



RIVERSIDE'S ROAD TO RECOVERY



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Introduction

On March 13, 2020, the City of Riverside declared a local emergency to increase its efforts to protect the public from COVID-19. The City of Riverside's proclamation of local emergency notes that "there exists conditions of a disaster or of extreme peril to the safety of persons or property within the territorial limits of the City of Riverside that are beyond the control of the services, personnel, equipment and facilities of the City for the reason of COVID-19." The City Council ratified that declaration on March 17, 2020. As the COVID-19 pandemic evolved, City Council, Riverside County Department of Public Health, and the State of California have issued several orders to prevent and control the spread of COVID-19.

In addressing the COVID-19 pandemic, three stages or phases of the pandemic have been identified and provide a framework that focuses city efforts in response to a continuously changing situation. These three phases largely correspond to the State of California's Resilience Roadmap (<https://covid19.ca.gov/roadmap/>), an ever-evolving set of regulations and guidelines for transitioning from the immediate pandemic response effort to a controlled and incremental approach to allowing businesses to reopen.

To guide the City and its constituents through each of the three phases, this Road to Recovery Framework has been developed as a living document that is intended to be flexible and fluid in an evolving public health crisis. This Framework identifies strategic priorities under each phase to guide policies and actions to facilitate restoration of economic activities in a manner that enables business to operate safely and viability while maintaining public health objectives and keeping COVID-19 transmissions very low. The Framework also considers strategies to mitigate impacts to community members and suggests other strategies to ensure the recovery process is safe, equitable, and inclusive.

Objective

Build a more sustainable and resilient Riverside to respond to and recover from impacts related to a health crisis.

Framework Intent

This Recovery Framework is intended to:

1. Provide a sustainable and resilient post-crisis recovery framework for Riverside's residents, businesses, workforce, and other agencies that remains fluid to changing response activities and regulatory guidelines.
2. Identify ways to combat the pandemic in a meaningful way, and identify responses and recovery strategies that are appropriate to the risks and can be sustained over necessary periods of time.
3. Employ the tools necessary to keep virus transmissions as low as possible while restarting the economy.
4. Identify measures of effective health protection with gradual relaxation of restrictions in the social and economic environment.

5. Establish a strategy to guide the nimble development of implementable actions through a phased approach during the economic recovery.

Three-Phases to Recovery

The City of Riverside will take a phased approach to recovery, guided by data and science and consistent with State and County regulations and guidelines. These phases will be determined by a number of public health factors related to the containment and treatment of the virus or contagion. The phases include the Response Phase, Recovery Phase, and Thrive Phase.

The **Response Phase** is the period coinciding and immediately following the identification of a pandemic or issuance of a stay-at-home order or a local, state, or national declaration of a state of emergency. Non-essential businesses and social gatherings are prohibited and social distancing and PPE implementation are required for essential operations. This phase is consistent with the *State of California's Stage 1*.

The **Recovery Phase** is the transitional period following the initial Response Phase when the state and county signal the relaxation of restrictions on non-essential businesses and limited social activities. This phase is consistent with the *State's Stages 2 and 3*.

The **Thrive Phase** is characterized by the complete elimination of all restrictions and the full allowance of all sectors of business, including large assemblies, schools, and sporting events. This phase coincides with the *State's Stage 4*.

 RESPONSE	 RECOVERY	 THRIVE
<p>Essential Businesses & Essential Government Operational Only (CA Stage 1)</p>	<p>Low-Risk and Medium Risk Non-Essential Businesses Operational (CA Stages 2 & 3)</p>	<p>High Risk Non-Essential Businesses Operational (CA Stage 4)</p>
<p>Goal: Maintain essential functions to support businesses and community as a result of limitations in social and economic activities.</p>	<p>Goal: Stimulate business and community recovery through safe practices that protect the workforce and residents by:</p> <ul style="list-style-type: none"> a. Ensuring businesses reopen in a manner that protects workforce and clientele, b. Maintaining safe business continuity in order to meet the needs of the community, 	<p>Goal: Drive the next phase of Riverside's future by:</p> <ul style="list-style-type: none"> a. Facilitating a thriving business community, healthy community, and employees, b. Transform and modernize City operations by streamlining processes and maximizing the use of technology, and

	<ul style="list-style-type: none"> c. Connecting new resources to our vulnerable business and populations to ensure recovery, and; d. Connecting businesses to economic stimulus resources. 	<ul style="list-style-type: none"> c. Identify sustainable and resilient strategies using lessons learned to prepare for future pandemic waves and other public health crises.
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Areas of Focus

This framework is broken down into five key areas: Economy, Community, Environment – Natural and Built, Internal Organizational Response and Communication. Under each Area of Focus, there are identified objectives with corresponding action items and anticipated benefits. These will be used to guide the development of implementation items, identify responsible City departments, key partners, and community stakeholders, and establish any necessary timelines and budgets.



Actions by Phase

RESPONSE PHASE (Short-Term)

Response Phase Goal:

Maintain essential functions to support businesses and community as a result of imposed limitations in social and economic activities.

Economy

Objectives	Action Items	Benefits
<p>Business Support: Provide essential and non-essential business support</p>	<ol style="list-style-type: none"> 1. Maintain One Stop Shop Services, including entitlements, permits, and inspections with limited staffing 2. Communicate regularly with businesses via newsletters, PSAs, virtually hosted sessions 3. Business outreach via calls and emails 4. Research and disseminate information related to orders, mandates, funding resources, and other necessary information 5. Coordinate partnerships with key stakeholders in response actions 6. Foster and support local/regional manufacturing of critical response resources (e.g. PPE) 7. Strengthen Shop Riverside Campaign 8. Assist businesses in understanding essential and non-essential sectors 9. Ensure core city functions are maintained by key services for businesses and residents (Police, Fire, RPU, Public Works). 	<ol style="list-style-type: none"> 1. Facilitates ongoing development activities and applications 2. Informs business sector of critical information and available resources 3. Obtain feedback from businesses to better understand how crisis is impacting them, and to ascertain their challenges and needs for better response 4. Coordinate response phase activities with key partners 5. Reduce local economic impact where possible 6. Local access to needed pandemic response supplies and materials 7. Ramp up local production of critical response resources to meet the needs of the crisis
<p>Workforce: Coordinate with key partners to communicate available resources to assist employers and their workforce.</p>	<ol style="list-style-type: none"> 1. Support and connect businesses and employees who are displaced by pandemic to immediate and medium-term unemployment resources. 2. Communicate resources to assist essential businesses in maintaining safe operations. 	<ol style="list-style-type: none"> 1. Stabilizes community. 2. Ensures essential functions continue to operate in a safe manner. 3. Reduce financial burdens to residents performing at risk jobs.
<p>Housing Affordability: Access to affordable housing for all residents.</p>	<ol style="list-style-type: none"> 1. Support both homeowners and renters with available resources to manage housing costs. 2. Provide resources to support the homeless population. 	<ol style="list-style-type: none"> 1. Reduces involuntary resident displacement.

Community

Objectives	Action Items	Benefits
<p>Equitable Resources: Maximize resources and dissemination of information to achieve equitable outcomes</p>	<ol style="list-style-type: none"> 1. Coordinate access to resources for disadvantaged individuals, families, neighborhoods, and businesses. 2. Support senior population by providing resources to food, health, financial, and emotional support. Encourage intergenerational support. 	<ol style="list-style-type: none"> 1. Ensures access to resources for all residents. 2. Promotes health expectancy of senior population and reduces intergenerational conflict.
<p>Community Vitality: Encourage continuity and stability within the community to adjust to change with success.</p>	<p>SOCIAL CONNECTIONS</p> <ol style="list-style-type: none"> 1. Address isolation issues by providing resources, information and opportunities for individuals, neighbors and communities to support and survive. <p>EDUCATION</p> <ol style="list-style-type: none"> 2. Connect education resources to support distance learning. <p>HEALTH</p> <ol style="list-style-type: none"> 3. City to act a liaison to County and State Health Agencies 4. Maintain sanitation practices of all public areas 5. Continue education based on recommended orders, ex. maintain space, cover face, stay in place 6. Provide resources that address physical and behavioral health <p>FOOD ACCESS & SECURITY</p> <ol style="list-style-type: none"> 7. Monitor food systems at local and regional levels to respond to disruptions between growers/producers/distributors and stores/consumers. 8. Maintain information current and communicate available resources to the community. 	<p>SOCIAL CONNECTIONS</p> <ol style="list-style-type: none"> 1. Social support and connection may help prevent or reduce the effects of risk factors and improve overall well-being. <p>EDUCATION</p> <ol style="list-style-type: none"> 2. Reduces impacts and disruption to residents' access to education and cultural resources. <p>HEALTH</p> <ol style="list-style-type: none"> 3. Protects residents from possible health issues occurring. Provides information and reliable resources to residents to continue safe practices 4. Reduces risks of contamination in public areas. 5. Reduced health risks and exposure. 6. Helps reduce impacts to local health care providers and maintains health and wellness in the community. <p>FOOD ACCESS & SECURITY</p> <ol style="list-style-type: none"> 7. Ensures secure access to food for all residents. Supports local retail businesses. Supports local food supply chain.

Environment – Natural & Built

Objectives	Action Items	Benefits
<p>Conservation and Sustainability: Practice responsible use and protection of natural resources through conservation, sustainability, and thoughtful development of built environment.</p>	<ol style="list-style-type: none"> 1. Ensure planning and objectives support the City's commitment to sustainability to ensure residents & businesses survive and thrive 2. Assist businesses in identifying ways to conduct operations and provide services virtually through telecommuting and remote channels. 3. Provide access or communicate resources available to businesses to re-start/re-fresh 4. Ensure core city functions are maintained by key services for businesses and residents (Police, Fire, RPU, Public Works) 	<ol style="list-style-type: none"> 1. Greater flexibility to continue commerce activities through crisis 2. Maintain improved air quality 3. Less congestion/fewer daily trips

Internal Organizational Response

Objectives	Action Items	Benefits
<p>Staffing: Prepare and execute staffing changes.</p>	<ol style="list-style-type: none"> 1. Determine non-essential and essential functions to maintain core City functions and services. 2. Declare minimum staffing order 3. Implement increased sanitation and personal hygiene efforts and ensure adequate PPE availability to equip employees to be able to work safely. 	<ol style="list-style-type: none"> 1. Minimize disruption to city services. 2. Employees have clear understanding of their role in the event an emergency order is in effect.
<p>Flexible Scheduling: Identify best alternative work schedules & telecommuting</p>	<ol style="list-style-type: none"> 1. Develop "recall" plan for reintroduction of City staff in City facilities 2. Enhance telecommuting opportunities for City staff by identifying additional laptops, enhanced software capabilities, flexible policies and procedure for "crisis phase" 3. Ample technology training for staff to ensure employees feel comfortable and embrace allowing the City to expand and create efficiencies. 	<ol style="list-style-type: none"> 1. Greater flexibility to continue commerce activities through crisis. 2. Safe and efficient reintroduction of city staff. 3. Maintain improved air quality. Less congestion/fewer daily trips. Improved morale resulting from a balance in work and personal life. 4. Confident, efficient, and innovative city staff.
<p>Employee Safety: Ensure employee health through safety protocols and training.</p>	<ol style="list-style-type: none"> 1. Source, acquire, and distribute PPE for all City staff 	<ol style="list-style-type: none"> 1. Workplace safety in any location or position

Objectives	Action Items	Benefits
	<ol style="list-style-type: none"> 2. Review workplace safety, procedures to protect and preserve 3. Ensure appropriate equipment is available 4. Provide testing and resources if needed 	

Communication

Objectives	Action Items	Benefits
Release coordinated and proactive information about COVID-19.	<ol style="list-style-type: none"> 1. Implement citywide Joint Information Center to ensure consistent COVID-19 messaging 2. Continue to update the City's website with up-to-date and accurate COVID-19 information 3. Conduct media monitoring and rumor control 4. Ensure public messaging is consistent with key county, state and federal partners 5. Distribute citywide information on COVID-19 related health and safety measures 6. Ensure City staff is well informed on the current state of the City. 7. Continue to develop communications strategies to ensure the City is viewed as a trusted partner to the business and residential community. 8. Ensure balanced communication through critical human touch communications such as videos from trusted sources, telephone calls, key messaging, etc. 9. Audit our communication mediums (internally & externally) 	<ol style="list-style-type: none"> 1. Strong, established communication channels will be critical during and in the post COVID-19 world. 2. As a trusted partner of the community, we will need to be able to share that answers may be unknown. 3. Simplifying process will enable a higher adoption and success rate. 4. While an enhanced reliance on technology is inevitable, we cannot lose the human connection.

RECOVERY PHASE (Medium-Term)

Recovery Phase Goal

Stimulate business and community recovery through safe practices that protect the workforce and residents by:

- a. Ensuring businesses reopen in a manner that protects workforce and clientele,
- b. Maintaining safe business continuity in order to meet the needs of the community,
- c. Connecting new resources to our vulnerable business and populations to ensure recovery, and
- d. Connecting businesses to economic stimulus resources.

Economy

Objectives	Action Items	Benefits
<p>Business Support: Provide essential and non-essential business support</p>	<ol style="list-style-type: none"> 1. Open One Stop Shop service to public with limitations. 2. Provide guidance for businesses to open safely consistent with the State's Resilience Roadmap and the City's Economic Recovery Framework (Appendix A): <ol style="list-style-type: none"> a. Share best management practices and health guidelines, and b. Encourage businesses to implement crisis/pandemic action plans that incorporate infection control protocols and infection surveillance protocols. c. Develop templates to aid businesses prepare a written Worksite Specific Plan per State guidelines. d. Encourage businesses to promote virus and antibody testing for all employees. 3. Ongoing support and promotion of Shop Riverside campaign 4. Enhance online customer experience by developing electronic forms and resources for easier and more flexible service 5. Where funding or enough reserves are available, 	<ol style="list-style-type: none"> 1. Rebuild local economic activities towards economic recovery. 2. Local access to needed supplies and materials 3. Secure employment 4. Sustained Revenue 5. Health and safety assurances 6. Better preparedness for crisis

Objectives	Action Items	Benefits
	<p>accelerate capital construction programs.</p> <ol style="list-style-type: none"> 6. Encourage employees to patronize Riverside's small businesses 7. Explore how healthy enterprise funds can increase their sponsorship of community events 8. Creating an incentive program for rewarding businesses for promoting and creating successful programs in their workplace 9. Re-start ombudsman program to help businesses through the entitlement processes at City, County and State level 10. Encourage and seek local businesses to retool their operations to meet strong demand for PPE resources 11. Partner with key stakeholders to build community-based stockpiles and distribution systems 	
<p>Workforce Development: Assess regional sector-based needs and match worker skills and/or develop worker skills as necessary</p>	<ol style="list-style-type: none"> 1. Work with the County on incentives or community campaign program to hire or rehire outplaced work force. 2. Collaborate with local educational institutes to retrain workers. 	<ol style="list-style-type: none"> 1. Helps local employers with reducing hiring costs and keeps residents employed. 2. Diversified worker skills will allow sector based needs to be met.
<p>Housing Affordability: Access to affordable housing for all residents.</p>	<ol style="list-style-type: none"> 1. Support housing development/production needs to maintain housing stock. 2. Provide resources and information on rental/mortgage assistance. 3. Establish local protections to protect both landlords and tenants from ongoing financial burden. 	<ol style="list-style-type: none"> 1. Maintain and increase availability of housing. 2. Reduces displacement of tenants and risks that may contribute to loss of homeownership. 3. Protects both landlords and tenants for incurring costs and keeps both out of the legal process.
<p>Placemaking: Collectively reimagine and evolve our community</p>	<ol style="list-style-type: none"> 1. Explore citywide fiber access at affordable cost 2. Post-disaster community visioning 3. Increased community engagement/participation 4. Develop virtual inspection processes 	<ol style="list-style-type: none"> 1. Establishes Community Trust 2. Prioritizes areas of focus for long-term vision and effort 3. Ensures access to high-speed network access across the community to support telecommuting and virtual events (e.g. online classes)

Objectives	Action Items	Benefits
	<ol style="list-style-type: none"> 5. Identify a list of “shovel-ready” projects to seek future funding opportunities 	
<p>Innovation & Creative Economy: Collectively work together to build a community, resources and information that builds on the interplay between human creativity and ideas and intellectual property, knowledge and technology</p>	<ol style="list-style-type: none"> 1. Evaluate technology needs and identify potential solutions and resources 2. Communicate options for creative space and place for work 3. Implement expanded online capabilities for One Stop Shop for City permits, approvals, & communication 4. Transition paper process to electronic formats 5. Citywide upgrade online forms fillable PDF forms with digital signatures for all departments & divisions that are accessible to the public 	<ol style="list-style-type: none"> 1. Prioritizes areas of focus for long-term vision and effort

Community

Objectives	Action Items	Benefits
<p>Equitable Resources: Maximize resources, dissemination of information, and develop programs/projects to achieve equitable outcomes</p>	<ol style="list-style-type: none"> 1. Promote and support community programs 2. Coordinate access to resources for disadvantaged individuals, families, neighborhoods, businesses 3. Support Senior population by providing resources to food, health, financial, and emotional support. Encourage intergenerational support. 4. Encourage and support diversification of health resources including telehealth, online pharmacies, etc. 5. Establish a network of nonprofit organizations that provide social services to the most vulnerable. 	<ol style="list-style-type: none"> 1. Builds sense of community vital during recovery. 2. Ensures access to resources for all residents 3. Promotes health expectancy of senior population, reduces intergenerational conflict 4. Promotes exploration of diverse of resources and may reduce impact to in person health services. 5. Unified network of service providers may access a wider range of resources for operational support.
<p>Community Vitality: Encourage continuity and stability within the community to adjust to change with success.</p>	<p>COMMUNITY VISIONING</p> <ol style="list-style-type: none"> 1. Initiate Post-disaster community visioning to create a shared vision for a healthier, resilient, and sustainable community. 	<p>COMMUNITY VISIONING</p> <ol style="list-style-type: none"> 1. Establishes community trust. 2. Adequate response to community needs. <p>HEALTH & SAFETY</p> <ol style="list-style-type: none"> 3. Safe management of resources.

Objectives	Action Items	Benefits
	<p>2. Perform an assessment of status of community health and vulnerability.</p> <p>3. Support non-profits and businesses that are providing services that are needed with marketing, access, referrals to others, etc.</p> <p>HEALTH & SAFETY</p> <p>4. Maintain protection of water resources and sewerage</p> <p>5. Health promotion through local health activities</p> <p>6. Communicate resources of support for emotional, mental and physical health</p> <p>7. Encourage community members to continue to take advantage of virus and antibody testing</p> <p>FOOD SECURITY</p> <p>8. Maintain information on services and communicate up to date status to stakeholders.</p> <p>9. Monitor food systems at local and regional level to respond to distributions between growers/producers/distributors and stores/residents.</p> <p>10. Collaborate with community partners to support smaller food banks/pantries and develop a response plan that can be activated as needed.</p> <p>EDUCATION</p> <p>11. Adapt technology to respond to community needs and provide information in appropriate format to gain wider reach.</p> <p>SOCIAL CONNECTION</p> <p>12. Preserve and promote social connection</p>	<p>4. Reduces effects of health risks and impacts to healthcare system.</p> <p>5. Promotes health and wellness in the community.</p> <p>FOOD SECURITY</p> <p>6. Informed network of service providers and recipients.</p> <p>7. Ensures secure access to food for all residents. Supports local retail businesses. Supports local food supply chain.</p> <p>EDUCATION</p> <p>8. Allows access to education that fosters decision making, critical thinking, and innovation.</p> <p>SOCIAL CONNECTION</p> <p>9. Reduces physical and behavioral health risks/issues and fosters a sense of belonging to the community.</p>

Environment – Natural & Built

Objectives	Action Items	Benefits
See Placemaking		

Internal Organizational Response

Objectives	Action Items	Benefits
Operational Guidelines	<ol style="list-style-type: none"> 1. Provide guidance to City Departments by identifying steps and timing to allow various service areas and facilities to open safely, consistent with Economic Recovery Framework (Appendix A) 2. Provide operational best management practices and establish internal health guidelines for City staff 	<ol style="list-style-type: none"> 1. Increased level of service 2. Ensures healthy and safe environment for staff and public 3. Provides clarity and transparency to staff
Alternative Work Schedules & Telecommuting	<ol style="list-style-type: none"> 1. Develop processes and metrics to allow all City employees to work from home, if necessary, with flexibility for implementation 2. Expand alternative work schedules at the City such as 4/10s, reduced public hours (closed on Fridays) 3. Implement alternating work schedules and staggered breaks to maintain social distancing 4. Expand IT resources to support remote work staffing 	<ol style="list-style-type: none"> 1. Maintain improved air quality 2. Less congestion/fewer daily trips 3. More quality time with family 4. Increased Productivity 5. Decreased losses from sick time
Employee Health, Safety & Training	<ol style="list-style-type: none"> 1. Creation/Expansion of CERT program geared toward emergencies that are not physical (earthquakes, fires, etc.) 2. Partner with Riverside County to test all staff for IGG and IGM antibodies 3. Ongoing communications continuing with information and resources 4. Working with employees to re-evaluate the equipment or information they need to successfully continue in their work environment (new vests, info cards to hand out, etc.) 5. Training/Information sessions for employees when they return to 	<ol style="list-style-type: none"> 1. Workplace safety in any location or position 2. Community participation – Neighbor helping neighbor 3. Estimate percentage of staff that has been exposed and may not be affected as much by second wave of virus

Objectives	Action Items	Benefits
	<p>work on telecommuting tools and resources, new information or updates.</p> <p>6. Review and develop protocols for review of facilities to ensure that ventilation is adequate and properly filtered.</p>	
Internal Communication	<p>1. Enhance internal communications including regular updates to personal communication preferences, technology solutions and methods that work for our diverse workforce.</p> <p>2. Develop internal communications that outline and create a realistic and transparent understanding of our revised workplace.</p>	<p>1. Engages workforce by reaching entire workforce.</p>

Communication

Objectives	Action Items	Benefits
<p>Release coordinated and proactive information about COVID-19 and recovery efforts.</p>	<p>1. Continue to develop communications strategies to ensure the City is viewed as a trusted partner to the business and residential community.</p> <p>2. Objective, consistent, convincing communication in line with city values, promotes a sense of unity, is realistic and transparent, and does not trivialize nor exaggerate risks.</p> <p>3. Establish a comfort level in address the issues of the unknown</p> <p>4. Develop communication efforts that prepare the public to fully benefit from streamlined process and new ways of business. For example: How-to Systems/Videos/Processes/etc.</p> <p>5. Ensure balanced communication through critical human touch communications such as videos from trusted sources, telephone calls, key messaging, etc.</p> <p>6. Expand our communication pathways, internally & externally</p>	<p>1. Strong, established communication channels will be critical during and in the post COVID-19 world.</p> <p>2. As a trusted partner of the community, we will need to be able to share that answers may be unknown.</p> <p>3. Simplifying process will enable a higher adoption and success rate.</p> <p>4. While an enhanced reliance on technology is inevitable, we cannot lose the human connection.</p>

THRIVE PHASE (Long-Term)

Thrive Phase Goal:

Drive the next phase of Riverside's future by:

- a. Facilitating a thriving business community, healthy community, and employees.
- b. Transform and modernize City operations by streamlining processes and maximizing the use of technology.
- c. Identify sustainable and resilient strategies using lessons learned to prepare for future pandemic waves and other public health crises.

Economy

Objectives	Action Items	Benefits
<p>Business Support: Provide essential and non-essential business support</p>	<ol style="list-style-type: none"> 1. Implement streamlined procedures for One Stop Shop activities. 2. Identify and implement no-cost development incentives 3. Online customer service friendly tools and forms for easier service and flexibility 4. Where appropriate, implementation of practices that prevent and control future spread of public health events. 5. Fund and build a strong and thriving "Shop Riverside" Campaign, encouraging staff and community to buy local 6. Continue to pursue a second connection to the State electrical grid to ensure power reliability 7. Ombudsman Program that serves: <ul style="list-style-type: none"> • Developers • Small Business • Individual Contractors • Creative Industry • Processes for local & County Government 8. Partner with key stakeholders to build community-based stockpiles and distribution systems 	<ol style="list-style-type: none"> 1. Local economic stability 2. Local access to needed supplies and materials 3. Secure employment 4. Continued tax revenue 5. Health and safety assurances 6. Better preparedness for crisis

Objectives	Action Items	Benefits
<p>Workforce Development: Connect local workforce to resources that support local investment and employer needs.</p>	<ol style="list-style-type: none"> 1. Facilitate workforce development and training to facilitate new work processes. 2. Encourage and incentivize development projects with Riverside-based workforce. 	<ol style="list-style-type: none"> 1. Stable community 2. Grows jobs in the city 3. Attracts local investment by providing a trained workforce.
<p>Housing Affordability: Access to affordable housing for all residents.</p>	<ol style="list-style-type: none"> 1. Comprehensive solution to keep vulnerable population in permanent housing. 2. Provide resources to address the financial needs resulting from deferred rent/mortgage debt. 3. Evaluate practices for future development of housing projects, i.e. density, intergenerational housing, access. 	<ol style="list-style-type: none"> 1. Reduces community health risks and costs to mobilize in response to an unforeseen need. 2. Maintains the ability to sustain the local economy through the access to expendable income. 3. Addresses current and future housing needs.
<p>Placemaking: Creative approaches for neighborhoods, developments and organizations being implemented</p>	<ol style="list-style-type: none"> 1. Support neighborhood organizations to thrive and become self-sustaining by providing resources. 2. Involve creatives, artists and craftspeople during the planning and execution of development activities. 3. Create opportunities for people of all income levels and backgrounds to thrive in place 4. Encourage a creative mix of land uses that supports diversity and creates more interesting and more active communities. 5. Create opportunities for economic diversity within the community. 	<ol style="list-style-type: none"> 1. Active promotion of community values, communicating Riverside is intentionally inclusive and connected, and results in spurring economic opportunities and allows people to succeed where they are. 2. Spur spontaneous interactions across the community 3. Builds relationships among diverse groups of people, creating a safer, more open places that create more opportunity and foster a sense that everyone is welcome. 4. Connects arts and culture to larger community revitalization initiatives 5. Engages in cross-discipline, cross-sector activities 6. Possesses strong leadership and vision that has an outward orientation 7. Advances a shared community vision 8. Extends benefits to all stakeholders, especially low-income people 9. Demonstrates an explicit commitment to sustained engagement and participation of all residents

Objectives	Action Items	Benefits
		10. Honors community distinctiveness
Innovation & Creative Economy	<ol style="list-style-type: none"> 1. Develop creative approaches for businesses, organizations and individuals to thrive in our "new normal" 2. Support growth in the creative industries within our city 3. Incentivize and promote local tourism 4. Foster and cultivate local businesses that our communities excel in 5. Strong policy guidance from Mayor, City Council, and City Management 6. Diverse and thriving entrepreneurial trainings (all areas, just not business) 7. Diverse and strong marketing programs 8. Share best practices from and among regional and national organizations. 9. Review procurement processes and Central Stores functions to see if local businesses can provide a more robust, flexible, reliable and sustainable method of securing supplies and services. 	<ol style="list-style-type: none"> 1. Adaptation of technology and new ideas that reduce reliance on physical interactions where appropriate 2. Fostering a stronger sense of community resiliency 3. An innovative and more resilient local economy 4. Supports local business and entrepreneurial opportunities

Community

Objectives	Action Items	Benefits
Equitable Resources: Each person/organization getting what is needed to survive and succeed, based on where we are and where we want to go.	<ol style="list-style-type: none"> 1. Provide timely and flexible access to resources and information. 2. Create a successful marketing plan for equitable resources & information. 3. Perform periodic evaluations of community needs and cultivation of partnerships with service providers. 	<ol style="list-style-type: none"> 1. Ensures access to resources for all residents. 2. Increases the participation for all residents in the community.
Food Security: All residents have access to sufficient, safe, and affordable foods to meet	<ol style="list-style-type: none"> 1. Work with key food systems partners at local and regional levels to ensure continuity in 	<ol style="list-style-type: none"> 1. Ensures secure access to food for all residents. Supports local retail businesses. Supports local food supply chain.

Objectives	Action Items	Benefits
their individual nutritional needs.	food distribution and food access.	2. Helps sustain food bank resources and operational needs long term.
<p>Community Vitality, Health & Safety: Encourage continuity and stability within the community to adjust to change with success and create opportunities to thrive.</p>	<p>SOCIAL CONNECTION/COMMUNITY ENGAGEMENT</p> <ol style="list-style-type: none"> Increase community engagement Develop programs, activities, and/or initiatives led by trusted representatives (i.e. elected officials, community members). <p>HEALTH</p> <ol style="list-style-type: none"> Communicate resources of support for emotional, mental and physical health Develop programs and activities that improve overall wellness <p>RESILIENCY</p> <ol style="list-style-type: none"> Develop a program to establish a successful community response team for non-physical disasters with community participation. <p>EDUCATION</p> <ol style="list-style-type: none"> Support homeschooling/remote learning by providing programming created by Arts & Cultural Affairs, Neighborhoods, PRCS, Library and Museum teams. Provide diverse programming for all ages in all appropriate departments and facilities that support these initiatives 	<p>SOCIAL CONNECTION/COMMUNITY ENGAGEMENT</p> <ol style="list-style-type: none"> Improved sense of community <p>HEALTH</p> <ol style="list-style-type: none"> Maintains, protects, and promotes community health and wellness. <p>RESILIENCY</p> <ol style="list-style-type: none"> Improves community's capability to be prepared to respond, withstand, and recover from recurring incidents. <p>EDUCATION</p> <ol style="list-style-type: none"> Continues active learning throughout the community at all levels.

Environment – Natural & Built

<p>Conservation and Sustainability: Lead innovation, sustainability, and development with practices that consciously address</p>	<ol style="list-style-type: none"> Consider partnering with ATT and Spectrum to develop a Citywide high speed, high capacity and affordable communication system Continue to support planning 	<ol style="list-style-type: none"> Maintain improved air quality Creates mindfulness of environmental impacts for all projects (internally and externally) Protects Riverside for future
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both the green and built environmental effects to present and future generations.	and development projects and practices that limit environmental impacts while facilitating resilient public health responses.	generations
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Internal Organizational Response

Objectives	Action Items	Benefits
Alternative Work Schedules & Telecommuting	<ol style="list-style-type: none"> 1. Maintain successful work-from-home program for staff that is a model for other governmental organizations 2. Scale IT resources and support to implement tools and programs to allow for remote work and more efficient processes 3. Manifest savings from reduced office space usage. 	<ol style="list-style-type: none"> 1. Greater flexibility to continue commerce activities through crisis 2. Maintain improved air quality 3. Less congestion/fewer daily trips 4. More quality time with family 5. Increased productivity among staff
Employee Health, Safety & Training	<ol style="list-style-type: none"> 1. Maintain CERT-type program for non-physical disasters with community participation 2. Build inventories of emergency supplies for future pandemics. 3. On-going review of facilities to ensure that ventilation is adequate and properly filtered. 	<ol style="list-style-type: none"> 1. Workplace safety in any location or position

Communication

Objectives	Action Items	Benefits
Release coordinated and proactive information about COVID-19 and recovery efforts.	<ol style="list-style-type: none"> 1. Expand communications strategies to ensure the City is viewed as a trusted partner to regional, state and national audiences. 2. Objective, consistent, convincing communication in line with city values, promotes a sense of unity, is realistic and transparent, and does not trivialize nor exaggerate risks. 3. Develop communication efforts that prepare the public to fully benefit from streamlined process and new ways of business. For example: How-to Systems/Videos/Processes/etc. 	<ol style="list-style-type: none"> 1. Strong, established communication channels will be critical during and in the post COVID-19 world. 2. As a trusted partner of the community, we will need to be able to share that answers may be unknown. 3. Simplifying process will enable a higher adoption and success rate. 4. While an enhanced reliance on technology is inevitable, we cannot lose the human connection.

Objectives	Action Items	Benefits
	<ol style="list-style-type: none"> 4. Ensure balanced communication through critical human touch communications such as videos from trusted sources, telephone calls, key messaging, etc. 5. New communication pathways being integrated in overall City's communication plan 6. Strategic communications to partners to encourage development of long-term mutually beneficial agreements 	

Glossary

Communication: Release coordinated and proactive information about COVID-19 and recovery efforts for the City of Riverside

Community Engagement: The process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people

Community Visioning: A process that gives residents, business owners, local institutions, and other stakeholders the opportunity to express ideas about the future of their community

Conservation: Preserving and protecting a natural resource by planned management that prevents waste, destruction, or neglect

Creative Economy: To promote social integration, social values, cultural promotion and as a source of information as well as knowledge in our economy.

Education: Pre-school through higher education

Environment: The surroundings or conditions in which we live and operate and the natural world, as a whole or in a particular geographical area, especially as affected by human activity

Equity: Equitable treatment of everyone achieved by removing any avoidable differences in access and resources among groups of people

Equitable Community: a community that is welcoming, fair, and just with the opportunity for people to have the realistic hope of achieving their goals

Food Access: Access by individuals to adequate resources for acquiring appropriate foods for a nutritious diet

Food Security: Reliable access to a sufficient quantity of affordable, nutritious food

Health: Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity (*Source: World Health Organization*)

Inclusion: Refers to the process where citizens and members feel safe, respected, and comfortable in being themselves and expressing all aspects of their identities

Innovation: A new method or way of doing something, a new idea, or creative thoughts that may better address new requirements

Placemaking: A dynamic multi-layer approach to planning, designing, and developing public spaces

Policy Guideline: Formulated or adopted by an organization to reach its long-term goals

Resiliency: The ability of individuals and systems to prevent, prepare for, and recover from adverse vulnerabilities while adapting to long term changes

Social Connections: Experiencing closeness and connectedness with others in the community

Sustainability: Development and practices that meet current needs while considering needs of future generations

Vitality: Our community's capacity to respond to change with a unified vision for a healthy, productive, and supportive community

Appendix A: Riverside COVID19 Recovery Phase - Reopening Business Guidance

Introduction

In an effort to allow businesses to reopen while maintaining responsible health and safety measures, the state of California's [Resilience Roadmap](#) includes guidelines for businesses to reduce the risks to employees and the public associated with COVID-19. The City of Riverside will follow the State's and County's direction for reopening businesses, but the City Council may use its best judgment based on data and local conditions to include additional measures in order to protect our community.

What Businesses Must Do

As California moves through the stages of recovery, every business should have a clear and flexible plan for reopening that defines specific workplace practices, physical and behavioral modifications, and employee training to address the COVID-19 threat. As indicated in the State's [Resilience Roadmap](#), **before reopening all businesses must complete the following:**

1. Perform a detailed risk assessment and implement a site-specific protection plan.
2. Train employees on how to limit the spread of COVID-19, including how to [screen themselves for symptoms](#) and stay home if they have them.
3. Implement individual control measures and screenings.
4. Implement disinfecting protocols, including hand washing routines and cleaning and disinfection regimens.
5. Implement physical distancing guidelines which may include general or industry specific personal protective equipment (PPE).

A template plan has been developed to assist business owners and key personnel in their development and implementation of a COVID19 Risk Assessment & Protection Plan, which can be found **here** (link at City's business page).

List of Sectors with Published Guidance

Recognizing that every industry has unique risk factors and operational needs to maintain productivity while protecting both employees and customers, the Resilience Roadmap (covid19.ca.gov/roadmap/) provides [customized industry sector guidance](#) along with checklists that businesses can post in the workplace to reassure customers and employees that risks have been reduced and they are open for business. This list will continue to grow as California expands through each of the stages of the COVID19 recovery process. The City recommends businesses review these guidelines frequently for important updates and best practices. Current industry specific guides available include:

1. Agriculture and Livestock	11. Limited Services
2. Auto Dealerships	12. Logistics & Warehousing Facilities

3. Child Care	13. Manufacturing
4. Communications Infrastructure	14. Mining & Logging
5. Construction	15. Office Workspaces
6. Delivery Services	16. Outdoor Museums
7. Energy & Utilities	17. Ports
8. Food Packing	18. Public Transit & Intercity Passenger Rail
9. Hotels & Lodging	19. Real Estate Transaction
10. Life Sciences	20. Retail

All industry sectors' Reopening Preparedness Plan must include the following:

- Worksite Specific Plan
- Topics for Employee Training
- Individual Control Measures and Screening
- Cleaning and Disinfecting Protocols
- Physical Distancing Guidelines

However, for certain sectors, additional guidelines have been established by their industry's State regulatory agency. These additional guidelines specific to each sector are listed below for reference.

[Agriculture & Livestock](#)

Additional Guidelines:

- CDFA can be found [here](#) .
- Further CAL/ OSHA guidelines can be found [here](#) .
- CDC guidelines can be found [here](#) .

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the agriculture and livestock industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

[Auto Dealerships](#)

Additional guidelines to secure a safe and clean environment for employees and the public at auto dealerships include the following:

- Further CAL/OSHA guidelines can be found [here](#) .
- CDC guidelines can be found [here](#) .
- CDPH guidelines can be found [here](#) .

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the automobile dealerships and rental operators](#) industry in your workplace to show customers and employees that you've reduced the risk and are open for business.

Child Care

Key components in the guidelines (per the Department of Social Services) to secure a safe and clean environment for employees and the public at child care facilities include the following:

- Social and Physical Distancing
- Teacher to Child Ratio & Group Size Guidance
 - Child Care Centers
 - Family Child Care Homes (FCCH)
- How to Talk to Young Children about Social Distancing
- Practice Healthy Hygiene
- Drop Off and Pick Up
- Examine your Environment
- Meal Times
- Toothbrushing
- Bathroom
- Personal Items
- Napping
- Additional Information/ Guidelines:
 - Further CAL/ OSHA guidelines can be found [here](#).
 - CDSS guidelines can be found [here](#).
 - CDE guidelines can be found [here](#).

The State's guidance should be followed until June 30, 2020, or an earlier date upon written notice from the Department of Social Services, after which time previous licensing rules and guidance shall apply.

Communications Infrastructure

Additional considerations for the Telecommunications sector to secure a safe and clean environment for employees and the public in the communications infrastructure industry should also include the following:

- Worksite Specific COVID-19 Infection Prevention Plan
- Further CAL/ OSHA guidelines can be found [here](#)
- CDC guidelines can be found [here](#)
- CDPH guidelines can be found [here](#)

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the communications infrastructure industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Construction

Additional guidelines to secure a safe and clean environment for employees and the public in the construction industry include the following:

- Further CAL/ OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the construction industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Delivery Services

Additional guidelines to secure a safe and clean environment for employees and the public for delivery services include the following:

- Further CAL/OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).
- CDC guidelines for food and grocery pick-up can be found [here](#)
- CDC guidelines for mail and parcel delivery can be found [here](#)

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the delivery services industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Energy & Utilities

Additional guidelines to secure a safe and clean environment for employees and the public in the energy and utilities industry include the following:

- Additional Considerations for Protecting Control Centers
- Cal/ OSHA guidelines can be found [here](#)
- CDC guidelines can be found [here](#)

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the energy and utilities industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Food Packing

Additional guidelines to secure a safe and clean environment for employees and the public in the food packing industry include the following:

- CDFA guidelines can be found [here](#)
- CDC guidelines for employers and employees at meat and poultry processing can be found [here](#)

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for facilities that process or pack meat, dairy or produce](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Hotels & Lodging

Additional considerations and guidelines to secure a safe and clean environment for employees and the public in the hotel and lodging industry include the following:

- Additional Cleaning and Disinfecting Protocols for Hotel Operations
- Additional Physical Distancing Guidelines for Hotel Operations
- Considerations for Hotels When Full Operations Resume
- Cal/OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).

Under the current statewide Stay-at-Home order, hotels should only open for COVID-19 mitigation and containment measures, treatment measures, providing accommodation for essential workers, or providing housing solutions, including measures to protect homeless populations.

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for Hotels and lodging](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Life Sciences

Additional components and guidelines to secure a safe and clean environment for employees and the public in the life sciences industry include the following:

- Worksites that Handle Infectious Pathogens
- Cal/OSHA requirements to handle pathogens can be found [here](#).
- Further Cal/OSHA guidelines can be found [here](#).

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the life sciences industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Limited Services

Limited services include those businesses that can provide services while maintaining appropriate physical distancing from customers or the public. Examples of such businesses include laundry services, auto repair shops, landscapers, and pet grooming.

Additionally, this guidance applies to those businesses for which service provision may necessitate entry to private residences or community facilities, but physical distance can still be maintained. Those businesses include, but are not limited to, residential and janitorial cleaning services, HVAC services, and handypersons.

Additional considerations and guidelines to secure a safe and clean environment for employees and the public in the life services industry include the following:

- Additional Considerations for Protecting Control Centers
- Considerations for Homeowners and Building Residents
- Additional Considerations for Those Limited Services That Operate Out of Vehicles

- Additional Considerations for Auto Repair Shops
- Additional Considerations for Car Washing Operations
- Additional Considerations for Cleaning and Janitorial Services
- Additional Considerations for Pet Grooming and Dog Walking
- Additional Considerations for Landscaping and Yard Maintenance Services
- Additional Considerations for Laundromats, Dry Cleaning, and Other Laundry Services
- Cal/OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for Limited Services](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Logistics & Warehousing Facilities

Additional guidelines to secure a safe and clean environment for employees and the public in the logistics and warehousing industry include the following:

- Cal/OSHA guidelines for logistics and warehousing can be found [here](#).
- CDC guidelines can be found [here](#).
- CDC guidelines for mail and parcel delivery services can be found [here](#).

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the logistics/warehousing industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Manufacturing

Additional guidelines to secure a safe and clean environment for employees and the public in the manufacturing industry include the following:

- Cal/OSHA guidelines for logistics employers and employees can be found [here](#).
- Cal/OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for the manufacturing industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Mining & Logging

Key components in the guidelines to secure a safe and clean environment for employees and the public in the mining & logging industry include the following:

- Worksite Specific Plan
- Topics for Employee Training
- Individual Control Measures and Screening
- Cleaning and Disinfecting Protocols
- Physical Distancing Guidelines

- Additional Guidance:
 - MSHA guidelines can be found [here](#).
 - Cal/OSHA guidelines can be found [here](#).
 - CDC guidelines can be found [here](#).

Review the guidance, prepare a plan, and post the [checklist for the mining and logging industries](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Outdoor Museums

This guidance is not intended for zoos, amusement parks, or indoor gallery and museum spaces. Each of those types of establishments should remain closed until they are allowed to resume modified or full operation through a specific reopening order and guidance. Outdoor museums and galleries with indoor exhibits, gift shops, cafes, restaurants, convention space, etc. should keep those areas closed until each of those types of establishments is allowed to resume modified or full operation. Employers should refer to appropriate guidelines for retail, restaurants, etc., as they become available.

Additional guidelines to secure a safe and clean environment for employees and the public in the outdoor museum industry include the following:

- Cal/OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).

Review and become familiar with the State's guidance, prepare a plan, and post the [checklist for outdoor museums](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Office Workspaces

Additional guidelines to secure a safe and clean environment for employees and the public in office workspaces include the following:

- Cal/OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).

Review the guidance, prepare a plan, and post the [checklist for office workspaces](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Ports

Additional guidelines to secure a safe and clean environment for employees and the public at ports include the following:

- Cal/OSHA guidelines for logistics employers and employees can be found [here](#).
- CDC guidelines for mail and parcel delivery drivers can be found [here](#).
- CDC guidelines can be found [here](#).

Review the guidance, prepare a plan, and post the [checklist for the port industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Public Transit & Intercity Passenger Rail

Additional guidelines to secure a safe and clean environment for employees and the public in the public transit & intercity passenger rail industry include the following:

- CDC Guidelines for bus transit operators can be found [here](#).
- CDC guidelines for rail transit operators can be found [here](#).
- CDC guidelines for transit maintenance workers can be found [here](#).
- CDC guidelines for transit station workers can be found [here](#).
- Cal/OSHA guidelines can be found [here](#).

Review the guidance, prepare a plan, and post the [checklist for public transit agencies](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Real Estate Transaction

Additional guidelines to secure a safe and clean environment for employees and the public for real estate transactions include the following:

- Workplace Specific Plan
- Shown Properties Specific Plan
- Cleaning and Disinfecting Protocols for Workplaces
- Cleaning and Disinfecting Protocols for Shown Properties
- Physical Distancing Guidelines for Workplaces
- Physical Distancing Guidelines for Shown Properties
- Cal/OSHA guidelines can be found [here](#).
- CDC guidelines can be found [here](#).

Review the guidance, prepare a plan, and post the [checklist for the real estate industry](#) in your workplace to show customers and employees that you've reduced the risk and are open for business.

Retail

Retailers and shopping malls can re-open for delivery or curbside pickup, along with the manufacturing and logistics sectors that support retail.

Retail does not include personal services such as beauty salons but does include the sale of goods, such as: Bookstores, Jewelry stores, Toy stores, Clothing and shoe stores, Home and furnishing stores, Sporting goods stores and Florists

Retail stores identified in the [essential workforce list](#) can open for in-store shopping. They include: Retail facilities specializing in medical goods and supplies; Grocery stores, pharmacies, convenience stores and other retail that sells food or beverage products, and animal/pet food; Fuel centers such as gas stations and truck stops; and, Hardware and building materials stores, consumer electronics, technology and appliances retail.

Additional physical distancing guidelines to secure a safe and clean environment for employees and the public in the manufacturing industry include the following:

- Cal/OSHA guidelines can be found [here](#)
- CDC guidelines can be found [here](#)

Appendix B: Community Recovery Actions

The steps presented in this guide may facilitate the community recovery process efforts in allowing for flexibility and opportunity to develop programs, plans, and initiatives that reflect the goals of the Riverside Road to Recovery framework.

Responding to the community need at the onset and throughout the recovery process by the following:

1. Establish a sense of safety and trust
2. Maintain calm
 - a. Public messaging
 - b. Supportive resources
3. Promote both self-care and community care
4. Foster community connectedness
 - a. Social support
 - b. How do people meet and gather - use of technology to keep people connected
5. Provide a sense of realistic optimism
 - a. Hope woven into messaging and story sharing
6. Information and resources are updated regularly
 - a. Resources are available at www.riversideca.gov

Facilitating Recovery at the Community Level

Assessment: Assessment of resources to facilitate recovery by identifying the needs of the community resulting from the impacts of the pandemic. Community needs can be met, through evaluating their needs and identifying local resources available.

- Provide factual and trusted information and resources
- Continuous determination of needs and resources
- Identify assets through
 - Partnership with community groups and stakeholders, i.e. neighborhood groups, education, social services, health organizations, arts & culture groups, transportation
- Identify assets available through city departments, i.e.
 - Parks, Recreation and Community Services: recreation programs and classes, community and senior centers, community events
 - Library and Museum: collections and library materials, literacy and education resources, information services and cultural programs
 - Neighborhood Engagement Division: Small Sparks, movie night equipment, various community partnerships
 - Arts & Cultural Division: art and cultural resources, programs, and projects; special events; entertainment and filming; various community partnerships
 - Riverside Public Utilities: residential customer resources and educational programs

Partnerships: Identify community partners to be involved and collaborate in the recovery efforts. Bringing these partnerships together will inspire a thoughtful process in rebuilding the community.

- Elected officials and local leaders
- Identify community leaders at all levels, i.e. neighborhood leaders, nonprofit organizations, creative community, and education leaders.

- Public safety, i.e. Police and Fire
- Organization of committees and subgroups as needed and develop structure
- Identifying opportunities to link and foster connections with the committees and subgroups.

Promote and Facilitate Community Vitality

Empower the community by developing opportunities and providing resources that encourage continuity and stability within the community and to adjust to change with success.

- Employment opportunity and training of new skills and knowledge
- Accessible and affordable temporary and permanent housing
- Access to safe and nutritious food
- Community health and safety resources
- Education and cultural resources
- Diversify resources to advocate for equitable forms of resource distributions
- Identify goals and create action plans for various stages of recovery
 - Develop outline, set goals, obtain feedback, implement plan, and monitor outcome to facilitate modifications as needed

Social Connection: Fostering local social networks of support within the community may enhance the sense of community and increase resiliency and capacity resulting in improved community health, engagement, and enrichment.

- Identify activities, programs, and resources that encourage community resiliency
- Foster reintegration of social engagement with others in a manner that is safe and reduces risks
- Strengthen social capital and sense of community

Equitable Practices and Resources: It is vital to recognize and honor that many communities make up the whole of Riverside as a community. These communities may have shared culture, purpose, and experiences that enrich our region and may have specific needs.

- Address and respond to all groups in the community and consider for example:
 - Geographic communities
 - Age
 - Ethnicity
 - Language
- Reduce barriers and increase access
- Recognize and respect differing cultural beliefs and practices
- Find community gatekeepers and request their involvement