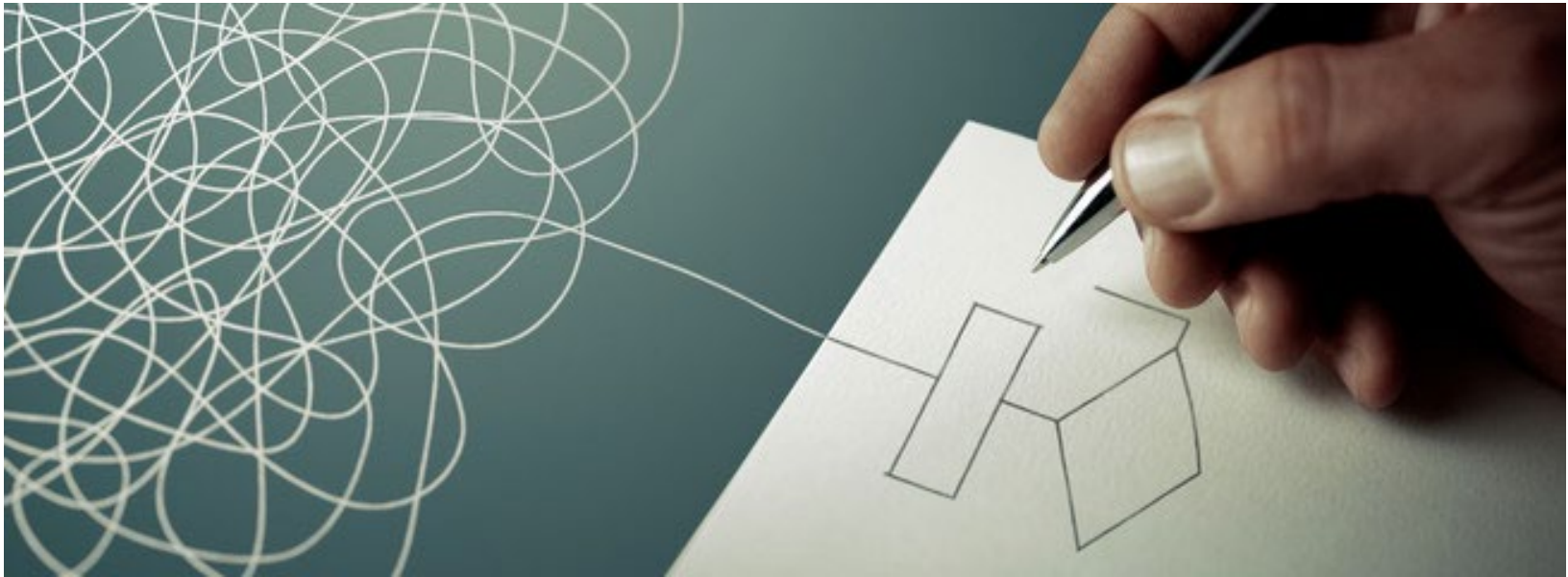# Streamlining State Business Regulatory Processes to Support Economic Recovery

Learning from Administrative and Compliance Process Improvements During COVID-19

The NGA-Pew Partnership

In partnership with The Pew Charitable Trusts (Pew), the National Governors Association Center for Best Practices (NGA Center) is implementing a Policy Academy on Business Regulations from 2019 - 2022. The project is focused on strengthening state economies by streamlining and improving business regulatory processes. During the pandemic, states quickly began making unexpected, but necessary, regulatory changes to support their business sectors through the economic crisis. Thus, the project's focus on streamlining business regulatory processes is now even more important than before. This paper highlights the key actions states have taken thus far and next steps for Governors and states to consider as they navigate the economic recovery.

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Executive Summary

As Governors work to facilitate a strong, rapid and equitable economic recovery from the COVID-19 pandemic, Governors have made reviewing business regulations and regulatory processes a priority. Innovations and changes to business regulations and their associated administrative processes were explored by many states to counter the economic fallout from the pandemic and can provide valuable lessons moving forward. This paper explores high-profile state-level changes to regulatory compliance and administrative processes from the past year, and addresses ways to assess their value and the benefit of continuing them with improved procedures for more streamlined implementation. It suggests policy areas that might be considered "low hanging fruit" for Governors and state agencies interested in streamlining the administration of their regulations, as well as next steps to consider.

> **Streamlining regulatory compliance processes can save businesses and government time and money — and states can reduce barriers to business formation and growth while achieving the same state regulatory goals.**

Specifically, the paper discusses:

- **State-level regulatory changes and process improvements made during the pandemic**
  - New state portals to facilitate small business support initiatives
  - Removing in-person requirements from regulatory processes
  - Enhanced business registration and licensing systems
  - Improved processes for reviewing and approving outdoor business permits

- **Aiding longer-term economic recovery by applying lessons from the state pandemic response**
  - Mandating a task force review of business regulations and regulatory processes
  - Setting quantifiable goals and targets
  - Fortifying lines of communication between commerce and regulatory agencies

- **Looking forward: Streamlining state regulatory processes for economic recovery**
  - Focus on modernizing existing regulatory compliance systems and processes
  - Streamline processes for opening a new business
  - Clarify and simplify site selection and business location regulations
  - Expand flexibility in occupational licensing

- **Next steps for Governors and states to consider**
  - Modernize and digitize public meetings
  - Use data and metrics to identify opportunities and track success
  - Implement best practices in communicating with businesses on regulatory implementation and compliance

Introduction

Governors and state governments are seeking a variety of ways to help businesses recover from the COVID-19 pandemic and economic crisis, while also promoting longer-term business growth. State leaders understand that a key to promoting business growth is streamlining the regulatory compliance processes businesses must navigate when launching new businesses, expanding existing ones and managing day-to-day operations.[i] Improving regulatory processes through administrative simplification saves businesses time and money, critical resources a business can direct toward other endeavors such as marketing, research and development, and other activities. By carefully identifying and improving processes that are not working well for businesses, states can reduce existing barriers to business formation and growth while continuing to accomplish their regulatory missions. This paper draws on numerous state examples from the current economic crisis as well as efforts from earlier time periods, including the Great Recession.

During the pandemic, state regulations have changed to help businesses handle the economic crisis while complying with restrictions related to the public health crisis. Regulations have been relaxed, modified or added to accommodate new ways of doing business, such as expanding outdoor dining. As the pandemic has highlighted the weaknesses and limitations of regulatory compliance processes, states have rolled out innovative technology-based solutions to allow processes to continue unabated. These include new information gathering, verification and dissemination systems, such as online registration portals and electronic notarization, as well as innovative ways to continue regulatory processes in a socially distanced world, such as developing new standards allowing for virtual public meetings. These changes have been crucial in helping businesses continue operations during the economic crisis, even helping some accelerate their growth.

States should be lauded for the huge efforts they have made to innovate and implement new processes in the midst of an economic and public health crisis. Quickly implementing regulatory changes has involved coordination across state agencies or with local governments, and states can study these experiences to learn how this coordination can be carried into streamlining efforts in the future. At the same time, the short time horizons and extreme urgency associated with streamlining projects may mean there are cases where additional time would have allowed for even more effective solutions. States can also study these experiences to learn what worked well and what did not, to determine whether the processes were clear and easily understood by businesses, and whether there may be additional opportunities for long-term improvement.

As states are developing their economic recovery agendas, some are recognizing the importance of examining regulatory compliance and administrative processes. **Indiana Governor Eric Holcomb**'s 2021 [Next Level Agenda](#), unveiled in late 2020, is focused on safely navigating out of the pandemic and emerging as a stronger Indiana. One of the agenda's five pillars centers on improving the delivery of government services through

regulatory and statutory changes, such as those prompted by the state's COVID-19 response. Examples of those changes include regulations to help expand telemedicine services and make permanent the currently temporary options for meeting virtually. This exemplifies the way in which Governors may consider incorporating lessons learned and innovations explored during the pandemic into their statewide recovery and economic development agendas.

Regulatory Changes And Process Improvements During The Pandemic

In recent years, some states have been moving toward more streamlined compliance and application processes for businesses, for example by implementing systems to process paperwork digitally. The pandemic's social distancing requirements and increasing demands on government services have accelerated this transition. Even under the pressure of the pandemic, states made quick procedural changes to help mitigate the economic impacts of the ensuing recession. Innovative solutions are helping governments keep approval processes moving during emergency circumstances and have made it easier for businesses to maintain their operations or reopen. In some cases, these changes have even streamlined the process of establishing new businesses.

Specifically, during the pandemic, several states:
- Developed new state portals to facilitate small business support initiatives;
- Removed in-person requirements from regulatory processes;
- Enhanced business registration and licensing systems; and
- Improved processes for reviewing and approving outdoor business permits.

New state portals to facilitate small business support initiatives: Given the economic crisis, states have been putting into place a variety of funding initiatives to support economic stability and help their small businesses move toward recovery.[ii] As an example, **Utah Governor Spencer Cox** has continued his predecessor's program, Small Business Quarantined Employee Grants, to help businesses with payroll issues related to reimbursing employees who tested positive for COVID-19 and needed to quarantine.

The fast introduction of small business emergency grants by states has necessitated the similarly fast construction of online application portals. With restricted in-person interaction, states have been forced to stand up programs for businesses quickly and virtually. In many cases, these sites have needed to process applications from thousands of businesses at once. For example, **Idaho Governor Brad Little** announced more than 10,000 Return to Work bonuses were sought for employees by nearly 2,000 Idaho businesses on the first day of applications in July 2020. States' experiences developing and launching application portals for a variety of new programs show that digital solutions for improving business access are not out of reach. New program portals also allow a level of detail and transparency not as commonly seen on state websites in the past. For example,

each of **Idaho**'s recipients of a Return to Work bonus was reported on a secure state website, as were the small business that received cash grants through federal CARES Act funding.[iii]

Removing in-person requirements from regulatory processes: Many regulatory processes require in-person engagement by statute; however, given technological advancements, it's possible to conduct these activities virtually in many cases. This not only enhances safety in the context of COVID-19, but also makes it easier to conduct these activities after the pandemic, potentially saving businesses and government time, effort and money—as well as overcoming barriers to in-person participation such as issues with transportation, childcare, illness or disability. For example, the **New York** State Office of Professions changed their rules for occupational licensing processes to allow for electronic notarization of forms and to allow licensees to complete continuing education as self-study from a department-approved provider rather than being required to attend in-person training.

In **Rhode Island**, **Governor Gina Raimondo** signed an Executive Order at the beginning of the pandemic that allowed for town meetings regarding financial matters to be conducted virtually instead of requiring that they be entirely in person.[iv] This change enabled municipalities to make critical decisions on public fiscal matters while continuing to practice social distancing. Early in the pandemic, it became apparent that the state's municipal governments were struggling to operate and maintain a level of governance for their public meetings. In response, the state's Department of Business Regulations began to offer free high-end Zoom access and training for those municipalities which garnered participation from every municipality in the state. The department also organized a team of people from the state, municipalities, and nonprofits to develop guidance on how to run a Zoom meeting, and posted the resulting guide to their website.[v] The Zoom program for municipalities was so successful that the state organized a permanent system for the municipalities to purchase the premier Zoom license at a much lower price than they could by themselves.

Enhanced business registration and licensing systems: States have also been improving their portals for new businesses to register as another way to stimulate the economy during the pandemic. **Nebraska Governor Pete Ricketts** highlighted the expansion of the state's One Stop License and Inspection Portal, a user-friendly tool developed by the state's Department of Administrative Services that simplifies the

> **Governor Pete Ricketts led the expansion of Nebraska's One Stop License and Inspection Portal, a user-friendly tool that simplifies the licensing process for entrepreneurs and business owners.**

licensing process for entrepreneurs and business owners who can easily find and file the licenses they need to get started. Since the interactive portal's launch, the state has both

increased the site's functionality, and also expanded the resources available to businesses on the site.[vi]

Improved processes for reviewing and approving outdoor business permits: Many states have established outdoor dining districts or have allowed businesses to conduct commerce outdoors so businesses and restaurants can operate while assuring compliance with social distancing requirements. These adaptations provide flexibility for businesses to limit indoor activities. States and localities have dedicated sidewalk and road space to outdoor dining and revised regulations related to the sale and consumption of alcoholic beverages. However, these modifications come with additional compliance and permitting approvals that businesses must seek before resuming activity. In an effort to minimize the regulatory barriers, several states streamlined their outdoor permitting processes to balance the need for economic recovery with the importance of following safety precautions. In **Colorado**, **Governor Jared Polis** [signed](#) an executive order allowing restaurants to temporarily modify their licenses and establish outdoor dining areas within 1,000 feet of the restaurant, as well as serve alcohol in public right of way spaces with approval from local licensing authorities. The order also requires the state's Department of Revenue Liquor Enforcement Division to respond to applications within 24 hours. And **Colorado** is currently pursuing legislation that codifies these practices.[vii] Other states have put into place similar changes, removing hurdles for businesses and helping to bring in revenue to the state while continuing the important focus on public health benefits.

Aiding Longer-Term Economic Recovery By Applying Lessons From The State Pandemic Response

States have made many regulatory process changes in response to the pandemic so businesses and government can keep operating. While these decisions have been driven by a crisis, they provide valuable lessons for future efforts in this area. States' experiences highlight the importance of proactively looking for previously overlooked opportunities to implement reforms that can simplify processes and reduce administrative burdens. Examining regulatory process improvements will be timely for state governments as they navigate projected state budget shortages during the recovery. This section discusses strategies states can use to assess which changes made during the pandemic could be made permanent—and to identify further opportunities for improvement as the economy recovers over time.

Some specific steps states can take in this regard include:
- Mandating a task force review of business regulations and regulatory processes;
- Setting quantifiable goals and targets; and
- Fortifying lines of communication between commerce and regulatory agencies.

Task force review: Many Governors are establishing advisory committees focused on economic recovery. Such groups often include representatives from the business community, education and workforce, the state legislature, and community organizations active in healthcare, emergency management and disaster response. During the pandemic, some groups have already been tasked with reviewing changes made to business regulations and procedures and making recommendations on those that could be continued or reinstated in a post-COVID environment.

Beyond the pandemic, states may wish to consider leveraging such task forces to continue identifying areas of improvement for regulatory processes on a periodic and ongoing basis. In **Arkansas**, the Economic Recovery Task Force, reporting to **Governor Asa Hutchinson** and chaired by Walmart director Steuart Walton, was created to provide information to help Arkansans confidently and safely return to life and work. The group's September 2020 report to the Governor notes that an ongoing effort of the Task Force includes monitoring of—and making recommendations for—regulatory changes, such as those made to outdoor seating and consumption of alcoholic beverages.[viii,ix] The report also notes that a continued area of focus for the Task Force will be recommendations on the types of regulatory changes appropriate for extension *beyond* the emergency period of the pandemic.[x]

> **A continued area of focus for the Economic Recovery Task Force reporting to Governor Asa Hutchinson and chaired by Walmart director Steuart Walton, will be recommendations on the types of regulatory changes appropriate for extension beyond the emergency period of the pandemic.**

Setting quantifiable goals and targets: Another approach that states have taken is to set broad, quantifiable streamlining goals and give agencies the flexibility to determine how best to meet them. For example, **Virginia** created a pilot program in 2018 legislation establishing a goal—along with parameters for achieving that goal—to reduce or streamline discretionary regulatory requirements, compliance costs and regulatory burden by 25 percent by July 2021 through periodic reporting requirements for tracking progress. Two agencies were selected for this pilot program, the Department of Professional & Occupational Regulation and the Department of Criminal Justices Services. While *eliminating* regulatory requirements is one goal, the program is also intended to encourage agencies to *streamline the administrative processes* for regulations, and both agencies report that various registration or application processes have been streamlined as part of their efforts. For example, in its 2019 progress report, the Dept. of Criminal Justices Services indicated it had streamlined application processes for licenses, registrations and certifications—primarily for private security personnel—by creating a new electronic application system to replace its slower paper-based system. Whereas in the first quarter of 2016 some 10,000 paper applications were manually processed with an average

turnaround time of 44 days, in the first quarter of 2019 more than 12,000 online applications were processed with a turnaround time of just under 8 days, a reduction in processing time of more than 30 days.

Fortifying lines of communication between commerce and regulatory agencies: In many states, the commerce agency and/or economic development organization have existing ties with the state offices administering and enforcing business regulations. Whether formal or informal, such ties and partnerships can provide useful background and context to help in assessing the need for extending temporary regulations. In their roles supporting and promoting businesses, state economic development organizations can help state regulatory agencies understand how to partner with businesses to accomplish state goals. Regulatory offices can also share information on enforcing compliance. In **Rhode Island**, for example, the [Commerce Department](#) and the [Department of Business Regulations](#) coordinate closely with each other on a number of issues, including the enforcement of business requirements during the pandemic.

Economic development organization connections with state offices regulating businesses indirectly, such as an office of a state insurance commissioner, could similarly be beneficial—not only by proactively providing information, but also by learning about business needs. For example, as early as March 2020, **Washington State**'s [Office of the Insurance Commissioner](#) provided businesses a one-pager on [Coronavirus & Event Cancellation Insurance](#). It addresses *who* buys event cancellation insurance, the *types* of events covered and *what* must be covered during a communicable disease outbreak. It also provides a toll-free phone number businesses can call with questions about insurance coverage for infectious diseases or concerns about the need for premium extensions, for example.

Looking Forward: Streamlining Processes For Economic Recovery And Beyond

The pandemic's lasting impacts on businesses and new business formation are not yet fully known, but it is likely entrepreneurs will face strong headwinds for some time. In addition to learning from their pandemic-era experiences, other events from recent years have surfaced a variety of successes in regulatory process streamlining and modernization from across the country. This section discusses some of the most promising strategies for reducing barriers and administrative burdens on businesses.

Specifically, states can:
- Focus on modernizing existing regulatory compliance systems and processes;
- Streamline processes for opening a new businesses;
- Clarify and simplify site selection and business location regulations; and
- Expand flexibility in occupational licensing.

Focus on modernizing existing regulatory compliance systems and processes: The social distancing restrictions put in place during the pandemic have highlighted the need to modernize systems to allow for online processing. Many state regulatory compliance processes are built on in-person, paper-based or otherwise outdated paradigms and systems. Updating these systems can help businesses spend less time on compliance, reduce duplication, increase clarity and reduce barriers to entrepreneurship. Digitized processes can also benefit the regulatory agencies themselves, which can process requests and accomplish their missions faster.

It is worth highlighting examples from states that had success modernizing and streamlining their processes in recent years outside of the COVID-related examples featured in this paper. **Ohio** offers an example of improvements to state permitting systems for the trucking industry during the last decade. The state created an online registration system that reduced wait times for trucking companies. The data that was collected hinged on the approval wait time for annual company registrations as well as the Ohio Public Utility Commission's estimate of the number of hours of agency staff time saved per year processing the applications.[xi] Additional examples from the recent decade highlight state environmental agency permitting. The **Iowa** Department of Natural Resources reduced the steps involved in its environmental permitting process, modified its forms to reduce errors and set up a hotline for regulatory assistance.[xii] This reduced the time for air quality permit approvals from months to weeks. Since then, the department has focused on process improvement in additional areas such as construction permitting, along with recent improvements made to address COVID-19 challenges. These and other formal improvements, in addition to innumerable informal improvements, have created an overall culture of change and continuous improvement in the Department.

During the pandemic, businesses in both highly impacted sectors *and* highly impacted regions may need special support and financial relief. States might consider supporting innovative ways for suppliers and customers to connect in these communities. One idea is allowing restaurants to sell their unused food and kitchen supplies directly to the residents of grocery desert neighborhoods. In a related gesture, an executive order from **Missouri Governor Mike Parson** in the first month of the pandemic [ordered the suspension of any prohibition](#) on the sale of unprepared food by restaurants to the public.

Streamline processes for opening new businesses: When assessing the environment for fostering entrepreneurial start-ups or attracting larger businesses, states could start with this question: How clear and navigable is the process for establishing a business in the state? Simplifying the business registration process could particularly benefit entrepreneurial startups with less staff capacity. In early 2021, **Connecticut Governor Ned Lamont** [announced](#) the state's online business portal, [business.ct.gov](#), was continuing to add features making it easier for entrepreneurs to start, operate and grow their businesses. The new online tool aggregates and streamlines content and services into a single seamless interaction, allowing the entrepreneur to complete work across nine state

agencies like the Secretary of State, Department of Economic and Community Development, or Department of Consumer Protection. Since the portal's launch in the summer of 2020, more than 3,875 new businesses have started up in Connecticut with the help of the portal. The site's improvements, based on feedback from the state's business community and entrepreneurs, included a Resource Center that centralizes 170 programs for businesses and a Business Dashboard that helps cut down on the time needed to find business information, includes links to state compliance needs, and provides business owners related alerts.

States are partnering with stakeholders such as charitable foundations, nonprofit organizations, and anchor institutions to develop ways to assist Main Street businesses. States may similarly consider partnering with small businesses directly to positively impact the business community through regulatory streamlining and improvements. In November 2020, Governor Lamont indicated that **Connecticut** businesses demonstrated creativity and perseverance throughout the pandemic. Based on direct feedback from businesses, 65 percent of the state's Executive Orders *relaxed* existing restrictions for easier operations (e.g., to-go alcohol sales for restaurants) and consistent reopening protocols provided a level of certainty to Connecticut businesses. The business community rewarded this confidence by developing and implementing safe workplace procedures to keep their employees and customers healthy and safe.

> **Connecticut Governor Ned Lamont announced a new online tool that aggregates and streamlines content and services into a single seamless interaction, allowing the entrepreneur to work across multiple agencies. Since the portal's launch during the pandemic, nearly 4,000 new businesses have launched with its help.**

Clarify and simplify site selection and business location regulations: Another question to ask is this: How clear and navigable is the process for locating a business in terms of commercial planning, zoning, or site improvements?[xiii] Early in the pandemic, a **Massachusetts** town council adopted a policy allowing smaller projects, especially those already engaged in the planning process, to move through the Planning Board and Zoning Board of Appeals procedures on a virtual basis. More complex project proposals necessitated extra time so neighbors could study pending plans and ask questions, and were considered for virtual processing on a case-by-case basis.

Expand flexibility in occupational licensing: Expanding flexibility in a state's processes for renewing occupational licenses can include allowing more procedures to be completed online, such as the continuing education requirements noted earlier. It can also include extending deadlines. For example, **Maryland Governor Larry Hogan** signed an executive order that extended the expiration dates of all existing occupational licenses and granted licensing authorities discretion to alter license due dates up to 30 days past the end of the

state of emergency. Expanding flexibility in occupational licensing also includes the possibility of adding or expanding interstate reciprocity. In addition, a number of states have expanded interstate reciprocity for nurses and other health practitioners to help address critical shortages of these essential workers.

While many of the changes in the licensing of nurses and other healthcare workers continue to be temporary, states could consider similar permanent changes across a range of occupations to provide benefits to workers and the state. For example, **Arizona Governor Doug Ducey** approved legislation in 2019 that grants reciprocity for new residents with professional licenses from other states in a variety of occupations, provided the resident had the license for at least one year without "disciplinary action."

Next Steps For Governors And States To Consider

As states streamline the administration of their regulations, certain steps are paramount. As immediate next steps in this process, Governors and states can:

- Modernize and digitize public meetings;
- Use data and metrics to identify opportunities and track success; and
- Implement best practices in communicating with businesses on implementation and compliance.

Modernize and digitize public meetings: Just as businesses are migrating online with telework and online sales and operations, so too are local governments that did not previously operate or conduct meetings online. Given this trend, states have had to reassess their governance of local meetings. Where local governments have jurisdiction over business issues such as zoning, Governors' executive orders or state statutes have changed the rules to allow them to conduct meetings digitally by defining decision-making "quorums" as those that include virtual attendees. For example, in **Tennessee**, an early executive order from **Governor Bill Lee** allowed local governments to meet electronically as long as they met key requirements of the state's open meeting law, such as providing a public meeting notice and meeting quorum attendance and voting requirements.[xiv]

Use data and metrics to identify opportunities and track success: There are a variety of methods for calculating the benefit of new state regulations, including by examining the economic benefit. A number of sophisticated modeling tools are available and used to measure regional economic impact, as well as to compare costs to benefits, or conduct an analysis of the existing strengths, weaknesses, opportunities and threats.

Calculating the benefit of regulatory process streamlining is different from calculating the benefit of a new (or removed) regulation, yet there are certain guidelines that can be followed. The first guideline is to begin with the collection of baseline data that is easily available (e.g., the number of steps required to open a new business, or the time required for agencies to process a permit) and measure the changes over time, while also

determining the need for additional data points as the assessment progresses. Early in his first term, **Arizona Governor Doug Ducey** led a statewide "permit blitz" to review a variety of state permitting procedures.[xv] By bringing together officials and collecting data from 23 agencies and 40 permit processes, the state reported that they were able to reduce permit decision timelines by more than 60 percent on average.

Initially, states will want to cast a wide net in their data collection effort. For public engagement, states could consider implementing a brief survey to gather public input or conducting town halls (virtually, or as recommended by health guidelines) for this purpose. This will help to identify problem areas and build public and consumer confidence in new or changed state strategies as they roll out. States will also want to plan to reassess progress on a regular basis, or at least until the economy restabilizes.

> **Arizona Governor Doug Ducey led a statewide "permit blitz" to review a variety of state permitting procedures, and the state was able to reduce permit decision timelines by more than 60 percent on average.**

Best practices in communicating with businesses on implementation and compliance: In their efforts to remain compliant with the law, business owners may struggle to quickly understand and adapt to new requirements while still continuing normal business operations. This has been especially true during the pandemic, when a flurry of new public health rules were enacted across the country to prevent spread of the virus.[xvi] At the same time, trade associations and other industry spokespersons have been disseminating their own sector-based recommendations for their members.[xvii] With complex and perhaps conflicting sets of requirements and advice, small businesses in particular may not have the capacity to adapt to a fast-changing regulatory environment, as they may lack funds to hire external expertise and assistance. In these sorts of circumstances, it is useful for states to consider how they can work with and support their business communities on compliance.

Missouri has focused on providing industry and sector-specific compliance information and guidance. The state's website features information for these sectors: agriculture, construction, financial services, healthcare, leisure/hospitality, manufacturing real estate, restaurant/food services, retail, transportation and wholesale.[xviii] It also offers customized technical assistance via the [Missouri Business Recovery Lab,](#) which offers sector-specific help and organizes peer-to-peer forums for problem-solving discussions. States may also consider providing resources for employee training to help businesses comply with state requirements and guidance. Some states have turned to the federal Manufacturing Extension service to help fulfill this role for manufacturing companies, for instance.[xix]

Another option states may consider is offering compliance assistance grants targeted to particular types of businesses in which adherence to protocols is particularly crucial. In times of crisis, even businesses acting in good faith may struggle to meet requirements, and well-considered compliance flexibility may help avoid overly penalizing businesses for events outside their control. In March 2020, the Department of Natural Resources in **Missouri** announced it would consider flexibility for businesses that proactively notified the department that they were struggling to meet regulatory requirements due to social distancing restrictions, reduced on-site workforces, and disrupted supply chains.

A final consideration is the need to stand up necessary enforcement activities and tracking systems. In this regard, tying the state's pandemic-era regulations to public health criteria helps build consensus and contributes to more transparency in decision-making.[xx]

Conclusion

Regulatory process improvement is an important option for states to consider in developing their strategies for recovery from the economic crisis caused by the pandemic. This paper suggests examining the regulatory changes emanating from the current pandemic and assessing, at the state level, their value for longer-term economic recovery. It further suggests some policy areas that are ripe for streamlining improvements, along with tools and next steps for moving forward.

This paper was compiled by the following team members from the NGA Center's Workforce Development and Economic Policy Program and the Pew Charitable Trusts' State Fiscal Health team: Sally Rood, Madelyn Rahn, and Rachael Stephens (NGA Center): Shane Benz, Khara Boender, John Hamman, Jim McCabe, Chaaron Pearson and Mark Robyn (Pew State Fiscal Health).

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[i] The following resources include additional examples on how states have adjusted regulatory processes in response to the economic impacts of the pandemic:
- The Pew Charitable Trusts: State Economic Development Officials Collaborate to Counter the Pandemic's Impact
- Mercatus Center: Policies to Help Communities Recover: Economic Uncertainty
- State Economic Development Executives: Network Resources

[ii] A 2020 NGA memo on state small business initiatives features more than forty examples of state grants and other supports to assist small businesses.

[iii] Transparent.Idaho.Gov.

[iv] Executive Order 20-46 was later extended by Executive Order 21-40, signed by Governor Dan McKee, and also providing certain relief under the Open Meetings Act.

[v] See Holding Public Meetings via Video Conference – Best Practices, Reference Guide & Implementation Plan for Zoom Enterprise Licenses.

vi For example, the site previously only provided license requirements of a select group of agencies whose directors were appointed by the governor; now there is a much larger group of agency requirements featured on the site.

vii HB 21-1027.

viii Economic Recovery Task Force report to the Arkansas Governor, September 11, 2020, p. 5.

ix The Task Force determined that extension of the permits was in compliance with the Governor's Emergency Order and Department of Health Directives, and that such extensions could remain in effect until termination of the Emergency Declaration as long as other required approvals from city/county officials and the state's ABC Board were obtained.

x Economic Recovery Task Force report to the Arkansas Governor, September 11, 2020, p. 10.

xi [State Strategies to Help Businesses Launch and Expand: Innovative Approaches to Regulation Can Boost Opportunities for Growth](), The Pew Charitable Trusts, August 2018, p. 3.

xii Ibid, p. 2.

xiii The Brookings Institution issued a report entitled: [Flexible Zoning and Streamlined Procedures Can Make Housing More Affordable]() which explores how innovations in design and construction can bring down the cost of building apartments. This examination may be applied to assessing opportunities for cost savings that innovations in other processes could yield.

xiv Executive Order 16, signed March 20, 2020, suspended Tennessee Open Meetings Act ("TOMA") requirements.

xv Ibid, p. 3.

xvi Johns Hopkins Universities' Center for Health Security released the report, [Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors](), which offers a framework for considering risks of transmission of COVID-19 and proposed assessments for nonessential businesses and other institutions.

xvii An overview of major industry and corporate operating guidelines during COVID-19 is available on the NGA website [here]().

xviii Missouri features information on these sectors: agriculture, construction, financial services, healthcare, leisure/hospitality, manufacturing real estate, restaurant/food services, retail, transportation and wholesale.

xix See [The MEP National Network™ | Manufacturing.gov]().

xx An NGA summary of [State Economic Recovery Agendas]() notes various states have focused on their health data and connecting those data with criteria for moving forward on business re-openings.