



RIVERSIDE'S ROAD TO RECOVERY

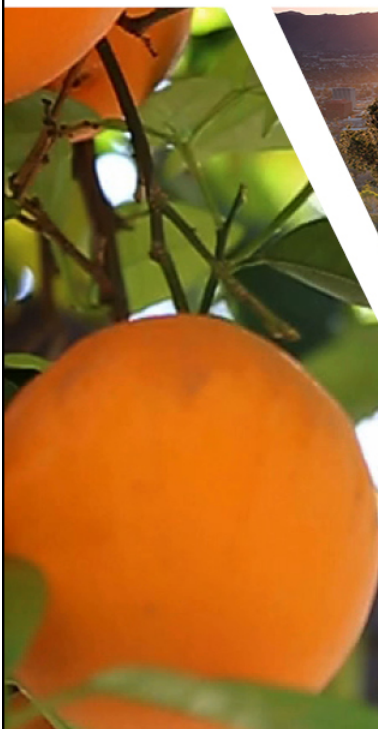


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INTRODUCTION

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 meaningful ways to combat the pandemic including 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 effective health protection measures 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 to recovery by the State's "Blueprint for a Safer Economy". 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's Blueprint Widespread (purple) Tier.

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 Blueprint Substantial (red) and Moderate (orange) Tiers.

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 is consistent with the State's Blueprint Minimal (yellow) Tier.

 RESPONSE	 RECOVERY	 THRIVE
Essential Businesses & Essential Government Operational Only (Widespread Tier)	Low-Risk and Medium Risk Non-Essential Businesses Operational (Substantial & Moderate Tiers)	High Risk Non-Essential Businesses Operational (Minimal Tier)
Goal: Maintain essential functions to support businesses and community as a result of limitations in social and economic activities.	Goal: Stimulate business and community recovery through safe practices that protect the workforce and residents by: <ol style="list-style-type: none"> Ensuring businesses reopen in a manner that protects workforce and clientele, Maintaining safe business continuity in order to meet the needs of the community, 	Goal: Drive the next phase of Riverside's future by: <ol style="list-style-type: none"> Facilitating a thriving business community, healthy community, and employees, Transforming and modernizing City operations by streamlining processes and maximizing the use of technology, and Identifying sustainable and resilient strategies using

	<ul style="list-style-type: none"> c. Connecting vulnerable businesses and populations to recovery resources, and; d. Connecting businesses to economic stimulus resources. 	<p>lessons learned to prepare for future pandemic waves and other public health crises.</p>
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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 (Immediate - 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	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Business Support: Provide essential and non-essential business support	<ol style="list-style-type: none">Maintain One Stop Shop Services, including entitlements, permits, and inspections with limited staffingCommunicate regularly with businesses via newsletters, PSAs, virtually hosted sessionsBusiness outreach via calls and emailsResearch and disseminate information related to orders, mandates, funding resources, and other necessary informationCoordinate partnerships with key stakeholders in response actionsFoster and support local/regional manufacturing of critical response resources (e.g. PPE)Strengthen Shop Riverside CampaignAssist businesses in understanding essential and non-essential sectorsEnsure core city functions are maintained by key services for businesses and residents (Police, Fire, RPU, Public Works).	<ol style="list-style-type: none">Facilitates ongoing development activities and applicationsInforms business sector of critical information and available resourcesObtains feedback from businesses to better understand how crisis is impacting them, and to ascertain their challenges and needs for better responseCoordinates response phase activities with key partnersReduce local economic impact where possibleProvides local access to needed pandemic response supplies and materialsRamps up local production of critical response resources to meet the needs of the crisis	EOC Emergency Plan Streamline Riverside One-Stop-Shop	Community & Economic Development Business Support & Recovery Team Office of Communications Emergency Operations Center	Chambers of Commerce Riverside County Small Business Development Center
Workforce: Coordinate with key partners to communicate available resources to assist employers and their workforce.	<ol style="list-style-type: none">Support and connect businesses and employees who are displaced by pandemic to immediate and medium-term unemployment resources.Communicate resources to assist essential businesses in maintaining safe operations.	<ol style="list-style-type: none">Stabilizes community.Ensures essential functions continue to operate in a safe manner.Reduces financial burdens to residents performing at risk jobs.		Community & Economic Development Business Support & Recovery Team Office of Communications	Riverside County Workforce Development Center
Housing Affordability: Access to affordable housing for all residents.	<ol style="list-style-type: none">Support both homeowners and renters with available resources to manage housing costs.Provide resources to support the homeless population.	<ol style="list-style-type: none">Reduces involuntary resident displacement.Placement of the homeless population in temporary and permanent housing		Office of Homeless Solutions	County of Riverside Fair Housing Council Non-profits

Community

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Equitable Resources: Maximize resources and dissemination of information to achieve equitable outcomes	<ol style="list-style-type: none">Coordinate access to resources for disadvantaged individuals, families, neighborhoods, and businesses.Support senior population by providing resources to food, health, financial, and emotional support. Encourage intergenerational support.	<ol style="list-style-type: none">Ensures access to resources for all residents.Promotes health expectancy of senior population and reduces intergenerational conflict.	COVID-19 Website – Community Resources Senior Resource Guide	All Departments Office of Communications COVID-19 response team: Community Support Team	Nonprofits Organizations Community and Neighborhood Groups
Community Vitality: Encourage continuity and stability within the community to adjust to change with success.	<p>SOCIAL CONNECTIONS</p> <ol style="list-style-type: none">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">Connect education resources to support distance learning. <p>HEALTH</p> <ol style="list-style-type: none">City to act a liaison to County and State Health AgenciesMaintain sanitation practices of all public areasContinue education based on recommended orders, ex. maintain space, cover face, stay in placeProvide resources that address physical and behavioral health <p>FOOD ACCESS & SECURITY</p> <ol style="list-style-type: none">Monitor food systems at local and regional levels to respond to disruptions between growers/producers/distributors and stores/consumers.Maintain information current and communicate available resources to the community.	<p>SOCIAL CONNECTIONS</p> <ol style="list-style-type: none">Provides social support and connection that may help prevent or reduce negative impacts and improve overall well-being. <p>EDUCATION</p> <ol style="list-style-type: none">Reduces impacts and disruption to residents' access to education and cultural resources. <p>HEALTH</p> <ol style="list-style-type: none">Protects residents from possible health issues occurring. Provides information and reliable resources to residents to continue safe practicesReduces risks of contamination in public areas.Reduces health risks and exposure.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">Ensures secure access to food for all residents. Supports local retail businesses. Supports local food supply chain.	COVID-19 Website – Resources CDC Guidelines – How to Protect Yourself and Others California Public Health Guidance Documents COVID-19	COVID Response team: Community Support Team	Federal and State Resources Nonprofit Organizations Food Banks/Pantries Faith-based Organizations

Environment – Natural & Built

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Conservation and Sustainability: Practice responsible use and protection of natural	<ol style="list-style-type: none">Ensure response efforts support the City's commitment to sustainability objectives.Assist businesses in identifying ways to conduct operations and provide services virtually	<ol style="list-style-type: none">Facilitates flexibility to continue commerce activities through crisisMaintains improved air qualityReduces congestion/fewer daily trips	Sustainability Framework Resources Recovery Plan Multiple-Species Habitat Conservation Plan	Office of Sustainability All Departments	

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
resources through conservation, sustainability, and thoughtful development of built environment.	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)				

Internal Organizational Response

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Staffing: Prepare and execute staffing changes.	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.	1. Minimizes disruption to city services. 2. Gives employees a clear understanding of their role in the event an emergency order is in effect.	EOC Action Plan Interim Emergency Orders	Emergency Operations Center (EOC) All Departments Special Assignment Teams: <ul style="list-style-type: none"> Joint Information Communications Business Support & Recovery Team Community Support & Recovery Team Face Covering Team Recovery Framework Team Return to Work Team Second Wave Plan Team Policy Group Executive LT	CDC State and County Departments of Public Health
Flexible Scheduling: Identify best alternative work schedules & telecommuting	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.	1. Offers greater flexibility to continue commerce activities through crisis. 2. Provides safe and efficient reintroduction of city staff. 3. Maintains improved air quality. Less congestion/fewer daily trips. Improved morale resulting from a balance in work and personal life. 4. Supports a resilient, efficient, and innovative city staff.	Telecommuting Policy Interim Emergency Orders Continuity of Operations Planning	City Manager's Office Human Resources Innovation & Technology T	
Employee Safety: Ensure employee health through safety protocols and training.	1. Source, acquire, and distribute PPE for all City staff 2. Review workplace safety, procedures to protect and preserve 3. Ensure appropriate equipment is available 4. Provide testing and resources if needed	1. Assures workplace safety in any location or position	EOC Action Plan Safe Return to Work Plan	Human Resources & City Manager's Office General Services Fire/Office of Emergency Management All Departments	CDC State & County Departments of Public Health CalOSHA

Communication

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Release coordinated and proactive information about COVID-19.	<div>1. Implement citywide Joint Information Center to ensure consistent COVID-19 messaging</div> <div>2. Continue to update the City's website with up-to-date and accurate COVID-19 information</div> <div>3. Conduct media monitoring and rumor control</div> <div>4. Ensure public messaging is consistent with key county, state and federal partners</div> <div>5. Distribute citywide information on COVID-19 related health and safety measures</div> <div>6. Ensure City staff is well informed on the current state of the City.</div> <div>7. Continue to develop communications strategies to ensure the City is viewed as a trusted partner to the business and residential community.</div> <div>8. Ensure balanced communication through critical human touch communications such as videos from trusted sources, telephone calls, key messaging, etc.</div> <div>9. Audit our communication mediums (internally & externally)</div>	<div>1. Provides strong, established communication channels critical during and in the post COVID-19 world.</div> <div>2. Provides reassurance while addressing the unknown. Simplifies process for a higher adoption and success rate.</div> <div>3. Reinforces the human connection that is vital in a world of technological dependence. While an enhanced reliance on technology is inevitable, we cannot lose the human connection.</div>	Please reference Second Wave Plan for work completed during response phase.	Joint Information Communications Office of Communications	All Departments CDC State & County Departments of Public Health CalOSHA Chambers of Commerce Nonprofit Neighborhood organizations
Community Input	1.	4.			

RECOVERY PHASE (Medium-Term)

Recovery Phase Goal

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

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

Economy

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Business Support: Provide essential and non-essential business support	<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, andb. Encourage businesses to implement crisis/pandemic action plans that incorporate infection control protocols and infection surveillance protocols.c. Develop templates to aid businesses in preparing a written Worksite Specific Plan per State guidelines.d. Encourage businesses to promote virus and antibody testing for all employees.3. Encourage community and employee support for local businesses through the Shop Riverside campaign4. Explore the feasibility of a local business to business portal or and other creative initiatives for local business support5. Continue the Business Support & Recovery communication plan including direct business outreach6. Enhance online customer experience by developing electronic forms and resources for easier and more flexible service7. Where funding or enough reserves are available, accelerate capital construction programs.	<ol style="list-style-type: none">1. Rebuilds local economic activities2. Provides local access to needed supplies and materials3. Supports employment4. Strengthens local revenue generation and reduces economic leakage5. Encourages community health and safety and lessens second wave impacts6. Encourages resilience and better preparedness for crisis	Economic Development Strategic Framework EOC Action Plan Streamline Riverside One-Stop-Shop	Community & Economic Development: Planning, Building, Economic Development Business Support & Recovery Team Office of Communications Emergency Operations Center	Chambers of Commerce Inland Empire Small Business Development Center UCR EPIC Small Business Development Center Workforce Investment Board

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
	<ol style="list-style-type: none"> Explore how healthy enterprise funds can increase their sponsorship of community events. Encourage businesses to create comprehensive workplace programs by highlighting local successes Elevate the Business Liaison Program to ensure businesses receive needed guidance through entitlement and permitting processes. Conduct outreach to assess and encourage capable local businesses to retool operations to meet heightened demand for critical resources including PPE Partner with key stakeholders to build community-based PPE stockpiles and distribution systems. 				
Workforce Development: Assess regional sector-based needs and match worker skills and/or develop worker skills as necessary	<ol style="list-style-type: none"> Promote County workforce placement programs to assist local job seekers. Market Workforce Investment Board Training Programs to help local businesses with hiring costs Research the feasibility of a City hosted employment resources webpage 	<ol style="list-style-type: none"> Helps local employers reduce hiring costs and keeps residents employed. Reduces unemployment and supports a more diversified local workforce 	Economic Development Strategic Framework	Economic Development	IESBDC UCR EXCITE Workforce Investment Board Chambers of Commerce
Housing Affordability: Access to affordable housing for all residents.	<ol style="list-style-type: none"> Support housing development/production needs to maintain housing stock. Provide resources and information on rental/mortgage assistance. Establish local protections for both landlords and tenants to reduce the impacts of ongoing financial burdens. 	<ol style="list-style-type: none"> Maintains and increases availability of housing. Reduces displacement of tenants and risks that may contribute to loss of homeownership. Protects both landlords and tenants for incurring costs and keeps both out of the legal process. 	Housing First Plan Housing Element Update Regional Housing Needs Assessment TCC Grant AHSC Grant No Place Like Home Grants	Office of Homeless Solutions Community & Economic Development	County of Riverside Fair Housing Council of Riverside County Non-profits organizations Affordable Housing Developers
Placemaking: Collectively reimagine and evolve our community	<ol style="list-style-type: none"> Identify eligible infrastructure, opportunity zone and "shovel ready" projects and apply for CARES ACT Grant funding Explore citywide fiber access at affordable cost Develop and implement a Citywide Community Engagement Policy to enhance post-disaster community visioning and connection. Develop virtual inspection processes. 	<ol style="list-style-type: none"> Establishes Community Trust Prioritizes areas of focus for long-term vision and effort Ensures access to high-speed network access across the community to support telecommuting and virtual events (e.g. online classes) 	Citywide Community Engagement Policy	Riverside Public Utilities All One Stop Shop Departments Community & Economic Development: Neighborhoods Division Business Support & Recovery Team	Chambers of Commerce WRCOG Riverside County EDA Education Partners
Innovation & Creative Economy: Foster an environment that embraces innovation and	<ol style="list-style-type: none"> Evaluate technology needs to support the community and identify potential solutions and resources. Implement expanded online capabilities for One Stop Shop for City permits, approvals, & communication Transition paper process to electronic formats 	<ol style="list-style-type: none"> Prioritizes time and resources to focus on long-term vision 		Innovation & Technology Riverside Smart City Committee Community & Economic Development	

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
the growth of a creative economy?	<ol style="list-style-type: none"> Citywide upgrade online forms fillable PDF forms with digital signatures for all departments & divisions that are accessible to the public Develop a Second Wave Business Guide to support preparation and resiliency in the event of future health crises 				

Community

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Equitable Resources: Maximize resources, dissemination of information, and develop programs/projects to achieve equitable outcomes	<ol style="list-style-type: none"> Promote and support community programs Coordinate access to resources for disadvantaged individuals, families, neighborhoods, businesses Support Senior population by providing resources to food, health, financial, and emotional support. Encourage intergenerational support. Encourage and support diversification of health resources including telehealth, online pharmacies, etc. Establish a network of nonprofit organizations that provide social services to the most vulnerable. 	<ol style="list-style-type: none"> Builds sense of community vital during recovery. Ensures access to resources for all residents Promotes health expectancy of senior population, reduces intergenerational conflict Promotes exploration of diverse of resources and may reduce impact to in person health services. Ensures a unified network of service providers for a wider range of resources and operational support. 	<p>City-wide effort to ensure equitable resources and city services</p> <p>COVID-19 page Resources: Food Banks/Food Pantries, Housing, Immigration, Childcare, and more.</p> <p>Community/Senior Center programs/services</p> <p>Partnership with Food banks/pantries - CalFresh Healthy Living</p> <p>Riverside Public Utilities – residential assistance programs: SHARE, EMERGENCY RECOVERY ASSISTANCE PROGRAM, Utilicare</p>	<p>Parks, Recreation, and Community Services-Community Services Riverside Public Utilities Community & Economic Development - Neighborhood Engagement, Arts & Cultural Affairs</p> <p>Office of Homeless Solutions</p> <p>Police – You Are Not Alone</p> <p>Riverside Public Utilities - residential services/assistance programs</p>	<p>Senior Facilities County Office of Aging Human Relations Commission Healthcare providers Nonprofit organizations Neighborhood Organizations Education partners: school districts, colleges, and universities City Boards & Commissions Community cultural groups</p>
Community Vitality: Encourage continuity and stability within the community to adjust to change with success.	<p>COMMUNITY VISIONING</p> <ol style="list-style-type: none"> Initiate Post-disaster community visioning to create a shared vision for a healthier, resilient, and sustainable community. Perform an assessment of status of community health and vulnerability. Support non-profits and businesses that are providing services that are needed with marketing, access, referrals to others, etc. <p>HEALTH & SAFETY</p> <ol style="list-style-type: none"> Maintain protection of water resources and sewerage Health promotion through local health activities Communicate resources of support for emotional, mental and physical health 	<p>COMMUNITY VISIONING</p> <ol style="list-style-type: none"> Establishes community trust. Provides adequate response to community needs. <p>HEALTH & SAFETY</p> <ol style="list-style-type: none"> Assures safe management of resources. Reduces effects of health risks and impacts to healthcare system. Promotes health and wellness in the community. <p>FOOD SECURITY</p> <ol style="list-style-type: none"> Supports an informed network of service providers and recipients. Ensures secure access to food for all residents. Supports local retail 	<p>COMMUNITY VISIONING</p> <ul style="list-style-type: none"> Community Engagement Plan Our Riverside Our Neighborhoods Initiative – visioning specifically to each neighborhood. <p>HEALTH</p> <ul style="list-style-type: none"> CDC Guidelines – How to Protect Yourself and Others CA Public Health – Guidance Documents COVID 19 Fit, Fresh, Fun Recreational Programs Art Programs CalFresh Healthy Living <p>FOOD SECURITY</p>	<p>Community & Economic Development – Neighborhoods, Arts & Cultural Affairs, Community Development Block Grant (CDBG) Library Parks, Recreation and Community Services Office of Emergency Management Museum</p>	<p>Neighborhood Organizations Local growers Grocers Food Banks/Pantries State and County Nutrition Programs Faith-based organizations Community Services Nonprofits County Public Health Health Providers School Districts and higher Education</p>

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
	<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/distributers 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>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>	<ul style="list-style-type: none"> CalFresh Healthy Living GrowRiverside Initiative Community Food Drive Partnership COVID-19 Website – Grocery and Food Bank/Pantries resource page <p>EDUCATION</p> <ul style="list-style-type: none"> Community & Economic Development - Arts & Cultural Affairs and Neighborhood Engagement programs Parks, Recreation, and Community Services programs Museum – education programs Library – education programs Riverside Public Utilities – education programs <p>SOCIAL CONNECTION/COMMUNITY ENGAGEMENT</p> <ul style="list-style-type: none"> Our Riverside Our Neighborhoods Initiative City Sponsorship Program CDBG Funding Community Engagement Plan Library – virtual reading program Parks, Recreation, and Community Services 		

Environment – Natural & Built

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
<p>Conservation and Sustainability:</p> <p>Practice responsible use and protection of natural resources through conservation, sustainability, and thoughtful development of built environment.</p>	<p>1. Ensure recovery efforts consider environmental impacts.</p>	<p>Mitigates negative environmental impacts.</p>	<p>Sustainability Framework Riverside Restorative Growthprint & Economic Prosperity Resources Recovery Plan Emergency Recovery Assistance Program (ERAP)</p>	<p>All Departments City Manager's Office</p>	<p>A variety of businesses and community groups</p>

Internal Organizational Response

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
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. Provides an increased level of service 2. Ensures healthy and safe environment for staff and public 3. Provides clarity and transparency to staff 	Safe Return to Work Plan now called "Covid Protection Plan" Continuity of Government (COG) Planning	Human Resources Fire/Office of Emergency Management Finance/Purchasing Special Response Teams Policy Committee	CDC CalOSHA State and County Departments of Public Health
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. Maintains improved air quality 2. Creates less congestion/fewer daily trips 3. Offers more quality time with family 4. Supports increased Productivity 5. Decreases losses from sick time 6. Fosters City continuity of operations 	Safe Return to Work Plan now called "Covid Protection Plan" Telecommuting Policy	Human Resources Innovation & Technology	AQMD
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 work on telecommuting tools and resources, new information or updates. 6. Review and develop protocols for review of facilities to ensure that ventilation is adequate and properly filtered. 	<ol style="list-style-type: none"> 1. Assures workplace safety in any location or position 2. Facilitates community participation – Neighbor helping neighbor 3. Estimates percentage of staff that has been exposed and may not be affected as much by second wave of virus 	Safe Return to Work Plan now called "Covid Protection Plan" Second Wave Plan	Human Resources Fire/Office of Emergency Management General Services All City Departments	CDC CalOSHA State and County Departments of Public Health
Internal Communication	<ol style="list-style-type: none"> 1. Enhance internal communications including regular updates to personal communication preferences, technology solutions and methods that work for our diverse workforce. 2. Develop internal communications that outline and create a realistic and transparent understanding of our revised workplace. 	<ol style="list-style-type: none"> 1. Engages workforce by reaching entire workforce. 	Safe Return to Work Plan now called "Covid Protection Plan" Second Wave Plan EOC Action Plan	Office of Communications Human Resources Fire/Office of Emergency Management Innovation & Technology	

Communication

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Release coordinated and proactive information about COVID-19 and recovery efforts.	<div><div>1.</div><div>Continue to develop communications strategies to ensure the City is viewed as a trusted partner to the business and residential community.</div><div>2.</div><div>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.</div><div>3.</div><div>Establish a comfort level in address the issues of the unknown</div><div>4.</div><div>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.</div><div>5.</div><div>Ensure balanced communication through critical human touch communications such as videos from trusted sources, telephone calls, key messaging, etc.</div><div>6.</div><div>Expand our communication pathways, internally & externally</div></div>	<div><div>1.</div><div>Creates strong, established communication channels critical during and in the post COVID-19 world.</div><div>2.</div><div>Provides reassurance while addressing the unknown</div><div>3.</div><div>Simplifies process to enable a higher adoption and success rate.</div><div>4.</div><div>Reinforces the human connection vital in world of technological dependence.</div></div>	Please reference Second Wave Plan for work completed during Response phase.	Joint Information Center Office of Communications	All departments
Actively seek input	<div><div>1.</div><div>Inclusive outreach efforts to community groups to gauge community responses to the pandemic</div><div>2.</div><div>Track engagement metrics</div></div>	<div><div>1.</div><div>Informs City strategies and actions to respond to community responses to the pandemic situation.</div><div>2.</div><div>Ensures incorporation of inclusive solutions to pandemic responses.</div></div>	Community Engagement Policy Initiative Ongoing community-based surveys and public portals	Community & Economic Development Department Office of Communications	General public Local nonprofits Neighborhood organizations Business community Senior community Education partners Healthcare partners

THRIVE PHASE (Long-Term)

Thrive Phase Goal:

Drive the next phase of Riverside's future by:

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

Economy

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Business Support: Incorporate disaster preparedness lessons into economic goals for long-term prosperity	<ol style="list-style-type: none">1. Identify and implement initiatives that promote economic diversity and living wage jobs2. Implement streamlined procedures for One Stop Shop activities.3. Identify additional no-cost incentives for business and project development.4. Enhance development of online customer service friendly tools and forms5. Expand public safety requirements for permitted events in the City to include best practices for public health6. Fund an expanded "Shop Riverside" Campaign, encouraging staff and community to buy local7. Continue to pursue a second connection to the State electrical grid to ensure power reliability8. Promote and encourage a variety of public and private capital resources9. Fortify a Business Liaison Program that serves:<ul style="list-style-type: none">• Developers• Existing businesses -• New businesses and entrepreneurs• Individual Contractors• Creative Industry• Partner with key stakeholders to build community-based stockpiles and distribution systems10. Develop, market and maintain effective channels for information sharing with all sectors of the business community	<ol style="list-style-type: none">1. Supports local economic stability, resiliency and long-term prosperity2. Assures local access to needed supplies and materials3. Secures employment4. Continued tax revenue5. Provides health and safety assurances6. Supports better preparedness for crisis7. Supports an innovative and robust investment climate	Sustainability & Economic Development Strategic Frameworks Second Wave Planning Policy City of Riverside General Plan Streamline Riverside One-Stop-Shop	Community & Economic Development – Economic Development Office of Communications	Chambers of Commerce Business Districts

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
	11. Implement a new General Plan to reflect innovative planning models and simplified processes for development 12. Offer regular, updated disaster preparation training to local businesses				
Workforce Development: Retain, develop and attract local workforce talent	1. 1. Support innovative apprenticeship, internship and corporate engagement programs 2. Consider a first time home buyers' program 3. Initiate a community welcoming program for new businesses and targeted workforce talent 4. Promote community partners online educational and vocational training programs 5. Continue to support Workforce Development Board job placement and workforce training programs 6. Promote local college and University programs 7. Facilitate direct connections between schools and local businesses 8. Implement localized small business development initiatives such as the Small Business Support Series and Non-profit boot camps 9. Develop niche marketing campaigns for targeted workforce sectors such as healthcare, green tech and blue tech	1. Promotes local living wage job growth 2. Reduces commuting 3. Attracts local investment by providing a trained workforce. 4. Promotes a diversified economy and greater economic resilience	Sustainability & Economic Development Strategic Frameworks	Economic Development	Greater Riverside Chambers of Commerce Hispanic Chamber of Commerce Black Chamber of Commerce Workforce Investment Board Riverside County Economic Development Agency Inland Empire Small Business Development Center UCR EPIC Small Business Development Center Riverside Community College District Riverside Unified School District Alvord Unified School District
Housing Affordability: Access to affordable housing for all residents.	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. 4. Develop niche marketing campaigns targeting affordable housing developers 5. Prepare, maintain and promote a list of available property in the City 6. Implement zoning changes and incentive-based zoning to allow greater development flexibility 7. Advocate for regulatory or statutory relief that helps expedite the production of housing 8. Seek funding for a down payment assistance program	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.	Housing First Policy Sustainability & Economic Development Strategic Frameworks TCC Grant AHSC Grant No Place Like Home Grant	Community & Economic Development Office of Homeless Solutions Office of Communications	County of Riverside Fair Housing Council Non-profits Developers Faith-based institutions

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
	9. Aggressively pursue all grant funding opportunities to assist in the production of housing 10. Develop a local funding mechanism to assist in the production of housing				
Placemaking: Support an exceptional quality of place with creative approaches for neighborhoods, developments and organizations	1. Develop a Citywide Community Engagement Policy Involve creatives, artists and craftspeople during the planning and execution of development activities. 2. Implement community and small business support strategies to combat gentrification and create opportunities for people of all income levels and backgrounds to thrive in place 3. Encourage a creative mix of land uses that supports diversity and creates more interesting and more active communities. 4. Create opportunities for economic diversity within the community. 5. Develop and implement a Citywide Strategy to support local arts & culture 6. Develop and implement an Active Transportation Plan to improve mobility options and public safety	1. Supports 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. Spurs 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 10. Honors community distinctiveness	Citywide Community Engagement Policy Sustainability & Economic Development Strategic Frameworks Arts & Culture Plan/Element - will be in process next fiscal year	Community & Economic Development	
Innovation & Creative Economy	1. Develop creative approaches for businesses, organizations and individuals to thrive in our “new normal” 2. Support and promote partnerships and City policies that encourage inclusive entrepreneurship 3. Identify and implement cost effective “Smart City” technologies 4. Identify initiatives to encourage and promote green, clean and smart technology businesses and community practices 5. Support growth in the creative industries within our city 6. Incentivize and promote local tourism 7. Foster and cultivate local businesses that our communities excel in 8. Strong policy guidance from Mayor, City Council, and City Management	1. <i>Improves public health, safety, quality of life and inclusive opportunities for residents and businesses.</i> 2. Fosters a stronger sense of community resiliency 3. Builds a more innovative resilient local economy 4. Supports local business and entrepreneurial opportunities	Sustainability & Economic Development Strategic Frameworks	Community & Economic Development Office of Communication Riverside Smart Cities Committee	Chambers Colleges and Universities K-12 school systems SmartRiverside

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
	9. Develop niche marketing campaigns hat celebrate culture and community across the City 10. Share best practices from and among regional and national organizations. 11. 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. 12. Leverage our local utility advantage by continuing to expand RPU programs and services that advance sustainable development and growth 13. Implement a Citywide Sustainability Policy as a lens for measuring prosperity				

Community

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Equitable Resources: Each person/organization getting what is needed to survive and succeed, based on where we are and where we want to go.	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.	1. Ensures access to resources for all residents. 2. Increases the participation for all residents in the community.	City wide effort – Equity in matters of decision making/leadership through community outreach Sustainability Framework - Social Responsibility All American Toolkit - Mayor's Office City General Plan Housing First Policy CDBG Funding City Sponsorship Program	City-wide effort	Human Relations Commission County Office of Aging County Office of Education School Districts and Higher Education Non-Profits – Social Services Commission on Aging Commission on Disabilities Human Resources Commission Riverside Youth Council Office of Homelessness Solutions CDBG Faith-based organizations
Food Security: All residents have access to sufficient, safe, and affordable foods to meet their individual nutritional needs.	1. Work with key food systems partners at local and regional levels to ensure continuity in food distribution and food access.	1. Ensures secure access to food for all residents. Supports local retail businesses. Supports local food supply chain. 2. Helps sustain food bank resources and operational needs long term.	GrowRiverside Initiative Cal Fresh Healthy Living Community Food Drive Partnership	Community & Economic Development - Neighborhood Engagement Division	Local growers Grocers Food Banks/Pantries State and County Nutrition Programs Faith-based organizations
Community Vitality, Health & Safety:	SOCIAL CONNECTION/COMMUNITY ENGAGEMENT 1. Increase community engagement	SOCIAL CONNECTION/COMMUNITY ENGAGEMENT 1. Supports an improved sense of community	SOCIAL CONNECTION/COMMUNITY ENGAGEMENT	Community & Economic Development –	Library Parks, Recreation and Community Services

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Encourage continuity and stability within the community to adjust to change with success and create opportunities to thrive.	<p>2. Develop programs, activities, and/or initiatives led by trusted representatives (i.e. elected officials, community members).</p> <p>HEALTH</p> <p>3. Communicate resources of support for emotional, mental and physical health</p> <p>4. Develop programs and activities that improve overall wellness</p> <p>RESILIENCY</p> <p>5. Develop a program to establish a successful community response team for non-physical disasters with community participation.</p> <p>EDUCATION</p> <p>6. Support homeschooling/remote learning by providing programming created by Arts & Cultural Affairs, Neighborhoods, PRCs, Library and Museum teams.</p> <p>7. Provide diverse programming for all ages in all appropriate departments and facilities that support these initiatives</p>	<p>HEALTH</p> <p>2. Maintains, protects, and promotes community health and wellness.</p> <p>RESILIENCY</p> <p>3. Improves community's capability to be prepared to respond, withstand, and recover from recurring incidents.</p> <p>EDUCATION</p> <p>4. Continues active learning throughout the community at all levels.</p>	<p>Our Riverside Our Neighborhoods Initiative City Sponsorship Program CDBG Funding Arts & Culture Plan/Element - will be in process next fiscal year</p> <p>HEALTH CDC Guidelines CA Public Health Guidelines Fit, Fresh, Fun CalFresh Healthy Living Recreational Programs Arts & Culture Plan/Element - will be in process next fiscal year</p> <p>RESILIENCY Second Wave Plan</p> <p>EDUCATION CEDD - Arts & Culture Plan/Element - will be in process next fiscal year Neighborhood Engagement Parks, Recreation, and Community Services Museum Library</p>	<p>Neighborhoods, Arts & Cultural Affairs , CDBG Library Museum Parks, Recreation and Community Services Office of Emergency Management Office of Homeless Solutions Fire Police Innovation & Technology Riverside Public Utilities</p>	<p>Nonprofits</p> <p>Riverside Neighborhood Partnership</p> <p>County Public Health</p> <p>Health Providers</p> <p>School Districts and higher Education</p>

Environment – Natural & Built

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
<p>Conservation and Sustainability: Lead innovation, sustainability, and development with practices that consciously address both the green and built environmental effects to present and future generations.</p>	<p>1. Consider partnering with AT&T and Spectrum to develop a Citywide high speed, high capacity and affordable communication system</p> <p>2. Continue to support planning and development projects and practices that limit environmental impacts while facilitating resilient public health responses.</p>	<p>1. Maintains improved air quality</p> <p>2. Creates mindfulness of environmental impacts for all projects (internally and externally)</p> <p>3. Protects Riverside for future generations</p>	<p>Sustainability Framework Adopt a Drain Program Quiet Zones CURE CRV Recycling Station Loaner Program Tree Care Program Urban Forestry Policy Manual</p>	<p>Office of Sustainability Innovation & Technology Community & Economic Development Public Works</p>	<p>Variety of business and community organizations</p>

Internal Organizational Response

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Alternative Work Schedules & Telecommuting	<div><div>1.</div><div>Maintain successful work-from-home program for staff that is a model for other governmental organizations</div><div>2.</div><div>Scale IT resources and support to implement tools and programs to allow for remote work and more efficient processes</div><div>3.</div><div>Manifest savings from reduced office space usage.</div></div>	<div><div>1.</div><div>Provides greater flexibility to continue commerce activities through crisis</div><div>2.</div><div>Maintains improved air quality</div><div>3.</div><div>Creates less congestion/fewer daily trips</div><div>4.</div><div>Encourages more quality time with family</div><div>5.</div><div>Increases productivity among staff</div><div>6.</div><div>Ensures continuity of operations.</div></div>	<div><div>Safe Return to Work Plan</div><div>Telecommuting Plan</div><div>Sustainability Framework</div><div>Second/Future Wave Preparedness Plan</div></div>	<div><div>City Manager's Office</div><div>Human Resources</div><div>Innovation & Technology T</div></div>	<div><div>All Departments – Implementing</div></div>
Employee Health, Safety & Training	<div><div>1.</div><div>Maintain CERT-type program for non-physical disasters with community participation</div><div>2.</div><div>Build inventories of emergency supplies for future pandemics.</div><div>3.</div><div>On-going review of facilities to ensure that ventilation is adequate and properly filtered.</div></div>	<div><div>1.</div><div>Assures workplace safety in any location or position</div></div>	<div><div>Safe Return to Work Plan</div><div>Intranet</div></div>	<div><div>Emergency Operations Center</div><div>Human Resources</div></div>	<div><div>City Manager's Office</div><div>All departments</div><div>Community Nonprofits</div></div>

Communication

Objectives	Action Items	Benefits	Resource Documents and Strategic Effort(s)	Department(s)/Division(s) Engaged	Stakeholders & Partners
Release coordinated and proactive information about COVID-19 and recovery efforts.	<div><div>1.</div><div>Expand communications strategies to ensure the City is viewed as a trusted partner to regional, state and national audiences.</div><div>2.</div><div>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.</div><div>3.</div><div>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.</div><div>4.</div><div>Ensure balanced communication through critical human touch communications such as videos from trusted sources, telephone calls, key messaging, etc.</div><div>5.</div><div>New communication pathways being integrated in overall City's communication plan</div><div>6.</div><div>Strategic communications to partners to encourage development of long-term mutually beneficial agreements</div></div>	<div><div>1.</div><div>Provides strong, established communication channels critical during and in the post COVID-19 world.</div><div>2.</div><div>Provides reassurance while addressing the unknown</div><div>3.</div><div>Simplifies processes to enable a higher adoption and success rate.</div><div>4.</div><div>Reinforces the human connection vital in world of technological dependence.</div></div>	<div><div>City of Riverside Website</div><div>City Social Media Pages</div><div>Media Releases</div></div>	<div><div>Joint Information Center</div><div>Office of Communications</div></div>	<div><div>Departments that regularly communicate with the public</div></div>
Actively seek input	<div><div>7.</div><div>Implement community engagement activities to ensure public input is considered</div></div>	<div><div>1.</div><div>Facilitates open channels of communication</div></div>	<div><div>Community Engagement Framework</div></div>	<div><div>All Departments</div></div>	<div><div>A variety of business and community organizations and individuals</div></div>

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