COVID-19 Economic Recovery Resource Roadmap

This COVID-19 Economic Recovery Resource Roadmap (Roadmap), as developed by FEMA, is to assist state, local, tribal, and territorial (SLTT) leaders and stakeholders with navigating some of the challenges, as well as the resources, associated with the Coronavirus (COVID-19) pandemic. Specifically, the Roadmap describes how supplemental appropriated funds, in particular funding authorized under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, and certain ongoing annually funded federal programs, can be used to implement potential solutions.

Please note that the information that follows is for general informational purposes only and has been compiled with publicly available information or with information provided by sources that are publicly obtained and should be viewed as only a starting point for navigating challenges and available resources.

Navigating the Roadmap

The Roadmap is to assist in challenges that federal departments and agencies which work directly with SLTT partners have identified in economic and COVID-19 pandemic recovery. Although not an exhaustive list, the identified challenges that follow fall within six topic areas:

- Market Uncertainty
- Business Viability
- Business Safety
- Workforce Health and Availability
- Community Infrastructure
- Sustaining America’s Food Supply

Each topic area consists of a flowchart of specific challenges, potential solutions, and federal department or agency resources, including federal support and technical assistance (e.g., Figure 1). Federal funding resources are either universal or solution-specific. Universal resources, for purposes of
this document, have broad applicability to the solutions presented within the topic area, whereas resources directly linked to specific solutions are limited to the challenge presented.

Although the solutions are general in nature, additional considerations may be necessary to ensure that people with disabilities have access to programs and activities that receive federal financial assistance as required under Section 504 of the Rehabilitation Act of 1973. Other disability rights laws may also apply such as the Americans with Disabilities Act.

The Roadmap also includes a Program Index (Index) that provides an overview of resource structure and connection to the identified economic recovery challenges. The Index is designed to help SLTT partners navigate resource availability, find opportunities to leverage assistance across federal programs, and avoid potential areas of duplication of benefits. For example, some of the resources, such as the Coronavirus Relief Fund, are federal resources allocated to state and local governments, and thus may be subject to state and local decision-making for eligible activities. This information can help inform decisions on how to apply funding to maximize recovery outcomes.

Please note that the information that follows is for general informational purposes only and has been compiled with publicly available information or with information provided by sources that are publicly obtained and should be viewed as only a starting point for navigating challenges and available resources. The user should always directly consult the respective department or agency administering the federal program as the provider of a potential resource for current program information, as well as to verify whether proposed activities would be allowable under a particular program.
Figure 1. Market Uncertainty

Business and Supply Chain Disruption
To mitigate the spread of COVID-19, many businesses halted production and operations nationally and internationally. As a result, many supply chains were cut and businesses face liquidity challenges. As the Public Health Emergency continues, market uncertainty poses a challenge for businesses.

- Access to Working Capital
- Supply Chain Viability / Reshoring
- Retooling (e.g., manufacturing)
- Entrepreneurship/New Business Creation
- Strategic Recovery Planning

Treasury:
- Coronavirus Relief Fund

DOC/EDDA:
- Economic Adjustment Assistance
  - Economic Adjustment Assistance
- DOC/NIST:
  - Manufacturing Extension Partnership Centers*
  - Manufacturing USA National Emergency Assistance Program*
- FEMA:
  - Supply Chain Stabilization Task Force*
- HHS/DOC:
  - COVID-19 Comunication Plan for Select Non-Healthcare Critical Infrastructure Employees*
- USD/EDDA:
  - Economic Adjustment Assistance
- USD/EDDA:
  - Value-Added Producer Grant (Planning Only)
- USD/EDDA:
  - Economic Adjustment Assistance
- USD/EDDA:
  - Build to Scale
- DOC/AEED:
  - Minority Business Development Agency*
- USD/EDDA:
  - Business and Industry Program
  - Intermediary Relending Program
  - Rural Economic Development Loan and Grant
- USD/EDDA:
  - Value-Added Producer Grant
- SBA:
  - Entrepreneurial Development*
  - Small Business Development Centers*
  - Association of Women's Business Centers*
  - Rural Business Development Grant
  - Value-Added Producer Grant
  - Rural Cooperative Development Grant
  - Socially Disadvantaged Groups Grant

Specific challenges for the topic area
Potential Solutions to consider
Universal Resources
Solution specific
* Technical assistance resources

Learn more at fema.gov
Figure 2. Business Viability

Addressing Financial Viability of Local Business Community
Holistically addressing the recovery of local business communities and downtown areas is crucial to helping restart or revitalize economic activity and promoting long-term economic development.

Commercial District Support
Retail/Office and Industrial Real Estate
Financing Small Businesses
Business Retention
Non-Profit and Cultural Organization Support

Treasury:
- Coronavirus Relief Fund

DOE/EDA:
- Economic Adjustment Assistance/Revolving Loan Funds

HUD:
- Community Development Block Grant

USDA/RS:
- Business and Industry Program
- Rural Business Development Grant

COVID-19 Employer Information for Office Buildings*

SBA:
- Express Bridge Loans
- Business and Industry Program
- Rural Business Development Grant
- Rural Economic Development Loan and Grant

DOE/EDA:
- Economic Adjustment Assistance/Revolving Loan Funds

HUD:
- Community Development Block Grant

SBA:
- Paycheck Protection Program
- Economic Injury Disaster Loan
- Express Bridge Loans

USDA/RS:
- Business and Industry Program
- Rural Business Development Grant

DOE/EDA:
- Economic Adjustment Assistance/Revolving Loan Funds

HUD:
- Community Development Block Grant

IMLS:
- Grants for Museums and Libraries
- Grants to State Library Administrative Agencies

NEA:
- National Endowment for the Arts

NEH:
- National Endowment for the Humanities

SBA:
- Paycheck Protection Program
- Economic Injury Disaster Loan
- Express Bridge Loans

USDA/RS:
- Community Facilities Loan and Grant
- Rural Economic Development Loan and Grant

* Technical assistance resources
Figure 3. Business Safety

**Providing a Safe Work Environment**
Some businesses had to develop new protocols and restructure the workplace to mitigate and prevent the spread of COVID-19. Identifying resources and procedures to provide a safe work environment will be important to reopen business and maintain a healthy workforce.

- **Access to Broadband**
- **Business/Facility Retrofits**
- **Engineering and Administrative Controls, PPE, and Cleaning**
- **Testing, Tracing, and other Surveillance Measures**

**Treasury**
- Coronavirus Relief Fund

**DOC/NTIA**
- BroadbandUSA Program*
- USDA/RS:
- ReConnect Loan and Grant Program
- Rural Broadband Access and Loan Guarantee
- Community Connect

**DOC/EDA**
- Economic Adjustment Assistance

**DOL/OSHA**
- Guidance on Preparing Workplaces for COVID-19*

**EPA**
- Disinfectants for Use Against SARS-CoV-2*
- Indoor Air and Coronavirus*

**FEMA**
- Addressing PPE Needs in Non-Healthcare Settings*

**HHS/CDC & EPA**
- Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes*

**HHS/CDC**
- Testing for Non-Healthcare Workplaces*
- Public Health Preparedness Cooperative Agreement
- COVID-19 Public Health Crisis Response
- Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response
- Tribal Public Health Capacity Building and Quality Improvement

- Testing and Treatment of the Uninsured

*Technical assistance resources

---

Learn more at fema.gov

October 23, 2020 5 of 19
Figure 4. Workforce Health and Availability

Supporting Wellness of Workers
The COVID-19 pandemic may have health impacts on workers. Employers can provide additional support to ensure the well-being of their employees.

Addressing Unemployment and Labor Shortages
Some businesses had to furlough or lay off employees due to tightened cash flows, lack of work opportunities due to closed businesses, etc. Reengaging these individuals will be important in economic recovery. For seasonal labor, some employees may find it difficult to obtain visas or work in the COVID-19 environment.

Paid Sick Leave
Mental Health Support
Unemployment Insurance and Lost Wages
Seasional Labor
Training and Retraining of Unemployed Persons

Treasury:
- Coronavirus Relief Fund

DOL:
- COVID-19 and the American Workplace*
- Employer Paid Sick Leave Tax Credits

HHS/CDC:
- How to Cope with Job Stress and Build Resilience During the COVID-19 Pandemic*
- Coronavirus Resources and Information *

HHS/SAHMA:
- Pandemic Unemployment Assistance
- Pandemic Emergency Unemployment Compensation

FEMA:
- Lost Wages Assistance

DOJ/ED:
- Economic Adjustment Assistance (training and entrepreneurship centers and related infrastructure support)
- COVID-19 Dislocated Worker Grants
- Employment and Training Administration Grants
- Rapid Response Services*

ED:
- Reimaging Workforce Preparation Grants

EPA:
- Environmental Workforce Development and Job Training Program *

HUD:
- Community Development Block Grant
- Rural Business Development Grant
- Rural Community Development Initiative Grant
- Rural Economic Development Loan and Grant
- Rural Cooperative Development Grant
- Socially Disadvantaged Groups Grant

* Technical assistance resources

Specific challenges for the topic area
Potential Solutions to consider
Universal Resources
Solution-specific
Ensuring Community Support for Employers and Employees
To mitigate the spread of COVID-19, state and local governments will have to take a community approach in reopening efforts. Communities can support their businesses by providing investments and infrastructure improvements that enable businesses to stay open or reopen while taking public health considerations into account.

Public Transit and Transportation

Childcare Services

Broadband

Treasury:
- Coronavirus Relief Fund

HUD:
- Community Development Block Grant

DOC/EDA:
- Economic Adjustment Assistance
- Public Works

FTA:
- Public Transportation Supplemental Apportionments
- Resources for Transit Industry*

USDA/RD:
- Community Facilities Loan and Grant

HHS/ACF:
- Child Care and Development Block Grants

HHS/CDC:
- Guidance for Child Care Programs that Remain Open*

Treasury/IRS:
- Employer Paid Family Leave

USDA/RD:
- Community Facilities Loan and Grant

DOC/EDA:
- Economic Adjustment Assistance
- Public Works

DOC/NTIA:
- BroadbandUSA*

USDA/RS:
- ReConnect Loan and Grant Program
- Community Connect
- Rural Broadband Access Loan and Loan Guarantee

* Technical assistance resources
Figure 6. Sustaining America’s Food Supply

Sustaining Food Production and Processing

Food production and processing is a critical part of America’s infrastructure. Industry members, stakeholders, and SLTT leaders must ensure a safe continuation of operations.

**Local Food-Based Business Creation**
- DOC/EPA: Economic Adjustment Assistance/Revolving Loan Fund
- Build to Scale

**Support to Agricultural Producers**
- DOA/EDA: Minority Business Development Agency
- SBA: Entrepreneurial Development
- Small Business Development Centers
- Association of Women’s Business Centers

**Support to the Meat Packing and Processing Industry**
- USDA/NOA: Fisheries Assistance

**Support to Fisheries and Seafood Industry/Aquaculture**
- HHS/CDC: Guidance for Meat, Poultry Processing Workers and Employers
- Food Safety and the Coronavirus Disease
- USDA/AMS: Meatpacking Industry During COVID-19

**Treasury**
- Coronavirus Relief Fund

Note: For additional information, please also see the COVID-19 Food and Nutrition Resource Roadmap.
## Program Index

<table>
<thead>
<tr>
<th>Program</th>
<th>Funds to SLTT**</th>
<th>Direct Assistance to For-Profit Businesses</th>
<th>Statutory/Regulatory Flexibility Provided</th>
<th>Funding Allocated as of 7/15/20***</th>
<th>Market Uncertainty</th>
<th>Business Viability</th>
<th>Business Safety</th>
<th>Workforce Health and Availability</th>
<th>Community Infrastructure</th>
<th>Food Supply</th>
<th>Links to Program Websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build to Scale (DOC/EDA)</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Build to Scale</td>
</tr>
<tr>
<td>Business and Industry CARES Act Program (USDA/RD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Business and Industry CARES Act Program</td>
</tr>
<tr>
<td>Child Care and Development Fund (HHS/ACF)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ACF Child Care COVID-19 Resources</td>
</tr>
<tr>
<td>Community Connect (USDA/RD)</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community Connect Program</td>
</tr>
<tr>
<td>Community Facilities Loan and Grant (USDA/RD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community Facilities Loan and Grant</td>
</tr>
<tr>
<td>Community Development Block Grant (HUD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CDBG COVID-19</td>
</tr>
<tr>
<td>Coronavirus Food Assistance Program (USDA)</td>
<td></td>
<td>New Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Coronavirus Food Assistance Program</td>
</tr>
<tr>
<td>Coronavirus Relief Fund (Treasury)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CRF Website; CRF Guidance</td>
</tr>
</tbody>
</table>

*Items that may provide assistance but are not CARES Act funded
**State, Local, Tribal, and Territorial (SLTT) organizations
***The “Funding Allocated as of 7/15/2020” column demonstrates if CARES Act, supplemental, or annual program funding has been allocated (fully or partially).
## COVID-19 Economic Recovery Resource Roadmap

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Delivery</th>
<th>Challenges</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>COVID-19 Dislocated Worker Grants (DOL)</td>
<td>*</td>
<td>✔</td>
<td>COVID-19 Dislocated Workers</td>
</tr>
<tr>
<td>Economic Adjustment Assistance (DOC/EDA)</td>
<td>✔</td>
<td>✔</td>
<td>EDA COVID-19 Revolving Loan Fund Program*</td>
</tr>
<tr>
<td>Economic Injury Disaster Loan (SBA)</td>
<td></td>
<td>✔</td>
<td>EIDL COVID-19 Website; SBA COVID-19 Programs</td>
</tr>
<tr>
<td>Employee Retention Credit (Treasury/IRS)</td>
<td>✔</td>
<td>✔</td>
<td>Employee Retention Credit</td>
</tr>
<tr>
<td>Employer Paid Family Leave Tax Credits (Treasury/IRS)</td>
<td>✔</td>
<td>✔</td>
<td>Employer Paid Family Leave Tax Credit</td>
</tr>
<tr>
<td>Employer Paid Sick Leave Tax Credits (Treasury/IRS)</td>
<td>✔</td>
<td></td>
<td>Employer Paid Sick Leave Tax Credits</td>
</tr>
<tr>
<td>Employment and Training Administration Grants (DOL)*</td>
<td>✔</td>
<td></td>
<td>Employment and Training Administration</td>
</tr>
</tbody>
</table>

*Items that may provide assistance but are not CARES Act funded

**State, Local, Tribal, and Territorial (SLTT) organizations

*** The “Funding Allocated as of 7/15/2020” column demonstrates if CARES Act, supplemental, or annual program funding has been allocated (fully or partially).
# COVID-19 Economic Recovery Resource Roadmap

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Delivery</th>
<th>Funding Allocated as of 7/15/2020***</th>
<th>Challenges</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Quality Incentive Program (USDA/NRCS)*</td>
<td></td>
<td></td>
<td>Market Uncertainty, Business Viability, Business Safety</td>
<td>Environmental Quality Incentives Program</td>
</tr>
<tr>
<td>Express Bridge Loans (SBA)*</td>
<td></td>
<td></td>
<td></td>
<td>Express Bridge Loans</td>
</tr>
<tr>
<td>Farm Service Agency Loans (USDA/FSA)*</td>
<td></td>
<td></td>
<td></td>
<td>FSA Farm Loan Programs</td>
</tr>
<tr>
<td>Farmers to Families Food Box Program (USDA/AMS)</td>
<td></td>
<td></td>
<td></td>
<td>Farmers to Families Food Box Program</td>
</tr>
<tr>
<td>Federal Crop Insurance Corporation (USDA/RMA)*</td>
<td></td>
<td></td>
<td></td>
<td>RMA Federal Crop Insurance Corporation Website; RMA COVID-19 FAQs</td>
</tr>
<tr>
<td>Fisheries Assistance (DOC/NOAA)</td>
<td></td>
<td></td>
<td></td>
<td>NOAA Fisheries Coronavirus Update</td>
</tr>
<tr>
<td>Grants for Museum and Libraries (IMLS)</td>
<td></td>
<td></td>
<td></td>
<td>IMLS CARES Act Grants</td>
</tr>
<tr>
<td>Grants to State Library Administrative Agencies (IMLS)</td>
<td></td>
<td></td>
<td></td>
<td>IMLS State Library Funding CARES Act</td>
</tr>
<tr>
<td>Intermediary Relending Program (USDA/RD)</td>
<td></td>
<td></td>
<td></td>
<td>Intermediary Relending Program</td>
</tr>
</tbody>
</table>

*Items that may provide assistance but are not CARES Act funded
**State, Local, Tribal, and Territorial (SLLT) organizations
*** The “Funding Allocated as of 7/15/2020” column demonstrates if CARES Act, supplemental, or annual program funding has been allocated (fully or partially).
## COVID-19 Economic Recovery Resource Roadmap

<table>
<thead>
<tr>
<th>Program</th>
<th>Funds to SLTT**</th>
<th>Direct Assistance to For-Profit Businesses</th>
<th>Statutory/Regulatory Flexibility Provided</th>
<th>Funding Allocated as of 7/15/2020***</th>
<th>Market Uncertainty</th>
<th>Business Viability</th>
<th>Business Safety</th>
<th>Workforce Health and Availability</th>
<th>Community Infrastructure</th>
<th>Food Supply</th>
<th>Links to Program Websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans to Air Carriers, Eligible Businesses, and National Security (Treasury)</td>
<td></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
<tr>
<td>Lost Wages Assistance (FEMA)</td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
<tr>
<td>Main Street Lending Program (FRB)</td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
<tr>
<td>National Endowment for the Arts CARES Act (NEA)</td>
<td></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
<tr>
<td>National Endowment for the Humanities CARES Act (NEH)</td>
<td></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
<tr>
<td>Pandemic Emergency Unemployment Compensation (DOL)</td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
<tr>
<td>Pandemic Unemployment Assistance (DOL)</td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
<tr>
<td>Paycheck Protection Program (PPP) (SBA)</td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
<td><img src="https://i.imgur.com/123abc.png" alt="✓" /></td>
</tr>
</tbody>
</table>

*Items that may provide assistance but are not CARES Act funded

**State, Local, Tribal, and Territorial (SLTT) organizations

*** The “Funding Allocated as of 7/15/2020” column demonstrates if CARES Act, supplemental, or annual program funding has been allocated (fully or partially).
<table>
<thead>
<tr>
<th>Program</th>
<th>Funds to SLTT**</th>
<th>Direct Assistance to For-Profit Businesses</th>
<th>Statutory/Regulatory Flexibility Provided</th>
<th>Funding Allocated as of 7/15/2020***</th>
<th>Market Uncertainty</th>
<th>Business Viability</th>
<th>Business Safety</th>
<th>Workforce Health and Availability</th>
<th>Community Infrastructure</th>
<th>Food Supply</th>
<th>Links to Program Websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works (DOC/EDA)</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Works Program</td>
</tr>
<tr>
<td>ReConnect Loan and Grant Program (USDA/RD)</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ReConnect Loan and Grant Program</td>
</tr>
<tr>
<td>Reimaging Workforce Preparation Grants (ED)</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Education Stabilization Fund Discretionary Grants</td>
</tr>
<tr>
<td>Rural Broadband Access and Loan Guarantee (USDA/RD)*</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rural Broadband Access Loan and Loan Guarantee Program</td>
</tr>
<tr>
<td>Rural Business Development Grant (USDA/RD)*</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rural Business Development Grant</td>
</tr>
<tr>
<td>Rural Community Development Initiative Grant (USDA/RD)*</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rural Community Development Initiative Grant</td>
</tr>
<tr>
<td>Rural Cooperative Development Grant (USDA/RD)*</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rural Cooperative Development Grant Program</td>
</tr>
<tr>
<td>Rural Economic Development Loan and Grant (USDA/RD)*</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rural Economic Development Loan and Grant Program</td>
</tr>
</tbody>
</table>

*Items that may provide assistance but are not CARES Act funded
**State, Local, Tribal, and Territorial (SLLT) organizations
*** The “Funding Allocated as of 7/15/2020” column demonstrates if CARES Act, supplemental, or annual program funding has been allocated (fully or partially).
### COVID-19 Economic Recovery Resource Roadmap

<table>
<thead>
<tr>
<th>Program</th>
<th>Funds to SLTT**</th>
<th>Direct Assistance to For-Profit Businesses</th>
<th>Statutory/Regulatory Flexibility Provided</th>
<th>Funding Allocated as of 7/15/20***</th>
<th>Market Uncertainty</th>
<th>Business Viability</th>
<th>Business Safety</th>
<th>Workforce Health and Availability</th>
<th>Community Infrastructure</th>
<th>Food Supply</th>
<th>Links to Program Websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Energy for America Program (USDA/RD)*</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Rural Testing Relief Fund (HHS/HRSA)</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Socially Disadvantaged Groups Grant (USDA/RD)</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (CDC)</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Testing and Treatment of the Uninsured (HHS/HRSA)</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Tribal Public Health Capacity Building and Quality Improvement (CHHS/DC)*</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Value Added Producer Grant (USDA/RD)</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

*Items that may provide assistance but are not CARES Act funded
**State, Local, Tribal, and Territorial (SLTT) organizations
*** The “Funding Allocated as of 7/15/2020” column demonstrates if CARES Act, supplemental, or annual program funding has been allocated (fully or partially).
Additional Resources

Market Uncertainty
The COVID-19 pandemic causes many businesses to stop or slow production or business operations. As a result, many supply chains were broken. The Supply Chain Stabilization Task Force provides information and strategies to preserve supply chains during the COVID-19 pandemic.

To support businesses resuming operations, there are a handful of technical assistance centers that provide education, training, small business advisory in their COVID-19 recovery and resiliency efforts:

- SBA Office of Entrepreneurial Development Resources
- SBA Entrepreneurial Development Programs CARES Act
- Small Business Development Centers
- Minority Business Development Agency Centers
- Association of Women’s Business Centers

Manufacturing specific technical assistance is also provided through:

- Manufacturing Extension Partnership
- Manufacturing USA National Emergency Assistance Program

In developing communication plans among organizations, especially in non-healthcare critical infrastructures, the Centers for Disease Control (CDC) provides guidance.

Business Viability
Business interruption and shutdowns as well as change in consumer demand has impacted business viability in many sectors. To support economic recovery, EDA offers Local Technical Assistance to help promote economic development and alleviate unemployment, underemployment, and outmigration in distressed regions.

Business Safety

OSHA Website

In reopening efforts, businesses and employers can consider reopening guidance for cleaning and disinfecting, Guidance on Preparing Workplaces for COVID-19 and Testing for Non-Healthcare Workplaces. In mitigating the spread of SARS-CoV-2 in the workplace, disinfecting measures should be done using Disinfectants for Use Against SARS-CoV-2. Information on COVID-19 related to indoor air environments should also be considered.
Workforce Health and Availability

**Rapid Response Services** provides resources for both employers and employees in re-employment opportunities for those recently laid off or furloughed. Additionally, EPA offers **trainings** to prepare unemployed and underemployed residents of waste-impacted communities for full-time environmental careers.

**Guidance** is available to help employers protect the health and mitigate the spread of COVID-19 mitigation in the agriculture industry.

To address mental health challenges, the Centers for Disease Control provides information on **coping with job stress** and build resilience during the COVID-19 Pandemic. Other **mental health information** regarding coronavirus is available through Substance Abuse and Mental Health Services Administration (SAMSHA).

For employees rights regarding paid COVID-19 related leave, the temporary rule and information is available through the Department of Labor’s **COVID-19 and the American Workplace** guidance.

For seasonal agricultural workers needed visas, information on **H2-A visas** and subsequent impacts of COVID-19 are available.

Community Infrastructure

In resuming businesses and reopening communities, public transit operations should consider **available resources** for safe operations. Commercial office space can take the **outlined steps** to ensure a safe and healthy workplace for workers and clients. Additionally, child care centers remaining open can review **guidance** for safe operations. Community revitalization efforts can also be supported by the Environmental Protection Agency’s **Smart Growth strategies** and technical assistance.

The National Endowment of the Arts provides a list of organizations that offer **resources and support services for artists and arts and cultural organizations**.

NTIA’s **BroadbandUSA** program includes “one-stop” information on State broadband efforts, **federal funding**, **technical assistance**, and **broadband-related publications**. Communities may request technical assistance, and are also encouraged to consult the **State Broadband Leaders Network** map for contact information for their State.

Sustaining America’s Food Supply

FDA offers **Considerations for Food and Agriculture** on prioritization of personal protective equipment, cloth face coverings, disinfectants, and sanitation supplies during the COVID-19 pandemic in the food and agricultural industry.

The Centers for Disease Control (CDC) has prepared extensive **Guidance for Workplaces** on worker safety to prevent the spread of COVID-19 in the workplace, including **guidance** to Agricultural Workers and Employers. For meat and poultry processing facilities, industry-specific **Guidance for Meat and Poultry Processing Workers and Employers** is available on workplace safety in the COVID-19 pandemic.
Given the increased attention to meatpacking industry as related to high outbreaks of COVID-19, the USDA has also released an overview on the Meatpacking Industry in Rural America During the COVID-19 Pandemic. Likewise, information for Seafood Processing Workers is available with considerations for both onshore plants and offshore vessels to mitigate and plan for exposures to COVID-19.

For additional information, please see the COVID-19 Food and Nutrition Resource Roadmap.
# Acronym List

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACF</td>
<td>Administration of Children and Families</td>
</tr>
<tr>
<td>ACL</td>
<td>Administration for Community Living</td>
</tr>
<tr>
<td>AMS</td>
<td>Agricultural Marketing Service</td>
</tr>
<tr>
<td>CARES</td>
<td>Coronavirus Aid, Relief, and Economic Security</td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grants</td>
</tr>
<tr>
<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
</tr>
<tr>
<td>CFAP</td>
<td>Coronavirus Food Assistance Program</td>
</tr>
<tr>
<td>COVID-19</td>
<td>Coronavirus</td>
</tr>
<tr>
<td>CRF</td>
<td>Coronavirus Relief Fund</td>
</tr>
<tr>
<td>CSBG</td>
<td>Community Services Block Grant</td>
</tr>
<tr>
<td>DOC</td>
<td>U.S. Department of Commerce</td>
</tr>
<tr>
<td>DOL</td>
<td>U.S. Department of Labor</td>
</tr>
<tr>
<td>ED</td>
<td>U.S. Department of Education</td>
</tr>
<tr>
<td>EDA</td>
<td>Economic Development Administration</td>
</tr>
<tr>
<td>EIDL</td>
<td>Economic Injury Disaster Loan</td>
</tr>
<tr>
<td>EPA</td>
<td>U.S. Environmental Protection Agency</td>
</tr>
<tr>
<td>ESG</td>
<td>Emergency Solutions Grants</td>
</tr>
<tr>
<td>FAQ(s)</td>
<td>Frequently Asked Questions</td>
</tr>
<tr>
<td>FCC</td>
<td>Federal Communications Commission</td>
</tr>
<tr>
<td>FDA</td>
<td>U.S. Food and Drug Administration</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>FNS</td>
<td>Food and Nutrition Service</td>
</tr>
<tr>
<td>FSA</td>
<td>Farm Service Agency</td>
</tr>
<tr>
<td>HHS</td>
<td>U.S. Department of Health and Human Services</td>
</tr>
<tr>
<td>HRSA</td>
<td>Health Resources and Services Administration</td>
</tr>
<tr>
<td>HUD</td>
<td>U.S. Department of Housing and Urban Development</td>
</tr>
<tr>
<td>IMLS</td>
<td>Institute of Museum and Library Services</td>
</tr>
<tr>
<td>IRS</td>
<td>Internal Revenue Service</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>NEA</td>
<td>National Endowment for the Arts</td>
</tr>
<tr>
<td>NEH</td>
<td>National Endowment for the Humanities</td>
</tr>
<tr>
<td>NOAA</td>
<td>National Oceanic and Atmospheric Administration</td>
</tr>
<tr>
<td>NRCS</td>
<td>Natural Resources Conservation Service</td>
</tr>
<tr>
<td>NTIA</td>
<td>National Telecommunications and Information Administration</td>
</tr>
<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
</tr>
<tr>
<td>PA</td>
<td>Public Assistance</td>
</tr>
<tr>
<td>PHE</td>
<td>Public Health Emergency</td>
</tr>
<tr>
<td>PPP</td>
<td>Paycheck Protection Program</td>
</tr>
<tr>
<td>RD</td>
<td>Rural Development</td>
</tr>
<tr>
<td>RMA</td>
<td>Risk Management Agency</td>
</tr>
<tr>
<td>SBA</td>
<td>U.S. Small Business Administration</td>
</tr>
<tr>
<td>SLTT</td>
<td>State, Local, Tribal, and Territorial</td>
</tr>
<tr>
<td>Treasury</td>
<td>U.S. Department of the Treasury</td>
</tr>
<tr>
<td>USDA</td>
<td>U.S. Department of Agriculture</td>
</tr>
</tbody>
</table>