



DENVER
THE MILE HIGH CITY

Denver Citywide COVID-19 Recovery Action Plan

10/09/2020
Version 13



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SECTION 1: RECORD OF CHANGES

Date	Description of Change	Who approved change?
6/2/2020	Updates were made to the membership lists for the LTRC and workgroups. The Social Safety Net and Housing Workgroup was added. Section 2.2.1 and 2.2.3 were updated, and Section 2.2.2 was added. Task forces supporting each Work Group were added. Tasks 3.4, 3.5, 4.7 and 4.8 were added and others were realigned and updated. Objective 1 and 8 were moved from the Protective Action Workgroup to the Continuity and Workforce Protection Work Group and Social Safety Net and Housing Workgroup, respectively. The LTRC Equity Framework was included as an attachment. Other minor clarification changes were made.	LTRC Co-Chairs
6/11/2020	Tasks and milestones updated. Tasks 7.8 and 8.13 added.	LTRC Co-Chairs
6/18/2020	Tasks and milestones updated. Tasks 2.6, 2.7, 5.4, 6.14, 9.3, 9.4 and 9.5 were added. Task 7.7 was replaced with a new task, and Tasks 1.4, 4.3 and 5.3 were marked as done.	LTRC Co-Chairs
6/25/2030	Tasks and milestones updated. Task 2.2, 2.3, 4.5, 6.2, 6.5, 6.8, 6.9, 6.10, 6.11, 6.12 marked as done. Created new task 9.10 assigned to DEDO	LTRC Co-Chairs
7/2/2020	Task milestone dates updated. Tasks 3.1, 3.2, 3.3, 3.4, 7.3 marked as done with Equity Review. Created new task 7.8.	LTRC Co-Chairs
7/9/2020	Task milestone dates updated.	LTRC Co-Chairs
7/22/2020	Task milestone dates updated. Task 1.2 marked as done. Task description for Objective 8 updated and tasks 8.7-8.13 removed	LTRC Co-Chairs
7/27/2020	Tasks and milestone dates updated. Task 7.6, 7.7, 9.1 marked as done. Task 5.4 reworded. Created new task 6.16 for reactivation of EOC	LTRC Co-Chairs
8/4/2020	Task and milestone dates updated. Task 1.1 marked as done.	LTRC Co-Chairs
8/20/2020	Task and milestone dates updated. Remove task 8.5. Replace 8.5 with 8.6 and add new tasks 8.6-8.14. Verbiage to Objective 8 updated. Task 2.1, 2.2, 2.3, 2.5, 2.6, 4.6, 4.8, 6.1, 6.5, 6.7, 7.6, 7.7, 9.1 marked as done. Reopened Task 4.5 to address needs around delayed DPS opening.	LTRC Co-Chairs
9/8/2020	Task milestone dates updated and added new supporting agencies in Objective 8 and 9. Task 6.16, 9.8 and 9.9 marked as done.	LTRC Co-Chairs
10/6/2020	Task milestone dates updated. Equity Review completed for Tasks 8.1, 8.2, 8.3, 8.4. Added new supporting agencies in Task 8.8. Task 4.5, 4.9, 7.4 and 9.2 marked as done.	LTRC Co-Chairs



TABLE OF CONTENTS

Record of Changes	ii
SECTION 1: INTRODUCTION	4
1.1 Purpose	4
1.2 Scope	4
1.3 Authorities	4
1.4 Planning Assumptions and Principles	4
SECTION 2: CONCEPT OF OPERATIONS	6
2.1 COVID-19 Recovery Strategy	6
2.2 Coordination and Management Structures	7
2.2.1 Public Health and Environment Departmental Operations Center	7
2.2.2 Mass Care Departmental Operations Center	7
2.2.3 Denver Emergency Operations Center	7
2.2.4 Denver Joint Information System/Center	8
2.2.5 COVID-19 Long-term Recovery Committee	8
2.3 Citywide Recovery Objectives	12
SECTION 3: ACTION PLAN MAINTENANCE	43
SECTION 4: ATTACHMENTS	44



SECTION 2: INTRODUCTION

2.1 PURPOSE

Coronavirus disease 2019 (commonly referred to as COVID-19) is a respiratory disease caused by a novel (new) coronavirus that was first detected in China in 2019 and has been designated as a pandemic by the World Health Organization. This action plan defines citywide objectives and strategies for COVID-19 recovery efforts, following the City's response to local impacts of the pandemic.

2.2 SCOPE

This action plan is intended to define coordinated strategies for whole community recovery actions related to COVID-19 within the City and County of Denver (City). This action plan supports existing Denver public health and emergency plans by applying their principles to the specific needs and challenges of COVID-19. City agencies and community partners should use the strategies in this plan to refine or create detailed procedures for ongoing management of anticipated impacts of COVID-19.

Response actions related to COVID-19 are coordinated by the Emergency Operations Center (EOC) and the EOC Action Plan. The Recovery Action Plan defines how the City will transition from an EOC led effort to a new normal with COVID-19 management strategies integrated into agency operations and ongoing community practices. Denver will begin to implement the Recovery Action Plan while the EOC is activated and continue implementation after the EOC is demobilized. If at any point there is a major resurgence of COVID-19, the EOC may be reactivated to coordinate response needs.

2.3 AUTHORITIES

The following legal authorities underpin this action plan:

- Title 1, Article II, Part 12 of the Denver City Charter
- Chapter 16 of the D.R.M.C
- Mayoral Executive Order 85

2.4 PLANNING ASSUMPTIONS AND PRINCIPLES

The City and County of Denver has based this action plan on several key principles and planning assumptions. These assumptions and principles are listed below:

- This action plan is informed by the following documents:
 - Denver COVID-19 Recovery Strategy
 - Denver Emergency Operations Plan, February 2020
 - Denver Continuity of Government Plan, May 2016



- Denver Public Health and Environment All Hazards Emergency Operations Plan: Annex H Pandemic Influenza, June 2019
- Denver EOC Action Plans for COVID-19
- City agency Continuity of Operation Plan (COOP) plans should be followed when responding to and recovering from interruptions to agency operations.
- This action plan relies on a whole community response and coordination from key external entities is essential to its success.
- City agencies may be required to adjust their operations to accommodate additional tasks related to COVID-19 recovery and response.
- This action plan reflects the City's commitment to equitably serve all Denver residents.



SECTION 3: CONCEPT OF OPERATIONS

3.1 COVID-19 RECOVERY STRATEGY

The city has developed a COVID-19 Recovery Strategy to guide recovery actions. This strategy has established six areas of emphasis to guide community wide recovery actions. These prioritized actions include:



Ensure our ability to care for the sick within our hospitals



Prevent infection in people who are at high risk for severe disease



Build the capacity to protect the health and well-being of the public



Reduce social, emotional and economic disruptions



Protect our most vulnerable communities



Protect our most vulnerable businesses

These six prioritized actions will be implemented with consideration given to community needs, healthcare capacity, social and human services demand, the economic situation, infrastructure impacts, and the status of the government corporation. Decisions to roll back any broad-based or targeted restrictions and open additional economic sectors will be made with consideration to the following indicators:

- Disease transmission is stable and manageable.
- Health systems are able to detect, test, isolate and treat every known case and trace every known contact.
- Hot spot risks are minimized in vulnerable places, such as nursing homes.
- Schools, workplaces and other essential places have established preventative measures.
- The risk of importing new cases can be managed.
- Communities are fully educated, engaged, and empowered to live under a new normal.



3.2 COORDINATION AND MANAGEMENT STRUCTURES

3.2.1 PUBLIC HEALTH AND ENVIRONMENT DEPARTMENTAL OPERATIONS CENTER

In accordance with Section 2.2.7 of the Denver Emergency Operations Plan, The Joint Public Health and Environment Departmental Operations Center (PHE-DOC) was activated on March 2, 2020 to coordinate citywide public health management actions for COVID-19. The PHE-DOC is responsible for guiding and implementing public health strategies related to control of COVID-19. The PHE-DOC is also responsible for coordinating directly with the Colorado Department of Public Health and Environment's (CDPHE) and with the Centers for Disease Control and Prevention (CDC). All public health protective orders will be coordinated through the PHE- DOC until such a time that the Denver Department of Public Health and Environment decides the PHE-DOC should be demobilized. After the EOC demobilizes, the PHE-DOC will coordinate with the Long-Term Recovery Committee's (LTRC) Protective Action Workgroup to provide day to day oversight and management of the tasks assigned to the Protective Action Workgroup in Section 2.3 of this plan.

3.2.2 MASS CARE DEPARTMENTAL OPERATIONS CENTER

In accordance with Section 2.2.7 of the Denver Emergency Operations Plan, The Mass Care Departmental Operations Center (MC-DOC) may be established to coordinate mass sheltering, feeding, and social support operations in coordination with Voluntary Organizations Active in Disaster (VOADs). If established for COVID-19, the MC-DOC should be led by the Department of Human Services and the Department of Housing Stability. After the EOC demobilizes, the MC-DOC may coordinate with the LTRC's Social Safety Net and Housing Workgroup to provide day to day oversight and management of the tasks assigned to this Workgroup in Section 2.3 of this plan.

3.2.3 DENVER EMERGENCY OPERATIONS CENTER

In accordance with Section 2.2.3 of the Denver Emergency Operations Plan, the Emergency Operations Center (EOC) was activated by the Mayor on March 9, 2020 to coordinate citywide preparedness and response needs. When the EOC was activated, the EOC's Public Health and Environment Branch coordinated directly with the PHE-DOC. The EOC was deactivated on June 19, 2020 when COVID-19 coordination responsibilities shifted to the LTRC and the City's normal business processes. While the LTRC is coordinating citywide COVID-19 management after the EOC's closure, the EOC may be reopened if there is a major resurgence of the virus. After the EOC was demobilized, OEM has continued to assist the LTRC with weekly updates to this plan and weekly situation reports. OEM also hosts regular coordination calls to ensure continued situational awareness and multiagency collaboration.



3.2.4 DENVER JOINT INFORMATION SYSTEM/CENTER

In accordance with Section 2.2.4 of the Denver Emergency Operations Plan, public information needs related to COVID-19 are being managed through the Joint Information Center (JIC) co-located with the Emergency Operations Center. The JIC was activated by the Mayor on March 9, 2020 and demobilized on June 26, 2020. When the JIC was demobilized, public information efforts related to COVID-19 were transition back into a Joint Information System. This system coordinates citywide COVID-19 messaging and is led by the LTRC with support from Denver Technology Services and Public Information Officers (PIOs) from across the City.

3.2.5 COVID-19 LONG-TERM RECOVERY COMMITTEE

In accordance with Section 2.2.22 of the Denver Emergency Operations Plan, a LTRC comprised of City agencies and community partners will oversee Denver’s recovery strategy and monitor the implementation of this Action Plan. While the EOC was activated, the LTRC reported to the EOC Director. After the EOC was demobilized, the LTRC reports to the Mayor in coordination with the Chief of Staff. The LTRC also distributes a regular situation report for City leadership on COVID-19 recovery efforts and makes recommendations to the Mayor if the EOC should be reactivated.

The COVID-19 LTRC is cochaired by the Mayor’s Chief of Staff and a community leader appointed by the Mayor. The committee will consist of a representative designated by the chief executive of the following organizations:

- Agency for Human Rights and Community Partnerships
- Arts and Venues
- City Attorney’s Office
- City Council
- Department of Public Health and Environment
- Denver Health and Hospital Authority
- Denver Housing Authority
- Denver Human Services
- Denver Public Schools
- Denver Technology Services
- Department of Aviation
- Department of Community Planning and Development
- Department of Excise and Licenses
- Department of Finance
- Department of General Services
- Department of Housing Stability
- Department of Parks and Recreation
- Department of Safety
- Department of Transportation and Infrastructure
- Downtown Denver Partnership
- Economic Development and Opportunity



- Mayor's Office
- Office of Emergency Management
- Office of Human Resources
- Visit Denver
- Other organizations designated by the Mayor's Office

The LTRC will be supported by workgroups organized around certain objectives listed in Section 2.3 of this plan. The purpose of these workgroups is to complete the tasks listed under their assigned objective and advise the LTRC on further actions. Workgroups may be modified as objectives are updated.

- **Marketing and Communication Workgroup:** This workgroup is coordinated by Denver Technology Services to address Objective 7 in Section 2.3 of this action plan. The workgroup includes the following organizations:
 - Agency for Human Rights and Community Partnerships
 - City Attorney's Office
 - Denver Economic Development and Opportunity
 - Department of Aviation
 - Department of Excise and Licenses
 - Department of Public Health and Environment
 - Department of Finance
 - Denver Public Schools
 - Department of Safety
 - Office of Emergency Management
 - Office of Human Resources (Human Resources)
 - Office of Technology Services (Chair)
 - Other agencies designated by the LTRC Chairs
- **Continuity and Workforce Protection Workgroup:** This workgroup is coordinated by the Office of Emergency Management and Office of Human Resources to address Objectives 1, 3 and 4 in Section 2.3 of this action plan. The workgroup includes the following organizations:
 - City Attorney's Office
 - A Liaison to Denver Agency Continuity Coordinators
 - Denver Public Library
 - Denver Arts and Venues
 - Department of Finance
 - Department of General Services
 - Department of Transportation and Infrastructure
 - Department of Parks and Recreation
 - Department of Public Health and Environment
 - Department of Safety
 - Mayor's Office
 - Office of Emergency Management (Co-Chair)
 - Office of Human Resources (Co-Chair)
 - Office of Technology Services



- Other agencies designated by the LTRC Chairs

The Continuity and Workforce Protection is supported by the Return to Work Taskforce focused on supporting city employees safety transition back into City facilities or new telework environments.

- **Protective Actions Workgroup:** This workgroup is coordinated by Public Health and Environment to address Objectives 2, 6 and-in Section 2.3 of this action plan. The workgroup includes the following organizations:
 - Agency for Human Rights and Community Partnerships
 - Arts and Venues
 - Auraria Campus
 - City Attorney’s Office
 - Denver Health and Hospitals
 - Denver Health and Hospital Authority
 - Denver Public Library
 - Denver Public Schools
 - Department of Aviation
 - Department of Finance
 - Department of Community Planning and Development
 - Department of Public Health and Environment (Chair)
 - Department of Parks and Recreation
 - Department of Safety
 - Office of Emergency Management
 - Office of Human Resources
 - Regional Transportation District
 - Other agencies designated by the LTRC Chairs

The Protective Action Workgroup is supported by the Testing Taskforce focused on ensuring Denver can perform the COVID-19 testing to meet community needs.

- **Economic Recovery Workgroup:** This workgroup is coordinated by Denver Economic Development and Opportunity to address Objective 9 in Section 2.3 of this action plan. The workgroup includes the following organizations:
 - Agency for Human Rights and Community Partnerships
 - Arts and Venues
 - City Attorney’s Office
 - Denver Arts & Venues
 - Denver Public Library
 - Department of Aviation
 - Department of Finance
 - Department of Public Health and Environment
 - Department of Community Planning and Development
 - Department of Transportation and Infrastructure
 - Department of Parks and Recreation
 - Department of Excise and Licenses
 - Denver Economic Development and Opportunity (Chair)



- Department of Finance
- Department of Housing Stability
- Mayor's Office
- Office of Climate Action, Sustainability and Resiliency
- Office of Special Events
- Private sectors organizations designated by the Economic Relief and Recovery Council
- Other agencies designated by the LTRC Chairs

The Economic Recovery Workgroup is supported by the Economic Relief and Recovery Council focused on supporting and engaging local businesses with economic recovery efforts.

- **City Finance Workgroup:** This workgroup is coordinated by the Department of Finance to address Objective 5 in Section 2.3 of this action plan. The workgroup includes the following organizations:
 - Arts and Venues
 - City Attorney's Office
 - Department of Aviation
 - Department of Finance (Chair)
 - Department of General Services
 - Denver Human Services
 - Department of Transportation and Infrastructure
 - Department of Safety
 - Mayor's Office
 - Office of Human Resources
 - Other agencies designated by the LTRC Chairs

- **Social Safety Net and Housing Workgroup:** This workgroup coordinates by the Department of Housing Stability and Department of Human Services to address Objective 8 in Section 2.3 of this action plan. The workgroup includes the following organizations:
 - Agency for Human Rights and Community Partnerships
 - All Families Deserve a Chance Coalition
 - Colorado Coalition for the Homeless
 - Denver Public Libraries
 - Department of Finance
 - Department of Human Services (Co-Chair)
 - Department of Housing Stability (Co-Chair)
 - Homeless Leadership Council
 - Hunger Free Colorado
 - Mile High United Way
 - Office of Human Resources
 - Other agencies designated by the LTRC Chairs

The Social Safety Net and Housing Workgroup is supported by a Sheltering Taskforce focused on supporting citywide sheltering efforts for individuals experiencing homeless and the Child Wellbeing Taskforce focused on ensuring the safety and welfare of Denver's Children.



CITYWIDE RECOVERY OBJECTIVES

<p>Objective #1: Increase protective health measures across all City facilities, including county jails and detention centers.</p>		
<p>Recovery strategy emphasis supported by this objective: Build organizational capacity to protect the health and well-being of the public; protect our most vulnerable communities; reduce social, emotional, and economic disruptions.</p>		
<p>Lead City Agency: General Services Lead Agency Point of Contact: Brandon Gainey Lead Workgroup: Continuity and Workforce Protection Workgroup Supporting City Agencies: Public Health and Environment, Finance, Human Rights and Community Partnerships, Human Resources, Transportation and Infrastructure Community Partners: Downtown Denver Partnership</p>		
<p>Task 1.1</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop public health protective requirements (mandated) and guidance (recommendations) for all employers, including CCD and all businesses/ organizations within the City.</p>	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Human Resources, City Attorney’s Office Community Partners: Downtown Denver Partnership</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Completed but ongoing maintenance will occur.</p>
<p>Task 1.2</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Inspect and evaluate modifications to all city facilities (to include libraries, rec centers and city cultural facilities) and install touchless fixtures, hand sanitizer, signage to wash hands for 20 seconds and other necessary modifications.</p>	<p>Lead City Agency: General Services Lead Agency Point of Contact: Brandon Gainey Supporting City Agencies: Finance-Real Estate, Finance-Risk Management, Emergency Management, Human Rights and Community Partnerships, Human Resources Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Completed, but GS will continue to reevaluate and respond to needs.</p>
<p>Task 1.3</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Inspect all customer-interaction areas and evaluate the need to install glass or Plexiglas partitions (physical distancing shields) and floor markings to align with physical distancing practices.</p>	<p>Lead City Agency: Finance-Real Estate Lead Agency Point of Contact: Brendan Hanlon Supporting City Agencies: General Services, Finance-Risk Management, Human Resources Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Continuing to re-evaluate ongoing needs.</p>



<p>Task 1.4</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Evaluate the need for sanitation and cleaning of outdoor public spaces, including playgrounds.</p>	<p>Lead City Agency: Transportation and Infrastructure Lead Agency Point of Contact: Eulois Cleckley Supporting City Agencies: General Services, Parks and Recreation Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: After evaluation, playgrounds and certain other outside areas will be opened with previous cleaning measures.</p>
<p>Task 1.5</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Assess the City “work from home” (WFH) policy and processes and modify to align with new social distancing practices and communicate the promotion of virtual meetings versus in-person. This will include long-term considerations for home offices, performance and workplace expectations.</p>	<p>City Agency: Human Resources Lead Agency Point of Contact: Karen Niparko Supporting City Agencies: Technology Services, City Attorney’s Office, Children’s Affairs, Risk Management Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Continue to monitor and update as needed.</p>



Objective #2: Expand Public Health and Environment activities to include support of robust testing, contact tracing, isolation orders and guidance, and quarantine guidance.		
Recovery strategy emphasis supported by this objective: Build capacity to protect the health and well-being of the public; Protect our most vulnerable communities; Prevent infection in people who are at higher risk for severe disease.		
Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Lead Workgroup: Protective Actions Workgroup Supporting City Agencies: Police, Human Resources Community Partners: Denver Health and Hospital Authority		
Task 2.1 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Identify City employees who can be repurposed/redeployed and trained to conduct contact tracing. Identify retired Denver Police Department (DPD) investigators (and other qualified individuals) willing to come back and conduct training or train the trainer courses.	Lead City Agency: Human Resources Lead Agency Point of Contact: Karen Niparko Supporting City Agencies: All city agencies, including Public Health and Environment Community Partners: Denver Health and Hospital Authority Next Milestone Deadline: Done Projected Task Completion Date: Done
Task 2.2 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Develop a training program to teach employees and volunteers how to conduct effective contact tracing.	Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Human Resources, Denver Police Community Partners: N/A Next Milestone Deadline: Done Projected Task Completion Date: Done and will provide ongoing updates and revisions.
Task 2.3 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Update policies and procedures for conducting testing, conducting contact tracing, issuing quarantine and isolation orders and/or guidance to those infected and/or exposed.	Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Human Resources, Equity and Social Innovation Community Partners: Denver Health and Hospital Authority. Next Milestone Deadline: Done Projected Task Completion Date: Done and will provide ongoing updates.



<p>Task 2.4</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Conduct outbreak surveillance and response in public and congregate settings.</p>	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Human Resources, Equity and Social Innovation, Housing Stability, Arts and Venues Community Partners: Denver Health and Hospital Authority, Public Schools, RTD, Post-secondary education institutions</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done and will continue to monitor and update.</p>
<p>Task 2.5</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Continue to support/expand compliance visits and enforcement of rules and physical protective measures throughout public spaces in the City. Respond quickly to outbreaks with orders and protective measures.</p>	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Police, Parks and Recreation, Transportation and Infrastructure, Excise and Licenses, Human Resources, City Attorney’s Office Community Partners: N/A</p> <p>Next Milestone Deadline: Ongoing: processes have been established. Projected Task Completion Date: Elevated public health order (PHO) enforcement being conducted in Jul and Aug.</p>
<p>Task 2.6</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Manage and deploy City COVID testing resources, including tracking all testing data and developing strategies that prioritize vulnerable populations.</p>	<p>Lead City Agency: Public Health and Environment, Human Rights and Community Partnership, Human Resources Lead Agency Point of Contact: Bob McDonald Community Partners: Denver Health, Homeless Leadership Council, community-based organizations</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done, continuing to adjust and adapt to needs.</p>
<p>Task 2.7</p> <p><input type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Work with partners to promote flu vaccine uptake to support highest ever vaccination rates.</p>	<p>Lead City Agency: Public Health & Environment Lead Agency Point of Contact: Bob McDonald Community Partners: Denver Health, Denver Public Schools, community-based organizations, clinicians.</p> <p>Next Milestone Deadline: Ongoing with Metro Directors for Public Health. Projected Task Completion Date: Spring 2021</p>



<p>Objective #3: Develop a citywide resource management process to conduct procurement, purchasing, and contracting of regularly needed products and services for the foreseeable future, including PPE and cleaning supplies.</p>		
<p>Recovery strategy emphasis supported by this objective: Ensure the ability to care for the sick in within our hospitals; Protect our most vulnerable communities; Reduce social, emotional, and economic disruptions; Protect our most vulnerable businesses.</p>		
<p>Lead City Agency: General Services Lead Agency Point of Contact: Brandon Gainey Lead Workgroup: Continuity and Workforce Protection Workgroup Supporting City Agencies: Transportation and Infrastructure, Human Resources, Technology Services, Department of Finance Community Partners: N/A</p>		
<p>Task 3.1</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop a process and guidance of how City agencies can regularly order/procure needed goods and services related to COVID-19 using an online form. This process should allow for a transition to post State of Emergency processes.</p>	<p>Lead City Agency: General Services Lead Agency Point of Contact: Brandon Gainey Supporting City Agencies: Finance-Risk Management, Finance-Real Estate, Public Health and Environment Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done</p>
<p>Task 3.2</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Identify all products and services that will be commonly requested across all city agencies and departments and ensure adequate resources, such as PPE, are on hand for potential virus resurgences. Ensure a process is maintained for staging, delivering and distribution of those needs.</p>	<p>Lead City Agency: General Services Lead Agency Point of Contact: Brandon Gainey Supporting City Agencies: Finance-Risk Management, Finance-Real Estate Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done. Will continue to evaluate citywide needs.</p>



<p>Task 3.3</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop a process where individuals, agencies and businesses can report a need for resources and develop a communication strategy to inform people of the process.</p>	<p>Lead City Agency: General Services Lead Agency Point of Contact: Brandon Gainey Supporting City Agencies: Finance, Public Health and Environment Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done. Citywide request process was discontinued. DEDO launched a PPE program for businesses. DDPHE is monitoring PPE needs from healthcare.</p>
<p>Task 3.4</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop official guidance on PPE for visitors to city buildings.</p>	<p>Lead City Agency: Human Resources Lead Agency Point of Contact: Rory McLuster Supporting City Agencies: Finance, Public Health and Environment Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done</p>



Objective #4: Begin Continuity of Operations (COOP) and Continuity of Government (COG) reconstitution efforts.		
Recovery strategy emphasis supported by this objective: Reduce social, emotional, and economic disruptions; Protect our most vulnerable businesses.		
Lead City Agency: Office of Emergency Management Lead Agency Point of Contact: Matthew Mueller Lead Workgroup: Continuity and Workforce Protection Workgroup Supporting City Agencies: Human Resources, Technology Services, Transportation and Infrastructure, Finance, Sheriff, Clerk and Recorder, Parks and Recreation, Public Library Community Partners: N/A		
Task 4.1 <input type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Assist with COVID-19 reconstitution, including a review of continuity of government priorities to include expansion of current orders of succession; delegations of authority, prioritization of City services and other Continuity of Government (COG) elements as necessary to fit COVID-19 considerations.	Lead City Agency: Emergency Management Lead Agency Point of Contact: Lizz Floro Supporting City Agencies: Human Resources, City Attorney’s Office, District and County Courts, City Council Community Partners: N/A Next Milestone Deadline: 10/9/2020 (Meet with continuity coordinators to discuss COG revisions) Projected Task Completion Date: Mid-2021
Task 4.2 <input type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Support City agencies, including independent agencies, as they refine overall agency Continuity of Operations (COOP) Plans in the Recovery Planner system, including refinement or development of agency specific reconstitution strategies; business process analyses (BPAs); business impact analyses (BIAs); and capture this content in the Recovery Planner system.	Lead City Agency: Emergency Management Lead Agency Point of Contact: Lizz Floro Supporting City Agencies: Technology Services, citywide agencies Community Partners: N/A Next Milestone Deadline: 10/9/2020 (First BPA workshop) Projected Task Completion Date: 12/31/2020



<p>Task 4.3</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Maintain communication with and align City critical infrastructure partners with the City’s reconstitution and recovery plan efforts. Identify triggers for critical infrastructure partners to provide support to projected needs/service levels.</p>	<p>Lead City Agency: Transportation and Infrastructure and Emergency Management Lead Agency Point of Contact: Terri Goodwin and Elizabeth Floro Supporting City Agencies: Emergency Management, Technology Services, General Services, Aviation Community Partners: Xcel, Denver Water, Metro Wastewater, RTD, Comcast, Verizon, ATT, T-Mobile, CenturyLink, Uber/ Lyft</p> <p>Next Milestone Deadline: Done. Projected Task Completion Date: OEM/DOTI coordinating bi-weekly calls with critical infrastructure partners.</p>
<p>Task 4.4</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Identify minimum products and services required by agencies to maintain or restore services. (Includes identifying triggers for agencies to be able to provide certain services.)</p>	<p>Lead City Agency: Emergency Management Lead Agency Point of Contact: Lizz Floro Supporting City Agencies: Finance-Real Estate, Finance-Risk Management, General Services, Facilities, Technology Services Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Complete through regular contact with Agency Continuity Coordinators, Workplace Coordinators, the return to work survey, and communication with city agencies.</p>
<p>Task 4.5</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Identify/enhance social support services for employees to return to work. This includes childcare service support, Employee Assistance Programs, mental health resources, access to healthcare, food services, etc.</p>	<p>Lead City Agency: Human Resources Lead Agency Point of Contact: Karen Niparko Supporting City Agencies: Technology Services (Marketing and Media Services), Finance-Risk Management, Emergency Management, City Attorney’s Office, Equity and Social Innovation, Public Health and Environment, Children’s Affairs Community Partners: N/A</p> <p>Next Milestone Deadline: Done. Will continue to support return to work efforts. Projected Task Completion Date: Done. Efforts will be ongoing.</p>



Task 4.6 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Develop a plan for continued mitigation of COVID-19 outbreak within Downtown Detention Center and County Jail including long-term or permanent changes in intake processing food preparation, congregate activities, inmate housing, transportation, parole options, and social distancing for staff and inmates.	Lead City Agency: Denver Sheriff Lead Agency Point of Contact: Elias Diggins Supporting City Agencies: Public Health and Environment, City Attorney’s Office, District Attorney’s Office, District and County Courts, Mayor’s Office, Emergency Management, Municipal Public Defender Community Partners: N/A Next Milestone Deadline: Done Projected Task Completion Date: Done
Task 4.7 <input type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Continue to support continuity planning for the 2020 elections, including but not limited to alternate facility/polling sites; training and exercises; policies and procedures to maintain public health orders and guidelines; PPE and cleaning equipment.	Lead City Agency: Clerk and Recorder Lead Agency Point of Contact: Jocelyn Bucaro Supporting City Agencies: Emergency Management and Finance Community Partners: N/A Next Milestone Deadline: 10/21/2020 (Final Planning meeting for election action plan) Projected Task Completion Date: 11/3/2020 (After general election.)
Task 4.8 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Through the Return to Work Taskforce: set processes and policies for the City to be in compliance with State Public Health and Safer at Home orders; including implementation of Agency COVID-19 Strike Teams; develop, refine, and monitor Citywide employee symptom monitoring; and other initiatives as necessary	Lead City Agency: Human Resources Lead Agency Point of Contact: Chris Longshore Supporting City Agencies: Technology Services, City Attorney’s Office, General Services, Emergency Management, Human Resources Community Partners: N/A Next Milestone Deadline: Done Projected Task Completion Date: Done and will continue to monitor through 2021.
Task 4.9 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Develop progressive rules and timetable for the re-opening of recreation areas, including recreation centers, pools, parks, playgrounds, golf courses, etc. Rules include equipment arrangement, maximum occupancy, PPE for workers, cleaning standards, expectations of customers, communications of expectations, liability waivers, etc.	Lead City Agency: Parks and Recreation Lead Agency Point of Contact: Happy Haynes Supporting City Agencies: Police, Public Health and Environment, Fire, Children’s Affairs Community Partners: N/A Next Milestone Deadline: 10/15/2020 (Parks will continue to evaluate opening additional facilities based on data) Projected Task Completion Date: TBD depending on public health data.



<p>Task 4.10</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Support the development of progressive rules and a timetable for the re-opening of libraries. Considerations include facility layout, maximum occupancy, PPE for workers, cleaning standards, expectations of customers, communications of expectations, liability waivers, touchless equipment, non-customer facing/contact-less operations, etc.</p>	<p>Lead City Agency: Denver Public Library Lead Agency Point of Contact: Michelle Jeske Supporting City Agencies: Public Health and Environment, Fire Community Partners: N/A</p> <p>Next Milestone Deadline: 10/31/2020 (Consider reopening certain branches) Projected Task Completion Date: TBD depending on public health data.</p>
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Objective #5: Establish recovery finance procedures to manage citywide financial processes.		
Recovery strategy emphasis supported by this objective: Reduce social, emotional, and economic disruptions; Protect our most vulnerable businesses.		
Lead City Agency: Finance Lead Agency Point of Contact: Margaret Danuser Lead Workgroup: City Finance Workgroup Supporting City Agencies: Mayor’s Office and Human Resources Community Partners: N/A		
Task 5.1 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Project response and recovery costs for remainder of FY20. Assess City revenue projections for FY21 and project COVID response and recovery costs for FY21. Ensure funding is reserved for a possible increase in cases in the Fall/Winter of 2020-2021.	Lead City Agency: Finance Lead Agency Point of Contact: Margaret Danuser Supporting City Agencies: Mayor’s Office, Emergency Management Community Partners: N/A Next Milestone Deadline: Done Projected Task Completion Date: Done. Reassess as needed.
Task 5.2 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Continue to evaluate and work with Federal, State, and Foundation/Non-Profit funding assistance mechanisms. Assess COVID-19 expenditures for federal reimbursement or funding programs and allocate appropriate expenditures to those funds. Track monetary, supply and service donations for potential offset to local FEMA match requirement.	Lead City Agency: Finance Lead Agency Point of Contact: Margaret Danuser Supporting City Agencies: Denver Economic Development and Opportunity, Housing Stability, Human Services, Safety, Human Rights and Community Partnerships Community Partners: N/A Next Milestone Deadline: Done Projected Task Completion Date: Done. Reassess as needed.
Task 5.3 <input checked="" type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Develop and disseminate financial guidance to agencies for tracking cost related to COVID-19 and provide weekly cost summary reports.	Lead City Agency: Finance Lead Agency Point of Contact: Margaret Danuser Supporting City Agencies: General Services Community Partners: N/A Next Milestone Deadline: Done Projected Task Completion Date: Done. Revise as needed.



<p>Task 5.4</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Submit, update and monitor FEMA Public Assistance and Coronavirus Relief Fund grants. Track and submit required documentation and monitor receipt of federal reimbursement and grant funds.</p>	<p>Lead City Agency: Finance Lead Agency Point of Contact: Margaret Danuser Supporting City Agencies: Emergency Management, Public Health, Housing Stability, Aviation Community Partners: Denver Health</p> <p>Next Milestone Deadline: TBD Projected Task Completion Date: TBD depending on funding decisions.</p>
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<p>Objective #6: Continually develop and/or modify all rules, orders, provisions, exceptions and guidance to coincide with the six indicators in the Denver Strategic Recovery Plan for COVID-19; monitor key data points to inform level of restrictions and Phase determination</p>		
<p>Recovery strategy emphasis supported by this objective: Ensure the ability to care for the sick in within our hospitals; Build capacity to protect the health and well-being of the public; Protect our most vulnerable communities; Prevent infection in people who are high-risk for severe disease; Reduce social, emotional, and economic disruptions; Protect our most vulnerable businesses.</p>		
<p>Lead City Agency: Mayor’s Office Lead Agency Point of Contact: Alan Salazar Lead Workgroup: Protective Actions Workgroup Supporting City Agencies: Public Health and Environment, Emergency Management, City Attorney, Human Rights and Community Partnerships Community Partners: Denver Health and Hospital Authority</p>		
<p>Task 6.1</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Identify all rules, provisions, and exceptions that have been communicated to employees and the public, and when they are expected to end (e.g. inspections, rent, utility payments, etc.)</p>	<p>Lead City Agency: Mayor’s Office Lead Agency Point of Contact: Alan Salazar Supporting City Agencies: City Attorney’s Office, Police, Community Planning and Development, Public Health and Environment, Parks and Recreation, Excise and Licenses, Human Resources Community Partners: N/A</p> <p>Next Milestone Deadline: Done. Projected Task Completion Date: Done. Ongoing revisions as needed.</p>
<p>Task 6.2</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Develop and/or modify Public Health Orders and Variance requests to State</p>	<p>Lead City Agency: Mayor’s Office, Public Health and Environment, City Attorney’s Office Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Police, Community Planning and Development, Human Resources Community Partners: N/A</p> <p>Next Milestone Deadline: 10/15/2020 (Current State public health order expires.) Projected Task Completion Date: TBD depending on public health needs.</p>



<p>Task 6.3</p> <p><input type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Develop a timeline and methods for communicating the termination of the State of Emergency and what that means for employees and the public.</p>	<p>Lead City Agency: Mayor’s Office Lead Agency Point of Contact: Alan Salazar Supporting City Agencies: Public Health and Environment, Emergency Management, Human Resources, City Attorney’s Office Community Partners: N/A</p> <p>Next Milestone Deadline: 12/31/2020 Projected Task Completion Date: Emergency Declaration will no longer be renewed when normal City resources and processes can meet the needs of the emergency.</p>
<p>Task 6.4</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Develop a process whereby employees and the public can contact the City Attorney’s Office and the Office of Human Resources with questions about active rules and order(s).</p>	<p>Lead City Agency: City Attorney’s Office Lead Agency Point of Contact: Kristin Bronson Supporting City Agencies: Human Resources, Public Health and Environment Community Partners: N/A</p> <p>Next Milestone Deadline: Done. Projected Task Completion Date: Done. CAO Response Team resources. OHR business partners, DenverHub, and other tools launched. Will update as needed.</p>
<p>Task 6.5</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Transition and/or phase out non-emergency operations of the EOC and into new normal City business processes / Long-Term Recovery Committee (LTRC) and its workgroups.</p>	<p>Lead City Agency: Emergency Management Lead Agency Point of Contact: Matthew Mueller Supporting City Agencies: Mayor’s Office, General Services Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done</p>
<p>Task 6.6</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Develop policies and procedures for all agencies to follow regarding temperature checks, social distancing requirements, the wearing of face coverings, preventing and controlling outbreaks within offices, etc.</p>	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Human Resources Community Partners: N/A</p> <p>Next Milestone Deadline: Done. Projected Task Completion Date: Done. Will continue to reevaluate and update.</p>



<p>Task 6.7</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>To the greatest extent possible, align all rules, orders, provisions and exceptions with the State and regional partners.</p>	<p>Lead City Agency: Mayor’s Office Lead Agency Point of Contact: Alan Salazar Supporting City Agencies: City Attorney’s Office, Public Health and Environment Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Ongoing</p>
<p>Task 6.8</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Monitor INDICATOR 1: Disease transmission is stable and manageable.</p> <ul style="list-style-type: none"> • Data indicates a steady or declining hospitalization rate • Denver Public Health experts and regional partners agree with gradually easing restrictions • Monitoring system/reporting on DPH website 	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Technology Services Community Partners: Denver Health and Hospital Authority</p> <p>Next Milestone Deadline: Done. Indicator 1 is currently met, but we are continuing to monitor. Projected Task Completion Date: Done. Will continue to reevaluate.</p>
<p>Task 6.9</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Monitor INDICATOR 2: Health systems are able to detect, test, isolate and treat every known case and trace every known contact.</p> <ul style="list-style-type: none"> • Obtained adequate staff, bed capacity, and PPE supplies such as ventilators, gowns and masks • Healthcare system has capacity for COVID-19 cases and other healthcare needs without the need for crisis care • Supplied enough test kits and secured private and public testing centers to process up to 1,000 daily tests • Created tools to identify and fully staffed contact tracing is in place 	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: N/A Community Partners: Denver Health and Hospital Authority</p> <p>Next Milestone Deadline: Done. Indicator 2 is currently met, but we are continuing to monitor. Projected Task Completion Date: Done. Will continue to reevaluate.</p>



Task 6.10 <input checked="" type="checkbox"/> Done <input type="checkbox"/> Equity Review	<p>Monitor INDICATOR 3: Hot spot risks are minimized in vulnerable places, such as nursing homes, emergency homeless shelters, and encampments.</p> <ul style="list-style-type: none"> • Ability to quickly identify and contain hot spots • Ability to contain outbreaks in facilities housing vulnerable populations, people over the age of 65, those living with disabilities, in shelters, incarcerated populations and those with co-morbidities 	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Housing Stability Community Partners: Denver Health and Hospital Authority</p> <p>Next Milestone Deadline: Done. Indicator 3 is currently met, but we are continuing to monitor. Projected Task Completion Date: Done. Will continue to reevaluate.</p>
Task 6.11 <input checked="" type="checkbox"/> Done <input type="checkbox"/> Equity Review	<p>Monitor INDICATOR 4: Schools, workplaces and other essential places have established preventive measures. This should include businesses that employ low-wage essential workers.</p> <ul style="list-style-type: none"> • Established safety protocols and policies for private and public partners • Access to enough PPE and sanitation supplies to keep everyone safe • Support businesses with physical distancing practices and guidelines for employers and businesses, and the ability to enforce them 	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Equity and Social Innovation Community Partners: Denver Health and Hospital Authority, Denver Public Schools, Denver Public Library</p> <p>Next Milestone Deadline: Done. Indicator 4 is currently met, but we are continuing to monitor. Projected Task Completion Date: Done. Will continue to reevaluate.</p>
Task 6.12 <input checked="" type="checkbox"/> Done <input type="checkbox"/> Equity Review	<p>Monitor INDICATOR 5: The risk of importing new cases can be managed.</p> <ul style="list-style-type: none"> • Established the right measures to ensure passengers and employees at DEN feel safe • Health guidelines for those traveling to and from our valued Colorado mountain communities, tourism, and outdoor recreation activities • Aligned our targeted measures to contain COVID-19 with regional partners along the Front Range 	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Aviation Community Partners: Denver Health and Hospital Authority</p> <p>Next Milestone Deadline: Done. Projected Task Completion Date: Done. Will continue to reevaluate.</p>



<p>Task 6.13</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Monitor INDICATOR 6: Communities are fully educated, engaged and empowered to live under a new normal. Ensure historically marginalized demographics outlined on the Equity Framework are not experiencing a disproportionate impact.</p> <ul style="list-style-type: none"> • Confirm reach, education and empowerment of all communities to stay safe in post-COVID-19 Denver • Strong communication channels to keep the public up to date with safety guidelines and changes to restrictions • People are complying with guidelines, and restrictions are in place 	<p>Lead City Agency: Human Rights & Community Partnerships Lead Agency Point of Contact: Kim Desmond Supporting City Agencies: Public Health and Environment, Equity and Social Innovation Community Partners: N/A</p> <p>Next Milestone Deadline: Done. Indicator 6 is currently met, but we are continuing to monitor and find new ways to reach these communities. Projected Task Completion Date: Done. Will continue to reevaluate.</p>
<p>Task 6.14</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Closely coordinate and support external partners providing critical public services, such as Denver Public Schools, post-secondary education institutions, RTD, hospitals, and CDPHE for alternative care site.</p>	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: HRCP, Denver Health Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done. Continue to coordinate and update as needed.</p>
<p>Task 6.15</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Closely monitor key disease transmission and preparedness indicators.</p>	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: HRCP, Denver Health Community Partners: N/A</p> <p>Next Milestone Deadline: Done. Projected Task Completion Date: Done. Continue to monitor and update as needed.</p>
<p>Task 6.16</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Determine criteria and processes for a reactivation of the EOC</p>	<p>Lead City Agency: Office of Emergency Management Lead Agency Point of Contact: David Powell Supporting City Agencies: Mayor’s Office Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done</p>



<p>Objective #7: Develop and implement COVID messaging and solidarity campaign(s) for the foreseeable future (e.g. Keep Calm and Denver On).</p>		
<p>Recovery strategy emphasis supported by this objective: Build capacity to protect the health and well-being of the public; Protect our most vulnerable communities; Prevent infection in people who are high risk for severe disease; Reduce social, emotional, and economic disruptions; Protect our most vulnerable businesses.</p>		
<p>Lead City Agency: Technology Services (Marketing and Media Services) Lead Agency Point of Contact: Jenny Schiavone Lead Workgroup: Marketing and Communication Workgroup Supporting City Agencies: Public Health and Environment, Human Resources, Public Library, other City agencies Community Partners: Local chambers, business associations, non-profits, quasi-government organizations</p>		
<p>Task 7.1</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop a continuous messaging campaign to <u>employees</u> around how to stay strong and do the right thing/promote a new normal. This includes developing a messaging strategy to communicate all expectations and actions for employees and what the City is doing to support the work environment and work operations.</p>	<p>Lead City Agency: Technology Services (Marketing and Media Services) Lead Agency Point of Contact: Jenny Schiavone Supporting City Agencies: all city agencies Community Partners: N/A</p> <p>Next Milestone Deadline: Milestones happen on a weekly cadence as OHR disseminates messaging through the Denver Employee Bulletin and Leaders in the City newsletters in addition to updates made to DenverHub. Projected Task Completion Date: Continuing through entirety of COVID-19 pandemic.</p>



<p>Task 7.2</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop a continuous messaging campaign to the <u>public</u> around how to stay strong and safe and do the right thing/promote a new normal. To meet equity framework, this will include a “trans-creation” effort. This campaign will also include messages preventing discrimination against those who are disproportionately impacted by COVID-19 such as people over the age of 65, persons with underlying health issues, communities of color and persons experiencing homelessness.</p>	<p>Lead City Agency: Technology Services (Marketing and Media Services)</p> <p>Lead Agency Point of Contact: Jenny Schiavone</p> <p>Supporting City Agencies: Finance-Risk Management, Emergency Management, Public Health and Environment, Denver Economic Development & Opportunity</p> <p>Community Partners: Including but not limited to ERRC subcommittees for amplification, and existing city agency/community organization partnerships</p> <p>Next Milestone Deadline: Milestones for this task happen on a weekly basis as DMMS and city agencies run coordinated, organic, boosted and targeted messaging campaigns on city-owned social media platforms: Denvergov.org; Denver 8 TV; via 311, newsletters; paid community newspaper advertising; earned media; and through print collateral material distributed at community events. For the umbrella campaign, the next deadline milestone is budget-dependent and a request for FEMA reimbursement has been submitted to the BMO, but the above weekly efforts will continue in the meantime.)</p> <p>Projected Task Completion Date: Continuing depending on the future of COVID-19 pandemic.</p>
<p>Task 7.3</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Identify a coordinator in each City agency to help with promoting the messaging and implement City efforts that assist with prevention and control of transmissible disease in the work environment.</p>	<p>Lead City Agency: Human Resources</p> <p>Lead Agency Point of Contact: Diane Vertovec</p> <p>Supporting City Agencies: Finance-Risk Management, Public Health and Environment</p> <p>Community Partners: N/A</p> <p>Next Milestone Deadline: Done</p> <p>Projected Task Completion Date: Done. COVID-19 Workplace Coordinator Program established.</p>



<p>Task 7.4</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop or expand upon previous preparedness campaigns to shift towards self-reliance for employees, residents and businesses for all hazards and threats. (This includes messaging, speaking engagements, online content, handouts, Q&A sessions, etc.)</p>	<p>Lead City Agency: Emergency Management Lead Agency Point of Contact: Amelia Iraheta Supporting City Agencies: Finance-Risk Management, Human Resources, Public Health and Environment, Technology Services Community Partners: TBD</p> <p>Next Milestone Deadline: This is underway and will continue to adapt as needed. Projected Task Completion Date: Done. Will continue to develop classes and outreach material.</p>
<p>Task 7.5</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Serve as a leader in general COVID resources and information for the public, media, businesses and researchers through the City website and social media. Ensure publicly-facing dashboards and data are easily accessible, updated and provide progressive analytics.</p>	<p>Lead City Agency: Public Health and Environment Lead Agency Point of Contact: Amber Campbell Supporting City Agencies: Technology Services, Mayor’s Office, Emergency Management, Human Resources Community Partners: Denver Health and Hospital Authority</p> <p>Next Milestone Deadline: Milestones will happen as new dashboards, data sets, research and guidance are established by the city and/or Denver Health. When these activities happen, the updated or new information will be promoted via marketing/communications tactics listed in 7.2 Projected Task Completion Date: Continuing through entirety of COVID-19 pandemic.</p>
<p>Task 7.6</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop a “How to do business with the City online” campaign to include online services and employee recruitment.</p>	<p>Lead City Agency: Technology Services (Marketing and Media Services) Lead Agency Point of Contact: Jenny Schiavone Supporting City Agencies: Human Resources, Community Partners: N/A</p> <p>Next Milestone Deadline: Done Projected Task Completion Date: Done and will continue through entirety of COVID-19 pandemic.</p>



<p>Task 7.7</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Transition from Joint Information Center to Joint Information System, including a core COVID-19 marketing/communications team.</p>	<p>Lead City Agency: Co-led by Emergency and Management Technology Services (Marketing and Media Services)</p> <p>Lead Agency Point of Contact: Loa Esquilin, Jenny Schiavone</p> <p>Supporting City Agencies: Mayor’s Office</p> <p>Community Partners: N/A</p> <p>Next Milestone Deadline: Done</p> <p>Projected Task Completion Date: Done</p>
<p>Task 7.8</p> <p><input type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Communicate and promote milestones completed by LTRC to drive community awareness.</p>	<p>Lead City Agency: Co-led by Emergency and Management Technology Services (Marketing and Media Services)</p> <p>Lead Agency Point of Contact: Loa Esquilin, Jenny Schiavone</p> <p>Supporting City Agencies: Mayor’s Office, DDPHE, DEDO</p> <p>Community Partners: Milestone-dependent</p> <p>Next Milestone Deadline: Ongoing. This work is dependent on large milestones, or groups of milestones that are to a point of completion that will drive public interest and/or newsworthiness. Equity Review will be done as messaging is developed to meet the need.</p> <p>Projected Task Completion Date: Continuing through entirety of LTRC work.</p>



<p>Objective #8: Continue to address the needs of historically marginalized communities of color, First Nations/Indigenous people, and under-resourced communities during the transition to a new normal and for the foreseeable future, serving people with a trauma informed, person-centered approach and bringing equity and inclusivity into every key decision and task</p>		
<p>Recovery strategy emphasis supported by this objective: Build capacity to protect the health and well-being of the public; Protect our most vulnerable communities.</p>		
<p>Lead City Agency: Housing Stability and Human Services Lead Agency Point of Contact: Britta Fisher and Don Mares Lead Workgroup: Social Safety Net and Housing Workgroup Supporting City Agencies: Human Resources, Human Services, Public Health and Environment, Human Rights and Community Partnerships, Denver Economic Development & Opportunity/NEST Community Partners: Homeless Leadership Council, Colorado Coalition for the Homeless, Neighborhood Development Collaborative</p>		
<p>Task 8.1</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Continue to provide 24/7 shelter options, outreach and other supports for persons experiencing homelessness</p>	<p>Lead City Agency: Housing Stability Lead Agency Point of Contact: Britta Fisher Supporting City Agencies: Human Services, Public Health and Environment, Finance Community Partners: Homeless Leadership Council, Colorado Coalition for the Homeless, Denver Rescue Mission; Salvation Army, Catholic Charities, Volunteers of America</p> <p>Next Milestone Deadline: 12/31/2020 Projected Task Completion Date: Transitioned into Citywide operations (depending on need)</p>
<p>Task 8.2</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Determine rehousing strategy for those exiting protective action, activated respite, and auxiliary shelter sites to promote long-term stability for persons experiencing homelessness</p>	<p>Lead City Agency: Housing Stability Lead Agency Point of Contact: Britta Fisher Supporting City Agencies: Human Services, Finance Community Partners: Service Providers</p> <p>Next Milestone Deadline: 12/31/2020 Projected Task Completion Date: Ongoing depending on need.</p>



Task 8.3 <input type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Support people who are precariously housed and facing housing instability to prevent involuntary displacement, particularly in neighborhoods most at risk of displacement	Lead City Agency: Housing Stability Lead Agency Point of Contact: Britta Fisher Supporting City Agencies: Human Services, Office of Financial Empowerment, NEST Community Partners: Service Providers including Jewish Family Services, Investment Finance Authority, SDR Ventures, Antidisplacement Policy Network Next Milestone Deadline: TBD Projected Task Completion Date: -Transition to Citywide operations
Task 8.4 <input type="checkbox"/> Done <input checked="" type="checkbox"/> Equity Review	Preserve existing affordable housing by supporting residential property owners facing challenges maintaining properties and stabilizing residents due to diminished rental and mortgage income	Lead City Agency: Housing Stability Lead Agency Point of Contact: Britta Fisher Supporting City Agencies: Finance, Office on Aging, Office of Financial Empowerment, NEST Community Partners: None Next Milestone Deadline: TBD Projected Task Completion Date: Transitioned into Citywide operations
Task 8.5 <input type="checkbox"/> Done <input type="checkbox"/> Equity Review	Strengthen public health outreach and testing for vulnerable populations including those who are in high risk congregate settings like community corrections or long-term care facilities, and those who are unsheltered	Lead City Agency: Denver Public Health and Environment Lead Agency Point of Contact: Bob McDonald Supporting City Agencies: Human Services, Denver Public Library, Housing Stability, Office on Aging Community Partners: Colorado Coalition for the Homeless Next Milestone Deadline: TBD Projected Task Completion Date: Transition to HOST and Public Health DOC operations
Task 8.6 <input type="checkbox"/> Done <input type="checkbox"/> Equity Review	Coordinate with Denver Public Library and Economic Recovery Council to provide equitable access to technology for vulnerable populations, including devices, internet, support and training	Lead City Agency: Denver Public Library Lead Agency Point of Contact: Michelle Jeske Supporting City Agencies: Human Services, Housing Stability, Office on Aging, Department of Finance Community Partners: N/A Next Milestone Deadline: 10/15/2020 Projected Task Completion Date: Ongoing



<p>Task 8.7</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Continue to develop and implement a plan to provide access to public assistance benefits and other services provided through the Department of Human Services that minimize risk of exposure to COVID19 for both staff and customers, and are in compliance with both public health orders and federal rules and requirements.</p> <ul style="list-style-type: none"> • Develop and implement and outreach strategy that reaches populations made particularly vulnerable as a result of the pandemic to inform and advise on the availability of public benefits 	<p>Lead City Agency: Denver Human Services Lead Agency Point of Contact: Don Mares Supporting City Agencies: Public Health and Environment, General Services, Department of Economic Development and Opportunity, Children’s Affairs, Technology Services Community Partners: Hunger Free Colorado, Mile High United Way, Rocky Mountain Human Services, Center for Work, Education and Employment, Goodwill</p> <p>Next Milestone Deadline: TBD Projected Task Completion Date: Ongoing</p>
<p>Task 8.8</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Coordinate the delivery and messaging of all feeding and food security programs across multiple city departments to identify gaps in service and ensure that there is no duplication of effort with the overall intent of ensuring that vulnerable populations have access to nutritious food</p>	<p>Lead City Agency: Denver Human Services Lead Agency Point of Contact: Don Mares Supporting City Agencies: Children’s Affairs, Department of Public Health and Environment, City Council, Human Rights and Community Partnership, Denver Public Library Community Partners: Hunger Free Colorado, Mile High United Way, Denver Health and Hospitals, Office of Children’s Affairs, Denver Department of Public Health and Environment, Denver Public Schools, Parks & Rec</p> <p>Next Milestone Deadline: TBD (DHS will convene a meeting with other involved agencies and community partners.) Projected Task Completion Date: Ongoing</p>
<p>Task 8.9</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Continue to provide timely access to Medicaid to all eligible populations that apply for assistance to maximize availability of health coverage to as many of the population as possible that are found to be COVID19 positive</p> <ul style="list-style-type: none"> • Coordinate with Denver Health and Hospitals Authority (DHHA) and other community based settings to ensure that any influx of patients being seen as a consequence of COVID19 are able to apply for Medicaid and other public assistance benefits 	<p>Lead City Agency: Denver Human Services Lead Agency Point of Contact: Don Mares Supporting City Agencies: Children’s Affairs, Department of Public Health and Environment Community Partners: Denver Health and Hospitals</p> <p>Next Milestone Deadline: TBD (Formalize understanding with DHHA.) Projected Task Completion Date: Ongoing</p>



<p>Task 8.10</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Continue to assess process whereby child welfare and adult protection social caseworkers can both investigate allegations of abuse and neglect and provide ongoing case management when investigations are founded, while practicing social distancing and/or video conferencing</p>	<p>Lead City Agency: Denver Human Services Lead Agency Point of Contact: Don Mares Supporting City Agencies: Denver Police Department, Public Health and Environment Community Partners: Colorado Department of Human Services</p> <p>Next Milestone Deadline: 3/15/2021 Projected Task Completion Date: Ongoing</p>
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<p>Task 8.11</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Coordinate the provision of subsidized childcare across multiple city departments, ensuring that all public parties have a shared understanding of any facility closures due to COVID19, with the goal of ensuring that the greatest number of eligible families are provided access to high quality childcare.</p>	<p>Lead City Agency: Denver Human Services Lead Agency Point of Contact: Don Mares Supporting City Agencies: Children’s Affairs, Economic Development and Opportunity Community Partners: Denver Early Childhood Campaign</p> <p>Next Milestone Deadline: TBD (Convene meeting with the Office of Children’s Affairs and DHS to outline coordination efforts.) Projected Task Completion Date: Ongoing</p>
<p>Task 8.12</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Pursue grant funding from the Caring for Denver Foundation to provide behavioral health supports to individuals impacted by the pandemic</p>	<p>Lead City Agency: Denver Human Services Lead Agency Point of Contact: Don Mares Supporting City Agencies: Department of Public Health and Environment, Housing Stability Community Partners: Mental Health Corporation</p> <p>Next Milestone Deadline: TBD Projected Task Completion Date: Ongoing</p>
<p>Task 8.13</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Continue to coordinate with HOST to include Denver Human Services General Assistance motel voucher and eviction assistance programs in the City’s housing supports continuum in responding to the increased demand during the COVID19 pandemic</p>	<p>Lead City Agency: Denver Human Services Lead Agency Point of Contact: Don Mares Supporting City Agencies: Housing Stability, Department of Finance Community Partners: TBD</p> <p>Next Milestone Deadline: TBD (Review solicitation released by the Caring for Denver Foundation to determine applicability to stated task and develop proposal(s) accordingly.) Projected Task Completion Date: Ongoing</p>
<p>Task 8.14</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Support mental health needs of historically marginalized communities of color, First Nations/Indigenous people, and under-resourced communities including persons experiencing homelessness</p>	<p>Lead City Agency: Denver Human Services, Housing Stability, Denver Public Health and Environment Lead Agency Point of Contact: Don Mares Supporting City Agencies: Office on Aging Community Partners: TBD</p> <p>Next Milestone Deadline: TBD Projected Task Completion Date: Ongoing</p>



Objective #9: Support the progressive re-opening of businesses within the City and County of Denver and long-term modifications to operations in support of the current order.

Recovery strategy emphasis supported by this objective: Protect our most vulnerable communities; Prevent infection in people who are high risk for severe disease; Reduce social, emotional, and economic disruptions; Protect our most vulnerable businesses.

Lead City Agency: Economic Development and Opportunity

Lead Agency Point of Contact: Eric Hiraga

Lead Workgroup: Economic Recovery Workgroup

Supporting City Agencies: Public Health and Environment, Arts and Venues, Office of Special Events, Community Planning and Development, City Attorney’s Office, Transportation and Infrastructure, Excise and Licenses

Community Partners: Economic Relief and Recovery Council (~ 150 business/community members across several agencies and neighborhoods)

<p>Task 9.1</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop health guidelines for the re-opening of Denver’s businesses and “non-essential” medical facilities/clinics in accordance with and/or in addition to the statewide public health order, which addresses both critical and non-critical businesses.</p> <p>Guidelines to address:</p> <ul style="list-style-type: none"> • Work across City agencies to address timeline for specific industries/business types to begin re-opening. • Minimize disease transmission in the workplace (PPE, sanitation standards, social distancing, etc.) 	<p>Lead City Agency: Public Health and Environment</p> <p>Lead Agency Point of Contact: Bob McDonald</p> <p>Supporting City Agencies: Economic Development and Opportunity, Community Planning and Development, Excise and Licenses, Fire, City Attorney’s Office</p> <p>Community Partners: Economic Relief and Recovery Council, Visit Denver, Retail Association, Chamber of Commerce, Downtown Denver Partnership, Denver Health and Hospital Authority</p> <p>Next Milestone Deadline: By and large this is complete – updates are made following State’s updates.</p> <p>Projected Task Completion Date: Ongoing through 2020 (driven by State).</p>
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<p>Task 9.2</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Based on health guidelines from Public Health and Environment and feedback from various industry sectors, develop reopening strategies for Denver’s businesses, including:</p> <ul style="list-style-type: none"> Review state Executive Orders and Public Health Orders and help develop variance requests as appropriate. Provide general guidance for businesses Work with industry groups on identifying best practices specific to industry sectors Develop outreach plans to educate businesses on new guidelines and provide clarification Identify barriers for businesses to reopen/evaluate potential policy modifications Coordination across city agencies to address timeline for specific industries/business types to begin reopening 	<p>Lead City Agency: Denver Economic Development and Opportunity Lead Agency Point of Contact: Eric Hiraga Supporting City Agencies: Mayor’s Office, Community Planning and Development, Department of Public Health and Environment, Excise and Licenses, Parks & Rec, Excise & Licensing, Department of Transportation & Infrastructure, Community Planning and Development Community Partners: Economic Relief and Recovery Council, Visit Denver, Retail Association, Chambers of Commerce, Downtown Denver Partnership, 100+ private sector and non-profit partners</p> <p>Next Milestone Deadline: Feedback from industry is continuous and ongoing and DEDO will continually evaluate situation as things change throughout 2020 and 2021. Projected Task Completion Date: Complete. Will relook at this when State/City Public Health Orders change.</p>
<p>Task 9.3</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop and deploy programs to support businesses and nonprofits affected by COVID-19</p> <ul style="list-style-type: none"> Small Business Emergency Relief Fund grants (launched March 2020) Nonprofit Emergency Relief Fund grants (launched June 2020) PPE Kits for small businesses (launched 8/3/2020) Priority Neighborhood Small Business Grants (launching 8/10/2020) Technical support for small businesses (working on contract) Seek City Council approval for amended contracts with current partners for Small Biz Grants, Nonprofit Grants and PPE Kits to utilize CRF Round 3 funding. <p>Available programs, and links to applications and grantees found on the Neighborhood Equity page of the Denver Economic & Development Opportunity site.</p>	<p>Lead City Agency: Denver Economic Development & Opportunity Lead Agency Point of Contact: Jen Morris Supporting City Agencies: City Attorney, Human Rights and Community Partnerships, Denver Office of Strategic Partnerships, General Services Community Partners: Mile High United Way, Colorado Nonprofit Development Center, Economic Relief & Recovery Council, Energize Colorado, OraLabs, Business Improvement District.</p> <p>Next Milestone Deadline: 10/5/2020 (City Council to vote on expansion of small business and nonprofit relief grant program expansion.) Projected Task Completion Date: 12/31/2020 (This depends on availability of funds. We expect to provide biz/nonprofit assistance through 12/31/20).</p>



<p>Task 9.4</p> <p><input type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Provide workforce support for re-hiring/re-training needs</p> <ul style="list-style-type: none"> • Provide virtual workforce service supports while physical workforce centers are closed due to public health mandates (DONE) • Rapid Response calls (unemployment insurance information) (DONE) • Develop a “good jobs” strategy – mid/long term objective • Work with Department of Climate Action and Sustainability on “green jobs” strategy 	<p>Lead City Agency: Denver Economic Development & Opportunity Lead Agency Point of Contact: Jen Morris Supporting City Agencies: Department of Climate Action and Sustainability, Denver Human Services, Denver Public Library Community Partners: Denver Workforce Development Board, Denver Workforce Integration Network (Asian Pacific Development Center, Emily Griffith Technical College, AARP, Community College of Denver, Focus Points Family Resource Center, Center for Employment Opportunities, Division of Vocational Rehabilitation, Dept. of Corrections, Denver Public Schools, Senior Community Service Employment Program, YouthBuild, Denver Housing Authority, Colorado Veterans Services, Community Works, Denver Indian Center, Colorado Homebuilding Academy, Cross Purpose, CWEE, Denver Opportunity Youth Initiative, Focus Points, Metro Caring, Mercy Housing, Jewish Family Services, Hope Communities, Mi Cases, Inner City Health, Latino Coalition for Community Leadership, mPowered, St. Francis Center, Spring Institute for Intercultural Learning, Urban Peak, The Learning Source, Work Options for Women, Zero Dropouts)</p> <p>Next Milestone Deadline: Q4 2020 (for Good Jobs Strategy.) Projected Task Completion Date: 12/31/2020</p>
<p>Task 9.5</p> <p><input type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Develop an equitable approach to long-term economic recovery for Denver with specific strategies and tactics to be deployed over the next year</p>	<p>Lead City Agency: Denver Economic Development & Opportunity Lead Agency Point of Contact: Eric Hiraga Supporting City Agencies: Department of Finance, Mayor’s Office + TBD Community Partners: Economic Relief & Recovery Council + TBD (state, metro economic agencies)</p> <p>Next Milestone Deadline: 10/31/2020 (develop a high level strategy/framework) Projected Task Completion Date: 12/31/2020</p>



<p>Task 9.6</p> <p><input checked="" type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Support the development of progressive rules and a timetable for the re-opening of public schools. Considerations include classroom layouts, maximum occupancy, PPE for teachers and students, cleaning standards, expectations of students and parents, communications of expectations, liability waivers, etc.</p>	<p>Lead City Agency: Public Health and Environment</p> <p>Lead Agency Point of Contact: Bob McDonald</p> <p>Supporting City Agencies: Equity and Social Innovation, City Attorney, Fire, Children’s Affairs</p> <p>Community Partners: Denver Public Schools</p> <p>Next Milestone Deadline: Done</p> <p>Projected Task Completion Date: Done. Will evolve through the fall. Several different models being utilized.</p>
<p>Task 9.7</p> <p><input type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Support the development of progressive rules and a timetable for the re-opening of higher education institutions. Considerations include classroom layouts, maximum occupancy, PPE for professors and students, cleaning standards, expectations of students, communications of expectations, liability waivers, etc.</p>	<p>Lead City Agency: Public Health and Environment</p> <p>Lead Agency Point of Contact: Bob McDonald</p> <p>Supporting City Agencies: City Attorney, Fire, Children’s Affairs</p> <p>Community Partners: Individual institutions of learning</p> <p>Next Milestone Deadline: 10/9/2020 (Next meeting with leadership of Higher Ed)</p> <p>Projected Task Completion Date: TBD</p>
<p>Task 9.8</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Support the development, approval, or dissemination of progressive rules for the re-opening arts, cultural, entertainment, and sporting venues, conferences, conventions, special events (parades, races), etc.</p>	<p>Lead City Agency: Arts and Venues</p> <p>Lead Agency Point of Contact: Ginger White</p> <p>Supporting City Agencies: Office of Special Events, Public Health and Environment, Police, Arts and Venues, Economic Development and Opportunity, Fire</p> <p>Community Partners: ASM Global, Visit Denver, Retail Association, Chamber of Commerce, Downtown Denver Partnership</p> <p>Next Milestone Deadline: On 9/3/20 Denver Arts & Venues announced that venues would close in October through the end of the year.</p> <p>Projected Task Completion Date: Done. Will revisit end of year or 2021.</p>



<p>Task 9.9</p> <p><input checked="" type="checkbox"/> Done</p> <p><input checked="" type="checkbox"/> Equity Review</p>	<p>Support private and public transportation service providers with adjusting to new protocols and mobility needs for the movement of people and goods</p>	<p>Lead City Agency: Transportation and Infrastructure</p> <p>Lead Agency Point of Contact: Eulois Cleckley</p> <p>Supporting City Agencies: Aviation, Economic Development and Opportunity, Human Resources</p> <p>Community Partners: Regional Transportation District</p> <p>Next Milestone Deadline: Plan finalized and is being socialized and executed.</p> <p>Projected Task Completion Date: Done.</p>
<p>Task 9.10</p> <p><input type="checkbox"/> Done</p> <p><input type="checkbox"/> Equity Review</p>	<p>Explore COVID education and certification for businesses to build consumer awareness and trust</p>	<p>Lead City Agency: Denver Economic Development and Opportunity</p> <p>Lead Agency Point of Contact: Eric Hiraga</p> <p>Supporting City Agencies: Public Health and Environment, Tech Services, Human Resources</p> <p>Community Partners: Denver Nuggets, Economic Relief and Recovery Council</p> <p>Next Milestone Deadline: 10/31/2020 (Will have recommendations finalized to present to ERRC, LTRC for feedback. Still gathering detail sand internal city feedback on options.)</p> <p>Projected Task Completion Date: 11/30/2020</p>



SECTION 4: ACTION PLAN MAINTENANCE

Once this action plan is finalized, it will be maintained by the LTRC until such a time that the Mayor, by recommendation of the LTRC, indicates it is no longer needed. All changes should be noted in the Record of Changes section.



SECTION 5: ATTACHMENTS

See Attached Documents on the Following Pages

Long Term Recovery Committee (LTRC)

As we respond to the evolving circumstances that continue to emerge with COVID-19, we are ensuring that everyone in our city is connecting to the resources and support they need to prioritize safety and other identified needs.

To help achieve equitable outcomes for older adults, people with disabilities, individuals with chronic medical conditions, historically marginalized, and under-resourced communities, we are focused on equity and inclusion as core components to our long-term recovery plan.

****Note: Every task in the long-term recovery plan is considered an Equity Opportunity****

Equity Questions: If you answer yes to questions #1-4, come prepared to the discuss inclusive strategies to address unintended consequences or mitigate harm for specific objectives outlined on the Denver Citywide COVID-19 Recovery Action Plan.

Addressing Equity Opportunities		
<p>Step 1: For each task on your LTRC, answer the below questions. Step 2: Check the Equity Review box located next to each task if you answer yes to questions #1-4. Step 3: Seek guidance from the Mayor’s Office of Social Equity and Innovation for assistance. Step 4: Outline inclusive strategies to address unintended consequences or mitigate harm. Step 5: Complete the Equity Framework Assessment form by clicking the below link.</p>		
LTRC Equity Assessment		
1.	<p>Does the LTRC tasks directly benefit or impact one or more of the following:</p> <ul style="list-style-type: none"> • Older adults • People with disabilities • Individuals with chronic medical conditions • Historically marginalized communities <p>* (Limited English proficiency, federal poverty level, communities of color, First Nations People)</p> <ul style="list-style-type: none"> • Under-resourced communities <p>*(Minority/Women and/or Disadvantaged Businesses)</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>
2.	Does the LTRC tasks benefit the identified community or neighborhood you identified a demographic above?	Yes <input type="checkbox"/> No <input type="checkbox"/>
3.	Are there unintended consequences to your planned strategies?	Yes <input type="checkbox"/> No <input type="checkbox"/>
4.	<p>To achieve the LTRC objective, do we need to mitigate harm and address any concerns? Example: Provide medical, redeploy staff, coordinate essential activities</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>



Denver Long Term Recovery Committee Charter

Final: June 6, 2020

I. MISSION

The Denver Long Term Recovery Committee (LTRC) will define coordinated strategies for whole community recovery actions related to COVID-19 within the City and County of Denver (City) to assist City agency operations and the community in their transition to a new normal during and after the COVID-19 pandemic. The LTRC is responsible for oversight of the Denver Citywide COVID-19 Recovery Action Plan (Recovery Plan) as well as the execution, management and implementation of the Recovery Plan.

II. VISION

Our vision is that the City and County of Denver emerges from the COVID-19 pandemic stronger than it was before.

III. AUTHORITY

The Denver Long Term Recovery Committee is established under the authority of the Mayor of the City and County of Denver.

IV. MEMBERSHIP

The LTRC will consist of a representative designated by the chief executive of the following organizations:

- Agency for Human Rights and Community Partnerships
- Arts and Venues
- City Attorney's Office
- City Council
- Department of Public Health and Environment
- Denver Economic Development and Opportunity
- Denver Health and Hospital Authority
- Denver Housing Authority
- Denver Human Services
- Denver Public Schools
- Denver Technology Services
- Department of Aviation
- Department of Community Planning and Development
- Department of Excise and Licenses
- Department of Finance
- Department of Housing Stability
- Department of Parks and Recreation
- Department of Safety



- Department of Transportation and Infrastructure
- Downtown Denver Partnership
- Department of General Services
- Mayor’s Office
- Office of Emergency Management
- Office of Human Resources
- Office of Sustainability
- Visit Denver
- Other organizations designated by the Mayor’s Office

The Mayor or the Co-Chairs of the LRTC may modify the list of LRTC member organizations as set forth in the Recovery Plan.

V. VALUES

LTRC members shall carry out their responsibilities in a professional manner demonstrating respect and integrity and creating open and direct communication among other LTRC members. Members shall also work fairly and equitably to ensure accountability to all residents and businesses of Denver. We believe we:

- We must take care of the most vulnerable first. Equity is a unifying theme through everything we do.
- We must provide bold leadership, and innovative solutions.
- And, together, we will solidify Denver as the most equitable, progressive, modern city in the world.

VI. OBJECTIVE

The LTRC shall serve as an advisory group that will provide strategic recommendations to the Mayor and the Co-Chairs of the LTRC on the strategic development and implementation of Recovery Plan. Recovery Plan strategies include:

1. Ensuring the City’s ability to care for the sick within our hospitals;
2. Preventing infection in people who are at high risk for severe disease;
3. Building the capacity to protect the health and well-being of the public;
4. Reducing social, emotional and economic disruptions;
5. Protecting our most vulnerable communities; and
6. Protect our most vulnerable businesses.

VII. ORGANIZATION

LTRC Co-Chairs



The LTRC shall be cochaired by the Mayor’s Chief of Staff and a community leader appointed by the Mayor.

Workgroups

The LTRC will be supported by workgroups organized around certain objectives listed in the Recovery Plan. The purpose of each the workgroup is to complete the tasks listed under their assigned objective in the Recovery Plan and to advise the LTRC on the status of each objective and any further action required. Workgroups may be modified as the Recovery Plan and its objectives are updated. The workgroups described in the Recovery Plan are listed below. The membership of each workgroup shall be specified in the Recovery Plan.

- **Internal Communication and Public Information Workgroup**
This workgroup will be coordinated by Denver Technology Services to address Objective or Objectives specified in Section 2.3 of the Recovery Plan.
- **Continuity and Workforce Protection Workgroup:**
This workgroup will be coordinated by the Office of Emergency Management and Office of Human Resources to address the Objective or Objectives specified in Section 2.3 of the Recovery Plan.
- **Protective Actions Workgroup:**
This workgroup will be coordinated by Public Health and Environment to address the Objective or Objectives specified in Section 2.3 of the Recovery Plan.
- **Economic Recovery Workgroup:**
This workgroup will be coordinated by Denver Economic Development and Opportunity to address the Objective or Objectives specified in Section 2.3 of the Recovery Plan.
- **City Finance Workgroup:**
This workgroup will be coordinated by the Department of Finance to address the Objective or Objectives specified in Section 2.3 of the Recovery Plan.
- **Social Safety Net and Housing Workgroup:**
This workgroup will be coordinated by the Department of Housing Stability, the Department of Finance, and the Department of Human Services to address the Objective or Objectives specified in Section 2.3 of the Recovery Plan.

VIII. DECISION MAKING & REPORTING

As the LTRC is advisory by nature, all recommendations directly related to the daily operations of the City and County of Denver, are subject to approval by the Mayor, city leadership, and City Council as appropriate.

LTRC will distribute a regular situation report for City leadership on COVID-19 recovery efforts and make recommendations to the Mayor. Each workgroup will report on their process to the LTRC at each LTRC meeting.

IX. DURATION



The LTRC will continue until otherwise determined by the Mayor of the City and County of Denver.

X. CONFLICTS OF INTEREST

Participation in LTRC business by members of the LTRC shall be subject to the requirements and limitations of the city’s Code of Ethics, in accordance with DRMC 27-163(b).

XI. PUBLIC ACCOUNTABILITY

The LTRC shall ensure that all activities related to the committee are conducted with equality of opportunity for all segments of the community without regard to race, color, religion, national origin, gender, age, military status, sexual orientation, gender identity or gender expression, marital status, or physical or mental disability.

XII. COMMUNICATIONS & COLORADO OPEN RECORDS ACT

1. The LTRC shall ensure respectful, accurate, transparent, and timely communications between its members, between the committee and City and County of Denver staff, and between the committee and Denver’s City Council.
2. The Mayor’s Office communication team and the Internal Communication and Public Information Workgroup shall manage all LTRC communications, including: outward-facing, such as media relations and those between the committee and City Council; and between the LTRC and city agencies.
3. The LTRC members shall respect and observe utmost confidentiality of the discussions/conversations, recommendations, decisions, and overall work process of this committee.
4. All materials (print and digital) produced through and because of the work of this committee are subject to the Colorado Open Records Act and include but are not limited to meeting minutes, emails, voicemails, social media posts, audio and video recordings.

ROADMAP TO RECOVERY DENVER'S COVID-19 RESPONSE

Managing an on-going health threat

May 5, 2020



DENVER
THE MILE HIGH CITY

**COVID-19 WILL
REMAIN A THREAT
THROUGH AT
LEAST 2020**

Denver's transition following the stay-at-home order will be gradual, taking the specific needs of every community and neighborhood into account. Some restrictions will continue to keep people safe.

Working together, we can get back to doing the things we love while keeping our community healthy.

RESPONSE PRIORITIES



Care for the
sick within our
hospitals



Prevent infection
among the
medically
compromised



Build testing &
contact tracing
capacity to better
protect the public



Reduce social,
emotional and
economic
disruption

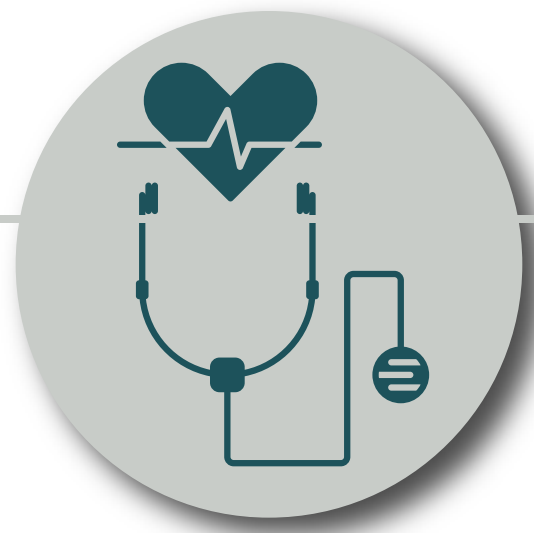


Protect
vulnerable
communities



Protect small &
minority owned
businesses

COVID-19 RESTRICTIONS: IMPACTS ON QUALITY OF LIFE



**Healthcare
Systems**



**Housing
Stability & Food
Accessibility**



**Local &
Regional
Economy**



**City's Budget &
Financial Recovery
Means**



**Access to Parks,
Public Spaces &
Cultural
Amenities**

COMMUNITY-BASED RESPONSE FACTORS



**Community
Needs**



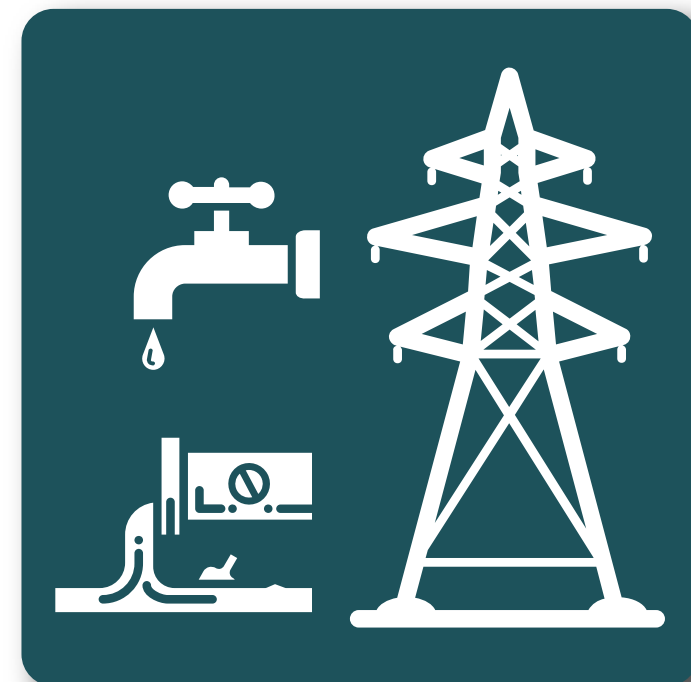
**Healthcare
Capacity**



**Social and Human
Service Demands**



The Economy



**Impact on
Infrastructure Partners**



**Governmental
Cooperation**

INDICATORS TO EASE COVID-19 RESTRICTIONS

- 1** Disease transmission is stable and manageable
- 2** Health systems are able to "detect, test, isolate and treat every known case and trace every known contact"
- 3** Hot spot risks are minimized in vulnerable places, such as nursing homes
- 4** Schools, workplaces and other essential places have established preventive measures
- 5** The risk of importing new cases "can be managed"
- 6** Residents and businesses are fully educated, engaged and empowered to live under a new normal

1

DISEASE TRANSMISSION IS STABLE AND MANAGEABLE

Indicators

Data indicates a steady or declining hospitalization rate

Denver Public Health experts and regional partners agree with gradually easing restrictions

2

HEALTH SYSTEMS ARE ABLE TO "DETECT, TEST, ISOLATE & TREAT EVERY KNOWN CASE & TRACE EVERY KNOWN CONTACT"

Indicators

Obtained adequate staff, bed capacity, and PPE supplies such as ventilators, gowns and masks

Healthcare system has capacity for COVID-19 cases & other healthcare needs without the need for crisis care

Supplied enough test kits and secured private and public testing centers to process up to 1,000 daily tests

Created tools to identify and fully staffed contact tracing is in place

3

HOT SPOT RISKS ARE MINIMIZED IN VULNERABLE PLACES, SUCH AS NURSING HOMES

Indicators

Ability to quickly identify and contain hot spots

Ability to contain outbreaks in facilities housing vulnerable populations, people over age of 65, those living with disabilities, in shelters, incarcerated populations, and those with co-morbidities

4

SCHOOLS, WORKPLACES AND OTHER ESSENTIAL PLACES HAVE ESTABLISHED PREVENTIVE MEASURES

Indicators

Established safety protocols and policies for private and public partners

Access to enough PPE and sanitation supplies to keep everyone safe

Supported businesses to physical distancing practices and guidelines for employers and businesses, and the ability to enforce them

5

THE RISK OF IMPORTING NEW CASES "CAN BE MANAGED"

Indicators

Established the right measures to ensure passengers and employees at DEN feel safe

Health guidelines for those traveling to and from our valued Colorado mountain communities, tourism and outdoor recreation activities

Aligned our targeted measures regional efforts to contain COVID-19 with partners along the Front Range

6

RESIDENTS AND BUSINESSES ARE FULLY EDUCATED, ENGAGED AND EMPOWERED TO LIVE UNDER A NEW NORMAL

Indicators

Confirm reach, education and empowerment of all communities to stay safe in post-COVID-19 Denver

Strong communication channels keep the public up to date with safety guidelines and changes to restrictions

People are complying with guidelines and restrictions are in place

WORK UNDERWAY



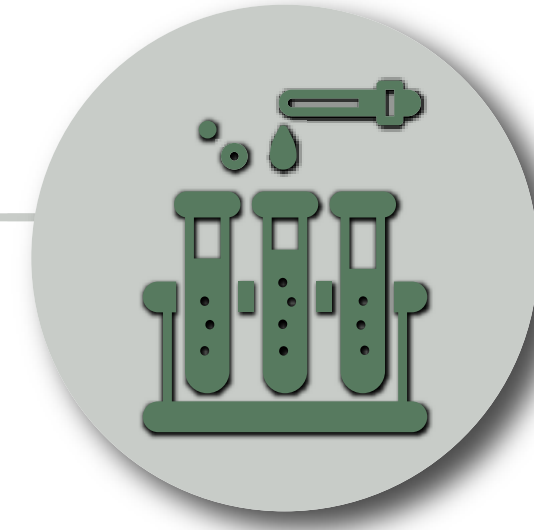
**Increasing bed
capacity**



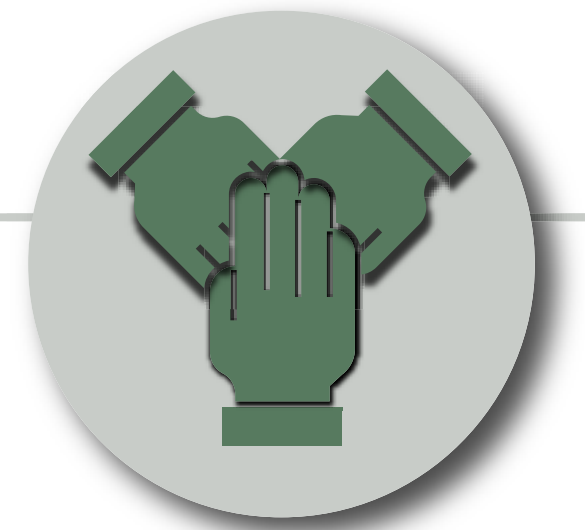
**Ordering medical
equipment to
support our
healthcare staff
and system**



**Establishing
auxiliary
shelters**



**Increasing
COVID-19 and
antibody testing**



**Collaborating
with metro-area
and state
government
partners**

PHASED TRANSITION

EXISTING
STAY AT HOME
ORDER



GRADUAL LIFT
OF STAY AT
HOME ORDER
Vulnerable populations
and seniors stay at home



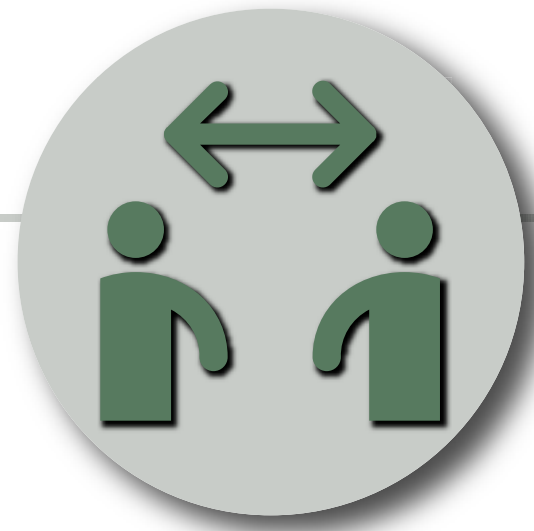
FUTURE PHASE(S)
CONTINUE TO PRACTICE
CAUTION

- ✓ An initial phase is expected to move us from the broad-based stay-at-home order to the use of more targeted health measures that continue to promote the safety of Denver residents.
- ✓ If the COVID-19 situation continues to be stable and manageable, any additional lifting of targeted measures will be evaluated by the same six indicators on a monthly basis to ensure decisions are driven by the best possible data.
- ✓ We will continue following public healthcare officials' recommendations and reinstate restrictions (including stay-at-home order as needed) if there's indication of resurgence.

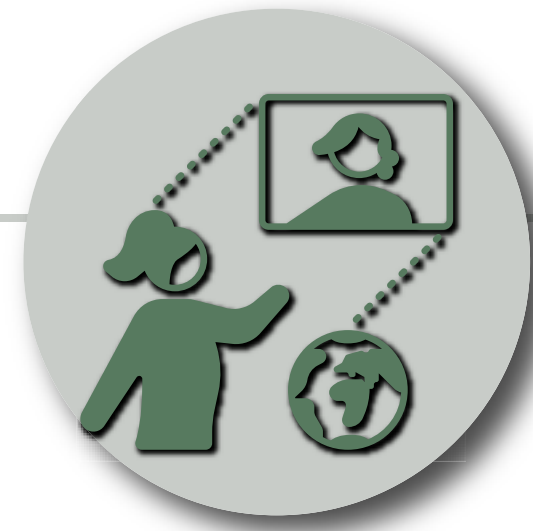
FIRST PHASE



Continued wearing of masks in public



Continued practicing of social distancing



Recommend working from home whenever possible



Large gatherings will still be restricted



Business and industries operating at a reduced occupancy capacity

HELPING EVERYONE THRIVE



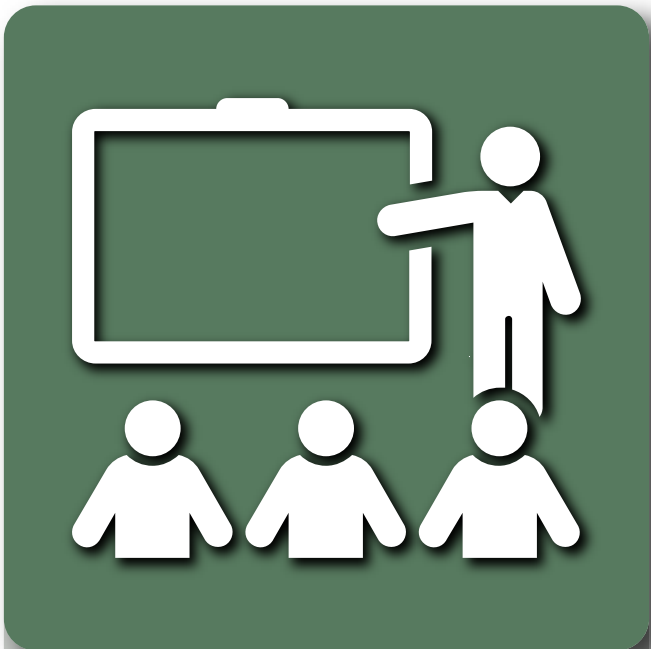
Reduce barriers to allow small businesses to re-enter the economy



Provide food, economic assistance, and housing stability to households in need in our most vulnerable neighborhoods



Ensure availability of childcare



Provide training/retraining for a “new workforce” to assist in COVID-19 mitigation



Offer technical advising capabilities to better inform remote work



Help businesses access state and federal resources while advocating for additional funds



<https://www.denvergov.org/content/denvergov/en/environmental-health/news/coronavirus-info.html>