

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.

“The whole of government and the whole of community is involved in the fight against COVID-19. We will prevail, but it will take government, the private sector and individual Americans working together.”

- Pete Gaynor, FEMA Administrator

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



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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

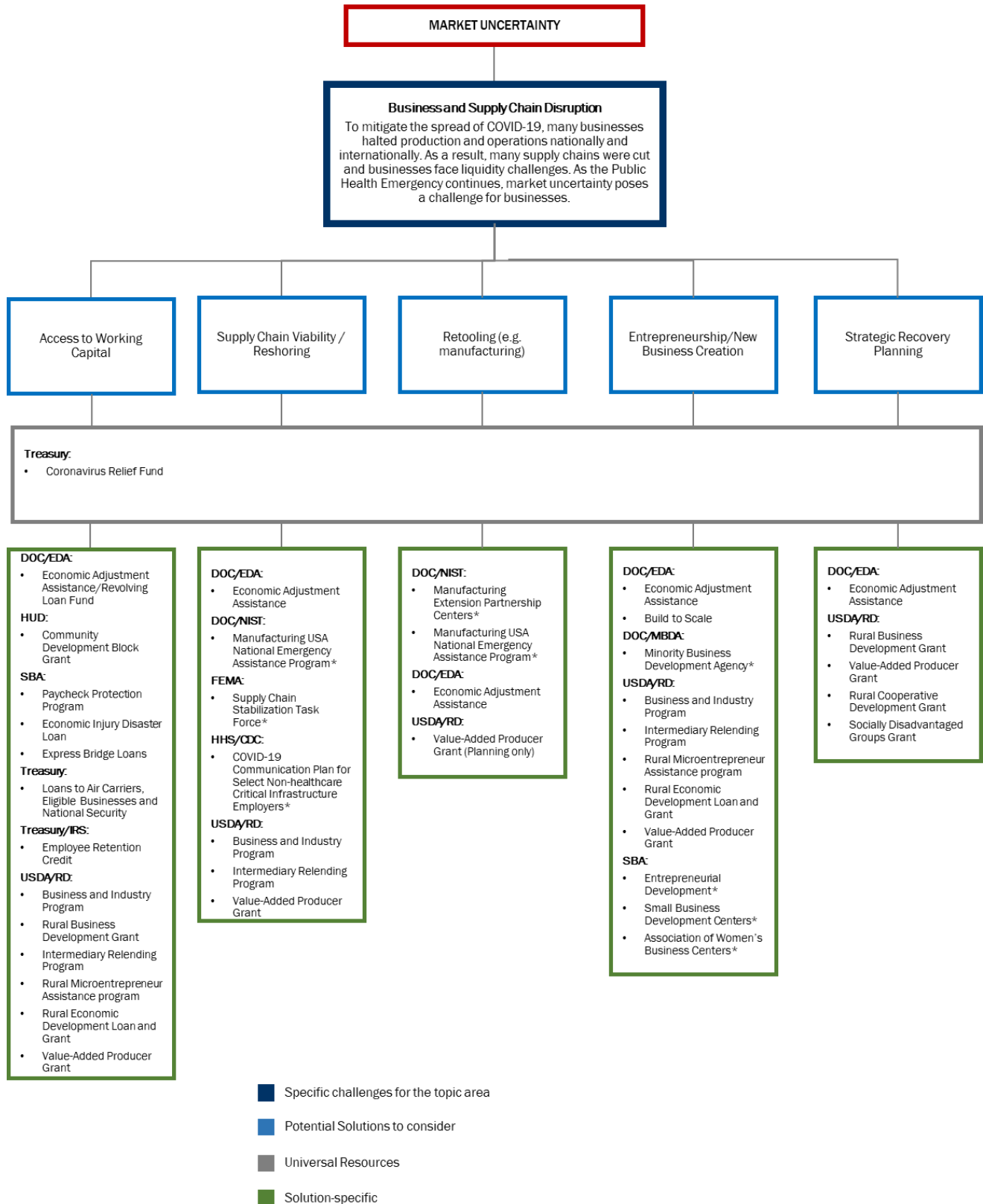


Figure 2. Business Viability

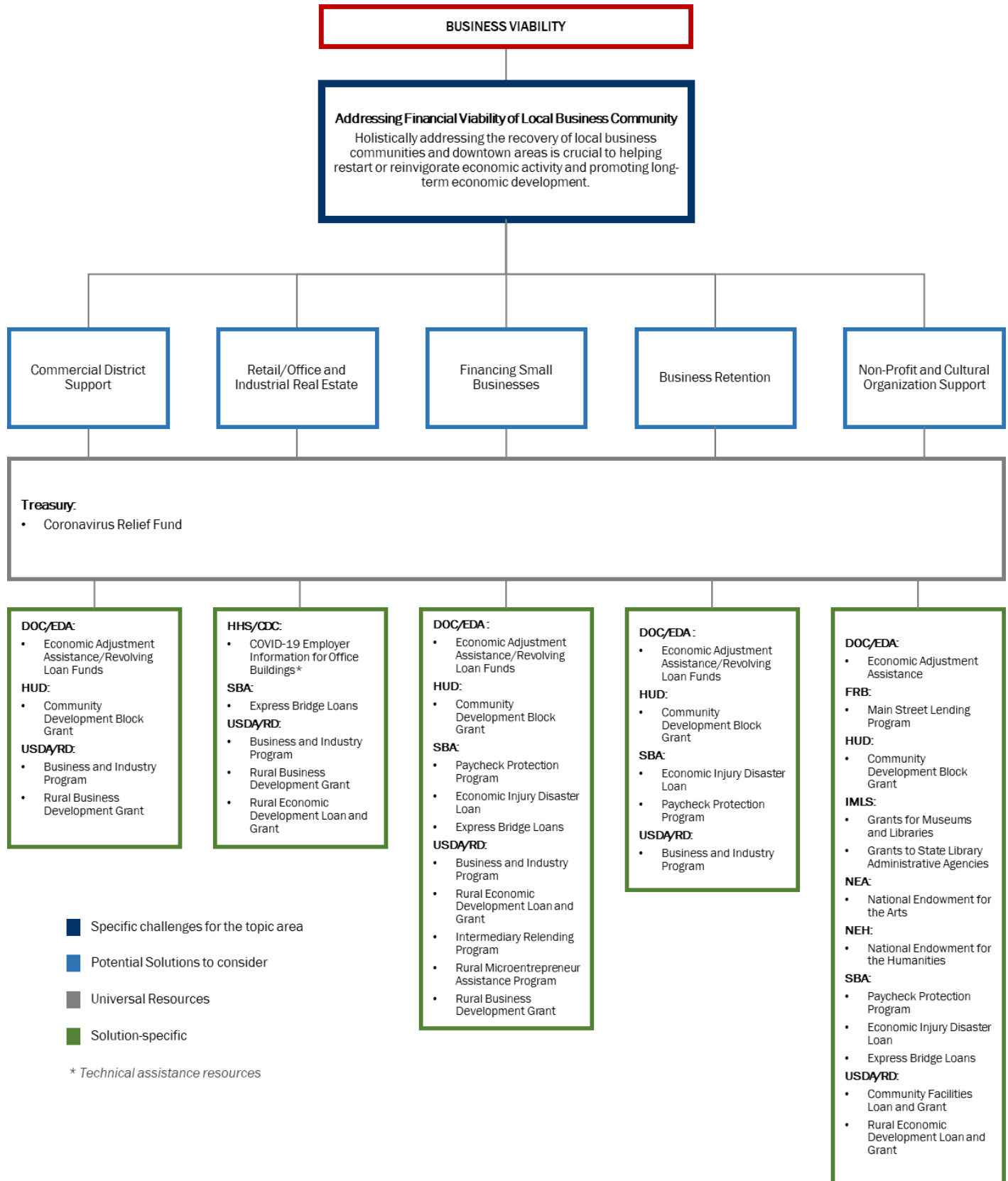


Figure 3. Business Safety

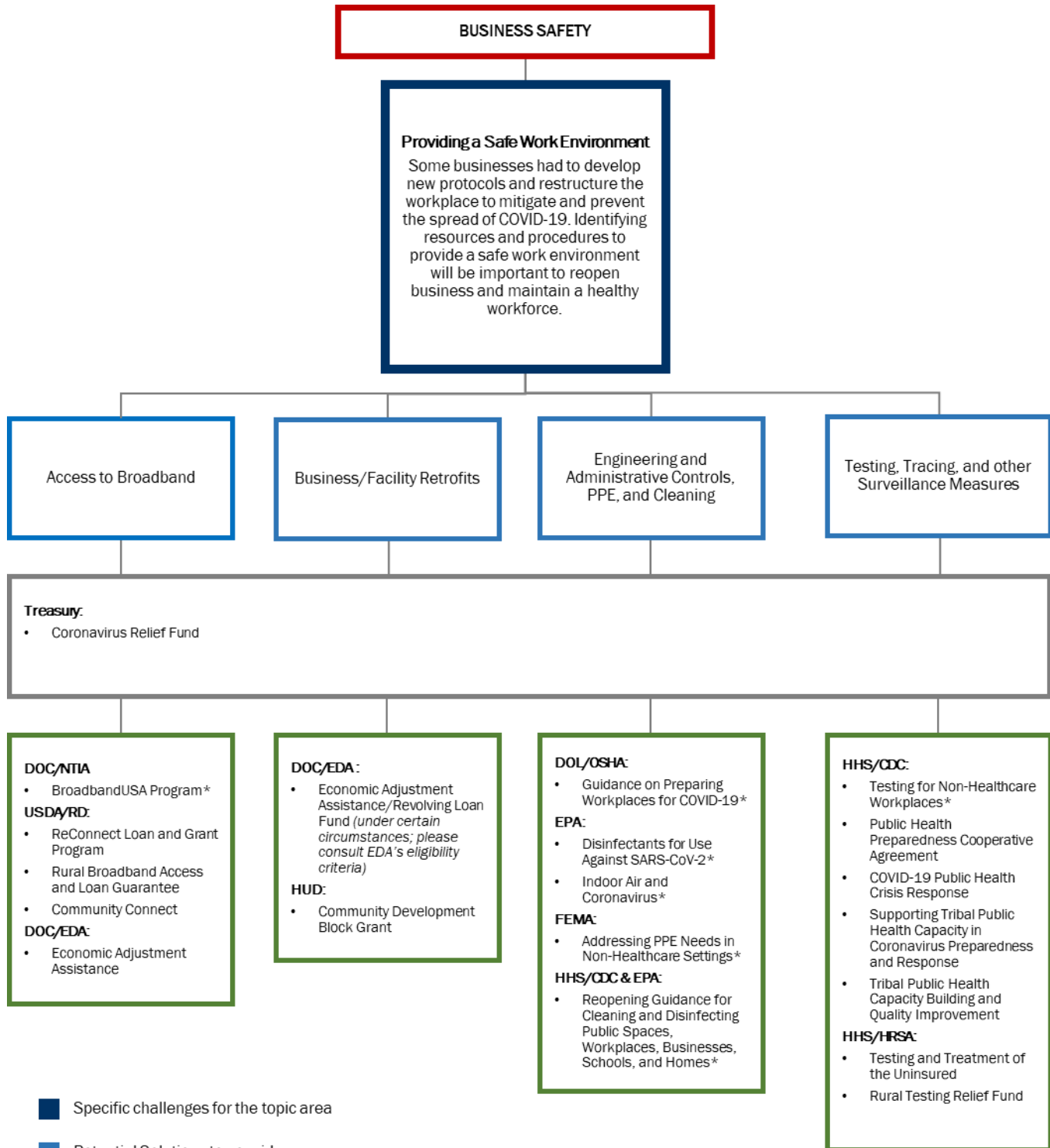


Figure 4. Workforce Health and Availability

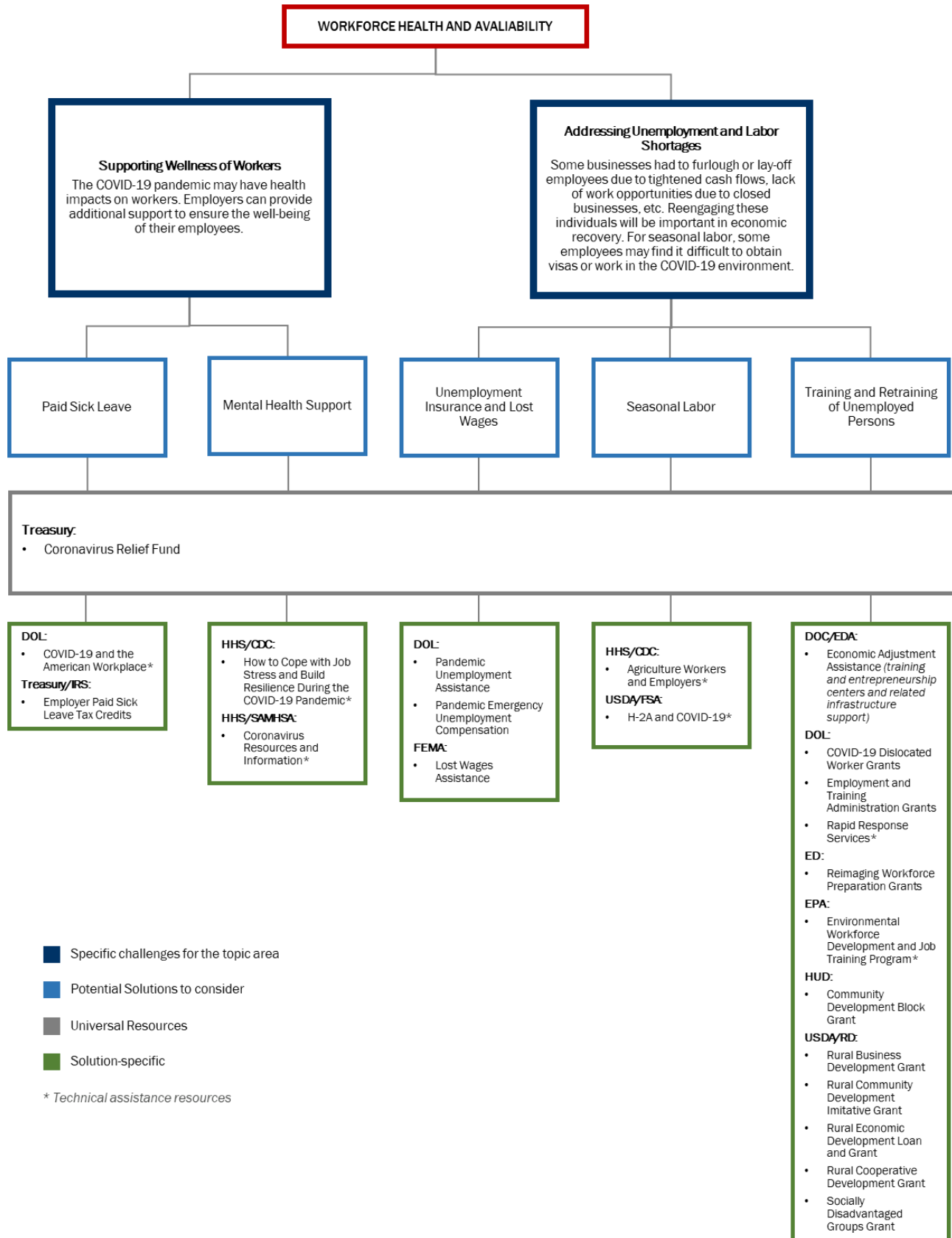
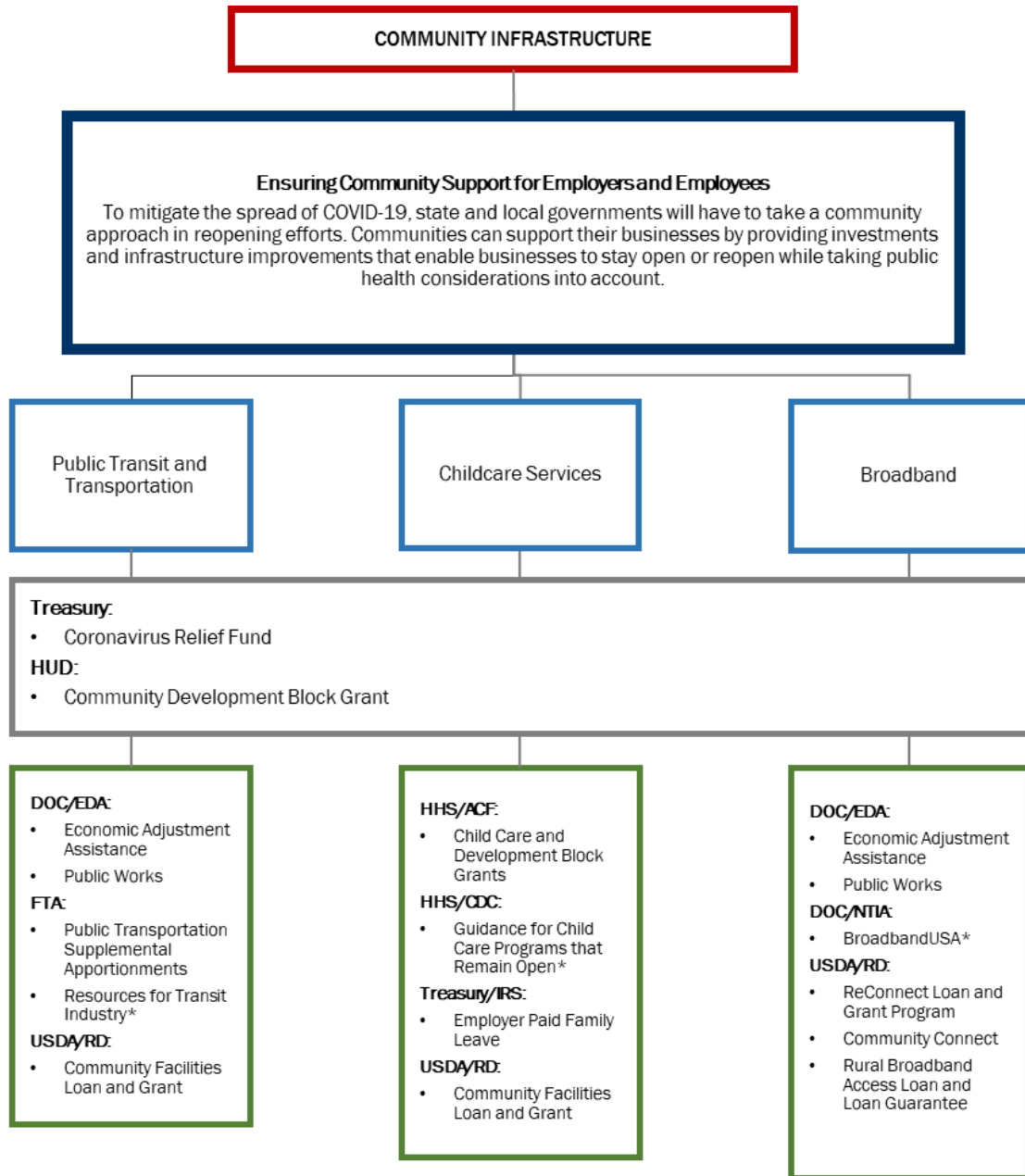


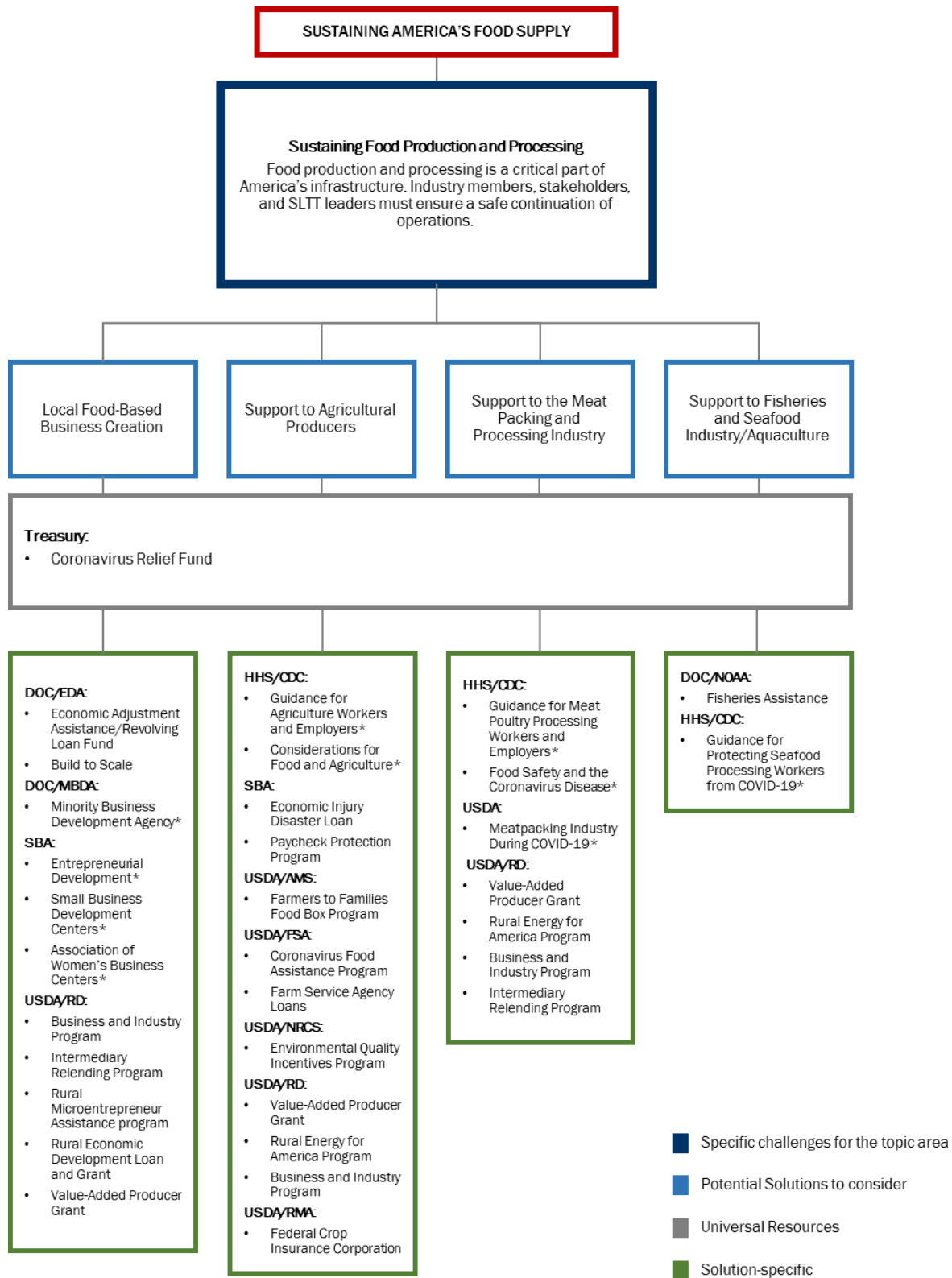
Figure 5. Community Infrastructure



- Specific challenges for the topic area
- Potential Solutions to consider
- Universal Resources
- Solution-specific

* Technical assistance resources

Figure 6. Sustaining America’s Food Supply



Note: For additional information, please also see the [COVID-19 Food and Nutrition Resource Roadmap](#). *assistance resources*

Program Index

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

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

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

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COVID-19 Dislocated Worker Grants (DOL)	✓			✓				✓			COVID-19 Dislocated Workers
COVID-19 Public Health Crisis Response (HHS/CDC)	✓			✓			✓				COVID-19 Public Health Crisis Response COVID-19 Funding
Economic Adjustment Assistance (DOC/EDA)	✓		✓	✓	✓	✓	✓	✓	✓	✓	EDA COVID-19 Revolving Loan Fund Program*
Economic Injury Disaster Loan (SBA)		✓		✓	✓	✓					EIDL COVID-19 Website: SBA COVID-19 Programs
Employee Retention Credit (Treasury/IRS)		✓			✓						Employee Retention Credit
Employer Paid Family Leave Tax Credits (Treasury/IRS)		✓		✓			✓		✓		Employer Paid Family Leave Tax Credit
Employer Paid Sick Leave Tax Credits (Treasury/IRS)		✓									Employer Paid Sick Leave Tax Credits
Employment and Training Administration Grants (DOL)*		✓		✓				✓			Employment and Training Administration

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<i>Environmental Quality Incentive Program (USDA/NRCS)*</i>		✓		✓						✓	Environmental Quality Incentives Program
<i>Express Bridge Loans (SBA)*</i>		✓		✓	✓	✓					Express Bridge Loans
<i>Farm Service Agency Loans (USDA/FSA)*</i>		✓								✓	FSA Farm Loan Programs
<i>Farmers to Families Food Box Program (USDA/AMS)</i>		✓	New Program	✓						✓	Farmers to Families Food Box Program
<i>Federal Crop Insurance Corporation (USDA/RMA)*</i>		✓		✓						✓	RMA Federal Crop Insurance Corporation Website ; RMA COVID-19 FAQs
<i>Fisheries Assistance (DOC/NOAA)</i>		✓								✓	NOAA Fisheries Coronavirus Update
<i>Grants for Museum and Libraries (IMLS)</i>		✓		✓		✓					IMLS CARES Act Grants
<i>Grants to State Library Administrative Agencies (IMLS)</i>	✓			✓		✓					IMLS State Library Funding CARES Act
<i>Intermediary Relending Program (USDA/RD)</i>	✓				✓	✓				✓	Intermediary Relending Program

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Loans to Air Carriers, Eligible Businesses, and National Security (Treasury)		✓			✓						Loans to Air Carriers, Eligible Businesses, and National Security Businesses
Lost Wages Assistance (FEMA)	✓			✓				✓			Lost Wages Supplemental Payment Assistance Guidelines
Main Street Lending Program (FRB)		✓				✓					Main Street Lending Program
National Endowment for the Arts CARES Act (NEA)			✓	✓		✓					National Endowment for the Arts CARES Act Supplement
National Endowment for the Humanities CARES Act (NEH)			✓	✓		✓					National Endowment for the Humanities COVID-19 Update
Pandemic Emergency Unemployment Compensation (DOL)	✓			✓				✓			Unemployment Insurance Relief During COVID-19 Outbreak
Pandemic Unemployment Assistance (DOL)	✓			✓				✓			Unemployment Insurance Relief During COVID-19 Outbreak
Paycheck Protection Program (PPP) (SBA)		✓	New Program	✓	✓	✓					PPP Website: SBA COVID-19 Programs

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Public Works (DOC/EDA)	✓			✓					✓		Public Works Program
ReConnect Loan and Grant Program (USDA/RD)	✓	✓					✓				ReConnect Loan and Grant Program
Reimaging Workforce Preparation Grants (ED)		✓		✓				✓			Education Stabilization Fund Discretionary Grants
Rural Broadband Access and Loan Guarantee (USDA/RD)*	✓	✓					✓		✓		Rural Broadband Access Loan and Loan Guarantee Program
Rural Business Development Grant (USDA/RD)*	✓				✓	✓		✓			Rural Business Development Grant
Rural Community Development Initiative Grant (USDA/RD)*						✓		✓			Rural Community Development Initiative Grant
Rural Cooperative Development Grant (USDA/RD)*					✓			✓			Rural Cooperative Development Grant Program
Rural Economic Development Loan and Grant (USDA/RD)*					✓	✓		✓		✓	Rural Economic Development Loan and Grant Program

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Rural Energy for America Program (USDA/RD)*		✓								✓	Rural Energy for America Program
Rural Testing Relief Fund (HHS/HRSA)	✓			✓			✓				Rural Testing Relief Fund Allocations
Socially Disadvantaged Groups Grant (USDA/RD)					✓			✓			Socially Disadvantaged Groups Grant Program
Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (CDC)	✓						✓				Supporting Tribal Public Health Capacity Grant Opportunity
Testing and Treatment of the Uninsured (HHS/HRSA)	✓						✓				COVID-19 Uninsured Claim
Tribal Public Health Capacity Building and Quality Improvement (CHHS/DC)*	✓						✓				Tribal Public Health Capacity Building and Quality Improvement
Value Added Producer Grant (USDA/RD)		✓			✓					✓	Value Added Producer Grant

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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

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
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

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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
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