

NATIONAL VETERANS EMPLOYMENT & EDUCATION COMMISSION

TOPIC 1: ECONOMY



Traders are turning far and wide for more current data on the economy than what the government provides, as they assess how deep the recession is and the degree and speed to which it will recover.

Scheduling software company Homebase has been providing data on employment and hours worked on a daily basis during the crisis, which is a particularly useful real-time economic indicator because its customers are in the restaurant, food and beverage, retail and services businesses, where the job losses have centered.

The bad news is that employment on May 5 was down 51% from pre-shutdown levels, but the good news is that employment on the worst day, April 12, was down 74%, according to the Homebase figures.

“In other words, the decline versus the pre-COVID-19 level is becoming less deep as some jobs start to come back — albeit modestly as the re-opening is only recently underway,” says Tom Porcelli, chief U.S. economist at RBC Capital Markets and a big user of the data.

Porcelli says his estimate is the US economy has probably clawed back about 5 million jobs thus far. The April jobs report, due on Friday, is expected to show 22 million nonfarm positions lost, according to a MarketWatch-compiled economist estimate.

The Homebase data also is broken down by city and State. The worst, to little surprise, is New York City, where 58% of businesses are closed, and the coronavirus outbreak in the US has been centered. The best in Oklahoma City, where just 24% of businesses are shut.

Montana has just 13% of its businesses closed, and North Dakota 14%, according to Homebase.



Almost 3.2 million people applied for unemployment benefits last week after the coronavirus cost them their jobs, but the historic wave of layoffs tied to the pandemic is receding. The number of initial jobless claims processed in the week ended May 2 was less than half the crisis peak of 6.9 million at the end of March.

HOUSEHOLD DATA

Table A-5. Employment status of the civilian population 18 years and over by veteran status, period of service, and sex, not seasonally adjusted

[Numbers in thousands]

Employment status, veteran status, and period of service	Total		Men		Women	
	APR 2019	APR 2020	APR 2019	APR 2020	APR 2019	APR 2020
Unemployed	59	453	33	347	26	106
Unemployment rate	1.7	13.0	1.1	11.8	5.4	20.0

The national unemployment rate is 14.7 percent (May 2020). Gulf War II veterans' unemployment rate is 11.8 percent.ⁱ Currently, the unemployment rate for Gulf War II women veterans is 20.0 percent (up from 6 percent in April).

TOPIC 2: CONFERENCE CALLS

On Monday, May 11th, the National Veterans Employment & Education Division Weekly call with HVAC staff members on minority HVAC call. Health subcommittee staffer discussed the State of PPE availability, and some expressed concerns over the amount of PPE available. Discussion of Women Veterans' s Mental Health Forum this month. Legislative Director Bryant and I suggested that that be expanded to look at all veteran's mental health issues, particularly as it has been impacted by COVID Crisis.

On Monday, May 11th, the National Veterans Employment & Education Division House is to return this week and COVID 4 bill under consideration. Minority staff on the call stated they did not expect their leadership to support. Continued Conversation with NASAA leadership on the Risk-Based Survey project, the impact of the COVID Crisis on the project, and the SAAs are piloting the project.

On Tuesday, May 12th, the National Veterans Employment & Education Division conference call with The American Legion's IT Division. We are now ready to launch our second "Virtual Workshop" on Financial Literacy scheduled for May 27.

On Tuesday, May 12th, the National Veterans Employment & Education Division attended a Washington Center webinar on creating positive virtual internship experiences. VE&E is taking on two virtual "volunteers" for the summer semester and is drawing up the standard operating procedures for how to provide mentorship and instruction to the volunteers online.

On Tuesday, May 12th, the National Veterans Employment & Education Division convened a leadership conference call for the Legion's "Military Credentialing Advancement Initiative," featuring the Initiative co-chairs, project manager, and grant contact from Lumina Foundation. VE&E staff briefed the team on its plans and expectations for fulfilling the grant agreement and producing a military credentialing report, as well as plans for hosting a June virtual meeting on the economic impact of COVID-19.

On Tuesday, May 12th, the National Veterans Employment & Education Division Weekly teleconference with HVAC SVAC 4 corners this week. Discussion of the COVID 4 package and again, the minority in House will not support the bill. Conversations on the need for more PPE and questions about what remains to be fixed in the GI Bill.

On Tuesday, May 12th, the National Veterans Employment & Education Division Minority is working on a bill to address concerns around making sure veterans in programs discontinued, particularly those enrolled in OJT/APP programs, can continue to receive their benefits. IL SAA Director Wellman provided more survey data on the impact of the COVID Crisis of OJT/APP enrolled veterans. Conversations with him on the situation in Illinois and the impact there.

On Wednesday, May 13th, the National Veterans Employment & Education Division Monthly call with VES, American Legion legislative staff, and Arthur Foundation staff on Education policy and advocacy. An expectation that Speaker Pelosi could send the Borrower Defense Act to the President for his signature, and we hope to be standing ready to contact the White House through appropriate channels to ask the President to sign.

On Thursday, May 14th, the National Veterans Employment & Education Division joined Social Solutions for a webinar on COVID resources for nonprofits. As COVID-19 continues to threaten lives and livelihoods across the world, the work of the nonprofit service providers has never been more critical. Social Solutions is actively compiling a list of emergency support and funding resources that will be updated regularly.

On Thursday, May 14th, the National Veterans Employment & Education Division held a call with the CEO of SOLID Design to discuss a scope of work for the firm to serve as a report writer for our upcoming Military Credentialing Advancement Report. This report was commissioned by the "Military Credentialing Advancement Initiative" grant from Lumina Foundation, and due to suspension of travel, more grant funds have been freed for report writing assistance.

On Thursday, May 14th, the National Veterans Employment & Education Division participated in a conference call hosted by HVAC and SVAC staff on pending legislation and potential remaining needs to be addressed and attended by all 4 Corners, VES, TAPS, NAVPAA, NASAA and SVA. Discussion of remaining needs to address and whether to place language in COVID 4 or other legislative vehicles. Minority staffers suggested a legislative pause and to use existing law and the influence of those on the call to address issues, such as schools seeking out of state tuition rate from students for a change in state residency caused by campus closure. Group decided to seek answers and clarification from the VA on recent concerns caused by newly minted policy advisories and VA interpretations.

On Friday, May 15th, the National Veterans Employment & Education Division held a weekly meeting with EdCounsel/Lumina Risk-Based Survey Executive Team to discuss the Risk-Based Survey project. Discussions on how to give VA an update on the work and the best time to schedule a second Advisory Council session this summer. Review the VES package on state advocacy on discussion with Carrie Wofford on the same. Continued research on quality oversight of institutions.

On Friday, May 15th, the National Veterans Employment & Education Division participated in a teleconferenced hosted by the Department of Labor, Veterans Employment and Training Services (DOL-VETS), focused on the delivery of the Transition Assistance Program (TAP) to servicemembers.

On Friday, May 15th, the National Veterans Employment & Education Division spoke with Kenan Torran, Program Manager, Uniformed Services Employment, and Reemployment Rights Act. Due to the COVID pandemic, investigations are limited due to travel restrictions, resulting in slower resolutions on the cases.

On Friday, May 15th, the National Veterans Employment & Education Division discussed with small business stakeholders, manufacturers, and industry groups, the lessons learned from the industry response to COVID19. Also, we prepared a proposal to keep the manufacturing of personal protection equipment, sanitation chemicals, and other emergent supplies within the US. Retaining manufacture ring and distributions of these products in the US will prevent shortages in times of crisis and overreliance on foreign countries.

TOPIC 3: EMPLOYMENT

The National Defense Authorization Act of 2020 mandates several improvements to the Transition Assistance Programs (TAP) that each of the services administered before a service member's expiration of time in service (ETS).



While long overdue, these improvements and their good intentions will still fall short of what transitioning service members ultimately need to set up themselves, their families, and their prospective employers for success in their next Act in life. This is not a swipe at the purveyors of TAP, but rather a recognition of the breadth of needs that transitioning veterans have and a realization of the government's inability to address them all.

This should serve as a wake-up call for all service members in what they need to consider in departing the military.

So, what needs do veterans typically have in transitioning from the military? This list is long and can be burdensome. These needs may be summarized as follows:

Employment Needs

- Career (not just a job)
- Translated competencies
- Mentorship

Cultural needs

- Camaraderie
- Social network
- Veteran peer connections
- Volunteer opportunities
- Structure / order

Health needs

- Access to care
- Life counseling

Daily needs

- Housing and sustenance
- Transportation
- Legal assistance
- Access to financial resources
- Finds meaningful employment aligned with their strengths and preferred career field

So, which of these does the government address, and for which of these are veterans responsible? The answer is quite simple. Unless a veteran is retired, receiving disability compensation, eligible for the GI Bill, or has access to the nearest VA hospital, he or she is ultimately responsible for meeting all those needs. Re-read that last sentence. By and large, a successful transition depends upon the veteran.

Transition is a difficult process that takes years to navigate successfully, and the cost of failure may be catastrophic. According to a recent study, “44 percent of veterans experience high levels of difficulty when reintegrating into civilian life,” (ii) and veterans who experience the most incredible difficulty during their transition are 5.4 times more likely to experience suicidal ideation. (iii) The suicide rate is significantly higher among post-9/11 veterans, which comprise the 18-34 age group. Those rates have more than doubled from 2006 to 2016 — out-pacing all other age groups — despite improvements in mental health services and long-term care

TOPIC 4: CAREER FAIRS

ALL CAREER FAIRS SCHEDULED THROUGH APRIL HAVE BEEN CANCELLED, SUSPENDED, OR POSTPONED.

The American Legion is working on future virtual workshops and career fairs.

THE NEXT VIRTUAL EVENT WILL BE MAY 27, FROM 11:00 AM – 12:00 PM EST

The mission of The American Legion's National Veterans Employment & Education Commission is to take actions that affect the economic wellbeing of veterans, including issues relating to veterans' education, employment, home loans, vocational rehabilitation, homelessness, and small business

TOPIC 5: VETERAN HOUSING AND HOMELESSNESS

The American Legion is encouraged to see that there are still those who are willing to go the extra mile to ensure that our veterans are taken care of in these times of uncertainty. We must always ensure that we become the voice to those who have no voice.

A Somerville facility that houses formerly homeless veterans is now getting some help in keeping its residents safe during the COVID-19 pandemic.



Cherish Health, a new Cambridge-based medical technology firm, is teaming with the nonprofit Health eVillages to offer residents of the Massachusetts Bay Veterans Center specialized sensor patches to monitor their respiration, oxygen levels, temperature, heart rate, and other vital functions.

The center, owned by Volunteers of America Massachusetts, provides transitional and permanent housing and support services for 29 veterans, most of them seniors. While none have yet tested positive for COVID-19, Charles Gagnon, Volunteers' President, and CEO, said the sensors would help ensure that if they show signs of the illness, their doctors and center staff can respond quickly with appropriate measures.

It was developed by Cambridge-based Cherish Health, the sensor devices attached to the individual's chest. On May 8, they were offered to center residents, nearly all of whom opted to use them. "A nonprofit rarely gets access to a cutting-edge technology that helps the most challenged people in our county, in this case, veterans," Gagnon said.

The initiative comes as at least 74 veterans at the State Soldiers' Home in Holyoke, and at least 29 at the Chelsea Soldiers' Home, have died of COVID-19. Founded by high tech health care entrepreneur Sumit Nagpal, Cherish Health provides its medical sensors to elderly and disabled people to help them live more independently. Health eVillages was founded in 2011 by global health care activist Donato Tramuto to bring mobile health technology to places where medical care is lacking.

The two organizations recently agreed to partner on telemedicine initiatives for the elderly and frail, and other ways to advance Health eVillages' goal of addressing social factors — such as poverty — that make some population groups more vulnerable to illness. The two groups have separately agreed to collaborate in providing Cherish Health's sensory patches to residents of senior facilities who may be infected or exposed to COVID-19. The Somerville project kicks off the effort.

Somerville Mayor Joseph A. Curtatone played a crucial role in bringing the Program to the Massachusetts Bay center. "We've heard tragic stories involving multiple deaths at veterans' facilities in other parts of our state, and for that reason, I have brought together several partners who are working to prevent that from happening here in Somerville," he said in a statement.

In addition to founding five companies, Nagpal has worked in executive positions on health care issues for Comcast and Accenture. "Over the years, I've realized that health care needs to become closer to where we live, work, and play, and to become more proactive," he said, calling both essential to controlling health costs and preventing illness.

Nagpal said he quickly realized his company's sensor devices were "custom-built" for COVID-19 since they can ensure seniors infected or exposed get timely care and are isolated from others.

The health data recorded from Massachusetts Bay veterans is transmitted to Cherish Health, the resident's doctor, and center staff. In the event of an abnormal reading, the system sends out an alarm signal. Cherish Health then assists in whatever actions the doctor deems necessary.

Marlborough-based Health eVillages is funding the operations and some of the technology for the Somerville project. While COVID-19 poses an enormous health challenge, Tramuto, Health eVillages' founder and chairman, said the Somerville initiative gives him a feeling of "calmness" because it highlights the growing number of partnerships emerging to fight the virus.

TOPIC 6: SMALL BUSINESS

In its latest move, the Small Business Administration (SBA) is applying new restrictions to the Economic Injury Disaster Loan (EIDL) program, further limiting the funds available for small businesses affected by the current crisis.

The SBA announced on May 4 that it would be limiting new EIDL loans to agricultural-based businesses only. Additionally, as multiple news outlets have reported, this move is coupled with the SBA's new imposition of a \$150,000 limit on the size of loans, which is significantly less than the original limit of \$2 million that is authorized by statute and that the SBA had previously touted to the public.



The SBA has been a significant source of assistance for the restoration of commerce and households in areas stricken by natural and human-caused disasters since the agency's creation in 1953. The EIDL program has historically been used as a disaster relief fund to provide direct loans to small businesses affected by a disaster declaration. The EIDL loans are a critical component to disaster recovery efforts, as the loans provide small businesses that are not able to obtain credit elsewhere with necessary working capital until normal operations resume after a disaster. With the passage of the CARES Act on March 27, 2020, the EIDL program has been expanded to cover businesses affected by the COVID-19 disaster. The Act also loosened application requirements and provided for quicker emergency advances.

With its latest announcement, the SBA has chosen to restrict the pool of eligible EIDL recipients to only those businesses with an agricultural interest, which is unprecedented—as the EIDL loans have historically been available to non-agricultural businesses. The SBA notes on its website that it is focusing on agricultural businesses primarily “due to limitations in funding availability and the unprecedented submission of applications already received.” The SBA's latest moves, taken together, signal the priorities of the administration as it figures out a way to deal with the limited pool of funds available to it.

Allocating a scarce resource, which in this case is the congressionally appropriated funds, is not an easy task, and the SBA's actions have not come without criticism. Critics have grown frustrated with the lack of clear communication and guidelines, which appear to be continually changing, and with the latest critique coming from three democratic lawmakers. In a letter dated May 9, Senators Charles Schumer (NY), Jeanne Shaheen (NH), and Ben Cardin (Md.) wrote to SBA Administrator, Jovita Carranza, to express “significant concerns regarding the implementation of the Economic Injury Disaster Loan (EIDL) Program.”

The Senators note that “[t]his is an existing program that was able to deliver needed capital to businesses immediately. Yet throughout the response to the COVID-19 pandemic. SBA has repeatedly made it harder for EIDL to serve struggling small businesses looking to SBA for the capital they need to stay afloat.” The Senators point to specific examples of this “mismanagement,” including the SBA’s decision to close the application portal to all non-agricultural small businesses. They note that while they agree that agricultural businesses need immediate assistance, the Senators explain that the COVID-19 stimulus bills were intended to support new loans. “Not just the newly eligible farms and agricultural businesses. This appropriations level was based on SBA’s data indicating that it would be sufficient”

The Senators also disapprove of the decision to lower the loan cap to \$150,000 abruptly. They note that the SBA is “completely disregarding current law and Congress’s clear intent that, under the CARES Act, small businesses be allowed to borrow up to \$2 million to respond to the COVID-19 pandemic.” By substantially lowering the cap, the Senators allege that the SBA’s “unauthorized policy change will leave the estimated four million pending EIDL applicants in limbo after expecting that SBA would process their loans promptly for the amount permitted under the law.” Finally, the senators proclaim that “SBA has been inexcusably opaque when communicating its policies on EIDL. Beyond this most recent decision to cap loans at \$150,000 without notifying the public, or even to acknowledge the policy once it had been unearthed by the media, it has consistently failed to update the four million EIDL applicants on the status of their loans.”

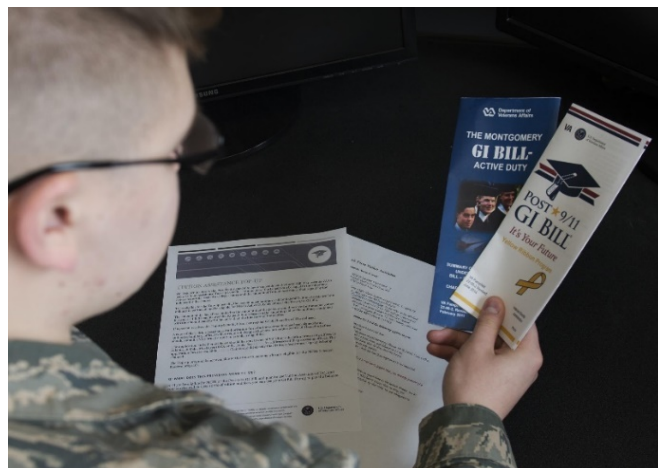
The EIDL program is not the only point of contention involving the SBA. As it has been well-documented, the SBA has also been under scrutiny for its handling of the Paycheck Protection Program, which is the more prominent small business lending program established by the CARES Act. Whether anything will come out of the Senators’ latest criticisms of the SBA remains to be seen.

TOPIC 7: EDUCATION

The Coronavirus epidemic has caused rippling mobilization of state National Guard units. Therefore, both chambers of Congress are proposing ambitious bipartisan changes to the GI Bill. It is aimed to bridge the pay and benefits gap between active-duty troops and National Guard members.

The Guard and Reserve GI Bill Parity Act of 2020 would mandate all days served in uniform would accumulate toward education benefits, regardless of duty status, potentially opening up millions of dollars in federal benefits to thousands of troops.

“If members of the guard and reserves do similar jobs and face similar risks as other service members, then they deserve the same benefits,” Rep. Mike Levin, D-Calif., chairman of the House Committee on Veterans’ Affairs subpanel on economic opportunity, said in a statement. “This common-sense legislation will finally bring basic fairness for servicemembers who spend months away from family and risk their lives for our country but have not received the benefits they deserve.”



Pay disparity has been a critical topic in veteran policy circles on Capitol Hill. Some lawmakers and advocacy groups asserting the National Guard gets the short end of the stick when it comes to paying and benefits despite performing the same duty at home and abroad.

To qualify for post-9/11 GI Bill benefits, troops have to complete at least 90 days of active duty. More days of active-duty service leads to more generous GI Bill benefits, unlike stateside service, which doesn't earn Guard troops any federal education benefits.

Typical National Guard service doesn't fall into the active-duty bracket, with many Guard troops banking on their deployments overseas to cover a lot of the costs of living while going to school. With the wars in Iraq and Afghanistan winding down and Guard units being less utilized overseas, there are fewer opportunities for soldiers to build their education benefits.

The average National Guard soldier serves roughly 45 days a year, according to a study from Rand Corp., a number which could wildly fluctuate depending on a soldier's training schedule. Veterans earn 100% of their GI Bill after 36 months of active service, meaning without a deployment, it could still take Guard troops nearly two decades of domestic service to reach their maximum education benefits.

GI Bill eligibility for National Guard troops created confusion last year when thousands of troops stationed at the U.S.-Mexico border were not earning benefits. It is setting off months of debate between the Defense Department and congressional lawmakers, despite troops mostly deployed under Title 32(f) orders, which entitles troops to federal benefits.

Maj. Gen. Dawne Deskins, director of manpower and personnel at the National Guard Bureau, testified before Congress in October about the matter, saying she was uncertain about how GI Bill accrual works during stateside deployments. After nearly a year of confusion, Defense Secretary Mark Esper affirmed troops performing active service responding to a national emergency declaration by the President would accrue GI Bill benefits.

The House bill was introduced by Levin, Rep. Steven Palazzo, R-Miss., and Rep. Tim Ryan, D-Ohio. The same measure was also introduced in the Senate by Senators' Jon Tester, D-Mont., and Marsha Blackburn, R-Tenn.

TOPIC 8: TOWN HALL PARTICIPATION



The National Veterans & Education Division staff participated in the Inc. Magazine and US Chamber of Commerce National Small Business Town Hall #7 on the Coronavirus' impact on small businesses.

1. Suggestions were provided on what an employer should do if employees don't want to come back. It was recommended that employers issue a written invitation to come back, and if the employee declines, the business will not be penalized for PPP loan forgiveness.
2. Inc. and the Chamber also shared when it makes sense to give the funds back. They explained that Treasury is going to audit all loans over \$2 Million. Many are concerned about this scrutiny. They recommended that companies document the rationale for giving the money back. Companies have until May 14th to return the funds.
3. They also shared that extending the loan forgiveness beyond eight weeks will require an act of Congress. The IRS is changing the tax treatment of the loans. Currently, since the loan forgiveness is a grant, you can't claim those business expenses. There is some interest in Congress to make these changes. The new legislation is expected to be enacted after Memorial Day making programs more targeted.
4. The Federal Reserve created the Mainstreet Lending Program, which provides a minimum loan amount of \$500 Million. The loans would be made available after 24 April. They recommended the businesses talk to their banks immediately to start the process. If your bank is not accepting applications for this loan, it was recommended they find another bank. The Program requires that you must make commercially reasonable attempts to maintain the same levels of employment; do not artificially cut employment.
5. The Economic Injury Disaster Loan Emergency Advance (EIDL) has been expanded to businesses impacted by COVID-19. Small businesses can now only get up to \$150,000. The EIDL will now only accept applications for agriculture. Some loan applicants received \$1,000 without agreeing to loan terms. It was given as a \$1000 grant.
6. The Chamber, and Inc., suggested the following re-opening guidance:
 - Discuss with employees the new cleaning protocols. Look at contactless delivery options. Take care of employees and customers as the firm pivots to the new normal.
 - Try to reduce risks to the company and employees by developing a re-opening plan. It's going to take time, so start now. Install hand sanitizing stations. Consider taking employees' temperature. Determine where the employees will sit. Determine how to deal with issues if someone gets sick at work. The more they feel safe, the less likely they will report the worksite to OSHA.
 - If a business continues to operate virtually, determine if or when to bring staff back, on determining who to bring back, there may be discrimination laws that you must consider.
 - Employee safety is number one. Find out now, what's going on currently in your employees' lives. Employees want to see a certificate on the number of people tested by a third-party lab. New protocols and social distancing are a concern; use your employees to help design the new plan.

7. It was suggested that independent contractors and sole proprietors document their cash expenses on payroll by establishing a separate account for the Payroll Protection Program Loan. Inc. and the Chamber suggested they compare what they would have made last year versus where they are today. They suggested the employer pay themselves the same amount. Be over transparent and over the document. They should also mock up a schedule C.
8. Small retail shops with no employees should look at local and State economic and small business resources since there may be some grants available from professional organizations. There also may be opportunities for individual investments.
9. New businesses should look at incubators, State, and local resources. Focus on digitization and work remotely, either Business to Business or Business to Consumer.
10. To assist small businesses with the effective implementation of the funds from the loan proceeds, VE&E staff is researching resources available to small businesses once they receive the loan:
 - **CNBC MAKE IT:** <https://www.cnbc.com/2020/04/24/expert-advice-on-how-small-businesses-should-use-ppp-loans.html>
 - a. Start a paper trail and don't 'prop up' an unhealthy business—expert advice on how to use PPP loans
 - b. Pay your employees, negotiate the rest
 - c. Call your accountant
 - d. Create a paper trail
 - e. Make decisions as if your PPP loan won't be forgiven, and think long-term
 - f. Don't lose hope
 - **GREATER HOUSTON PARTNERSHIP:** <https://www.houston.org/news/experts-lend-advice-ppp-funding-and-preparing-employees-return-workplace>
 - a. The first step that should be taken upon receipt of a PPP loan is recording the loan amount for financial accounting and tax purposes until the loan is forgiven
 - b. Set up with a separate account code within your general ledger to provide easy tracking of the funds.
 - c. Obtain a separate bank account for the loaned funds to aid in tracking.
 - d. Retaining documentation to support all payments with PPP funds will also be paramount
 - **RESTAURANT ASSOCIATION METROPOLITAN WASHINGTON:** <https://www.ramw.org/blog/ppp-clarifications-and-recommendations-422>
 - a. Put the money from the PPP loan into a separate bank account and only spend it on qualified expenses (payroll, rent, and utilities, generally). If the loan is spent, make sure to have an accurate accounting of each dollar spent.
 - b. Determine if you need an immediate cash infusion from PPP funds. This is determined by examining your working capital, cash on hand, money in the bank, operating status, and sales.
 - c. When to return the loan:

If you are in a strong working capital position and are currently closed. Without plans to bring staff back at full force within the timeframe currently required by the PPP rules, be careful about your spending decisions with the PPP loan funds.

- d. When to keep the loan:
 - i. If you are operating at a high volume on delivery and takeout (more than 50% of prior year period sales) and have some money in the bank then PPP is likely highly beneficial for you, even if you have only a limited amount of employees on payroll and can only get partial forgiveness.
 - ii. If you're out of money and open or closed, but still have the expectation that you will be bringing back a full workforce eventually, the PPP is likely an outstanding program to help provide you with the working capital you need to keep going.
 - iii. If you don't have cash right now, this is the most realistic way to get working capital. It is the only real source of working capital that is available.
 - iv. If you are open with a reduced payroll, you can use PPP to pay these people but don't use it just to put everyone back on the payroll.

11. Additional resources are available at the following:

- a. North Carolina State University: <https://dairy.ces.ncsu.edu/2020/05/what-to-do-with-aidl-and-ppp-funds/>
- b. MANUFACTURE: SAN JOSE: <https://mfgsj.org/ppp-loan-forgiveness-checklist/>
- c. New Jersey Business & Industry Association: <https://njbja.org/coronavirus/>
- d. Proskauer: <https://www.proskauer.com/alert/paycheck-protection-program-where-are-we-now-an-up-to-date-guide-to-the-paycheck-protection-program>
- e. JDSupra: <https://www.jdsupra.com/legalnews/congratulations-you-got-your-ppp-funds-50725/>
- f. Cedr HR Solutions: <https://www.cedrsolutions.com/cares-act-loans/>
- g. eder, casella & co.: <https://www.edercasella.com/post/you-received-your-ppp-funds-now-what>

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