

COVID-19 Economic Recovery Resource Roadmap (Version 2.0)

This *COVID-19 Economic Recovery Resource Roadmap* (Roadmap) was developed to assist state, local, tribal, and territorial (SLTT) leaders and other interested parties 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 and certain ongoing annually funded federal programs can be used to implement potential solutions. For more information on the structure of the Roadmap, see the [COVID-19 Resource Roadmaps Overview](#).

Please note that this Roadmap is for general guidance purposes only and has been compiled with publicly available information or with information provided by sources that are publicly obtained. This should be viewed as only a starting point for navigating challenges and available resources. Additionally, the resources highlighted are available as of the date captured in the footer of the document and will be updated, as appropriate. 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.

Navigating the Roadmap

The Roadmap is to assist in challenges that federal departments and agencies which work directly with SLTT partners have identified in delivering economic recovery support. 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](#)

Tables for each topic area provide information on specific challenges, potential solutions, and federal department or agency resources, including federal funding and technical assistance which may be available. 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. This information can help inform decisions on how to apply funding to maximize resources and achieve recovery outcomes. [Additional Resources](#) and an [Acronym and Agency Glossary](#) can be found at the end of the document.

Although the solutions are general in nature, additional considerations may be necessary to support those who may be at an elevated risk for contracting COVID-19, including those who may have physical, sensory, behavioral, or intellectual disabilities affecting their ability to conform to infection control protocols such as masking, hand washing, or distancing.



Challenge 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 faced liquidity challenges. As the Public Health Emergency continues, market uncertainty poses a challenge for businesses.

For a list of specific federal department and agency names, review the [Acronym and Agency Glossary](#) at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- [Coronavirus Relief Fund](#) (Treasury)
- [State and Local Fiscal Recovery Fund](#) (Treasury)*
- [Economic Adjustment Assistance](#) (DOC/EDA)
- [Value-Added Producer Grant](#)¹ (USDA/RD)

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Access to working capital	Supply chain viability / reshoring	Retooling (e.g., manufacturing)	Entrepreneurship / new business creation	Strategic recovery planning	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Business and Industry CARES Act Program (RD)	✓						✓	
	Business & Industry Loan Guarantees ³ (RD)		✓	✓				✓	
	Intermediary Relending Program ³ (RD)	✓	✓		✓		✓		

* Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Access to working capital	Supply chain viability / reshoring	Retooling (e.g., manufacturing)	Entrepreneurship / new business creation	Strategic recovery planning	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
	Rural Business Development Grant³ (RD)	✓				✓	✓		
	Rural Cooperative Development Grant³ (RD)					✓			
	Rural Economic Development Loan and Grant³ (RD)	✓			✓				
	Rural Micro-entrepreneur Assistance Program³ (RD)	✓			✓		✓	✓	
	Socially Disadvantaged Groups Grant³ (RD)					✓			
	Value-Added Producer Grant³ (RD)	✓	✓	✓ ₁	✓	✓		✓	
U.S. Department of Commerce (DOC)	Build to Scale (EDA)				✓		✓		
	Economic Adjustment Assistance (EDA)	✓	✓	✓	✓	✓	✓		✓
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant	✓			✓		✓		✓
	Section 108 Loan Guarantee Program	✓			✓		✓		

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Access to working capital	Supply chain viability / reshoring	Retooling (e.g., manufacturing)	Entrepreneurship / new business creation	Strategic recovery planning	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
U.S. Department of the Treasury (Treasury)	Community Development Financial Institutions: Rapid Response Program	✓						✓	
	Coronavirus Relief Fund	✓	✓	✓	✓	✓	✓		New Program
	Employee Retention Credit (IRS)	✓						✓	
	Loans to Air Carriers, Eligible Businesses and National Security	✓						✓	
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓	✓		New Program
U.S. Small Business Administration (SBA)	Economic Injury Disaster Loan	✓						✓	
	Express Bridge Loans^{3†}	✓						✓	
	Paycheck Protection Program	✓						✓	New Program

¹ For the solution “Retooling (e.g., manufacturing), the Value-Added Producer Grant applies to Planning only.

² State, Local, Tribal, and Territorial (SLTT) organizations.

³ Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

† Note that Express Bridge Loans can only be approved through 3/13/2021.

Technical Assistance Resources

The following technical assistance resources are applicable to all solutions for this challenge:

- [CDBG-CV Program: Economic Development Quick Guide](#) (HUD)
- [Explore CDBG – Economic Development](#) (HUD)
- [CDBG Economic Development Toolkit](#) (HUD)

Solution-specific technical assistance resources are listed in the table below.

Potential Solutions to Consider	Technical Assistance Resources
Access to working capital	<ul style="list-style-type: none"> • Section 108 Underwriting Guidelines for Income-Producing Projects (HUD) • CDBG Economic Development Toolkit (HUD)
Supply chain viability/reshoring	<ul style="list-style-type: none"> • Manufacturing USA National Emergency Assistance Program (DOC/NIST) • Supply Chain Stabilization Task Force (FEMA) • COVID-19 Communication Plan for Select Non-Healthcare Critical Infrastructure Employers (HHS/CDC)
Retooling (e.g., manufacturing)	<ul style="list-style-type: none"> • Manufacturing Extension Partnership Centers (DOC/NIST) • Manufacturing USA National Emergency Assistance Program (DOC/NIST)
Entrepreneurship/new business creation	<ul style="list-style-type: none"> • Minority Business Development Agency (DOC/MBDA) • Entrepreneurial Development (SBA) • Small Business Development Centers (SBA) • Office of Women’s Business Ownership (SBA) • Women’s Business Resources (SBA) • Section 108 Underwriting Guidelines for Income-Producing Projects (HUD) • CDBG Economic Development Toolkit (HUD)
Strategic recovery planning	<ul style="list-style-type: none"> • Economic Adjustment Assistance Program (DOC/EDA) • EDA Programs (DOC/EDA) • EDA CARES Act Recovery Assistance (DOC/EDA)

Additional Guidance for Market Uncertainty

The COVID-19 pandemic caused 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](#).

[SBA Coronavirus Relief Options](#) may provide additional assistance for workers and businesses.

Challenge 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 reinvigorate economic activity and promoting long-term economic development.

For a list of specific federal department and agency names, review the [Acronym and Agency Glossary](#) at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- [Coronavirus Relief Fund](#) (Treasury)
- [Section 108 Loan Guarantee Program](#) (HUD)
- [State and Local Fiscal Recovery Fund](#) (Treasury)‡

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Commercial district support	Retail/office and industrial real estate	Financing small businesses	Business retention	Non-profit and cultural organization support	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
Institute of Museum and Library Services (IMLS)	Grants to State Library Administrative Agencies					✓	✓		
National Endowment for the Arts (NEA)	National Endowment for the Arts					✓			✓
National Endowment for the Humanities (NEH)	National Endowment for the Humanities					✓			✓
U.S. Department of Agriculture (USDA)	Business & Industry Loan Guarantees³ (RD)	✓	✓	✓	✓			✓	

‡ Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Commercial district support	Retail/office and industrial real estate	Financing small businesses	Business retention	Non-profit and cultural organization support	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
	Community Facilities Loan and Grant³ (RD)					✓	✓		
	Intermediary Relending Program³ (RD)			✓			✓		
	Rural Business Development Grant³ (RD)	✓	✓	✓			✓		
	Rural Economic Development Loan and Grant³ (RD)		✓	✓		✓			
	Rural Micro-entrepreneur Assistance Program³ (RD)			✓			✓	✓	
U.S. Department of Commerce (DOC)	Economic Adjustment Assistance (EDA)	✓		✓	✓	✓	✓		✓
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant	✓		✓	✓	✓	✓		✓
	Section 108 Loan Guarantee Program	✓	✓	✓	✓	✓	✓		
	Coronavirus Relief Fund	✓	✓	✓	✓	✓	✓		New Program

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Commercial district support	Retail/office and industrial real estate	Financing small businesses	Business retention	Non-profit and cultural organization support	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
U.S. Department of the Treasury (Treasury)	Emergency Capital Investment Program			✓				✓	
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓	✓		New Program
	State Small Business Credit Initiative (SSBCI)⁴			✓	✓		✓	✓	
U.S. Small Business Administration (SBA)	Economic Injury Disaster Loan			✓	✓	✓		✓	
	Express Bridge Loans^{3§}		✓	✓		✓		✓	
	Paycheck Protection Program			✓	✓	✓		✓	New Program
	Restaurant Revitalization Fund			✓	✓			✓	
	Shuttered Venue Operators Grant			✓	✓	✓		✓	

² State, Local, Tribal, and Territorial (SLTT) organizations.

³ Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

⁴ Guidance on this program is forthcoming.

§ Note that Express Bridge Loans can only be approved through 3/13/2021.

Technical Assistance Resources

The following technical assistance resources are applicable to all solutions for this challenge:

- [Section 108 Underwriting Guidelines for Income-Producing Projects](#) (HUD)
- [CDBG Economic Development Toolkit](#) (HUD)
- [CDBG-CV Program: Economic Development Quick Guide](#) (HUD)
- [Explore CDBG – Economic Development](#) (HUD)
- [Find Your SBDC](#) (America's SBDC)
- [MBDA Programs](#) (DOC/MBDA)

Additional Guidance for 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.

EDA provides [Economic Adjustment Assistance grants](#) to eligible recipients to capitalize or recapitalize lending programs that service businesses that cannot otherwise obtain traditional bank financing (and in limited situations to governmental entities for public infrastructure). These loans provide access to capital as gap financing to enable small businesses to grow and generate new employment opportunities with competitive wages and benefits. Financing also helps retain jobs that might otherwise be lost, create wealth, and support minority- and women-owned businesses.

** Note: EDA cannot fund for-profit entities.

Challenge 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.

For a list of specific federal department and agency names, review the [Acronym and Agency Glossary](#) at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- [Coronavirus Relief Fund](#) (Treasury)
- [State and Local Fiscal Recovery Fund](#) (Treasury)^{††}

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Access to broadband	Business/facility retrofits	Engineering and administrative controls, PPE, and cleaning	Testing, tracing, and other surveillance measures	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Community Connect (RD)	✓				✓	✓	
	ReConnect Loan and Grant Program (RD)	✓				✓	✓	
	Rural Broadband Access Loan and Loan Guarantee ³ (RD)	✓				✓	✓	
U.S. Department of Commerce (DOC)	Broadband Infrastructure Program (NTIA)	✓				✓	✓	

^{††} Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Access to broadband	Business/facility retrofits	Engineering and administrative controls, PPE, and cleaning	Testing, tracing, and other surveillance measures	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
	Connecting Minority Communities Pilot Program (NTIA)	✓				✓	✓	
	Economic Adjustment Assistance⁴ (EDA)	✓	✓			✓		✓
	Tribal Broadband Connectivity Grants (NTIA)	✓				✓		
U.S. Department of Health and Human Services (HHS)	COVID-19 Public Health Crisis Response (CDC)				✓	✓		
	Public Health Preparedness Cooperative Agreement (CDC)				✓	✓		
	Rural Testing Relief Fund (HRSA)				✓	✓		
	Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (CDC)				✓	✓		
	Claims Reimbursement for Testing, Treating, and Vaccine Administration for the Uninsured (HRSA)				✓			

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Access to broadband	Business/facility retrofits	Engineering and administrative controls, PPE, and cleaning	Testing, tracing, and other surveillance measures	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
	COVID-19 Coverage Assistance Fund (HRSA)				✓		✓	
	Provider Relief Fund (HRSA)		✓	✓	✓	✓	✓	
	Tribal Public Health Capacity Building and Quality Improvement³ (CDC)				✓	✓		
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant		✓			✓		✓
	Section 108 Loan Guarantee Program		✓			✓		
U.S. Department of the Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓	✓		New Program
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓		New Program
U.S. Small Business Administration (SBA)	Restaurant Revitalization Fund		✓	✓			✓	

² State, Local, Tribal, and Territorial (SLTT) organizations.

³ Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

⁴ Economic Adjustment Assistance (EDA) can only support the solution “business/facility retrofits” in certain circumstances; please consult EDA’s eligibility criteria.

Technical Assistance Resources

The following technical assistance resources are applicable to all solutions for this challenge:

- [CDBG-CV Program: Economic Development Quick Guide](#) (HUD)
- [Explore CDBG – Economic Development](#) (HUD)
- [CDBG Economic Development Toolkit](#) (HUD)

Solution-specific technical assistance resources are listed in the table below.

Potential Solutions to Consider	Technical Assistance Resources
Engineering and administrative controls, PPE, and cleaning	<ul style="list-style-type: none"> • Protecting Workers: Guidance on Mitigating and Preventing the Spread of COVID-19 in the Workplace (DOL/OSHA) • List N: Disinfectants for Coronavirus (COVID-19) (EPA) • Indoor Air and Coronavirus (EPA) • Addressing PPE Needs in Non-Healthcare Settings (FEMA) • Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes (HHS/CDC, EPA)
Testing, tracing, and other surveillance measures	<ul style="list-style-type: none"> • SARS-CoV-2 Testing Strategy: Considerations for Non-Healthcare Workplaces (HHS/CDC)

Additional Guidance for 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 COVID-19 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.

The CDC provides several resources for businesses:

- [Guidance for Businesses and Employers Responding to Coronavirus Disease 2019 \(COVID-19\)](#)
- [Manufacturing Workers and Employers: Interim Guidance from CDC and the Occupational Safety and Health Administration \(OSHA\)](#)
- [Agriculture Workers and Employers: Interim Guidance from CDC and the U.S. Department of Labor](#)

COVID-19 Economic Recovery Resource Roadmap

- [Meat and Poultry Processing Workers and Employers: Interim Guidance from CDC and the Occupational Safety and Health Administration \(OSHA\)](#)
- [Protecting Seafood Processing Workers from COVID-19: Interim Guidance from CDC and the Occupational Safety and Health Administration \(OSHA\), Developed in Consultation with the Food and Drug Administration \(FDA\)](#)

Challenge 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. Re-engaging 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.

For a list of specific federal department and agency names, review the [Acronym and Agency Glossary](#) at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- [Coronavirus Relief Fund](#) (Treasury)
- [State and Local Fiscal Recovery Fund](#) (Treasury)^{††}

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Supporting Wellness of Workers		Addressing Unemployment and Labor Shortages			Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
		Paid sick leave	Mental health support	Unemployment insurance and lost wages	Seasonal labor	Training and retraining of unemployed persons			
U.S. Department of Agriculture (USDA)	Rural Business Development Grant³ (RD)					✓	✓		
	Rural Community Development Initiative Grant³ (RD)					✓			

^{††} Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Supporting Wellness of Workers		Addressing Unemployment and Labor Shortages			Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
		Paid sick leave	Mental health support	Unemployment insurance and lost wages	Seasonal labor	Training and retraining of unemployed persons			
	Rural Cooperative Development Grant³ (RD)					✓			
	Rural Economic Development Loan and Grant³ (RD)					✓			
	Socially Disadvantaged Groups Grant³ (RD)					✓			
U.S. Department of Commerce (DOC)	Economic Adjustment Assistance⁵ (EDA)					✓	✓		✓
U.S. Department of Education (ED)	Reimagining Workforce Preparation Grants					✓		✓	
U.S. Department of Homeland Security (DHS)	Lost Wages Assistance (FEMA)			✓			✓		
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant					✓	✓		✓

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Supporting Wellness of Workers		Addressing Unemployment and Labor Shortages			Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
		Paid sick leave	Mental health support	Unemployment insurance and lost wages	Seasonal labor	Training and retraining of unemployed persons			
U.S. Department of Labor (DOL)	COVID-19 Dislocated Worker Grants					✓	✓		
	Employment and Training Administration Grants³					✓		✓	
	Federal Pandemic Unemployment Compensation			✓			✓		
	Mixed Earner Unemployment Compensation (ETA)			✓			✓		
	Pandemic Emergency Unemployment Compensation			✓			✓		
	Pandemic Unemployment Assistance			✓			✓		
U.S. Department of the Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓	✓	✓	New Program	
	Employer Paid Sick Leave Tax Credits (IRS)^{§§}	✓						✓	

§§ Employer Paid Sick Leave Tax Credits only apply to leave taken through 3/31/2021.

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Supporting Wellness of Workers		Addressing Unemployment and Labor Shortages			Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
		Paid sick leave	Mental health support	Unemployment insurance and lost wages	Seasonal labor	Training and retraining of unemployed persons			
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓	✓		New Program
U.S. Small Business Administration (SBA)	Restaurant Revitalization Fund	✓						✓	

² State, Local, Tribal, and Territorial (SLTT) organizations.

³ Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

⁵ For the solution “training and retraining of unemployed persons,” the Economic Adjustment Assistance program can provide training and entrepreneurship centers and related infrastructure support.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Paid sick leave	<ul style="list-style-type: none"> • COVID-19 and the American Workplace (DOL)
Mental health support	<ul style="list-style-type: none"> • How to Cope with Job Stress and Build Resilience During the COVID-19 Pandemic (HHS/CDC) • Coronavirus Resources and Information (HHS/SAMHSA)
Seasonal labor	<ul style="list-style-type: none"> • Agriculture Workers and Employers (HHS/CDC) • H-2A and COVID-19 (USDA/FSA)
Training and retraining of unemployed persons	<ul style="list-style-type: none"> • Rapid Response Services (DOL) • Environmental Workforce Development and Job Training Program (EPA)

Additional Guidance for 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 (SAMHSA).

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.

Challenge 5: Community Infrastructure

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.

For a list of specific federal department and agency names, review the [Acronym and Agency Glossary](#) at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- [Coronavirus Relief Fund](#) (Treasury)
- [State and Local Fiscal Recovery Fund](#) (Treasury)^{***}

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider			Program Delivery Details		
		Public transit and transportation	Child care services	Broadband	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Community Connect (RD)			✓	✓	✓	
	Community Facilities Loan and Grant ³ (RD)	✓	✓		✓		
	ReConnect Loan and Grant Program (RD)			✓	✓	✓	
	Rural Broadband Access Loan and Loan Guarantee ³ (RD)			✓	✓	✓	
U.S. Department of Commerce (DOC)	Broadband Infrastructure Program (NTIA)			✓	✓	✓	
	Connecting Minority Communities Pilot Program (NTIA)			✓	✓	✓	

^{***} Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider			Program Delivery Details		
		Public transit and transportation	Child care services	Broadband	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
	Economic Adjustment Assistance (EDA)	✓		✓	✓		✓
	Public Works (EDA)	✓		✓	✓		
	Tribal Broadband Connectivity Grants (NTIA)			✓	✓		
U.S. Department of Health and Human Services (HHS)	Child Care and Development Block Grants (ACF)		✓				
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant	✓	✓	✓	✓		✓
	Section 108 Loan Guarantee Program	✓		✓	✓		
U.S. Department of Transportation (DOT)	Public Transportation Supplemental Apportionments (FTA)	✓			✓	✓	
U.S. Department of the Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓		New Program
	Employer Paid Family Leave (IRS) ^{†††}		✓			✓	
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓		New Program

² State, Local, Tribal, and Territorial (SLTT) organizations.

³ Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

^{†††} Employer Paid Sick Leave Tax Credits only apply to leave taken through 3/31/2021.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Public transit and transportation	<ul style="list-style-type: none"> • Resources for Transit Industry (DOT/FTA)
Child care services	<ul style="list-style-type: none"> • Guidance for Child Care Programs that Remain Open (HHS/CDC)
Broadband	<ul style="list-style-type: none"> • CDBG Broadband Infrastructure FAQs (HUD)

Additional Guidance for Community Infrastructure

In resuming business 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](#), [permitting](#), and [broadband-related resources and publications](#). NTIA will offer technical assistance and webinars about its new [grant programs](#). Communities are encouraged to consult the [Indicators of Broadband Need Map](#), as well as the [State Broadband Leaders Network](#) map for contact information for their state.

Challenge 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.

For a list of specific federal department and agency names, review the [Acronym and Agency Glossary](#) at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- [Coronavirus Relief Fund](#) (Treasury)
- [State and Local Fiscal Recovery Fund](#) (Treasury)^{†††}

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Local food-based business creation	Support to agricultural producers	Support to the meat packing and processing industry	Support to fisheries and seafood industry / aquaculture	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Business & Industry Loan Guarantees³ (RD)	✓	✓	✓			✓	
	Conservation Programs (NRCS)		✓				✓	
	Coronavirus Food Assistance Program (FSA)		✓				✓	New Program
	Farm Service Agency Loans³ (FSA)		✓				✓	
	Federal Crop Insurance Corporation³ (RMA)		✓				✓	
	Food and Nutrition Service (FNS)	✓	✓	✓	✓	✓	✓	

^{†††} Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Local food-based business creation	Support to agricultural producers	Support to the meat packing and processing industry	Support to fisheries and seafood industry / aquaculture	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
	Intermediary Relending Program³ (RD)	✓		✓		✓		
	Rural Economic Development Loan and Grant³ (RD)	✓						
	Rural Energy for America Program³ (RD)		✓	✓	✓		✓	
	Rural Micro-entrepreneur Assistance Program³ (RD)	✓				✓	✓	
	Value-Added Producer Grant³ (RD)	✓	✓	✓			✓	
U.S. Department of Commerce (DOC)	Build to Scale (EDA)	✓				✓		
	Economic Adjustment Assistance (EDA)	✓				✓		✓
	Fisheries Assistance (NOAA)				✓		✓	
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant	✓				✓		
	Section 108 Loan Guarantee Program	✓				✓		
U.S. Department of the Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓	✓		New Program
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓		New Program

COVID-19 Economic Recovery Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Local food-based business creation	Support to agricultural producers	Support to the meat packing and processing industry	Support to fisheries and seafood industry / aquaculture	Funds to SLTT ²	Direct Assistance to For-Profit Businesses	Statutory / Regulatory Flexibility Provided
U.S. Small Business Administration (SBA)	Economic Injury Disaster Loan		✓				✓	
	Paycheck Protection Program		✓				✓	New Program

² State, Local, Tribal, and Territorial (SLTT) organizations.

³ Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Local food-based business creation	<ul style="list-style-type: none"> • Minority Business Development Agency (DOC/MBDA) • Office of Entrepreneurial Development (SBA) • Office of Small Business Development Centers (SBA) • Office of Women's Business Ownership (SBA) • Women's Business Resources (SBA)
Support to agricultural producers	<ul style="list-style-type: none"> • Guidance for Agriculture Workers and Employers (HHS/CDC) • Considerations for Food and Agriculture (FDA) • Coronavirus and USDA Assistance for Farmers (USDA)
Support to the meat packing and processing industry	<ul style="list-style-type: none"> • Guidance for Meat and Poultry Processing Workers and Employers (HHS/CDC) • Food Safety and Coronavirus Disease 2019 (COVID-19) (HHS/CDC) • The Meatpacking Industry in Rural America During the COVID-19 Pandemic (USDA/ERS)
Support to fisheries and seafood industry/aquaculture	<ul style="list-style-type: none"> • Guidance for Protecting Seafood Processing Workers from COVID-19 (HHS/CDC)

Additional Guidance for 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

USDA has several [Pandemic Assistance for Producers](#) programs available (the linked webpage also includes information on programs that have been announced but not yet rolled out). The USDA Risk Management Agency (RMA) has additional [COVID-19 Response](#) information relevant to farmers and ranchers.

For additional information, please see the [COVID-19 Food and Nutrition Resource Roadmap](#).

Acronym and Agency Glossary

ACF	Administration of Children and Families
ACL	Administration for Community Living
AMS	Agricultural Marketing Service
CARES	Coronavirus Aid, Relief, and Economic Security
CDBG	Community Development Block Grants
CDC	Centers for Disease Control and Prevention
CFAP	Coronavirus Food Assistance Program
COVID-19	Coronavirus
CRF	Coronavirus Relief Fund
CSBG	Community Services Block Grant
DOC	U.S. Department of Commerce
DOL	U.S. Department of Labor
ED	U.S. Department of Education
EDA	Economic Development Administration
EIDL	Economic Injury Disaster Loan
EPA	U.S. Environmental Protection Agency
ERS	Economic Research Service
ESG	Emergency Solutions Grants
FAQ(s)	Frequently Asked Questions
FCC	Federal Communications Commission
FDA	U.S. Food and Drug Administration
FEMA	Federal Emergency Management Agency
FNS	Food and Nutrition Service
FSA	Farm Service Agency
HHS	U.S. Department of Health and Human Services
HRSA	Health Resources and Services Administration
HUD	U.S. Department of Housing and Urban Development
IMLS	Institute of Museum and Library Services
IRS	Internal Revenue Service

COVID-19 Economic Recovery Resource Roadmap

NEA	National Endowment for the Arts
NEH	National Endowment for the Humanities
NOAA	National Oceanic and Atmospheric Administration
NRCS	Natural Resources Conservation Service
NTIA	National Telecommunications and Information Administration
OSHA	Occupational Safety and Health Administration
PA	Public Assistance
PHE	Public Health Emergency
PPP	Paycheck Protection Program
RD	Rural Development
RMA	Risk Management Agency
SAMHSA	Substance Abuse and Mental Health Services Administration
SBA	U.S. Small Business Administration
SLTT	State, Local, Tribal, and Territorial
Treasury	U.S. Department of the Treasury
USDA	U.S. Department of Agriculture