firms
  - Manufacturing
  - Medical
  - Personal Services
  - Real Estate
  - Retail/Wholesale
  - Transportation

IV. Business Details

- Are you a home-based business?
  - Yes
  - No
- Is the city of Greenbelt the primary location or headquarter location for your business?
  - Yes
  - No

COVID19 Impact

- Were you deemed an Essential Business as defined by Governor Hogan's Executive Order?
  - Yes
  - No
- Have you been able to remain open or reopen since March 30th, 2020?
  - Yes
  - No
- To what capacity have you been open?
  - Less than 10%
  - 25%
  - 50%
  - 75%
  - 100%
- Revenues (March, April, May 2019)
- Revenues (March, April, May, 2020

Other Covid19 Assistance

Have you applied for and received Covid19 assistance through any of the following programs?

- o Prince George's County Covid19 Business Relief Fund
- o Maryland Covid19 Small Business Emergency Relief Fund
- o Federal Paycheck Protection Program
- o Small Business Administration Economic Injury Disaster Loan (EIDL)
- o Small Business Administration Economic Injury Disaster Loan (EIDL) Cash Advance
- o Another program through any other state or local municipality
- o Check all that apply.

V. CERTIFICATIONS

I certify that I have not received emergency relief funding from the Prince George's County Covid19 Business Relief Fund.

I certify that the business has been negatively impacted by the Covid19 declared state of emergency (i.e. has been temporarily shut down, has been required to reduce hours, has had at least a 20% drop in revenue, has been materially impacted by employees who cannot work due to the outbreak, or has a supply chain that has materially been disrupted and therefore slowed business-level production.

I certify that the business has a material financial need that cannot be overcome without the grant of emergency relief funds at this time (i.e. does not have significant cash reserves that can support the firm during this period of economic disruption).

By signing below, I certify that the above statements/information provided are true and correct to the best of my knowledge. I understand that a false statement may disqualify me from relief funds. I have read the information provided in this application and acknowledge that I understand that funding is provided on a needs basis up to $5,000 per business. I also certify that I will provide W-9 and all required forms to be submitted with this application for tax verification purposes. I understand this to be important for receiving payment.

Signature
Date