

The Road Ahead: A Summary of State Economic Recovery Agendas



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Executive Summary

As Governors continue to focus on mitigating the COVID-19 pandemic and distributing vaccines, many are already asking key state policymakers and stakeholders to develop plans to achieve a robust and equitable recovery. This brief summarizes the leadership structures used to develop these plans, the processes they have followed, their areas of focus, and the key recommendations of seventeen state economic recovery agendas prepared in response to the pandemic and economic crisis of 2020-2021.

The states whose efforts are summarized here are: Alaska, Arkansas, California, Connecticut, Hawai'i, Indiana, Kansas, Louisiana, Maine, Maryland, Massachusetts, Missouri, Tennessee, Utah, Washington, Wisconsin and Wyoming.

The brief presents information on broad state economic recovery “agendas” – including related publicly-available “plans” – that often address issues state policymakers are most concerned about by proposing initiatives and strategies that could contribute to economic recovery. For example, many Governors have created emergency stimulus initiatives using the recent federal Coronavirus, Aid, Relief and Economic Security (CARES) Act funding to provide assistance to small businesses.¹ These initiatives part of broader, more formal economic agendas and/or plans documented in reports or on websites.

As noted above, the state agendas and plans highlighted in this brief were typically developed collaboratively between multiple state agency leaders, other state policymakers and key stakeholders such as business leaders and citizens. As such, they represent official efforts to address priority needs in a comprehensive, cohesive statewide manner.

With the above two criteria in mind – broad input and comprehensive, cohesive statewide efforts – this brief summarizes: approaches observed across the state efforts; emerging practices in the process of planning for recovery; and observations on public engagement and information sharing.

Through a table format, the brief provides an overview of the following information on each of the seventeen highlighted state agendas/plans:

- The state and lead state organization(s) or individual(s) engaged in the recovery planning;
- The report/plan title, link and date, as well as any official press materials;
- An overview of the effort’s process and key focus areas; and
- Recommendations/priorities or goals being addressed, and time horizons presented where applicable.

¹ A compilation of many such initiatives can be found in the NGA Memo, “[State Initiatives for Small Business Recovery During the COVID-19 Pandemic Economic Crisis.](#)”

Background

While remaining focused on mitigating the pandemic and distributing vaccines, Governors have also prioritized alleviating the economic impacts and have started to look ahead toward longer-term economic recovery once the public health crisis is under control. Through NGA, governors continue to collaborate and learn from one another as they develop solutions for today's challenges and chart a path toward recovery. This includes learning from the agendas set forth by other states as each Governor continues to develop and refine their own agendas.

This brief presents state economic recovery agendas that address issues of most concern to Governors and other state policymakers (such as, for example, small business relief) as well as other initiatives and strategies that could contribute to economic recovery. The state agendas and plans highlighted in this brief generally meet the following criteria:

- **Collaborative development by state policymakers and other key stakeholders:** The content of the state agendas and plans — describing initiatives and strategies and possibly recommendations — is often developed by governor-appointed task forces or teams of in-house advisors and appointees, with input from state residents and business leaders. The external feedback can, in certain circumstances, come from as many as thousands of individuals and organizations, as illustrated by some of the examples in this brief.
- **Comprehensive in nature and presented to the public:** A state's economic recovery agenda is presented to the public as a detailed plan that cohesively ties together the various strategies and initiatives comprising the overall economic recovery agenda. If major policy changes are necessary, the plan may include recommendations.

Process for mapping out a state economic recovery agenda: This brief is not advocating for any specific policy or policymaking approach, but rather is presenting ideas and examples on how Governors and states are approaching the process of recovery planning. The process may depend on the state's priority policy areas, but a few common features stand out as themes and evolving or best practices in developing and implementing state economic recovery agendas and plans:

- Parameters and expectations for reports, planning documents and recommendations need to be laid out at the outset.

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- Questions may revolve around ways to solicit input from stakeholders (such as the business community or members of the workforce) or how to engage important state government decision-makers, including legislative branch officials. A clear process should be articulated for gathering this feedback.²
- Based upon the input solicited, there may be a need for flexibility or an ability to make tradeoffs in decision-making as strategies are implemented.
- Availability of resources for meetings and planning are an important factor to take into consideration. This includes staff capacity, access to external experts, time constraints, and availability of funds.

Messaging about state economic recovery agendas: In addition to the state agendas and plans themselves, public messaging is important to gain buy-in and smooth implementation of recovery efforts, so this brief includes information and links to media releases where applicable.

For example, **Massachusetts** Governor Charlie Baker presented his economic recovery agenda during a media event for which he was joined by the state's Secretaries of Housing & Economic Development, Labor & Workforce Development, and Administration & Finance, and other officials. **Indiana** Governor Eric Holcomb presented his agenda and related his recovery initiatives at an annual legislative conference in December 2020 and also in his State of the State address in January 2021.³

² For more information on workforce recovery planning, policymaking principles and approaches based on state best practices, please refer to pages 5 and 6 of the [State Roadmap for Workforce Recovery](#), for example.

³ Other Governors have described aspects of their plans in their annual State of the State addresses in early 2021. For example, New York Governor Andrew Cuomo [presented his State of the State](#) address on January 11, 2021, highlighting his economic recovery plans, and Iowa Governor Kim Reynolds [presented an economic recovery plan in her Condition of the State](#) address on January 12, 2021.

Key Takeaways

Common themes in state economic recovery agendas/plans: Based on the seventeen states studied for this brief, most efforts were initiated by governors. These efforts have been grouped and briefly summarized here, as follows:

- In their Economic Recovery planning, certain states have focused on their major industries. In this brief, these states include **Arkansas** and **Wisconsin**.
- States with broad-based recovery efforts underway — that is, covering multiple aspects of recovery, with task forces or focused teams dedicated to specific aspects like health and business — include **Alaska**, **Massachusetts** and **Wyoming**.
- Several states, including **Louisiana**, **Utah** and **Maryland**, have associated their upcoming actions or recommendations with short-, medium-, and longer-term time frames.
- Some states, such as **Hawai'i** and **Maine**, are building their plans around pre-existing programs and strategies — and identifying potential tweaks for the relevant programs, as necessary.
- Three states — **Tennessee**, **Washington** and **Missouri** — are heavily emphasizing data collection and sharing, particularly around health data and demographics.
- Several state approaches are distinct or unique within this group of seventeen states. **Connecticut** has focused on workforce solutions which help to inform the broader state economic recovery; **California** is working toward having a particularly inclusive recovery; **Indiana** is developing new digital tools and applications to augment the state's priority initiatives; and **Kansas** is undertaking a series of structured assessments, formal benchmarking and other analyses to produce a new state comprehensive economic development strategy.

The above summary provides an initial view into state approaches to economic recovery agendas, but as the more in-depth summary below illustrates, many states are combining elements of these approaches in developing and implementing their plans. The result is various hybrid versions of the general models described above.

Summary of State Recovery Plans

Alaska

<p>Lead Organizations</p>	<p>Alaska Governor Mike Dunleavy and his appointed Alaska Economic Stabilization Team led by Former Governor Sean Parnell and Former U.S. Senator Mark Begich, with the remaining seats filled by a cross-section of state economic leaders.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Report: Alaska COVID-19 Economic Stabilization Plan (March 20, 2020)</p> <p>Press release: Alaska COVID-19 Economic Stabilization Plan Released (March 20, 2020)</p> <p>Video announcement (March 20, 2020)</p>
<p>Overview - Process, Focus Areas</p>	<p>Governor Dunleavy’s Economic Stabilization Plan focuses on six major components to provide economic stability and ensure that Alaskans have needed resources:</p> <ol style="list-style-type: none"> 1. Immediate relief for Alaskans; 2. Relief for Alaska businesses; 3. Enhancements for COVID-19 emergency healthcare; 4. Assistance for municipalities; 5. Relief for school districts; and 6. State workforce relief.
<p>Recommendations, Priorities, Additional Information</p>	<p>The Governor said the plan would evolve. Additional steps in the state’s process were:</p> <ul style="list-style-type: none"> • The Economic Stabilization Team communicated with the business community and more than 2,500 Alaskans, and added suggestions to modify the initial plan. • The Economic Stabilization Team’s follow-up reports and Transition Document concluded the initial phase of the group’s work. <p>A follow-up press release from the Governor indicated additional action on the plan.</p>

Arkansas

<p>Lead Organizations</p>	<p>The Economic Recovery Task Force reporting to Governor Asa Hutchinson, chaired by Walmart director Steuart Walton, and created to provide information to help Arkansans confidently and safely return to life and work.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Report: Arkansas' Economic Recovery Task Force Progress Report to Governor Asa Hutchinson (September 11, 2020)</p> <p>Video update featuring Arkansas Secretary of Commerce Mike Preston and Task Force Chair Steuart Walton (July 20, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>The Economic Recovery Task Force’s website, ArkansasReady.com, provides resources such as a timeline, and an industry-specific platform with recommendations on how residents and businesses can help various sectors recover from the effects of COVID-19. The source notes that the information is based on science, data, and the decision-making of state leaders and industry experts.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>Following an Interim Report to the Governor, the Task Force’s second report to the Governor in September documented:</p> <ul style="list-style-type: none"> • The COVID-19 impact on the Arkansas economy, Arkansas revenue, small business impact, and industry sector impacts; • Temporary regulatory extensions; • Resources for businesses and testing locations; and • A status report on the Task Force’s earlier recommendations on testing and tracing, liability concerns, child care, workforce training, and broadband.

California

<p>Lead Organizations</p>	<p>Governor Gavin Newsom’s Task Force on Business and Jobs Recovery.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Report: Recovery for All: Final Report of the Co-Chairs of the Governor’s Task Force on Business and Jobs Recovery (November 20, 2020)</p> <p>Press release: Governor Releases Task Force on Business and Jobs Recovery Report (November 20, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>The “Recovery for All” report details the Task Force’s efforts to foster a sustainable, inclusive recovery and offers recommendations for areas of continued partnership to carry out state recovery goals.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>The Task Force report reaffirms the health-first approach and highlights innovative proposals, partnerships and initiatives already launched.</p> <p>It presents nine recommendations:</p> <ol style="list-style-type: none"> 1. Preserve the state’s competitive edge; 2. Create quality jobs; 3. Target growth sectors, e.g., the care economy; 4. Pursue regional strategies; 5. & 6. Support essential workers and small businesses, particularly disadvantaged ones; 7. Close the digital divide; 8. Promote telemedicine; and 9. Incorporate equity and sustainability at every stage. <p>The report also lists lessons learned, such as: lead with science; bring together a broad range of voices; engage across sectors; expand public-private partnerships; and others.</p>

Connecticut

<p>Lead Organizations</p>	<p>Governor Ned Lamont’s Workforce Council, the state’s federally-recognized workforce development board.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Report: The Governor’s Workforce Council – Workforce Strategic Plan 2020 (October 22, 2020) Press release: Governor Lamont Announces the Release of a Statewide Strategic Plan on Workforce Development Created by the Governor’s Workforce Council (October 28, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>The Governor’s Workforce Council lays the foundation for not only a robust workforce, but also the long-term success of Connecticut as a whole. The plan, which has been underway for a while and which the pandemic has made more relevant, is actually a handbook offering a statewide strategy for building an equitable, inclusive and innovative workforce that meets current economic needs and also has the ability to adapt to the needs of the future.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>The strategic plan focuses on four key areas:</p> <ol style="list-style-type: none"> 1. Developing a workforce agenda that reflects the talent needs of business and industry; 2. Building an educational system that is agile and able to meet the needs; 3. Ensuring students and job seekers have the support they need to maintain participation in the workforce; and 4. Crafting a data system infrastructure that tracks outcomes and progress of the workforce over time.

Hawai‘i

<p>Lead Organizations</p>	<p>Department of Business, Economic Development & Tourism (DBEDT) serving as a “facilitative catalyst,” coordinating input from divisions, branches and “attached agencies.”</p>	
<p>Report/Plan Title, Link, Dates</p>	<p>Presentation to State Senate COVID-19 Special Committee: State Economic Recovery Draft Strategy Plan (June 4, 2020) Governor’s Reopening Plan: The DBEDT Economic Recovery Draft Strategy Plan is aligned with the Governor’s “COVID-19 Background Information Paper, Beyond Recovery – Roadmap for a Stronger Hawai‘i” (May 18, 2020)</p>	
<p>Overview – Process, Focus Areas</p>	<p>The DBEDT Economic Recovery Draft Strategy Plan is based on the DBEDT Strategic Plan, “Resilience through Diversification,” dated May 15, 2020, presenting a new model for economic development balancing economic growth and the well-being of the Hawai‘ian people, culture, and environment.</p> <p>The Draft Strategy Plan presented to the State Senate – for which the overall theme was also ‘Resilience through Diversification’ -- included:</p> <ol style="list-style-type: none"> 1. Current initiatives for recovery in the areas of small business, sector-specific recovery needs, workforce, infrastructure; and 2. Potential near-term legislative proposals for economic recovery. 	
<p>Recommendations, Priorities, Additional Information</p>	<p>Current sector-based initiatives contributing to recovery include:</p> <ul style="list-style-type: none"> • An exporting pilot program; • Performance space and production facilities for the creative industries; • Tourism strategies for visitor attraction; • Diversification based on aquaculture and aerospace; • State accelerator program to foster entrepreneurship. 	<p>Recommended near-term legislative proposals for small businesses:</p> <ul style="list-style-type: none"> • Loans and property tax grants for commercial property owners; • State income tax waivers on the forgivable part of SBA PPP loans; • Regulatory reform to remove economic recovery obstacles; • Statute change to enable the state’s Green Infrastructure Authority to borrow from USDA.

Indiana

<p>Lead Organizations</p>	<p>Indiana Governor Eric Holcomb and Lt. Governor Suzanne Crouch.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>2021 Next Level Agenda: Report handout (December 17, 2020) Governor’s remarks at annual Legislative Conference (December 17, 2020) Press release: Gov. Holcomb Unveils 2021 Next Level Agenda (December 17, 2020) Video and text: Governor Holcomb's 2021 State of the State Address (January 19, 2021)</p>
<p>Overview – Process, Focus Areas</p>	<p>The “Next Level Agenda” for Indiana includes five pillars of 2021 legislative and administrative priorities:</p> <ol style="list-style-type: none"> 1. Cultivate a strong and diverse economy; 2. Maintain and build the state’s infrastructure; 3. Develop education, training and workforce; 4. Review and reform public health; 5. Deliver great government service.
<p>Recommendations, Priorities, Additional Information</p>	<p>The five pillars include numerous priority programs to:</p> <ul style="list-style-type: none"> • Interconnect community trails; • Expand broadband and telemedicine; • Review local health and reform long term health care; • Digitally assess housing gaps; • Expand Manufacturing Readiness Grants; • Provide businesses and schools COVID liability protections; • Recruit minority teachers with a school district dashboard; • Increase minority and veteran participation in Workforce Ready & Employer Grants; and • Implement a Diversity Data Dashboard and Cabinet position to improve diversity outcomes.

Kansas

<p>Lead Organizations</p>	<p>Kansas Governor Laura Kelly and Secretary of Commerce David Toland kicked off the development of "Framework for Growth," a comprehensive strategy to accelerate economic growth in the state, in October 2020.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Announcement: Kelly Administration Begins Design of Comprehensive Economic Development Strategy for State (October 7, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>These steps have been taken to develop the roadmap:</p> <ul style="list-style-type: none"> • Establishment of a Business Council of leaders from multiple industries; • Announcement of a schedule for public engagement through town hall meetings and a survey; • Appointment of a steering committee of economic development professionals, academic experts, and Department of Commerce staff; and • Implementation of a search for a global management consulting firm to assist. <p>Commerce will provide progress reports at the completion of each phase of work.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>The Framework for Growth work is being broken into three phases over the coming months:</p> <ol style="list-style-type: none"> 1. Assessment and benchmarking (competitive benchmarking; regional segmentation; assessments of workforce, infrastructure, and business development and business climate). 2. Recommendations and best practices (strategies for industry promotion, economic enabling and workforce development; and prioritization of initiatives). 3. Implementation planning (governance structure recommendations; performance management approach; communications strategy; and capacity building).

Louisiana

<p>Lead Organizations</p>	<p>Governor John Bel Edwards created the Resilient Louisiana Commission, co-chaired by Secretary of Louisiana Economic Development Don Pierson and private-sector CEO Terrie Sterling, and consisting of 18 commissioners and 15 task forces.</p>		
<p>Report/Plan Title, Link, Dates</p>	<p>Report: Comprehensive Game Plan for a More Resilient Louisiana; and Appendix (November 2020) Press Release: Commission Makes Recommendations for a More Resilient Louisiana (November 20, 2020)</p>		
<p>Overview – Process, Focus Areas</p>	<p>The Resilient Louisiana Commission was created to determine ways the state can better protect itself against disruptions, such as public health emergencies and natural disasters.</p> <p>In order to chart a course beyond recovery from the pandemic, the Resilient Louisiana Commission recommendations are based upon input from more than 300 citizens serving on the Commission and its task forces.</p> <p>The report hallmarks are: equity, public input, economic diversification, sources of economic strength and resilience.</p>		
<p>Recommendations, Priorities, Additional Information</p>	<table border="0"> <tr> <td data-bbox="558 976 1304 1390"> <p>Recommendations for initial reopening period:</p> <ol style="list-style-type: none"> 1. Put health and safety first; 2. Support employees; 3. Care for children and teachers; 4. Extend federal funding; 5. Stimulate our economy; 6. Support our small businesses; 7. Establish guidelines for liability; 8. Improve regulatory efficiency; 9. Invest in infrastructure. </td> <td data-bbox="1335 976 1885 1390"> <p>Priorities for long-term resilience:</p> <ol style="list-style-type: none"> 1. Equity, inclusion, quality of life; 2. Digital access and physical infrastructure; 3. Education and workforce development; 4. Small business and entrepreneurship; and 5. Government engagement. </td> </tr> </table>	<p>Recommendations for initial reopening period:</p> <ol style="list-style-type: none"> 1. Put health and safety first; 2. Support employees; 3. Care for children and teachers; 4. Extend federal funding; 5. Stimulate our economy; 6. Support our small businesses; 7. Establish guidelines for liability; 8. Improve regulatory efficiency; 9. Invest in infrastructure. 	<p>Priorities for long-term resilience:</p> <ol style="list-style-type: none"> 1. Equity, inclusion, quality of life; 2. Digital access and physical infrastructure; 3. Education and workforce development; 4. Small business and entrepreneurship; and 5. Government engagement.
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Maine

<p>Lead Organizations</p>	<p>Governor Janet Mills appointed the Governor’s Economic Recovery Committee (ERC), a diverse private-sector committee established in May 2020.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Report: Recommendations to Sustain and Grow Maine’s Economy (November 24, 2020) Press release: Governor’s Economic Committee urges action on additional stimulus, bold strategies for recovery from COVID-19 (November 24, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>The Economic Recovery Committee’s charge was to develop policy recommendations to stabilize the state’s economy and build a bridge to future prosperity in the wake of the COVID-19 pandemic using, as a guide, the Department of Economic & Community Development (DECD) 10-year Maine Economic Development Strategy, 2020-2029.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>In light of recently-shifted priorities and new opportunities, the ERC report delivered eight transformational recommendations:</p> <p>To grow Maine’s economy ...</p> <ol style="list-style-type: none"> 1. Invest in innovation; 2. Supercharge entrepreneurship; 3. Unleash workforce potential; 4. Establish Maine as a lifestyle destination. <p>To sustain Maine’s people ...</p> <ol style="list-style-type: none"> 5. Ensure high-quality internet; 6. Reinforce early care and education; 7. Develop robust housing policies; 8. Address diversity, equity and inclusion, and hire senior-level champions.

Maryland

<p>Lead Organizations</p>	<p>Governor Larry Hogan’s Office in conjunction with Maryland Commerce Secretary Kelly Schulz and the director of the Johns Hopkins’ Center for Health Security.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Report: Maryland Strong: Roadmap to Recovery (April 24, 2020) Press release: Governor Hogan Introduces Safe, Gradual, and Effective ‘Maryland Strong: Roadmap to Recovery (April 24, 2020) Video: Press conference</p>
<p>Overview – Process, Focus Areas</p>	<p>The Maryland roadmap was based on recovery plans issued by the federal government, the National Governors Association, and premier institutions like Johns Hopkins and the American Enterprise Institute. It was shaped by the expert advice of scientists and public health officials on Maryland’s Coronavirus Response Team, and tailored to the situation in Maryland.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>The roadmap considers regional differences in conditions, and the plan’s building blocks are:</p> <ol style="list-style-type: none"> 1. Expanded testing capacity; 2. Increased hospital surge capacity; 3. Ramping up supply of PPE; and 4. Robust contact tracing. <p>The roadmap is divided into stages:</p> <ul style="list-style-type: none"> • Stage One - Lifting the stay-at-home order and reopening some small businesses, outdoor recreation and lower risk activities; • Stage Two - Raising the limit on social gatherings; and • Stage Three - Reinstating even larger gatherings and events.

Massachusetts

<p>Lead Organizations</p>	<p>Governor Charlie Baker and Lt. Governor Karyn Polito, in conjunction with the Connecticut Secretaries of Housing & Economic Development; Labor & Workforce Development; and Administration & Finance.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Press release: Baker-Polito Administration Announces Partnerships for Recovery, \$774 Million Economic Recovery Plan (October 22, 2020)</p>
<p>Overview - Process, Focus Areas</p>	<p>The Connecticut “Partnerships for Recovery” plan provides \$774 million to support five key recovery efforts:</p> <ol style="list-style-type: none"> 1. Getting the state back to work; 2. Supporting small businesses; 3. Revitalizing downtowns; 4. Supporting housing equity and stability; and 5. Fostering innovation.
<p>Recommendations, Priorities, Additional Information</p>	<p>The Governor filed a revised budget with proposals covering:</p> <ul style="list-style-type: none"> • Internet connectivity, skills training, and other workforce needs ~ \$79 million; • Capital programs supporting main street/small businesses; matching grants for micro-businesses; CDFI grants and loans ~ \$323 million; • Grants to support resident skill-building in Main Street planning; and support for local infrastructure and quasi-public financing organization ~ \$123 million; • Eviction diversion and housing ~ \$171 million; and • Innovation, science and tech ~ \$62 million.

Missouri

<p>Lead Organizations</p>	<p>Governor Mike Parson introduced Missouri’s Show Me Strong Recovery Plan in April 2020 with Department of Economic Development (DED) Director Rob Dixon, Department of Public Safety Director Sandy Karsten, and Department of Health & Senior Services Director Dr. Randall Williams.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Website: Show Me Strong Recovery Plan Press release: Governor Parson Highlights “Show Me Strong” Recovery Plan (April 17, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>There are four pillars to the Show Me Strong Plan:</p> <ol style="list-style-type: none"> 1. Rapidly expand testing capacity and volume; 2. Expand state PPE reserves; 3. Monitor and expand hospital/ health system capacity; and 4. Improve public health data. <p>Related state initiatives are featured at the plan’s website and now include, among others: Rapid Broadband Deployment (webpage lists available discounts, waivers, and free resources); Small Business Grants and PPE Production Grants; Coworking & Incubator Grants; Business Recovery Lab, an online platform to help businesses be more resilient; Small Communities Operating Capital Loan Relief; Nonprofit Relief & Recovery Grants; and Return Strong, a campaign for skilling up.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>Public dashboards on the Recovery Plan website are a cross-government effort to provide detailed data about COVID-19 in the state:</p> <ul style="list-style-type: none"> • Economic data shows numbers of unemployment claims, business postings, and dislocated workers; revenues, consumer spending, community finance and taxes, building permits; and industry sector data. • Healthcare data covers vaccination numbers; cases and deaths by age, race, school districts, and other categories; and hospital bed and ventilator capacity by region. • Social impact data tracks food stamp applications received; child abuse cases; TANF households; arrests and crime heatmaps; Medicaid enrollment; and prison entries-exists. <p>An interactive resource directory allows users to filter information by community, business, industry sector, county, and/or citizen (resources for jobs, education, mental health, etc.)</p>

Tennessee

<p>Lead Organizations</p>	<p>Governor Bill Lee established an Economic Recovery Group (ERG), a public-private partnership with the University of Tennessee which is led by Tourism Commissioner Mark Ezell with Chief of Staff Sammie Arnold from the Department of Economic & Community Development.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Guidelines: Tennessee Pledge (Revised October 1, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>ERG developed the “Tennessee Pledge” guidelines for COVID-19 for all businesses, organizations, and certain activities in the state. The initial goal was to help businesses safely reopen. The newly-revised Tennessee Pledge (revised on October 1) updates and simplifies the guidelines to support sustaining healthy communities and open businesses.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>Supplementing ERG’s work are data compiled by the University of Tennessee and other state offices:</p> <ul style="list-style-type: none"> • The TN Pulse Survey, a consumer sentiment survey, captures the attitudes and behavior of Tennesseans toward COVID-19 and re-opening of the economy. The survey enables segmentation across counties, as well as by age, gender and race. • The interactive Stimulus Fund Dashboard — maintained by the Tennessee Office of Customer-Focused Government and hosted by the state’s Financial Stimulus Accountability Group — tracks the state’s CARES Act funding.

Utah

<p>Lead Organizations</p>	<p>Economic Response Task Force, led by former Governor Gary Herbert, Utah State Senator Stuart Adams and Utah Representative Brad Wilson.</p>		
<p>Report/Plan Title, Link, Dates</p>	<p>Latest report: Utah Leads Together Volume IV: Utah’s Plan for a health and economic recovery (June 17, 2020) Three previous reports: Volume I (March 24, 2020) Volume II (April 17, 2020) Volume III (May 20, 2020)</p>		
<p>Overview – Process, Focus Areas</p>	<p>Volumes I, II and III of the “Utah Leads Together” plan presented:</p> <ul style="list-style-type: none"> • economic phases; • color-coded health guidance; • instructions for high-risk individuals; • recommendations from Utah’s multi-cultural communities; and • initial plans for Utah’s next economy. <p>The most recent edition, Volume IV, presents Utah’s economic recovery and revitalization plan with a goal to achieve higher trajectory of global leadership and growth.</p>		
<p>Recommendations, Priorities, Additional Information</p>	<p>The Utah plan is segmented into time frames and associated actions:</p> <p>100-day horizon</p> <ul style="list-style-type: none"> • Follow public health guidelines; • Make job connections; and • Provide stimulus through economic assistance. 	<p>250-day horizon</p> <ul style="list-style-type: none"> • Short-term training; • Build out certificate programs; and • Provide post-secondary vouchers – and industry-aligned vouchers. 	<p>500-day horizon</p> <ul style="list-style-type: none"> • Prioritize investment options to maximize societal benefit; • Focus on economic inclusion; • Adopt a key sector strategy; • Reimagine economic development and incentives.

Washington

Lead Organizations	Office of Washington Governor Jay Inslee, with related legislation passed by the State Legislature.
Report/Plan Title, Link, Dates	<p>Policy Brief: Relief, Recovery, Resilience (December 2020)</p> <p>Press Release: Inslee signs bipartisan bill to support business and workers (February 8, 2021)</p> <p>Health Recovery Plan: Healthy Washington: Roadmap to Recovery (January 8, 2021)</p> <p>Press Release: Inslee announces "Healthy Washington - Roadmap to Recovery" (January 5, 2021)</p>
Overview – Process, Focus Areas	<p>The Governor’s COVID-19 recovery plan included policy proposals to support households, workers, and businesses, including:</p> <ul style="list-style-type: none"> • Strengthening the state’s public health system. • Providing rate relief to businesses and boosting unemployment support for workers. • Improving workplace safety resources for workers and employers. • Ensuring equitable access to economic recovery programs for small business. • Continuing food assistance and other social support efforts. • Getting the state back to work. • Stimulating the economy through infrastructure investments. <p>On February 8, 2021, Gov. Inslee signed related bipartisan legislation (SB 5061) which he requested as a critical piece of the state recovery plan.</p>
Recommendations, Priorities, Additional Information	<p>Complementing the economic recovery plan is a new health recovery roadmap using a regional approach for the phased plan. Eight regions are designed along county lines, with most having four or more counties. The regions are based on the state’s Emergency Medical Services evaluation regions. As of January 11, all eight regions began in Phase 1 of the plan. The state Department of Health is updating the Roadmap’s dashboard. A region moves into a new phase (forward or backward) once its metrics — based on COVID-19 hospitalizations and case data — meet the related phase criteria.</p>

Wisconsin

<p>Lead Organizations</p>	<p>Wisconsin Economic Development Corporation (WEDC), headed by Secretary and WEDC CEO Missy Hughes, in partnership with additional state agencies.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Report: Wisconsin Tomorrow – An Economy for All (June 30, 2020) Executive Summary: Wisconsin Tomorrow – An Economy for All (June 30, 2020)</p>
<p>Overview – Process, Focus Areas</p>	<p>WEDC and other state agencies worked with stakeholders around the state to develop a plan for providing support to the major industries in Wisconsin adversely affected by COVID-19. The plan is presented in a report submitted by WEDC’s Missy Hughes to the state legislature.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>Additional elements:</p> <ul style="list-style-type: none"> • The partnering stakeholders represented business, education and local government. • Wisconsin’s major industries include tourism, manufacturing, agriculture, forest products, construction, retail, and services.

Wyoming

<p>Lead Organizations</p>	<p>Office of Wyoming Governor Mark Gordon.</p>
<p>Report/Plan Title, Link, Dates</p>	<p>Press release: Governor Gordon announces coronavirus task forces (March 17, 2020)</p>
<p>Overview - Process, Focus Areas</p>	<p>Governor Gordon announced the creation of five coronavirus task forces, each headed by a top elected official in order to provide a coordinated, focused response to the coronavirus pandemic. Each task force will meet as long as needed, and issue recommendations on best practices to address the multifaceted challenges the state is likely to face in the months to come. All task force heads are to report to the Governor for final coordination.</p>
<p>Recommendations, Priorities, Additional Information</p>	<p>The five task forces and leaders are:</p> <ol style="list-style-type: none"> 1. Health task force - coordinated by the Governor’s office; 2. Task force on state services and operations - headed by Secretary of State Ed Buchanan; 3. Transportation and infrastructure task force - led by Treasurer Curt Meier; 4. Education task force - led by Superintendent Jillian Balow; and 5. Task force on business and the financial sector - led by Auditor Kristi Racines. This task force and Wyoming Business Council, the state economic development agency, are compiling small business resources and coordinating with federal SBA.

Conclusion

The COVID-19 pandemic and resulting economic crisis have posed exceptional challenges for states. This brief summarizes the proactive economic recovery efforts a number of states are undertaking. They illustrate various planning processes and areas of focus, depending upon the priorities of the state, and suggest the breadth of scope in the work these states are undertaking to support a robust economic recovery and community revitalization.

Contacts

States as well as federal, regional and local entities may submit further examples to Sally Rood (srood@nga.org) and Rachael Stephens (rstephens@nga.org). The authors are also available to answer questions related to the contents of this brief.