



CITY OF RIVERSIDE

RECOVERY PLAN

STATE AND LOCAL
FISCAL RECOVERY
FUNDS



2021 REPORT
AUGUST 31, 2021

City of Riverside
2021 Recovery Plan

Table of Contents

General Overview2

 Executive Summary 2

 Uses of Funds 5

 Promoting Equitable Outcomes 7

 Community Engagement 9

 Labor Practices 10

 Use of Evidence 11

 Table of Expenses by Expenditure Category 11

Project Inventory14

General Overview

Executive Summary

The City of Riverside (City) is a diverse and dynamic city that recognizes the impacts the Covid-19 pandemic has had on our community. The pandemic impacted all aspects of life and these impacts continue to be prevalent in our community. During the pandemic social distancing, business and school closures led to loss of jobs and a transition to distance learning. This also led to an increase in food insecurity and other negative impacts to households and businesses. Amid this health crisis the City responded innovatively to an unprecedented situation. The City activated its Emergency Operations Center (EOC) to prevent and address the spread of Covid-19. This included mitigation and prevention, public communications, issuance and enforcement of health orders, testing and vaccinations, and the formation of two teams to respond and support businesses and the community.

Riverside Road to Recovery

The City understood that the health crisis would not only have short-term impacts, but longer term impacts to the community that needed to be addressed within only a few months into the pandemic. The City developed a framework to drive recovery in Riverside. This framework was divided into three phases *Response, Recovery, and Thrive*. Within each phase, key categories with broad objectives and supporting actions were created to support the overall goals. In May 2020, the Riverside Road to Recovery (Recovery Framework) was approved by the City Council.

The 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.
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.

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.

The Recovery Framework is intended to be a fluid framework and is meant to be flexible in response to evolving changes of the pandemic and availability of resources. The Recovery Framework also considers strategies to mitigate impacts to community members and suggests other strategies to ensure the recovery process is safe, equitable, and inclusive. The development of this Recovery Framework has better positioned the city to develop an equitable and inclusive plan for the American Rescue Plan Act funds.

Riverside 2025 Strategic Plan

On October 20, 2020, the City Council approved the Strategic Plan identifying six strategic priorities. Cross-Cutting Threads are incorporated throughout all areas of the Riverside 2025 Strategic Plan that are reflected in all our outcomes. Implementation of all Strategic Priorities should be reflected in all our outcomes include: Community Trust, Equity, Fiscal Responsibility, Innovation, and Sustainability and Resiliency. These cross-cutting threads will be implemented in designing and implementing projects and programs with the funds received.

Cross Cutting Thread	Description	Applicable Evaluation for ARPA
Community Trust	Riverside is transparent and makes decisions based on sound policy, inclusive community engagement, involvement of City Boards & Commissions, and timely and reliable information. Activities and actions by the City serve the public interest, benefit the City's diverse populations, and result in greater public good.	Implementation of engagement of constituents and communities in developing plans for use of funds to catalyze broader economic recovery and rebuilding.
Equity	Riverside is supportive of the City's racial, ethnic, religious, sexual orientation, identity, geographic, and other attributes of diversity and is committed to advancing the fairness of treatment, recognition of rights, and equitable distribution of services to ensure every member of the community has equal access to share in the benefits of community progress.	Evaluation of potential programs and projects response to disproportionately impacted groups and the exacerbation of health inequities along racial, ethnic, and socioeconomic lines.
Fiscal Responsibility	Riverside is a prudent steward of public funds and ensures responsible management of the City's financial resources while providing quality public services to all.	Evaluation of potential programs for necessary investments in services and infrastructure. Provision of government services to the extent of the reduction in revenue due to Covid-19.
Innovation	Riverside is inventive and timely in meeting the community's changing needs and prepares for the future through collaborative partnerships and adaptive processes.	Evaluation of programs to make necessary investments in water, sewer, or broadband infrastructure.
Sustainability and Resiliency	Riverside is committed to meeting the needs of the present without compromising the needs of the future and ensuring the City's capacity to persevere, adapt and grow during good and difficult times alike.	Evaluation of projects and programs adaptability to changes and continued change over time to the response to the Covid-19 public health emergency.

These guiding plans along with community input, potential regional collaborations, infrastructure, and health and safety demands will be considered as the City develops an expenditure plan that will promote a response to the pandemic and economic recovery.

Uses of Funds

On July 13, 2021, the City Council received an overview of the American Rescue Plan Act (ARPA) and moved to approve a return to the City Council for a workshop to focus on the use of the funds. The workshop is anticipated to take place in October 2021.

The City of Riverside is carefully considering and evaluating the use of ARPA funds. The City Council will be reviewing a proposed expenditure plan for the first tranche of funds received in June 2021. The proposed expenditure plan will be guided by the Interim Final Rule and may change to comply with the Final Rule when published by US Department of the Treasury and the needs of our community.

While an expenditure plan has not been approved by the City Council, staff has been assessing needs and opportunities for a careful consideration of programs to help support a strong and equitable recovery. These efforts have been done with consideration and in alignment with the City's Strategic Plan adopted in October 2021 and the Riverside Road to Recovery approved in May 2020. In addition to the abovementioned, two community surveys have served as tools to assess needs in the community. The two surveys are the CARES Act community survey that guided the distribution of funds for services and the Riverside Road to Recovery community survey. These two surveys indicated the community's priorities in terms of response and recovery. Below is an overview of the two surveys.

Riverside Road to Recovery CARES Act Community Survey Results
Ranking of potential areas of need for the community <ul style="list-style-type: none">– Food Assistance– Childcare Assistance– K-12 Distance Learning– Rental Assistance– Small Business Assistance– Affordable Housing– Health/Mental Health– Business and nonprofit support* <p><i>At the conclusion of CARES funded programs, the abovementioned areas continued to express need</i></p> <p><small>*Riverside Road to Recovery</small></p>

At the onset of the pandemic, the City created two interdepartmental teams the Business Support and the Community Support teams to respond to negative impacts of the

pandemic. These two teams worked closely with community based organizations and nonprofits to provide essential services to the community such as food. Through these collaborative efforts much was learned about the needs of the community. Information gathered and learned by the response activities will be used and helpful to design programs and projects for a strong and equitable recovery from the Covid-19 pandemic and economic downturn.

Projects and programs will be strategically structured and considered to respond to impacts. These programs and projects may include, but are not limited to a response to:

- Mitigation and prevention
- Broader health impacts
- Negative economic impacts to households, businesses, and nonprofits
- Resources and services to communities that are disproportionately impacted
- Infrastructure supporting recovery

Riverside's small and micro-business community accounts for between 60% and 70% of all local businesses, and over 32% of private employment in the City. This includes a growing number of home-based operations that may represent the primary income or serve as an important supplement to an otherwise low to moderate income household.

COVID-19 has put significant stress on these businesses, and as noted by the Small Business Development Centers, the pandemic has exacerbated inequalities impacting small businesses owned by women, people of color and businesses in underserved communities. Many were unable to successfully apply for State and Federal relief, and even among those that did, the duration of the pandemic and lingering economic uncertainty pose a threat to survival.

When designing programs the City will assess and consider how funds may be used to respond to these negative economic impact and ways to potentially provide economic support that may infuse recovery capital into the most impacted sectors of the small business community. It will focus on businesses that were unsuccessful in applying for other sources of support and put a priority on industry sectors and disadvantaged communities that data from the CARES ACT grant and staff outreach identified as most affected. In addition, programs will be considered that provide a platform for collaboration with partners to improve awareness of other critical support services that businesses need for an equitable recovery.

Non-profits, arts & cultural organizations and event organizers as with most businesses had to strategize and implement new practices to serve, produce and provide to the residents and visitors to the City of Riverside. The difference for these businesses versus "traditional" businesses is they are often volunteer driven and work on extremely tight financial budgets that rarely leave room for extreme emergencies as with the case of the pandemic. At the onset of the pandemic, city staff contacted over 300 non-profits to learn the unique needs of the organizations; the resources and information that would best help their organizations to continue their valuable service; and to connect the

community with the resources that these organizations provide. Programs will be designed to ensure the services and funding will provide opportunities for these organizations to stay relevant, allow them to transition to a new way of providing services, and diversify their programs to meet more of the needs of our community. City Staff heard and saw from many nonprofits that their traditional donors, suppliers, funders were not able to continue their services or funding, programs will be designed to provide opportunities that will allow them to continue to serve.

As indicated from the survey results abovementioned, the community identified priorities to respond to the negative impacts to households. A consistent prioritized need in the community was the need for food security. Food insecurity existed prior to the pandemic and was only exacerbated by the crisis. Programs will be designed to not only address food insecurity for the most vulnerable communities, but to also ensure that there is a focus on sustainable food systems from farm to fork that will support workforce development by farmer training. Community food pantries were one of the first in our community to respond to the household impacts of the pandemic by providing food to residents including the most vulnerable such as seniors and families faced with unemployment. Additional programs will be designed with focus on equity in food systems by supporting local pantries through program guidance in reducing waste, providing client and volunteer education, and delivery service of locally grown fresh produce to support local farms. All services will be geared toward underserved communities, low-income residents, and our senior population.

There are many studies that show children are entering the school year having experienced at least one year of learning loss, daily we see the unemployment numbers increase, and COVID-19 variants are making it more important than ever that we put infrastructure in place that reduces the risk of exposure. During the pandemic, the City learned that parks, community centers, and libraries are critical connectors to the community. Designing integration of programs at these community hubs will allow underserved communities to receive services alongside essential services. The programs designed may include: workforce development for those that were impacted by COVID19, increased educational outcomes for students that were disproportionately impacted by school closures as a result of COVID19, risk mitigation to stop the spread of COVID19 and other illness in the community, mental health support, and childcare support.

Promoting equitable outcomes

Equitable distribution of services is in the forefront of our programs and projects that will be considered for these funds. To ensure that the City's efforts promote equitable outcomes, when designing programs an assessment to facilitate recovery at the community level will be involved. The following Recovery Framework may be used to assist in ensuring equitable outcomes.

Facilitating Recovery at the Community Level

Assessment: Assessment of resources that can help facilitate recovery based on identification of community needs resulting from the impacts of the pandemic. By evaluating the situation and identifying what is needed and what resources are available, community needs can be met.

- Provide factual and trusted information and resources
- Determine remaining or changed needs and resources
- Identify assets in the community
 - 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. Examples include but are not limited to:
 - Parks, Recreation and Community Services: recreation programs and classes, community and senior centers, community events
 - Library: literacy and education resources, information services and workforce programs
 - Neighborhood Engagement Division and Arts & Cultural Division: support to nonprofits and programs, community engagement
 - Riverside Public Utilities and Public Works: residential customer resources and educational programs, infrastructure
 - Police and Fire: safety programs and resources
- Collection of data and tools to assist in designing and implementing programs
 - Use of City's geographic information system (GIS) data
 - Use of Community Development Block Grant (CDBG) Qualifying Census Tracts mapping
 - Community based organizations, economic development, nonprofit data sharing
 - Federal, State, County health indicators

The City intends to serve historically underserved communities identified by the assessment to accomplish closing gaps, reaching universal levels of service, and ensuring programs are evaluated to indicate equity progress.

A focus will be placed on efforts to raise awareness, access and distribution. This is going to be accomplished by several efforts including the development of relationships through partnerships, practices, and resources.

Partnerships: Identify community partners to be involved in the recovery efforts. Collaborating and bringing these partnerships together will inspire a thoughtful process to rebuild the community.

- Identify community leaders at all levels, i.e. neighborhood leaders, nonprofit organizations, creative community, faith-based organizations, and education leaders.
- Public safety, i.e. Police and Fire, EOC
- Identifying opportunities to link and foster connections with the committees and subgroups.

Equitable Practices and Resources: It is vital and valuable to recognize and honor that many diverse communities make up the community of Riverside. These communities 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
- Find community gatekeepers and request their involvement

Community Engagement

The City is currently working on developing a Community Engagement Plan to implement efforts for an equitable engagement with community. Upon adoption of the plan and toolkit, the City will utilize these tools to further efforts for equitable engagement with the community.

The community will have opportunities to participate and provide comments, feedback, and input in several ways including but not limited to:

- City Council meetings
- Community surveys
- Community meetings and events
- Email correspondence
- Community based organizations partners
- Information available on dedicated ARPA web page

The community engagement will focus on promoting and facilitating community vitality and social connection.

Promote and facilitate Community Vitality: Developing opportunities and providing resource that empower the community and encourage continuity and stability within the community to adjust and change with success. Obtaining input from the community to better respond to:

- Employment opportunity and training for 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 more equitable forms of resource distributions

Social Connection: Fostering social networks of support within the community will enhance the sense of community and increase resiliency and capacity resulting in improved community health, engagement, and enrichment. Obtaining input from the community to better respond to:

- Identify what activities, programs, and resources encourage community resiliency
- Foster the return to social integration with others in a manner that is safe and reduces risks
- Strengthening social capital and sense of community

Labor Practices

The City of Riverside will continue to implement workforce practices on any infrastructure projects being pursued using strong labor standards to promote effective and efficient delivery of high-quality while also supporting the economic recovery through strong employment opportunities for workers.

An example of these practices includes those from the Public Works Department listed below but are not limited to:

1. Prevailing Wages;
2. Competitive Bid Process with the lowest responsible bidder receiving the project;
3. Projects support the City's Strategic Priorities and Five Cross-Cutting Threads to benefit communities across the City; and/or
4. The City employs engineering and construction management staff to design and construct high-quality infrastructure projects.

Use of Evidence

The City may use funds for evidence-based interventions. The City will evaluate programs to ensure accountability and identify opportunities to improve them moving forward. Programs will be evaluated and standards to evaluate the program will ensure accuracy and equity. Upon approval of expenditure plan the City will provide an overall approach for using evidence and evaluation that is specific to approved programs, services and/or collaborations.

Table of Expenses by Expenditure Category

The City has not completed the process to identify funds to be used in each Expenditure Category. At this time there are no expenditures to be reported.

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1	Expenditure Category: Public Health		
1.1	COVID-19 Vaccination	-	-
1.2	COVID-19 Testing	-	-
1.3	COVID-19 Contact Tracing	-	-
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)	-	-
1.5	Personal Protective Equipment	-	-
1.6	Medical Expenses (including Alternative Care Facilities)	-	-
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency	-	-
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	-	-
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19	-	-
1.10	Mental Health Services	-	-
1.11	Substance Use Services	-	-
1.12	Other Public Health Services	-	-
2	Expenditure Category: Negative Economic Impacts		
2.1	Household Assistance: Food Programs	-	-
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	-	-
2.3	Household Assistance: Cash Transfers	-	-

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
2.4	Household Assistance: Internet Access Programs	-	-
2.5	Household Assistance: Eviction Prevention	-	-
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers	-	-
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)	-	-
2.8	Contributions to UI Trust Funds*	-	-
2.9	Small Business Economic Assistance (General)	-	-
2.10	Aid to nonprofit organizations	-	-
2.11	Aid to Tourism, Travel, or Hospitality	-	-
2.12	Aid to Other Impacted Industries	-	-
2.13	Other Economic Support	-	-
2.14	Rehiring Public Sector Staff	-	-
3	Expenditure Category: Services to Disproportionately Impacted Communities		
3.1	Education Assistance: Early Learning	-	-
3.2	Education Assistance: Aid to High-Poverty Districts	-	-
3.3	Education Assistance: Academic Services	-	-
3.4	Education Assistance: Social, Emotional, and Mental Health Services	-	-
3.5	Education Assistance: Other	-	-
3.6	Healthy Childhood Environments: Child Care	-	-
3.7	Healthy Childhood Environments: Home Visiting	-	-
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System	-	-
3.9.	Healthy Childhood Environments: Other	-	-
3.10	Housing Support: Affordable Housing	-	-
3.11	Housing Support: Services for Unhoused persons	-	-
3.12	Housing Support: Other Housing Assistance	-	-
3.13	Social Determinants of Health: Other	-	-
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators	-	-
3.15	Social Determinants of Health: Lead Remediation	-	-
3.16	Social Determinants of Health: Community Violence Interventions	-	-
4	Expenditure Category: Premium Pay		
4.1	Public Sector Employees	-	-

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
4.2	Private Sector: Grants to other employers	-	-
5	Expenditure Category: Infrastructure		
5.1	Clean Water: Centralized wastewater treatment	-	-
5.2	Clean Water: Centralized wastewater collection and conveyance	-	-
5.3	Clean Water: Decentralized wastewater	-	-
5.4	Clean Water: Combined sewer overflows	-	-
5.5	Clean Water: Other sewer infrastructure	-	-
5.6	Clean Water: Stormwater	-	-
5.7	Clean Water: Energy conservation	-	-
5.8	Clean Water: Water conservation	-	-
5.9	Clean Water: Nonpoint source	-	-
5.10	Drinking water: Treatment	-	-
5.11	Drinking water: Transmission & distribution	-	-
5.12	Drinking water: Transmission & distribution: lead remediation	-	-
5.13	Drinking water: Source	-	-
5.14	Drinking water: Storage	-	-
5.15	Drinking water: Other water infrastructure	-	-
5.16	Broadband: "Last Mile" projects	-	-
5.17	Broadband: Other projects	-	-
6	Expenditure Category: Revenue Replacement		
6.1	Provision of Government Services	-	-
7	Administrative and Other		
7.1	Administrative Expenses	-	-
7.2	Evaluation and data analysis	-	-
7.3	Transfers to Other Units of Government	-	-
7.4	Transfers to Nonentitlement Units (States and Territories only)	-	-

Project Inventory

The City has not completed the process to identify funds to be used in each Expenditure Category. At this time there are no projects for reporting. The City Council will be presented with a proposed expenditure plan and upon approval updates to the report will be made.