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.
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.

**Figure 1. Market Uncertainty**

- **Market Uncertainty**
  - **Business and Supply Chain Disruption**

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

**Treasuries:**
- Coronavirus Relief Fund

**DOJ/EDA:**
- Revolving Loan Funds
- Community Development Block Grant

**HUD:**
- Community Development Block Grant

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

**Treasury:**
- Loans to Air Carriers, Eligible Businesses and National Security
- Coronavirus Relief Fund

**USDA/RD:**
- Business and Industry Program
- Rural Business Development Grant
- Intermediary Relending Program
- Rural Microentrepreneur Assistance program
- Rural Economic Development Loan and Grant
- Value-Added Producer Grant

**DOCONR:**
- Manufacturing Extension Partnership Centers
- Manufacturing USA National Emergency Assistance Program

**FEMA:**
- Supply Chain Stabilization Task Force
- COVID-19 Communication Plan for Select Non-Healthcare Critical Infrastructure Employers

**USDA/RD:**
- Business and Industry Program
- Intermediary Relending Program
- Value-Added Producer Grant

**DOJ/EDA:**
- Economic Adjustment Assistance
- Build to Scale

**DOJ/MEAA:**
- Minority Business Development Agency

**USDA/RD:**
- Business and Industry Program
- Intermediary Relending Program
- Rural Microentrepreneur Assistance Program
- Rural Economic Development Loan and Grant
- Value-Added Producer Grant

**SBA:**
- Entrepreneurial Development
- Small Business Development Centers
- Association of Women’s Business Centers

- 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 Businesses/Community

Holistically addressing the recovery of local businesses, communities, and downtown areas is crucial to helping restart or reinvigorate 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

Treasurer
• Coronavirus Relief Fund

DOJ/EDA:
• Economic Adjustment Assistance
• Revolving Loan Funds

HUD:
• Community Development Block Grant

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

HHS/CDC:
• COVID-19 Employer Information for Office Buildings

SBA:
• Express Bridge Loans

USDA/RD:
• Business and Industry Program
• Rural Economic Development Loan and Grant

DOJ/EDA:
• Economic Adjustment Assistance
• Revolving Loan Funds

HUD:
• Community Development Block Grant

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

USDA/RD:
• Business and Industry Program

Special challenges for the topic area
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COVID-19 Economic Recovery Resource Roadmap

Figure 3. Business Safety

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

DOC/EDA:
- Economic Adjustment Assistance

DOE/DOE:
- Economic Adjustment Assistance (under certain circumstances: please consult EDA's eligibility criteria)
- Revolving Loan Funds

HUD:
- Community Development Block Grant

DOI/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/HRSA & EPA:
- Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes*

HHS/AHA:
- 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
- Rural Testing Relief Fund

Specific challenges for the topic area
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Learn more at fema.gov
Figure 4. Workforce Health and Availability

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.

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

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.

Treasary:
- Coronavirus Relief Fund

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

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

DOL:
- Pandemic Unemployment Assistance
- Pandemic Emergency Unemployment Compensation

FEMA:
- Lost Wages Assistance

HHS/OC:
- Agriculture Workers and Employers*
- H-2A and COVID-19*

DOJ/DOD:
- Economic Adjustment Assistance (training and entrepreneurship centers and related infrastructure support)

DOL:
- COVID-19 Dislocated Worker Grants
- Employment and Training Administration Grants
- Rapid Response Services*

ED:
- Reimagining Workforce Preparation Grants

EPA:
- Environmental Workforce Development and Job Training Program*

HUD:
- Community Development Block Grant

USDA/USDA:
- 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
Figure 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.

Public Transit and Transportation
Childcare Services
Broadband

Treasury:
- Coronavirus Relief Fund

HUD:
- Community Development Block Grant

DOC/EDA (Infrastructure development for economic development purposes):
- Economic Adjustment Assistance
- Public Works

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

USD/RE:
- 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

USD/RE:
- Community Facilities Loan and Grant

DOC/EDA:
- Economic Adjustment Assistance
- Public Works

DOE/NTIA:
- Broadband USA*

USD/RE:
- 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
- Support to Agricultural Producers
- Support to the Meat Packing and Processing Industry
- Support to Fisheries and Seafood Industry/Aquaculture

Treasurer:
- Coronavirus Relief Fund

DOC/EDA:
- Economic Adjustment Assistance
- Build to Scale
- Revolving Loan Fund

DOC/Small Business Administration:
- Minority Business Development Agency
- Entrepreneurial Development
- Small Business Development Centers
- Association of Women’s Business Centers

USDA/RS:
- Business and Industry Program
- Intermediary Retraining Program
- Rural Microentrepreneur Assistance Program
- Rural Economic Development Loan and Grant
- Value-Added Producer Grant

HHS/CDC:
- Guidance for Agriculture Workers and Employers
- Considerations for Food and Agriculture
- Economic Injury Disaster Loan
- Paycheck Protection Program
- Farmers to Families Food Box Program
- Coronavirus Food Assistance Program
- Farm Service Agency Loans
- Environmental Quality Incentive Program
- Value-Added Producer Grant
- Rural Energy for America Program
- Business and Industry Program
- Federal Crop Insurance Corporation

USDA/USDA:
- Meatpacking Industry During COVID-19
- Value-Added Producer Grant
- Rural Energy for America Program
- Business and Industry Program
- Intermediate Retraining Program

Potential solutions to consider
Specific challenges for the topic area
Universal resources
Solution-specific

Note: For additional information, please also see the COVID-19 Food and Nutrition Resource Roadmap.
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*Items that may provide assistance but are not CARES Act funded

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

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<td>PPP Website; SBA COVID-19 Programs</td>
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*Items that may provide assistance but are not CARES Act funded

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

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<table>
<thead>
<tr>
<th>Program</th>
<th>Program Delivery</th>
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<th>Additional Information</th>
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<td>Rural Broadband Access Loan and Loan Guarantee Program</td>
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**State, Local, Tribal, and Territorial (SLTT) organizations

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## COVID-19 Economic Recovery Resource Roadmap

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<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>
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<th>Links to Program Websites</th>
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<td>Rural Energy for America Program (USDA/RD)*</td>
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<td>Socially Disadvantaged Groups Grant Program</td>
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<td>Testing and Treatment of the Uninsured (HHS/HRSA)</td>
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<td>Value Added Producer Grant (USDA/RD)</td>
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**State, Local, Tribal, and Territorial (SLTT) organizations

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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 environment. 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>
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<tbody>
<tr>
<td>ACF</td>
<td>Administration of Children and Families</td>
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<tr>
<td>ACL</td>
<td>Administration for Community Living</td>
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<tr>
<td>AMS</td>
<td>Agricultural Marketing Service</td>
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<td>CARES</td>
<td>Coronavirus Aid, Relief, and Economic Security</td>
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<tr>
<td>CDBG</td>
<td>Community Development Block Grants</td>
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<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
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<td>CFAP</td>
<td>Coronavirus Food Assistance Program</td>
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<td>IMLS</td>
<td>Institute of Museum and Library Services</td>
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<td>IRS</td>
<td>Internal Revenue Service</td>
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Learn more at fema.gov
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