

**Bloomberg Associates**

COVID-19  
Economic  
Response  
and Recovery  
Roadmap

July 2020



# MENU OF THE DAY

## BREAKFAST



- Classic sandwich  
Eggs, cheddar  
Balloon, juice

## LUNCH



- Soup, Salads
- Vegetarian or baked chicken
- Fish and chips, wine



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A teal-tinted photograph of a city street. Tall buildings line both sides of the street. A bus is visible in the middle ground, and a person is walking in the foreground. The overall scene is urban and busy.

Bloomberg Associates developed this Economic Response and Recovery Roadmap as a practical, easy-to-use resource which delivers valuable insights that lead to action and impact. This Roadmap provides city leaders with a set of 37 actions, backed by 100+ examples of localities who are implementing these actions.

# Overview

Economic development teams are the first responders for a city's economy. But the scale, impact, and uncertainty of this crisis is challenging economic development officials in unprecedented ways. To support small businesses, jobs seekers, and larger employers we need real solutions, particularly among low-income communities and communities of color who are disproportionately impacted by the COVID-19 crisis.

To help local economic development officials, the Bloomberg Associates Economic Development Team developed this Response and Recovery Roadmap as a guide to responding to this economic crisis. This Roadmap provides city leaders with a set of 37 actions, backed by 100+ examples of localities who are implementing these actions. We have three objectives for this Roadmap:

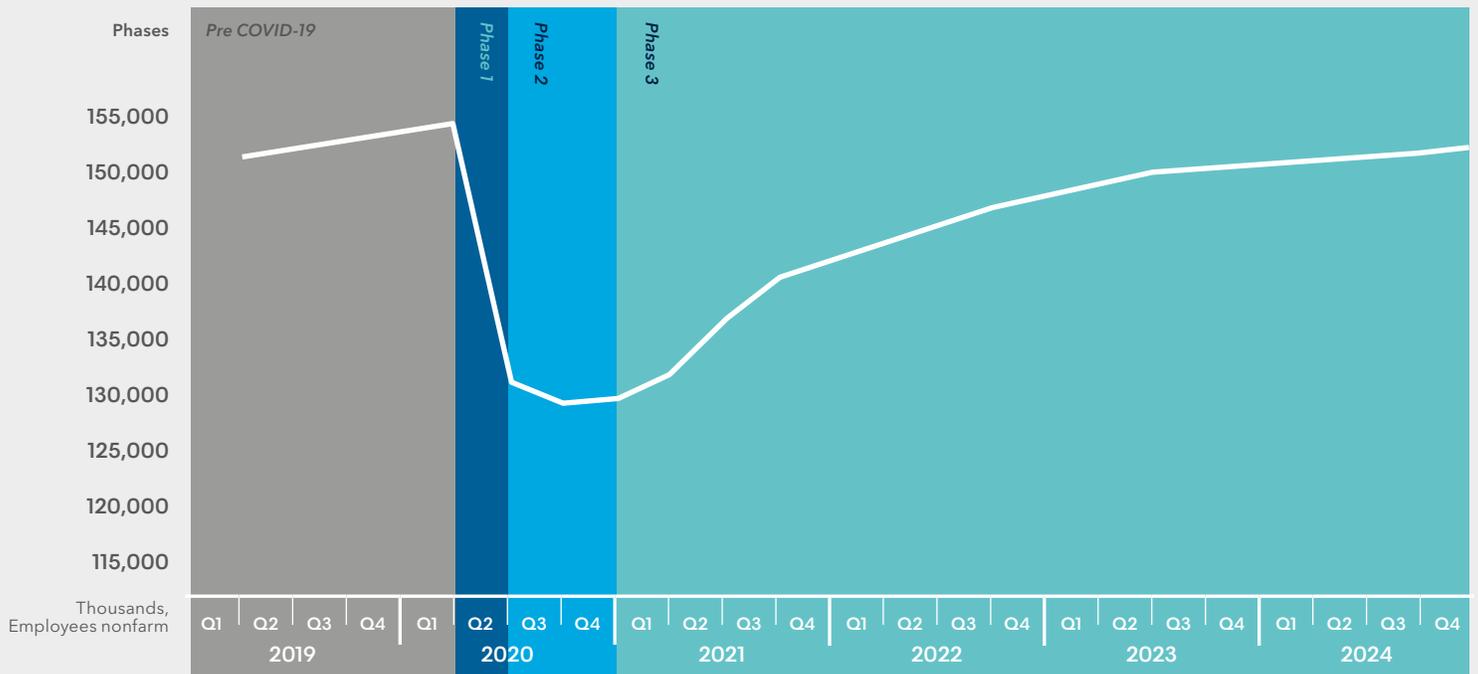
1. **Get cities to act faster by consolidating options, insights, and examples**
2. **Highlight interventions that a city may not have otherwise considered**
3. **Reduce the friction in sharing ideas and promising practices between city economic development leaders**

Every city is unique and demands a customized set of actions. This Roadmap is not designed to be prescriptive or comprehensive, but to instead provide economic development leaders with a practical, easy-to-use resource which delivers valuable insights that lead to action and impact.

# Framework

To maximize impact, city actions must be deployed based on the best available data and at the right time. To provide a framework for the range of interventions that a city could deploy, we organized our actions into three phases: Response, Adaptation, and Recovery. Each phase is aligned with a specific phase of a recession – the U.S. employment outlook is shown below. Each phase has its own set of priorities, highlighted below, which should guide city actions.

## Response and Recovery Roadmap: Framework



Source: U.S. Employment Performance - Oxford Economics, Scenario A1 Muted Recovery

## Phase 1: Response

This is the immediate phase of the crisis driven by the public health impacts of COVID-19 and sharp economic decline. The priorities for city economic and workforce development leaders in this phase are:

- Respond to the immediate impact of the crisis
- Reopen safely
- Prioritize communities disproportionately affected

## Phase 2: Adaptation

This is the bottom of the recession when cities will turn the corner and begin the climb towards recovery. The priorities for cities during this phase are:

- Facilitate adaptation to the post-COVID-19 world
- Begin economic recovery interventions
- Develop alternative sources of program funding
- Support communities hit hardest by the recession and likely to be slowest to recover

## Phase 3: Recovery

As cities recover and move towards broader economic growth, economic and workforce development leaders should aim not just to return to where they were pre-COVID-19 but to emerge stronger. In this phase the priorities are:

- Drive economic expansion
- Position cities to emerge stronger, more equitable, more competitive, more sustainable, and more resilient to future shocks
- Prioritize communities being left behind in the recovery

Individual cities will likely experience each of these phases in different ways and at different times, based on their economies' unique factors – and this framework is intended merely as a guide.

# Actions

The Bloomberg Associates Economic Development team created this list of actions based on a review of the COVID-19 economic and workforce development response in dozens of cities in the U.S. and abroad, conversations with economic and workforce development officials, and by drawing on our own experience as practitioners. This list is not comprehensive and is designed to be an evolving resource that is continually updated. If you have feedback or suggestions, please send to [econdev@bloomberg.org](mailto:econdev@bloomberg.org).

## Phase 1: Response

### Small Business and Neighborhood Commercial Corridors

1. Put all your business support resources in one place
2. Coordinate COVID-19 support services for small businesses
3. Provide city-funded loans and grants
4. Leverage private and nonprofit partners to fund small business relief
5. Help businesses reopen
6. Connect small businesses to surge opportunities
7. Drive consumer spending at local businesses
8. Facilitate local B2B spending
9. Defer or suspend local taxes and fees
10. Stabilize small business real estate
11. Support artists and creative entrepreneurs

### Business Development

1. Business retention

### Workforce Development

1. Create a job board
2. Retool your workforce system with modified hiring events, virtual services, and worker resources
3. Train and place residents to meet surge health care hiring needs
4. Support frontline workers with child care access
5. Support technical skills and remote work
6. Create additional support for gig economy workers

### Data, capacity, and engagement

1. Survey your businesses
2. Understand the economic impact on your city
3. Access and use "close-to-real-time" data sources to help you stand up and target the right supports more quickly
4. Create clear reporting to track and share the impact of your COVID-19 response
5. Convene, coordinate, and leverage partners

## Phase 2: Adaptation

### Small Business and Neighborhood Commercial Corridors

1. Expand technical assistance to strengthen small businesses
2. Provide guidance, training, and resources to help businesses adapt their model
3. Modify city regulations to help small businesses adapt

### Business Development

1. Grow jobs in target sectors
2. Retool incentive programs

### Workforce Development

1. Place youth into remote work experience and career training programs
2. Expand government virtual training programs
3. Direct residents to partner virtual training programs

4. Connect unemployed residents to temporary employment opportunities
5. Focus career pathways on the most resilient sectors
6. Align your workforce system for a post-COVID-19 world

### Data, capacity, and engagement

1. Create an economic recovery plan and align resources and partners
2. Identify and develop alternative sources of program funding
3. Crowdfund new ideas and solutions

## Phase 3: Recovery

(In Development)

## Priorities

Respond to the immediate impact of the crisis.

Reopen safely.

Prioritize communities disproportionately affected.

## Phase 1

# Response

## Small Business and Neighborhood Commercial Corridors

### 1. Put all your business support resources in one place

Action: Create a comprehensive and easy-to-use website to connect your businesses to COVID-19 resources and services. It should be language-accessible, simple to navigate, and include insights that add value.

Examples:

- **Newark, NJ - COVID-19 Help Portal:** The city of Newark created a comprehensive and easy-to-use COVID-19 resource portal with business, housing, and employment information all in one place.
- **Indianapolis, IN - Rapid Response Hub:** The Indy Chamber launched a well-designed small business resource page with a substantial FAQ section, financing information, links to their [buy local](#) initiative, and a [job site](#) focused on re-employment.
- **Atlanta, GA - Invest Atlanta COVID-19 Recovery and Relief Resource Center:** Invest Atlanta is actively consolidating resources from local, state, and national organizations in both the public and private sector.
- **Birmingham, AL - #BHAMStrong:** Bhamstrong is a public-private partnership that created a small business resource page on the CARES Act and local financing sources. It also includes resources for residents and a link to their innovative [Birmingham Service Corp](#) program.
- **Madison, WI - Virtual Portal FAQ:** The Greater Madison Chamber of Commerce created a virtual portal that includes a detailed FAQ section driven by small business questions.
- **Phoenix, AZ - Greater Phoenix Financial Resources Page:** Brings together financing information from federal, private, and local options in a well-designed page.

## 2. Coordinate COVID-19 support services for small businesses

Action: Coordinate how your small businesses access and receive support services by creating a central point of entry for triage, navigation, and referral to your nonprofit service providers, private partners, and other government agencies. Cities should case manage small business clients using a Customer Relationship Management tool to track outcomes and ensure followthrough.

Examples:

- **Nashville, TN - EC Navigator:** Metro Nashville funds a free small business assessment and navigation service which refers to a local network of financing, mentorship, and technical assistance providers. The Navigator is designed to be Nashville's single point of entry for COVID-19 small business support.
- **Cuyahoga County, OH - Small Business Resource Center:** In response to the COVID crisis, Cuyahoga County developed and launched a [dedicated call center](#) in five days to assess, navigate, and refer small businesses to an ecosystem of 13 local business support providers.
- **Boston, MA - Connect with an Expert:** The Office of Economic Development is the "front door" for Boston's small business support, providing referrals to the City's [technical assistance providers](#).
- **Tulsa, OK - Tulsa Responds:** The city of Tulsa teamed up with private and foundation partners to deploy two dozen volunteer [Tulsa Respond Navigators](#) who help small businesses and nonprofits access a range of financial assistance programs.

## 3. Provide city funded loans and grants

Action: Create city-funded loan and grant programs for small businesses impacted by COVID-19.

Examples:

- **Chicago, IL - Economic Relief Program:** Chicago created a \$100 million emergency fund with \$25 million from the city, \$50 million from the [Chicago Community Catalyst Fund](#), and additional funding from private partners. The City worked with local CDFIs which conduct screening, underwriting, disbursement, and servicing. The City created [Small Business Resource Navigators](#) to provide one-on-one support in accessing the range of COVID-19 support programs.
- **Portland, OR - Small Business Relief Grants:** Prosper Portland provided \$1 million in grants to 200+ impacted small businesses. The city put equity at the center of their funding decisions, prioritizing "Black, Indigenous, Asian Pacific Islander and all People of Color and women, taking an intersectional approach."
- **Atlanta, GA - Small Business Continuity Loan Fund:** Invest Atlanta created a \$1.5 million fund offering no-interest loans of \$5,000-\$30,000, based on the economic impact to the business, which is to be paid back monthly over five years with a 6-month to 12-month deferment period before the first payment is due.
- **Oklahoma City, OK - Small Business Continuity Program:** Oklahoma City created a \$5.5 million Small Business Continuity Program which allowed business owners to submit one application for three different loan programs.
- **Cleveland, OH - ReStart Cleveland:** The City launched a \$10 million small business loan program focused on recovery.
- **San Francisco, CA - Small Business Mini-Grant:** The City is providing \$1 million in mini-grants to neighborhood-owned and women-owned businesses.

- **Denver, CO - Relief Fund Package:** Denver's \$4 million relief fund provides cash grants up to \$7,500 to qualifying micro businesses. Approximately 250 businesses would receive grants.
- **Philadelphia, PA - Small Business Relief Fund:** The city of Philadelphia created a COVID-19 Small Business Relief Fund which offers grants and zero-interest loans to small businesses. Three relief programs are offered with one single application.
- **Boston, MA - Financial Relief Handbook:** Like many cities, the Mayor's Office of Economic Development created a resource guide that summarizes the range of local, state, federal, and private funding options for small businesses.



#### 4. Leverage private and nonprofit partners to fund small business relief

Action: Expand capital available to your small business by partnering with large employers, nonprofits, foundations, and other major institutions to fund loans, grants, and other small business support programming.

Examples:

- **Detroit, MI - PPP Small Business Loans:** The city of Detroit and Goldman Sachs announced a \$15 million fund that provides loans through the SBA's Paycheck Protection Program, in partnership with the [Community Reinvestment Fund](#), a nonprofit SBA lender.
- **Newark, NJ - Small Business Emergency Fund:** The Newark Department of Economic and Housing development is coordinating a \$2 million small business grant program in partnership with the United Way and Invest Newark. The program is funded through local, federal, and private sources. Prudential, a locally headquartered company provided a \$250,000 contribution, which [funded the first round of grants](#).
- **Newark, NJ - Newark Working Kitchens (NWK):** Audible, which is headquartered in Newark, launched a free daily meal service for Newark residents with \$1.5 million in seed funding, providing 150,000 meals. NWK purchases the meals from local restaurants that are delivered to residents. Audible is also working with Invest Newark and Newark Venture Partners to provide small business support and mentorship.
- **Charlotte, NC - Micro Business Relief Fund:** Charlotte partnered with the Local Initiatives Support Corporation (LISC) to create a \$1 million fund that will provide grants to 100 micro-businesses located in [opportunity corridors](#). LISC is working with several private partners on a broader [Rapid Relief & Resiliency Fund](#).

- **San Diego, CA - Small Business Relief Fund:** The San Diego Economic Development Department is administering a \$6.1 million fund to support local businesses. The City partnered with the Cal Coast Cares Foundation, San Diego Grantmakers to expand the fund through corporate and individual contributions.
- **Seattle, WA - Seattle Sounders FC Relief Fund:** Established by the RAVE Foundation to support individuals, small businesses, and nonprofits located in the team's stadium and surrounding neighborhood. The fund provides resources to help small businesses stay in business until stay-at-home orders are lifted.

## 5. Help businesses reopen

Action: Draft, influence, interpret, communicate, implement, and enforce safety and operational guidelines for businesses to reopen safely in accordance with public health guidelines, and in several phases. Provide technical advice and support to small businesses that may need to adapt their premises and processes. Work with public health officials to interpret general principles or particular situations. Be ready to communicate closure again if there is evidence of a rebound.

Examples:

- **CDC - Cleaning and Disinfecting Your Facility:** Everyday steps, steps when someone is sick, and considerations for employers.
- **Indiana - Connect Small Businesses and Nonprofits to PPE:** Created an online hub through which organizations can source PPE.
- **Germany - Creating a Safe Workplace:** Guidance on occupational safety measures to restore economic activity while ensuring workers' health.
- **New Zealand - Creating a Business Safety Plan:** A form to document a business owner's thinking about how (s)he and his or her workers will keep safe at work during the COVID-19 pandemic.
- **Colorado - COVID-19 | Safer at Home:** Guidance on best practices for all businesses, essential and non-essential campgrounds at state parks, child care, education P-12, higher education, field services and real estate, limited health care settings, local and personal recreation, non-critical manufacturing, nursing homes, and congregate-care facilities, office-based businesses, and retail.

### Resources:

**CDC - Coronavirus Disease 2019 [Businesses and Workplaces guidelines](#)**

**White House - [Opening Up America Again Guidelines](#)**



## 6. Connect small businesses to surge opportunities

Action: Leverage local businesses to produce PPE, food, and other products needed in this crisis.

Examples:

- **Baltimore, MD - PPE Manufacturing Fund:** Baltimore Development Corp allocated [\\$500,000 for grants](#) to local manufacturers to modify their business for PPE production, with funds going to cover equipment modifications, materials, and personnel costs.
- **New York, NY - COVID-19 Emergency Supply Sourcing & Manufacturing:** New York City Economic Development Corporation is working with local firms to produce or source medical supplies at scale to support the City's emergency response. The city has brought together partners and manufacturers to [produce 50,000 test kits](#) a week.
- **Los Angeles, CA - L.A. Protects:** With a goal to produce 5 million non-medical masks, the [city of LA developed a partnership](#) with the city's fashion and garment industry to produce protective gear and other medical supplies for frontline workers. The city matches local manufacturers producing masks with essential industries: healthcare, grocers, restaurants, delivery, and more.
- **California - Great Plates Delivered:** California is connecting local restaurants to opportunities to prepare meals that are delivered to seniors.
- **Montgomery County, MD - Provide Capital to Access PPE:** The Local Production Fund was created to provide local small and medium-sized manufacturers and producers with the working capital necessary to make and provide essential personal protective equipment (PPE) and other COVID-19 related products.

## 7. Drive consumer spending at local businesses

Action: Develop “shop local” campaigns and resources to promote business and consumer spending at businesses in your city.

Examples:

- **London, UK - Pay it Forward:** The Greater London Authority created an online platform where businesses can “pre-sell” products and services before businesses are able to open, providing immediate cash flow to local shops.
- **Bend, OR - SOS Bend:** The city and local chamber partnered to create SOS Bend which helps residents purchase gift cards at local businesses for future use.
- **Boston, MA - Restaurant Listing:** Boston created an easy-to-use listing of open businesses.
- **Lincoln, NE - Open For Business Listing:** The Lincoln Chamber created an up-to-date listing on the current state of operations of city businesses.
- **Charlotte, NC - Open For Business Dashboard:** Charlotte’s Open for Business Initiative includes a searchable map.
- **Arlington, VA - Support Local Business Page:** Arlington promotes special offers from local businesses.
- **Broward County, FL - iLoveLocal2020** will soon launch. This is a “Buy Local” 90-day strategic campaign to provide an economic stimulus to local businesses.



## 8. Facilitate local business-to-business spending

Action: Create tools and programming to connect local companies and increase B2B spending.

Examples:

- **Kansas City, MO - KC PPE:** Kansas City launched a website to connect businesses or residents to products like masks, shields, and hand sanitizer.
- **Cleveland, OH - InGear B2B Platform:** The Greater Cleveland Partnership created a B2B website to connect local providers and buyers of essential and general operating products.

## 9. Defer or suspend local taxes and fees

Action: Defer, reduce, or suspend taxes and fees to give small businesses more runway to weather the immediate impact of the crisis and rebuild their business for a post-COVID-19 world.

Examples:

- **San Francisco, CA - Small Business Tax and Fee Deferrals:** The City deferred business taxes on small businesses to February 2021, and extended the business registration and license fees deadline to September 2020.
- **Bend, OR - Utility Assistance Program:** The city of Bend is offering up to \$500 in relief on sewer and water bills to local businesses.
- **Cleveland, OH; Portland, OR - Loan and Rent Deferrals:** Cleveland deferred payments on city-issued loans to retail and manufacturing businesses to October 2020 while Prosper Portland is offering a 3-month deferral on borrowers and rent relief to its commercial tenants.
- **Greensboro, NC - Waived Code Compliance Penalties and Fees:** The city of Greensboro suspended the accrual of civil penalties and reinspection fees to reduce the financial impact on businesses and property owners.



## 10. Stabilize small business real estate

Action: Create a moratorium on evicting commercial and nonprofit tenants. Develop tools and resources to help commercial tenants and landlords.

Examples:

- **San Francisco, CA - Commercial Eviction Moratorium:** San Francisco created, through an [executive order](#) which was subsequently [extended](#), an Francisco created a 6-month commercial eviction moratorium for small and medium-sized businesses who miss a rent payment due to COVID-19 impacts. Other examples include [Seattle](#), [Washington DC](#), [Los Angeles](#), [New York State](#), and [Oregon](#).
- **Portland, OR - Commercial Tenant and Landlord Resource Page:** Prosper Portland created a resource page with links to low-cost lease negotiation services, webinars, and a survey for landlords and tenants. The City's Economic Recovery Task Force is focusing on this issue and looking at technical assistance for landlords and tenants.



## 11. Support artists and creative entrepreneurs

Action: Support artists, creative entrepreneurs, and nonprofit culture organizations by developing and identifying grants, relief funds, financing, and technical assistance. Identify fee-for-service opportunities for artists and creative entrepreneurs within your agency and other departments. Work with other city agencies to cross-reference and include sector-specific resources for arts and culture.

Examples:

- **Atlanta, GA - Contracts for Art Services:** The city of Atlanta offers contracts for the production, creation, presentation, exhibition, and management of artistic and cultural services in the city, with particular emphasis on creative production during COVID-19.
- **Houston, TX - Emergency Response Program Supporting Artists:** The city of Houston created a partnership with the Downtown Development Authority and gener8tor, a creative economy start-up, to offer artists, musicians, and creatives free access to a week-long webinar series designed to help them navigate the COVID-19 crisis. The series will cover strategies to maintain your creative practice, mental health, and wellness resources for creatives, and navigating online platforms to boost your digital presence.
- **Los Angeles, CA - LA Artist Opportunities During COVID-19:** The city of Los Angeles is developing three fee-for-service or commission opportunities for artists (1) a Works Progress Administration inspired program to put mural and public artists back to work; (2) commissions for LA-based artists in South Los Angeles to develop authentic COVID-19 messaging and to disseminate those messages through community partners; (3) honorariums for five Mayor's Photo Corps photographers to capture the City during the "Safer at Home" order.
- **New York, NY; Seattle, WA; San Francisco, CA - nonprofit and Artist COVID-19 Resource Pages:** [New York](#), [Seattle](#), [San Francisco](#), and many other cities have created listings specifically for nonprofit small business among their resources including grant opportunities, legal assistance, and capital project resources.

## Business Development

### 1. Business retention

Action: Business retention is a top priority during a downturn. Account manage your most important employers to understand their needs, communicate city actions, and address any problems. Understand and get ahead of any impacts of the crisis and economic downturn on these employers (such as furloughs, layoffs, closures, and more.)

Examples:

- **Delta Regional Authority - Business Retention and Expansion: Growing from Within.** Overview of the components of a BRE plan
- **Vadnais Heights, MN - Summary Report of BRE Strategies Program**

#### Resources:

IEDC - [Establishing a business retention and expansion program.](#)

Louisiana Community Network - [Business Retention and Expansion.](#) Guidance on approaches to BRE and common elements for all BRE programs.



## Workforce Development

### 1. Retool your workforce system with modified hiring events, virtual services, and worker resources

Action: Connect residents to immediate job opportunities by shifting workforce services delivery online. Adapt job fairs and hiring events, direct residents to comprehensive social services and resource guides, and modify workforce services to address short-term and long-term impacts of COVID-19.

Examples:

- **Lincoln, NE - Drive Through Career Fair:** The Lincoln Partnership for Economic Development created a drive-through job fair, where residents received information on Lincoln employers with [immediate hiring opportunities](#).
- **Ohio - Re-employment and Resources Virtual Hiring Events:** Co-hosted by the Workforce Development Board of Central Ohio, these virtual hiring [events take place weekly](#) from 8am on Thursdays to 11:59pm on Sundays. Registered job seekers and companies can access the virtual “convention center” for free.
- **Arizona - Return Stronger Upskilling Website:** The Arizona Commerce Authority, in partnership with the state’s workforce development network, launched a new website to connect Arizonans statewide with employment training resources and virtual career counseling. The site is designed to provide workers who are no longer employed due to the COVID-19 pandemic with a central place to learn about and leverage the many no-cost training opportunities available to them.
- **Seattle, WA - Resources for Workers:** The City created a listing of city and [federal resources](#) for workers, which includes an emergency order to implement a temporary moratorium on residential evictions, utility payment relief, Paid Sick and Safe Time Ordinance for all Seattle employees, and \$5 million of city-funded grocery vouchers to COVID-19-impacted families.

### 2. Create a job board

Action: Connect residents to job opportunities by creating centralized job boards and job-matching platforms with clear employment pathways.

Examples:

- **Indianapolis, IN - Rapid Response Talent:** The Indy Chamber created a straightforward job matching and search website with a job seeker assessment that provides a deeper understanding of incumbent skills and work experience.
- **South Bend, IN - Regional Jobs Board:** The city of South Bend brought together local chambers, the workforce development board, and nonprofits to [create a regional job board](#) to connect residents with essential service employers that are hiring.
- **Dallas, TX - Surge Industries Job Board:** Dallas Regional Chamber and Say Yes to Dallas launched a “surge industries” job board to help displaced workers identify and fill needed jobs in essential industries (hospitals, pharmacies, grocery stores, foodservice, and warehouse).



### 3. Train and place residents to meet surge health care hiring needs

Action: Work with your local public health agencies and health care providers to train and connect residents to surge job opportunities as contact tracers, nurses, and community health care workers. Focus on opportunities to move residents into long-term employment in the health care sector.

Examples:

- **New York - Contact Tracing Program:** New York State will hire up to 17,000 contact tracers through a collaborative contact tracing effort to control the infection rate of the disease. [Bloomberg Philanthropies](#) has committed \$10.5 million in funding, technical assistance, and organizational support to help build and execute this program, while John Hopkins University's School of Public Health leads [online curriculum](#) development and training efforts. Bloomberg Philanthropies will also support the New York State DOH in their recruitment efforts.
- **San Francisco, CA - Contact Tracing Program:** The city of San Francisco, the University of California at San Francisco, and DIMAGI, a local software company, launched a contact tracing program which trained [50 contact tracers](#), many of whom had little to no healthcare experience. This model has since been expanded statewide.
- **Massachusetts - Community Tracing Collaborative:** Massachusetts is budgeting \$44M to hire 1,000 contact tracing workers to conduct interviews and trace COVID-19 cases. State partners include Partners in Health, a Boston-based nonprofit, that has already begun [hiring and training](#) potential candidates.
- **New York - Healthcare Database:** New York State created an online database that matches medical professionals to immediate job openings on an as-needed basis each day.
- **Australia - Free Online COVID-19 Training for Critical Care Nurses:** Australia invested \$4.1M in a free, online, COVID-19-specific training course which aims to train 20,000 RNs in order to help hospitals meet the demand. At the same time, an online "refresher course" is available to help retired RNs reenter the workforce.
- **Liberia - Unemployed Residents Community Health Worker Training:** Local nurses are working with and training Community Healthcare Workers to identify signs and symptoms of COVID-19 among neighbors, as well as educate and implement preventative practices, including social distancing and sanitation stations. Community Health Workers have been trained as part of the COVID-19 response globally. Similar training is taking place in [South Africa](#) and the [United Kingdom](#).

#### Resources:

[Community Healthcare Workers Crucial in Pandemic Response](#)

[Three Workforce Strategies to Help COVID Affected Communities](#)

#### 4. Support frontline workers with child care access

Action: Now more than ever, cities need to help workers access child care. Interventions include free or expanding qualifying income thresholds for subsidized child care, online dashboards to help workers apply for and locate local centers, converting empty classrooms, enabling local partner organizations to function as emergency child care centers, and offering funding to increase local partner capacity.

Examples:

- **Texas - Frontline Child Care Portal:** Texas launched an online child care portal in response to the state [expanding the income threshold](#) to allow a greater number of COVID-19 essential workers to qualify for subsidized child care. The portal assists frontline employees throughout the application process and helps identify the closest child care center in their area.
- **Seattle, WA - Classrooms Become Emergency Child Care Centers:** The city of Seattle designated 28 classrooms for emergency child care to essential workers at no-cost.
- **Arizona - Arizona Enrichment Centers Offer Child Care:** Free child care offered to “first responders, critical healthcare workers, and essential public sector workers, including child safety workers.” Backed by emergency operational funding, the state equipped local child care partners to offer or [expand](#) existing services for frontline workers.
- **Maryland, Louisiana, New York, and Massachusetts - Expanded Child Care Access:** A number of states have increased child care access due to COVID-19 including [Maryland](#), [Louisiana](#), [New York](#), and [Massachusetts](#).

#### 5. Support technical skills and remote work

Action: Digital skills and online access is even more critical as many industries shift to remote working. Cities can provide technical skills training, increase WiFi access, and support equipment loans/purchases to ensure a broad range of residents can access these work opportunities.

Examples:

- **Portland, OR - Grant Funding Help Businesses Upskill Tech Workers:** Worksource Portland Metro and a local workforce partner provide grant funding to help businesses train their tech workforce during the COVID-19 crisis. The grants fund training to help existing workers obtain new certifications and increase technical skills.
- **Los Angeles, CA - Get Connected Digital Training Program:** The city of Los Angeles in partnership with the California Emerging Technology Fund and [EveryoneOn](#) help residents find and access low-cost internet service options, obtain computers, and participate in remote digital literacy training.
- **Kansas City, MO - Producing Refurbished Computers:** Kansas City is partnering with Connecting for Good to produce refurbished computers/laptops and other electronics through the city’s [Digital Upcycling Program](#) for vulnerable, low-income communities.
- **Austin, TX - Digital Empowerment Community of Austin COVID-19 Resources:** DECA, a network of local nonprofits, educational institutions, and local partners striving to ensure greater digital inclusion, is directing residents to Internet Service Providers (ISPs) offering low-cost internet access. Many cities highlight low-cost ISP services including [Philadelphia](#), [Louisville](#), [Seattle](#), [Boston](#).

- **South Bend, IN - WiFi School Buses:** The South Bend Community School Corporation placed WiFi-enabled school buses in low-income communities to ensure students have access to online classes.
- **Portland, OR - Digital Divide Working Group:** In response to COVID-19, frontline community organizations are partnering with the city of Portland's Office of Technology and local technology stakeholders to help bridge the digital divide. The primary focus of these efforts is discovering ways to "increase digital inclusion for Black, Indigenous and People of Color (BIPOC) communities, individuals with disabilities, immigrants, women, or individuals experiencing poverty as well as other community members in isolation and at high risk of digital exclusion."

## 6. Create additional support for gig economy workers

Action: While recent federal resources have expanded to cover some gig workers (CARES Act), independent contractors, freelance, and sole proprietors across industries need additional financial and social support. Interventions include raising specific grants and relief funds for these vulnerable workers, promoting local community resources, and developing partnerships with platform companies to increase support.

Examples:

- **New Orleans, LA - Gig Worker Relief Fund:** Through a public-private partnership, the New Orleans Business Alliance has raised more than \$500,000 for a COVID-19 Relief Fund to provide grants of \$500 to gig workers.



- **Atlanta, GA - CreATL Relief Fund:** This public-private initiative provides \$1000 grants to independent creatives – freelance and gig workers – “in creative industries such as film, music, and entertainment, to support essential financial obligations such as food, housing, utilities, medical expenses, and transportation costs.” Partners include Invest Atlanta, the Mayor’s Office of Film and Entertainment, the Mayor’s Office of Cultural Affairs, and City National Bank.
- **St. Louis, MO - Small Business Resource Discretionary Grant Program:** The St. Louis County Port Authority is offering \$500 discretionary grants to help sole proprietors and 1099 contract workers in distressed areas who don’t qualify for other small business relief programs.
- **Seattle, WA - Relief Fund for Individual Artists & Creative Workers:** The city invested \$50,000 into a GoFundMe campaign which has raised more than \$575,000 to help creatives, particularly BIPOC artists, transgender, nonbinary, and disabled artists.
- **U.S. - Grubhub Suspends Commission Collection:** Based on discussion with five city Mayors (Boston, Chicago, Portland, New York, and San Francisco), Grubhub agreed to temporarily suspend the collection of commission payments on independent restaurants up to \$100 million.
- **Pennsylvania - DoorDash Increases Gig Worker Supports:** DoorDash agreed “to expand financial, healthcare, and childcare-related support” to its gig workers affected by COVID-19. DoorDash will also partner with the cities of Philadelphia and Pittsburgh “to help social service organizations deliver last-mile delivery of groceries, meals, and supplies to low-income, home-bound seniors, and other vulnerable populations.”
- **U.S. - Resource Portals and Crowd-Sourcing Efforts:** Crowd-sourcing efforts are filling in the gaps in federal and state coverage for local independent contractors, gig, and sole proprietorship workers in specific industries. The Freelancer Union created the [Freelancer Relief Fund](#), which offers up to \$1,000 to cover essential expenses such as utilities, food, and lost income not covered by state or federal relief programs. The Alliance of Artist Communities [Artist Relief](#) program provides \$5,000 grants to U.S.-based artists available until September 2020. The Workers Lab [Workers Fund COVID-19 Rapid Response](#) provides up to \$1,000 in emergency grants to replace lost income for gig and low-earning contract workers. Through private partnerships, the fund has dispersed over \$100,000. The Restaurant Workers’ Community Foundation created a [COVID-19 Resources List](#). The National Domestic Workers Alliance created a [Coronavirus Care Fund](#) which provides grants up to \$400 in financial support to home care workers, nannies, and house cleaners.

## Data, Capacity, and Engagement

### 1. Survey your businesses

Action: Survey your businesses to understand how the crisis is impacting them, target programming to address those needs, and explain how their feedback influenced city actions. Share and explain the survey results.

Examples:

- **Boston, MA - Business Survey:** The Mayor's Office of Economic Development conducted several business surveys and published the data in a clear and easy-to-access format.
- **San Diego, CA - Business Survey:** The San Diego Regional EDC shared survey results with analysis and clear takeaways.
- **Kansas City, MO - Business Survey:** KCSourceLink published survey results that outline impacts and priorities.
- **Rowan, NC - Conduct Bi-Weekly Surveys:** Rowan Economic Development plans to conduct a bi-weekly survey of the business community to determine the evolving economic impact of COVID-19 and make adjustments to their economic recovery plan as needed.
- **McMinnville, OR - Increase Business Outreach:** The McMinnville Economic Development partnership plans to increase their business outreach as a part of their retention efforts in order to understand the opportunities and challenges these companies are facing in order to better address their evolving needs.

### 2. Understand the economic impact on your city

Action: Develop economic data sources to assess, plan for, and respond to the impact on your local economy. The data should provide sector and employment impacts since the start of the crisis, and if possible, forecast future impacts. Data should be as localized as possible and updated regularly. Share your data and analysis with policymakers, stakeholders, and community members.



### 3. Access and use “close-to-real-time” data sources to help you stand up and target the right supports more quickly

Action: Make a list of the questions that need to be answered about the way the crisis is impacting your small businesses, workers, and households today in order to prioritize, design, and target your programs. Work with your local data or GIS mapping officials to identify federal, state, and city data sources that can provide insights to help answer these questions. Also, access non-public data sources that are currently being made available to cities for free.

#### Resources:

[Opportunity Insights Tool](#). A new platform to track the impacts of COVID-19 on people, businesses, and communities using private-sector data.

### 4. Create clear reporting to track and share the impact of your COVID-19 response

Action: Develop clear, concise, and impact-driven reporting to evaluate the effectiveness of your COVID-19 response programming and make course corrections. Share with stakeholders and update regularly.

Examples:

- [Portland, OR - Small Business Relief Fund Grants Demographic Data](#): Prosper Portland provides a clear report out on the results of their small business grants program.
- [Alaska - Coronavirus Response Hub](#): The State of Alaska created a very comprehensive dashboard on the public health aspects of the COVID-19 crisis with clear graphs, robust search function, and access to the raw data.

## 5. Convene, coordinate, and leverage partners

Action: Mobilize and align key partners within your community. Strategically coordinate the leveraging of assets with partners to maximize resources and their impact. Many cities are creating task forces to convene and align partners to identify challenges and opportunities, mobilize resources, develop recommendations, provide funding, and implement action items. Partners would vary based on the landscape of each community but could include economic development agencies, community and workforce groups, business groups, Workforce Investment Boards, nonprofits, foundations, anchor institutions, plus state and federal agencies.

Examples:

- **Portland OR - COVID-19 Economic Relief and Recovery:** The city of Portland formed a COVID-19 Economic Relief and Stabilization Framework to identify key priorities for the city and then created three response teams to drive the implementation of the framework.
- **Chicago, IL - Chicago Housing Solidarity Pledge:** The Chicago Mayor launched the Chicago Housing Solidarity Pledge to bring together leading lenders and housing associations in an attempt to provide relief to tenants and building owners. The pledge provides that lenders and landlords may offer eligible renters and mortgage holders deferred payment agreements and other financial relief options.
- **Montgomery, AL - Economic Impact Task Force:** Montgomery's Economic Impact Task Force is composed of public- and private-sector members to address the economic impact of COVID-19. As part of this, the task force worked closely with Tech MGM and MGM WERX to identify virtual workforce development and educational resources that residents can access from home, which they posted for free online.
- **Nashville; Memphis; Knoxville; Chattanooga, TN - Tennessee Major Metros Economic Restart Task Force:** Formed by the mayors of Memphis, Nashville, Knoxville, and Chattanooga, the task force is composed of business and health care professionals across the state. The merging of the different metros allows for a more coordinated response to restarting Tennessee's economy.



## Phase 2

# Adaptation

### Small Business and Neighborhood Commercial Corridors

#### 1. Expand technical assistance to strengthen small businesses

Action: Leverage your business support providers to scale-up free and low-cost technical assistance in critical areas like finance, human resources, legal, and helping businesses adapt their business models. Cities should be prepared to provide assistance to businesses facing closure.

Examples:

- **Oklahoma City, OK - Small Business Continuity Program:** As part of a broader incentive and loan program for impacted businesses, Oklahoma City provided \$500,000 for small business technical assistance on accessing financing programs, legal, human resources, e-commerce platform development, online marketing, and advice on remote work.
- **New York, NY - COVID-19 Guidance for Business Owners:** New York City Small Business Services provides an FAQ section with links to technical assistance resources for legal, commercial lease, and human resources support.
- **Minneapolis, MN - Expanded Technical Assistance:** The city is providing expanded technical assistance through a number of business support organizations in response to COVID-19 including navigating layoffs, assessing financial health, applying for financial assistance, and specific support helping food businesses adapt their business model.

### Priorities

Facilitate adaptation to the post-COVID-19 world.

Begin economic recovery interventions.

Develop alternative sources of program funding.

Support communities hit hardest by the recession and likely to be slowest to recover.

- **San Francisco, CA - SF Business Portal Business Closure Guide:** The city of San Francisco provides a checklist of city, state, and federal requirements for closing a business. Here is another [business closure checklist](#) for businesses that have to quickly close because of COVID-19. [Lawyers for Good Government Foundation](#), a nonprofit network of more than 125,000 legal advocates with lawyers in all 50 states, announced the launch of its Small Business Remote Legal Clinic, offering pro bono legal consultations for small business owners.
- **Arizona - CARES Act Readiness Program For Small Business:** The Arizona Chamber [launched a free online training program](#) in English and Spanish to help small businesses apply for CARES Act funding.

## 2. Provide guidance, training, and resources to help businesses adapt their model

Action: Cities should provide tools and services to help businesses adapt their operating models, understand and add delivery services, create e-commerce sites, and create new channels for sales for marketing.

Examples:

- **Detroit, MI - Small Business Website Accelerator:** The city of Detroit is working with Rebrand Cities to help business owners move online during the COVID-19 crisis. Web designers work with small businesses to create websites and online stores.
- **Quebec - Business Grants to Support Worker Training:** The PACME program provides grants to businesses to upgrade the skills of their workforce and be ready for economic recovery. Grants cover training to support operational adaptation to COVID-19, basic skills, digital skills, and can be used for [worker wages while in training](#).



- **Boston, MA - Small Business Delivery & Take-out Guidebook:** The Boston Economic Development team created a clear and concise guidebook for small businesses, which outlines take-out and delivery platform options for restaurants and groceries, guidance on setting up credit card or gift-card point-of-sale systems, key considerations for businesses on using these platforms, as well as guidance for gig workers.
- **Rhode Island - Tech Resources:** Rhode Island Commerce partnered with local tech leaders to offer free coaching to help small businesses leverage technology to adapt their business. Services include home office setup, remote operations, e-commerce, and marketing.
- **Michigan - Retail Food Labeling Training for Restaurants:** Michigan offers restaurants training on proper food labeling in order to sell food and pantry items directly to consumers, a role that was previously only available to grocery and retail stores. This training increases buying options to local consumers while also keeping the supply chain moving in more directions.
- **Maryland - Loyola Crisis Navigators:** The Center for Innovation & Entrepreneurship at Loyola University Maryland created a team of volunteer Crisis Navigators to advise small businesses on “pivoting” their operating models and guidance on available resources.

### 3. Modify city regulations to help small businesses adapt

Action: Help businesses operate in and adapt to the post-COVID-19 world by modifying regulations to facilitate pickup, delivery, and social distancing. Accelerate the permit process to ensure development continues.

Examples:

- **Boston, MA - Restaurant Grocery Delivery:** Boston modified regulations to allow restaurants to deliver groceries.
- **Tampa, FL - Sidewalk Use and Waived Permits:** The city allows restaurants to temporarily use the public right-of-way for restaurant seating and waived permit fees.
- **Seattle, WA - Curbside Pickup:** Seattle modified curbsides rules to create pickup zones near restaurants.
- **Orlando, FL - Assistance for Business Owners:** Orlando is providing PPE for restaurant workers to operate safely, permitting seating in the public right of way and covering parking costs downtown.
- **Chattanooga, TN - Offsite Alcohol Sales:** Chattanooga allowed restaurants to sell alcohol as part of a pick-up or delivery order.
- **Seattle, WA - Delivery Commission Cap:** The city of Seattle passed a 15% cap on the commission charged by 3rd party delivery services to restaurants.
- **Fort Worth, TX - Expedited Plan Review:** Fort Worth created a special plan review team (*X-Team*) for developments to keep construction moving.
- **Los Angeles, CA - Shortened Permit Times for Housing Crisis Act Projects:** LA city Planning revised its application procedures to allow project applications to submit their referral forms electronically, shortening the turnaround time.

## Business Development

### 1. Grow jobs in target sectors

Action: Identify priority industry sectors in which your city has an advantage, can continue to prosper during an economic downturn, and create good and promising jobs that residents can access and are not susceptible to automation. Identify short-term supports to incentivize continued investments from businesses in these sectors. Develop longer-term sector plans to help these industries thrive in your city. Be opportunistic as businesses are consolidating, near-shoring, rolling out new business models, or have a new CEO and strategy.

### 2. Retool incentive programs

Action: Identify ways to change existing incentive plans or reallocate funding to support businesses' immediate needs.

Examples:

- Rensselaer, IN - Tax Credit for New PPE Manufacturer:** The city of Rensselaer and the state of Indiana provided tax credits and abatements to an existing manufacturer, which spun-out a new startup company to produce PPE and other medical supplies. This aligned with the State's broader focus on producing PPE locally and connecting these supplies to Indiana's health care providers and small businesses through the [Indiana Small Business PPE Marketplace](#).
- North Carolina - Modified Incentive Compliance Deadlines:** North Carolina revised the requirements of its Job Development Investment Grant program to allow companies to take their 2020 hiring and investment obligations and "carry them forward" one year to 2021. Michigan's [MSF Awardee Relief Initiative](#) similarly extends deadlines for businesses and community projects that have previously received grants, loans, or other forms of economic assistance from the Michigan Strategic Fund.
- Oklahoma - Bounce Back Assistance Program:** Oklahoma provided payroll tax rebates to help companies with potential for positive impact on Oklahoma's economy grow and offset the cost of capital expenditures incurred through business expansion investments. The program was focused on countering the effects of COVID-19, diversifying the economy, expanding employment at existing companies, and prioritized projects with immediate impact.



## Workforce Development

### 1. Place youth into remote work experience and career training programs

Action: With summer youth programs impacted by COVID-19, it is important to identify job opportunities that continue to provide youth with critical work experience and income during the summer months. Partner with surge and priority industry employers, community partners, and city agencies to place youth into temporary jobs, prioritizing online training, exposure to remote working opportunities, and building transferable IT and teleworking skills.

Examples:

- **Baltimore, MD - YouthWorks:** The five-week program will begin mid-July, placing youth into a remote job with one of 100 local employer partners who are offering virtual programming. Participants will earn up to \$1,100 during the five weeks and gain skills in remote-working as well as exposure to existing teleworking job opportunities.
- **Baton Rouge, LA - Mayor's Youth Workforce Experience:** A job placement platform for youth ages 14-24 will be expanded from a summer program to placing participants in year-long part-time jobs with local employers. The program focuses on career exploration through work experience and includes weekly soft-skills and career-specific training from the Mayor's Office. Jobs will primarily be remote, and participants will receive a stipend of up to \$1,000 from the Mayor's Office.
- **Chicago, IL - Virtual Summer Youth Program:** Chicago will place 30,000 young adults and teens into virtual jobs with city and public agencies. Partnership and additional funding will be critical in ensuring job placements and that each participant has the necessary technology for remote roles.
- **Philadelphia, PA - WorkReady:** Close to 9,000 of Philadelphia's 12-24-year-olds will have online summer jobs. Participants can choose one of three online courses as part of the program: "financial literacy, digital identity and branding, and digital career exposure," earning up to \$595 by the end of the summer.
- **Austin, TX - Virtual Youth Career Expo:** Over 60 employers are participating in a virtual youth career expo to showcase their part-time, full-time, or apprenticeship training and career exploration opportunities available across ten counties. In-demand local industries will be prioritized including "healthcare, hospitality, retail, foodservice, and skilled trades and manufacturing." Hiring conversations will also be available digitally through video chat.
- **Bangor, ME - Young Mainer's Workforce Academy:** Launched in partnership with Eastern Maine Development Corporation (EMDC), the academy is a 7-week paid, virtual training program for youth (16-24 years old) that includes comprehensive job-readiness training, virtual networking, and paid work experience at a local employer partner. Priority will be given to in-demand fields such as "IT, healthcare, and skilled labor," including job-readiness training and personal development courses such as financial literacy and workplace culture.

## 2. Expand government virtual training programs

Action: Partner with public and private training providers to expand your workforce agency's virtual education and training programs. Interventions include expanding or shifting online continuing education and adult learning courses, partnerships with private online training providers offering free or expanded courses, and free online learning platforms offering job-readiness and industry-specific career training to equip workers with the skills necessary for in-demand and returning jobs.

Examples:

- **Illinois - Online Workforce Recovery Training:** In response to COVID-19, the State of Illinois is partnering with online training platform, Coursera, to help unemployed residents access free training courses and credentialing in fields such as IT, business, and job-readiness. The collaboration with local university partners makes professional certifications, such as the Google IT Support Professional Certification, accessible for residents without higher learning experience.
- **Bath, NY - SkillUp, Free Online Courses:** The Chemung-Schuyler-Steuben Workforce Investment Board launched a job matching platform with an "online learning platform" offering residents free access to over 5,000 courses. Available courses range from soft-skills training for job-readiness support, to professional certifications.

## 3. Direct residents to partner virtual training programs

Action: Connect residents to virtual training programs at your community colleges, educational institutions, and nonprofit agencies. Leverage your education providers who are shifting training programs online and look for opportunities to partner and design or scale programming together.

Examples:

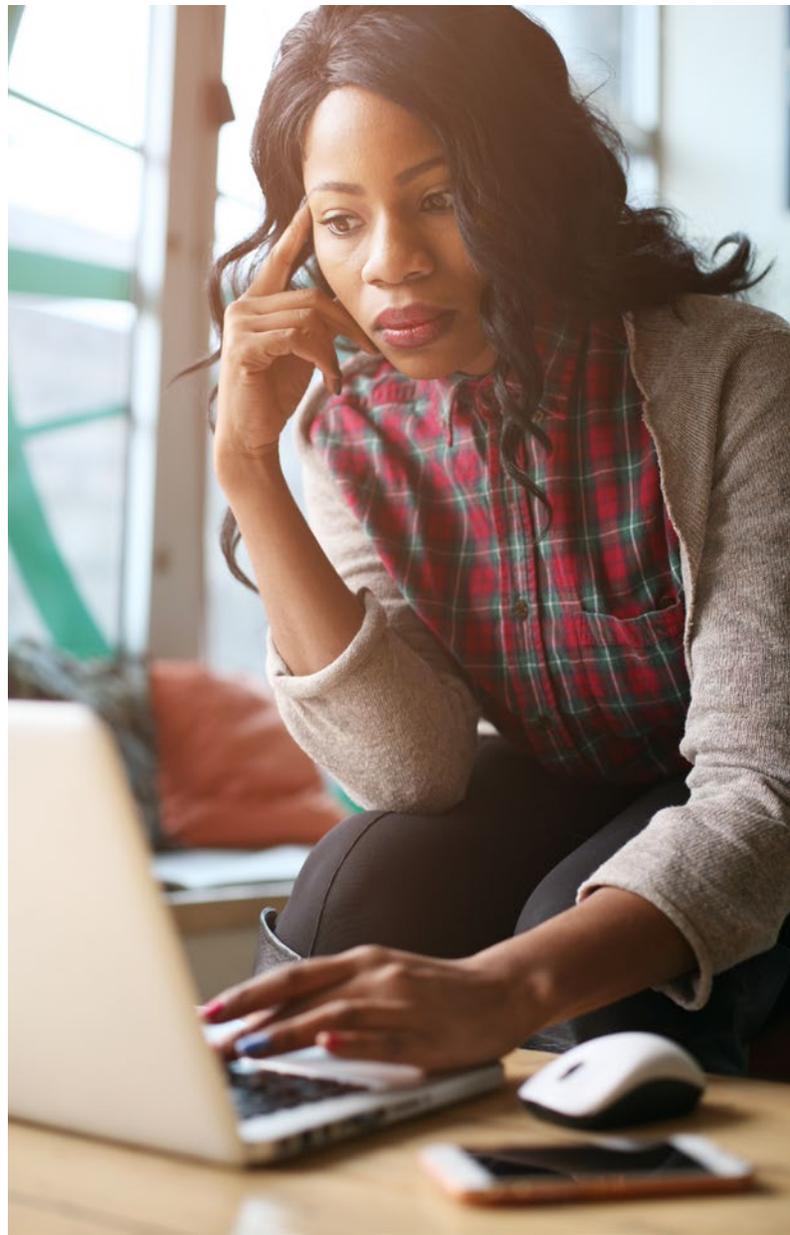
- **North Dakota - VCSU Offers Online Continuing Education Courses:** VCSU is offering online skill development and career training courses in partnership with continuing education trainer Ed2Go. Beginning in June 2020, ten skills development courses will be offered for free, covering topics such as personal finance, entrepreneurship, small business marketing, communication, management, and job search success. Available courses will also offer a wide range business and industry-specific topics and certifications including business, accounting, healthcare, IT. Other state universities are following suit: [Colorado](#).
- **Montana - MSU Offers Online Career Training:** In partnership with WorldEducation, an online education provider, Montana State University is offering over 71 workforce development courses as "non-credit online professional development, career training, and continuing education programs." Courses include a range of areas including "business and professional; health care and fitness; IT and software development; media and design; and sustainability." Additional programs cover industrial trades and skill-training as well as job readiness and soft-skills development.
- **US - YearUp Goes Online:** Over 250 corporate partners have joined the nonprofit job training and education organization to [shift all programming online](#) due to COVID-19. Focusing primarily on low-income, communities of color, these young adults can participate in six-months of training and six months work experience in industries such as financial operations, IT, sales and customer support, software development, and business operations.

#### 4. Connect unemployed residents to temporary employment opportunities

Action: Identify low-barrier, temporary jobs that support the broader COVID-19 response and connect residents to these opportunities. Expand on this in future phases with a broader set of roles and length of placement.

Examples:

- Birmingham, AL - Birmingham Service Corps:** Birmingham Strong, a local public-private partnership, launched the Birmingham Service Corps which pays volunteers to work on projects that address local COVID-19 needs. Roles include call center workers for COVID-19 symptom screening, school lunch preparation and delivery, school supply delivery, and shuttling symptomatic patients to and from treatment. The Birmingham Service Corps has placed nearly 100 out-of-work residents into paid jobs.
- Baltimore, MD - Baltimore Health Corps:** The Baltimore Corps launched a public-private collaboration to train and hire 300 underserved, unemployed residents in communities hit hardest by COVID-19. Roles include contact tracers, care coordinators, and community health workers. The program includes public education, outreach, and "care coordination and social support." Corps members earn a living wage and a health insurance stipend. Funding streams include federal CARE Act funds and a host of private partners and foundations.
- Memphis, TN - Virtual Call Center:** The city of Memphis, Memphis Tourism, the Memphis Housing Authority, industry groups, and a staffing firm worked together to provide temporary employment for 50 residents who were laid off in the hospitality industry. The workers were employed at a virtual call center checking on local residents and reinforcing COVID-19-related health policies, recommendations, and stay-at-home messaging.
- San Antonio, TX - \$450 Stipend for Retraining:** Council approved a workforce development retraining program that includes a \$450 weekly stipend for all participants, including child care. The City's plan aims to provide 10,000 residents with career training by September 2021.
- Boynton Beach, FL - Launches 12-week Temporary Jobs:** In partnership with CareerSource Palm Beach County, the City aims to place workers into temporary employment positions prioritizing unemployed workers due to COVID-19 or long-term unemployed. The proposal lists 17 opportunities for one of four types of assignments ranging in jobs from COVID-19 education to "support and maintenance related to the virus."





## 5. Focus career pathways on the most resilient sectors

Action: Focus career pathways on industries projected to be the strongest performers or most resilient in the recession. Interventions include sector-specific apprenticeship and paid on-the-job training programs, reducing the cost burden on employers for new hires.

Examples:

- **Ontario, Canada - Retraining Program for Hospitality and Trade Workers:** The province of Ontario is launching its Virtual Action Centre which, in addition to offering laid off hospitality workers online counseling and training, increases support for trade industry apprentices who can access grants which cover the costs of tools, PPE, uniforms and small loan forgiveness assistance for costs related to previous apprenticeship training programs. Eligible participants are apprentices who have achieved level 1 training on or after April 1, 2020 and have been registered as an apprentice for a minimum of one year.
- **New Zealand - Free Trades Training for "Critical Industries":** Beginning July 1, courses in construction, agriculture, and manufacturing will be available for unemployed residents seeking retraining. The government committed \$1.6 billion to this program and will work in partnership with the Employer Apprenticeship subsidy program to scale and support students accessing these courses. This program is expected to save students \$2500-\$6500 in course fees per year.
- **Australia - To Overhaul Vocational Training Programs in COVID-19 Response:** Areas of focus will be on a simplified funding model, greater consistency between programs, and increased government incentives for employers to engage in upskilling their workforce.
- **Canada - Free Vocational Training:** \$1.6 million is earmarked for Canada's trade and apprenticeship vocational training programs with courses in manufacturing, community health, counseling, construction, and agriculture, beginning July 1 as part of Canada's COVID-19 Recovery Plan.
- **San Antonio, TX - \$2 Million Dislocated Worker Upskilling Grant:** Workforce Solutions Alamo is partnering with the San Antonio Food Bank, the city's Housing Authority, Visit San Antonio, and other partner organizations to create industry-specific training and employment opportunities. Participants will receive wrap around services including child care.

## 6. Align your workforce system for a post-COVID-19 world

Action: In Phase 1, the focus was on responding to the immediate needs of the crisis. In Phase 2, you should evaluate, align, and position your workforce system to address the longer-term challenges of your city. Engage with key stakeholders including city partners, employers, training providers, education partners, community groups, nonprofits, and labor to align on priorities, actions, pool resources, and apply for competitive state, federal, or philanthropic funding sources. The examples below show how some states are approaching it.

Examples:

- **Indiana - Rapid Recovery for a Better Future:** A \$50 million collaborative initiative uniting local workforce, education providers, employers, and public partners in expanding comprehensive workforce delivery systems throughout the “pathway to hire” pipeline. Worker resources include an [online hub](#), free career and education coaching, free accelerated training programs, and employer support.
- **North Carolina - \$6 Million DOL Grant for Workforce Training:** The funding will be utilized across the state for “wage-reimbursement incentive for businesses” to help with upskilling new employees and assisting employers with the costs of temporary worker rehiring in public health or “humanitarian assistance” efforts such as contact tracing, food or medical delivery, disaster clean-up or sanitation; eligible employers are nonprofits or public agencies. Short-term worker displacement training is also available through this grant and will help unemployed workers pivot and gain the skills necessary to fill immediate job openings.
- **Washington - DOL Disaster Recovery Grant:** Washington State secured a Department of Labor grant to adapt existing workforce services to respond to the employment impacts of COVID-19. The grant will fund adapting local workforce agencies to virtual services, re-employment assistance into surge or essential industries, individualized career coaching, job readiness training, and long-term career path support. The grant will also focus on placing out-of-work residents into COVID-19 disaster response jobs such as “positions in emergency management; treatment and quarantine area set-up; unemployment claims intake; behavioral and developmental health; custodial services; delivery; food banks, shelters, and social and human services.” Low-income, rural, and communities of color will be prioritized.

## Data, Capacity, and Engagement

### 1. Create an economic recovery plan to emerge more equitable, sustainable, and resilient

Action: Start developing your recovery plan now. In addition to traditional economic development, consider adding an equity and sustainability focus to build long-term resiliency. While you will be operating with incomplete data, it is important to begin laying out your longer-term strategy for recovery and growth. Review your latest economic development/workforce or development/economic mobility plan and assess which elements are still true, less relevant, and even more important today. Work with stakeholders to set clear priorities and quickly shift your resources to support these efforts. Rely on these priorities as resource constraints force policy tradeoffs. Flow data into your plan as you receive it, and prepare to adapt your strategy as facts on the ground change. This is also an opportunity to break models, be aggressive in trying new interventions, and build new collaborations and partnerships.

Examples:

- **Atlanta, GA - Economic Mobility and Recovery Plans:** Prior to the crisis, the city was developing an economic mobility plan that will now also serve as a recovery plan. They are currently revisiting the strategies and actions that were being developed to tackle economic mobility challenges to ensure they will also address current COVID-19-related challenges and support economic recovery.
- **Louisville, KY - Build Back Better, Together:** Louisville launched this initiative to engage residents and community leaders to begin planning how to rebuild the city's economy "so it is stronger, more innovative and more equitable." The plan would include longer-term strategies focused on arts and culture, built and natural environment, economy, education and talent development, health and safety, hospitality and sports, and social infrastructure and impact.
- **Michigan - Business Group Plans:** While not city drafted, business groups are developing their recommendations for recovery. Business Leaders for Michigan (BLM), the state's business roundtable, released a plan for restarting Michigan's economy and outlines three categories with guiding principles, along with policy suggestions that can be simultaneously implemented. The [Kansas Chamber's Relief and Recovery Agenda](#) is a similar third party proposal.



## 2. Identify and develop alternative sources of program funding

Action: Take advantage of CARES Act [relief funds for state and local governments](#). Familiarize yourself with existing federal funding programs, some of which have been made more flexible since COVID-19. Engage corporations and anchors to identify partnership and funding opportunities for interventions.

Examples:

- **Illinois State** - CDBG-funded [small business working capital grants](#) of up to \$25,000.
- **Portland, OR** - CDBG-funded [small business relief fund](#) that prioritizes businesses owned by Black, Indigenous, Asian Pacific Islander, and all People of Color and women.
- **Dalton, GA** - CDBG-funded [forgivable loans](#) of up to \$15,000 to small businesses.
- **Oklahoma City, OK** - [GO Bond Funding](#): \$5.5 million of general obligation bond proceeds to fund affordable housing, job creation programs, and small business grants, loans, and technical assistance.
- **Lawton, OK** - [Reallocation of Funds from Existing Programs](#): Amended their 2019 Capital Improvements Program to provide funding for infrastructure and financial support for new and existing retail development and retention efforts. The action amends \$29 million that had been dedicated to the industrial development category, taking \$250,000 from that allocation to support the new retail development and retention designation.

### Resources:

- US EDA [Financial Assistance for Economic Development](#) website
- US EDA [CARES Act recovery assistance](#) website
- [HUD programs](#) website (e.g. HOME, NSP, updated [CDBG](#) guidance)
- Gusto [guide to Federal, State, and Private COVID-19 related relief resources](#). (Gusto is an online payroll and HR software company for small businesses)
- [Foundation Directory Online Quick Start](#)

## 3. Crowdsource new ideas and solutions

Action: Leverage your local entrepreneurs and the business community to source new ideas and solutions to COVID-19 challenges.

Examples:

- **New York, NY** - [Neighborhood Challenge Open Innovation Platform](#): New York City Small Business Services launched a site that allows NYC's "small business community, commercial district managers, and technologists" to submit and vote on challenges, and propose solutions.
- **Tennessee** - [Tennessee Crowdsourcing Innovation Platform](#): Tennessee created a page for entrepreneurs and companies to share "solutions, resources, and capabilities" which addresses challenges from COVID-19.
- **Sacramento, CA** - [Innovative Idea Portal](#): The Mayor's Office of Civic Engagement created a [solution provider intake form](#) to collect innovative ideas from companies proposing to donate or sell products or services to respond to the COVID-19 crisis.



## About Bloomberg Philanthropies COVID-19 Response

Bloomberg Philanthropies' multi-pronged COVID-19 Response supports public health professionals and local leaders around the world in their efforts to mitigate the health, economic, and social consequences of the pandemic. Our response includes immediate support in low-income and middle-income countries most at-risk, resources for mayors and other local leaders, and support for social services and cultural organizations in the communities where the Bloomberg L.P. and Bloomberg Philanthropies' team lives and works.

- Globally, we are funding rapid response efforts – including equipment and training for frontline healthcare workers – in Africa and other low-income and middle-income countries around the world. We are also supporting vulnerable refugee populations around the world
- In the U.S., we are working with New York Governor, Andrew Cuomo, to launch a COVID-19 contact tracing program to help control the infection rate of the disease. We've also created a robust platform through our COVID-19 Local Response Initiative to support mayors and other local leaders
- In New York and London, we've helped launch funds to support local cultural and social service organizations affected by the pandemic and provided funding to feed frontline healthcare workers in 16 NYC hospitals
- We are also supporting research, including studies at Johns Hopkins University and NYU Langone Health

Learn more about our efforts at [bloomberg.org/covid-19-response](https://bloomberg.org/covid-19-response)

## About Bloomberg Associates

Bloomberg Associates is the philanthropic consulting arm of Michael R. Bloomberg's charitable organization, Bloomberg Philanthropies. Founded in 2014, we work side by side with client cities to improve the quality of life for residents, taking a strategic, collaborative, and results-oriented approach to make cities stronger, safer, more equitable and more efficient. Our team of globally recognized experts and industry leaders has worked with cities across the globe on hundreds of projects in order to ignite change and transform a dynamic vision into reality.

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