

## Recovery Strategies Table

Item	March 2021 Status ○Not begun ◐Underway ●Complete	Original Status ○Not begun ◐Underway ●Complete	Short Medium Long-term	Communitywide or Organization	Facilitating Department(s) or Entity	Status Update as of March 2020
Hold appreciation campaign and event for local businesses, essential employees and others throughout the City that have been anchors to the community during the pandemic. Include partner and local non-profits who have been supporting residents and businesses too.	○	○	M, L	Organization	Organization Wide	Not yet started
Hold training with director-identified department liaisons to familiarize staff with the Planning Commission approval process.	○	○	M	Organization	PCD	Not yet started
Relaunch of community training programs such as CERT as part of COOP.	○	○	M	Organization	Fire	Community training programs remain on hold for the duration of state mandated closure period.
Relaunch of blood pressure checks with enhanced protocols as part of COOP.	○	○	L	Organization, Communitywide	Fire	Blood pressure checks remain on hold for the duration of state mandated closure period.
Work on long-term ways to support businesses ability to generate profits in coming years.	○	○	M, L	Organization, Communitywide	PCD	Not yet started. Is part of 2021-2022 economic development programming with partners.
Update Tourism Strategic Plan to respond to impacts of the pandemic over next two to five years.	○	○	M, L	Organization	PCD	Not yet started
Complete Manufacturing Park needs analysis.	○	○	L	Organization	PCD	Not yet started
Update supplemental staff procedures and protocols to better respond to gaps in capacity, workloads, and FTE limitations.	◐	◐	S/M	Organization	Human Resources	Supplemental Policy under revision, tentatively going to Directors March 2021. In partnership with supplemental hiring managers to survey upcoming hiring needs for 2021.
Continue to update and maintain policies, plans, and training programs in response to Emergency Preparedness Recommendations in above section.	◐	◐	S, M, L	Organization	Emergency Management, Executive	This is currently underway and continuing as a regular function of Emergency Management's annual workplan.
Update the Zoning Code to increase simplification and diversity of uses, respond to Housing Action Plan implementation strategies, Community Strategic Plan, and Comprehensive Plan Goals, as well create consistency and clarity of code application and requirements.	◐	◐	S, M, L	Organization	PCD	on-going- Code Rewrite Phase I to go before City Council this year and Phase II is now underway.
Gradually re-activate parks events and activities in alignment with federal, state, local, and City of Redmond guidelines. Primary guidance will be provided by the Centers for Disease Control and Prevention (CDC), health departments, and the Washington State Governor's office.	◐	◐	S, M, L	Organization, Communitywide	Parks	Parks COOP Team meets weekly to update plan accordingly based on data, phase development and CDC/State recommendations and adjusts events and activities to meet requirements and maintain staff and community safety; Parks COOP Plan being used as model/example for other departments to follow.
Expedite the development and implementation of a reopening plan aligning levels of service (LOS) with the Governors 4-phase reopening plan and City administration directives in the COOP.	◐	◐	S, M, L	Organization, Communitywide	Parks	Parks COOP and Implementation Teams meet weekly to update reopening/recovery plan accordingly based on data, phase development and CDC/State guidelines/recommendations; Modifications performed for events and activities/programs to meet requirements and maintain staff and community safety; Sports field usage and outdoor programs and activities currently being offered, virtual fitness, art, and other activities also taking place; Currently evaluating and planning spring/summer event and program offerings based on current and anticipated spring/summer CDC/State guidelines, community and staff safety and community tolerance for such activities, with a primary focus on outdoor offerings.
Work with local partners such as OneRedmond, GRTMA, Hopelink, IAWW, CISC to organize partner led solutions with the community for longer term.	◐	○	S, M, L	Communitywide	Partners, Community	Taking place via community agencies individually, small businesses, residents and also collectively through collaborations such as the Redmond Partnership Network.
Work collaboratively across City departments to comprehensively and holistically support evolving community needs.	◐	◐	S, M, L	Organization	All Departments	RPN Staff team members have come together to hear form the community and offer solutions and make program adjustments to address immediate issues. On-going cross-departmental collaboration will continue to understand and continue addressing long-term and changing community needs.
Support housing stability for residents at risk of losing housing by promoting dispute resolution services, coordinating rental assistance resources, and working with non-profit providers to provide services.	◐	○	S, M, L	Organization, Communitywide	PCD	Ongoing. This is a new strategy that was added to respond to current and anticipated on-going community support
Track new COVID response funding and facilitate grant and contracting process to respond to ongoing community needs (e.g. rental assistance).	◐	○	S, M, L	Organization, Communitywide	PCD	This is a new strategy that was added to respond to the monitor funding needs, expenses and impacts. This will be an on-going activity. Council was briefed on 2/16 of most recent work completed in 2020 via CARES Act funds.

Expand marketing campaigns to highlight open businesses, increase consumer confidence, and describe current operations models.	●	●	S, M	Organization, Communitywide	PCD	Working weekly with partners and consultants to continue new marketing campaigns, holiday programs and other communication to share out which businesses are open and incite customers to visit. Thanksgiving Campaign resulted in over 3,000 meals being sold and businesses seeing increased sales from year before.
Undertake development review process streamlining to align workloads with staffing capacity, expedite review, provide predictability in customer experience and timing, and appropriately manage the cost of doing business in Redmond, and provide relief to strained staff capacity.	●	○	S, M	Organization	PCD, Public Works	Underway. Created Utilities Availability Certificate staff. Began review of roles and responsibilities between DSC and PW to define when staff should be partaking in reviews and at what stages. Discussions underway regarding ROW use permit process and consolidation of permit center.
Draft Continuity of Government Plan.	●	●	S, M	Organization	Emergency Management, Executive	Utilizing the Red/White/Blue ECC teams with regular interaction with each department Director, the COOP and COG will be completed by the end of 2Q2021.
Update annual workplans to respond to change in pace due to current protocols, funding changes, and consultant delays impacting safety audits, traffic calming, and other programming.	●	○	S, M	Organization	Public Works	Underway. Completed 2020 workplan adjustments. 2021 work planning underway. Utility Strategic Plan is helping to prioritize work planning.
Energov workflow streamlining for all divisions to create a maintenance plan and enable more self-service by customers, public, and staff, as well as reduced internal system issues.	●	●	S, M	Organization	PCD	Underway. 2021 Workplan for Energov finalized and includes the streamlining of all workflows.
Expand REPs and guidance information to increase efficiencies and online self-service by customers.	●	●	S, M	Organization	PCD	Underway. 2021 Workplan for Energov finalized and includes the updating of all REPS language by Q3.
Draft a Pandemic Plan and update Family of Emergency Management Plans.	●	●	S	Organization	Emergency Management	The Pandemic Plan was updated in 2020. The Hazard Mitigation Plan annex to King County was completed in 2020. EMD's work plan for 2021 includes updates for the CEMP, ESFs, and COOP/COG.
All departments to develop one-page Continuity of Operations Plan outline to detailed action plan depending on number of external services and essential operations to respond to budget adjustments and LOS changes. This strategy has been replaced. Departments will begin developing repopulation plans. Additionally an overarching plan will be developed.	●	●	S	Organization	All Departments	Emergency Management will coordinate with every department to update their COOPs for current and future emergency event preparation. The Fire Department has begun outlining the planning process for repopulation and reopening. They
Launch small business banner advertising program.	●	●	S	Organization, Communitywide	Parks, PCD	Program was under development for business banners/advertising on Parks sports fields (along fence lines), greater details/parameters needed evaluation and determining (duration, rotation, priority and waiting list process, possible restrictions, etc.); Parks staffing reductions and higher priority tasks have resulted in reprioritization of this item, will be resumed at a later date.
Update Human Services Strategic Plan to respond to impacts of the pandemic and evolving community needs.	●	○	S	Organization, Communitywide	PCD	
Partner with non-profits to support education, community outreach, and navigation process for vaccinations, with particular attention to immigrant and refugee population.	●	○	S	Organization, Communitywide	PCD	This is a new strategy that was added to respond to need of supporting accessibility of vaccines to vulnerable populations and persons of color.
Prioritize and review value of regional and internal regularly attended/ scheduled meetings.	●	○	M, L	Organization, Communitywide	All Departments	Departments continue to evaluate specific topics and value of attending such meetings and determines with leadership if attendance is a priority on a case by case basis, frequency and attendance modified accordingly. Some meetings have paused during pandemic and others have been added or expanded as a result of Covid-19 impacts.
Long-term solution for part-time in-office workforce include dual equipment planning, workstation modification, "landing" sites, and equipped meeting spaces.	●	○	M, L	Organization	TIS, Parks, Finance	Front desk area "sneeze guards", already deployed to Development Services, Customer Service Center, and Community Centers in preparation for reopening; Plan in place for removal of appropriate amount of chairs in conference center and other gathering spaces to maintain proper distancing and/or adhere to other CDC/State guidelines in place when reopening occurs, will remain in progress and routinely addressed as guidelines change. Additional work underway to address hybrid workforce needs, updates to conference rooms and distancing or workspaces.
Consider more flexible policies for use of public rights of way in urban centers.	●	○	M, L	Organization, Communitywide	PCD	Began as part of outdoor dining permits. Underway for row uses for projects under development. Will be completed more extensively as part of the multiphase code rewrite over the next three years alongside Transportation Planning & Engineering and Public Works partners.
Create a reactivation plan for community facing and interactive programming as part of COOP.	●	○	M, L	Organization, Communitywide	Police	The COOP post-COVID will entail a continuation of online classes offered to the public, coupled with traditional in-person instruction. It will be a hybrid between the two to satisfy the community members individual comfort level
Consider permanent policy changes and flexibility to support small businesses and development.	●	○	M	Organization, Communitywide	PCD	Underway in Planning via the multi-year code rewrite project and reviewing of deviation approvals over last several years. The period comprehensive plan review is also underway.
Standardize and streamline process for timesheet corrections.	●	●	M	Organization	Human Resources	WorkForce Dimensions - Timekeeping in progress for Phase 1, target implementation date of 4/1. DocuSign has been implemented in the meantime to address corrections.

Plan for alternative solutions to capture past due payments of utility bills or update the revenue forecasting for an extended duration.	●	●	M	Organization, Communitywide	Finance	Utility billing keeps records on all past due utility bills and keeps in contact with the bill payers. During COVID, Utility Billing has worked with delinquent accounts to institute payment plans and has followed the Governor's orders on charging of late fees and shut-offs. The order's remain in place.
Systematically update the scheduling of all development reviews organization wide so staff is able to plan accordingly, and applicants can be provided predictable timelines.	●	○	M	Organization	TIS, PCD	Have begun updating permitting software and building out updated program structure streamline annual workplan and enable enhancement to make work easier and more transparent.
Update workplan, expectations, and goals for vegetation maintenance for next 24 months as part of COOP.	●	○	M	Organization	Public Works, Parks	Underway. Standard messaging created with Customer Service to notify public of vegetation priority and LOS adjusted in 2020 workplan. 2021 workplan development underway - LOS will not change as no seasonal staff is budgeted. COOP is in 2021 workplans.
Fire training division must be updated to offer more days for opportunity to make-up missed courses due to social distancing and reduced participant occupancy in classroom training areas.	●	○	M	Organization	Fire	Fire has changed how training is being delivered, which will continue through state mandated closure period. Continuing to conduct internal training using social distancing and online options. External/regional training (i.e. HazMat and Technical Rescue) has been cancelled due to closures.
Cross departmental streamlining of business practices and processes including updates to the Civil Construction Review and Entitlement Process to address staff workloads, inconsistencies, and increasing cost and time of doing business within the City.	●	○	M	Organization	PCD	Development Services Center (DSC) and Public Works have completed streamlining on UAC. DSC and cross-departmental partners are preparing for intake process improvements to DSC via creation of a Permit Center. The next component will be evaluating individual permit processing for technical compliance.
Initiate a solution that allows payment processing more frequently than two days a week.	●	○	M	Organization, Communitywide	Finance, Parks, PCD	Survey will be completed to determine desired need, as additional service needs have been placed on Permit Techs from reduction levels in Customer Services staff.
Update and complete the Facility Operation Plan as additional information is provided.	●	●	M	Organization	Parks	Facilities Operations are documented and evaluated weekly by Parks leadership, Parks COOP and Implementation Teams based on the latest CDC/State guidelines and adjusted appropriately.
Update the ROW use permitting and inspection process to streamline and to provide defined timelines for developers and staff.	●	○	M	Organization	Public Works, PCD	Underway. Public Works is working with Planning to develop a new workflow.
Evaluate the Real Property function and streamline processes.	●	○	M	Organization	Finance	A team has been established and a list of improvement efforts is currently being prioritized.
Proceed with 2050 and Overlake Planned Action - EIS to reduce cost of doing business, advance comprehensive environmental protection, ensure vision of City is well communicated through policies and regulations, and support resiliency of the community. Consider a Planned Action EIS in Downtown and Marymoor.	●	●	L	Organization, Communitywide	PCD	Long Range team as begun the path to the periodic Comprehensive Plan update, Transportation Management Plan update, and Overlake Neighborhood plan update.
Monitor transit impacts and ridership, and advocate with partners for service restoration.	●	○	L	Organization, Communitywide	PCD	Have held two forums with local partners, KC Metro and employers, employees to discuss the concerns and impacts of riding transit during the pandemic and in response to the September service reductions. Continued partnership and advocacy with service providers are necessary to realize our development goals and housing.
Development events and planning strategies for 2021-2022.	●	●	L	Organization, Communitywide	Parks	Event strategies are being evaluated/considered based on CDC/State guidelines, further 21-22 strategy development also underway and contingent on the re-hiring of an Events Coordinator position and re-establishing event funding that was reduced and/or eliminated from the biennial budget.
Expand What's Open Eastside and continue streamlining platform interface and advertising.	●	●	M	Organization	PCD	Limited capacity for transition to enhanced mobile app, but is underway.
Refresh tourism matching event grant program to target most impacted business sectors such as hotels, and update grant process to be more straightforward to expedite awarding of funds.	●	○	M	Organization, Communitywide	PCD	underway. Timing for grant window dependent on reopening restrictions.
Focus tourism efforts on recruitment of events for 2021-22 that support local businesses and hotels.	●	○	L	Organization	PCD	Have secure new sporting event for 2022, negotiating additional large scale new event and deployed GEEKO OUT GOLD hotel and local currency tourism program.
Resume filling of board and commissions member vacancies.	●	●	S	Organization, Communitywide	Executive, Communications	The Deputy City Clerk is now the official contact for boards and commission. A process is being formalized for boards and commissions appointments and reappointments. New recruitments have resumed.
Look into HVAC modifications to increase outside air. Increased airflow results in increased strain on equipment and cost to maintain comfortable indoor temperature while also ensuring safe circulation.	●	●	M	Organization, Communitywide	Parks, Executive Emergency Management	Facilities/Park Operations has added/modified ventilation at all City locations and continues to monitor and adjust as needed (performed routinely at this time based on seasonal changes/needs, though adjustments routinely performed all necessary/significant HVAC modifications to allow for these routine adjustments has been completed).

Update current policies and draft new policies necessary to support a refreshed City culture around teleworking. How to develop/learn the culture remotely for new and existing staff. How to create opportunities/expectations for interactions outside of Teams meeting. Keeping strong connections between management and staff long term.	●	◐	S, M	Organization	Human Resources	Telecommuting/AWS training offered 7/25/2020. Telecommuting policy finalized 1/25/2021. Telecommuting training will be offered again in 2021.
Develop citywide solution to cumbersome process work arounds and difficulties in receiving mail and packages.	●	○	M	Organization	All Departments	Parks Customer Service Center (CSC) staff is accepting all deliveries Tue/Wed/Thur at City Hall, Wright Runstad accepting Mon/Fri; CSC staff informing/coordinating pickup by addressee; Mail services vendor (Copiers NW) has resumed satellite site delivery/pickup of USPS and interoffice mail daily to PSB, FM, MOC, Fire Administration (FS 11, they then distribute to other stations); CSC staff continues to coordinate with other City Hall workgroups for mail pickup and/or opens/scans/emails time sensitive items to Exec, Finance, etc. This process is not anticipated to change again until repopulation and reopening of all facilities.
Outdoor Dining Permit.	●	●	S	Organization	PCD, Public Works, Communications	complete and on-going
Long-term solution for computer or technology equipment repair and pick-up.	●	○	M	Organization	TIS	Coordination has been streamlined, request are made online and facilitated via department staff on-store or TIS as necessary
Increased process efficiencies and training for cloud-based collaboration tools.	●	○	M	Organization	TIS	Trainings and Q/A meetings have been deployed. Additionally TIS has made staff available to provide divisional training upon request.
Increase staff training on communication tools to improve protocols, address timelines, and strengthen skills as outreach increasingly moves to digital platforms.	●	○	M	Organization	Communications	Refreshed communications toolbox on City Web, new branding guidelines rolled out in mid-August
Consider reduction of underutilized programs such as wellness programming and tuition reimbursement.	●	◐	S/M	Organization	Human Resources	Both Programs reduced in 2021-2022 budget adoption to support deficit
Increase pro-card limits for at least three city staff members permanently to meet emergency needs.	●	○	S	Organization	Finance, Emergency Management	Fire Department has increased procard limits for the department's Central Purchasing Officer
Coordinate with updated state regulations and guidance including leave laws and safety protocols.	●	◐	S/M	Organization	Human Resources	Compliant with Safe Start, transitioned to Healthy Washington, CARES Act
Implement teleworks and alternative work schedule (AWS) programs to increase retention and recruitment.	●	◐	M	Organization	Human Resources	Telecommuting/AWS training offered 7/25/2020. Telecommuting policy finalized 1/25/2021. Telecommuting options advertised in Job posting. Telecommuting training will be offered again in upcoming year, once buildings reopen.
Evaluate solutions for remaining in-office processes such as faxes, confidential document share and dual / split file storage.	●	○	M, L	Organization	Organization wide	Digital fax options have been put in place where appropriate, confidential documents are being handle in-person by staff scheduled to be on-site. Where available files have been converted digital and are being maintained or generated digitally in majority since the start of the pandemic. There is not expected to be further changes to practices prior to the reopening of City Hall.
Adopt budget adjustments that respond to lost revenue, essential services, and community impacts for 2019-2020 budget.	●	◐	S	Organization	Finance	In 2020, a list of reductions was reviewed with Council including the elimination of 9 vacant positions. The new budget for 2021-2022 is predicated on continuing lower revenue collections due to COVID. The City reduced the biennial budget by an additional \$11 million over the 2020 reductions.
Prepare plan for streamlined processing of business license renewals beginning in January 2021.	●	○	M	Organization, Communitywide	Parks	Online/self-serve process streamlined for businesses; Plan developed and implemented for adequate staffing levels/support dedicated to program taking into consideration Parks Customer Experience Division staff reductions/layoffs and significant 1st quarter volume.
Create standardized templates for navigating Comprehensive Plan amendments, zoning code amendments, and the Planning Commission process to respond to increased workloads, Council backlog, deadlines, and limited staffing capacity.	●	○	M	Organization	PCD	Revised application forms, intake instructions and docket procedures have been deployed to respond both to current needs, provide increased clarity, manage workloads and support the periodic update.
Create indoor and outdoor staff landing and break areas at multiple City facilities for staff who are regularly in the field and do not have break and lunch areas available. Also provide restroom facility access or mobile restrooms.	●	○	S	Organization	Public Works	Complete. Manager offices, conference rooms, and workout room at PW-MOC have been repurposed for crew seating and break areas. Restroom access at MOC building 1, Trinity building, and Public Safety lobby and City parks.
Update all planned public participation, outreach, workshops and reprioritize. Develop and maintain a public outreach database as a way to coordinate and add diversity and efficiency to our typical stakeholder outreach and prevent stakeholder fatigue.	●	◐	S, M	Organization, Communitywide	Communications, Public Works, Parks, PCD	<b>PCD:</b> Long Range team developed a database of stakeholders to track those involved by frequency, topic and continue to be able to grow and ensure diverse participation throughout the City. Other community involvement efforts such as updates to the Zoning Code are considered for coordination and collaboration across Planning's work plan. <b>PW:</b> Monthly Utilities/Communications Team meetings are used to prioritize and develop strategies to reach public during COVID-19. Targeted capital project outreach continues. <b>Comms:</b> supported departments in deployment of online meetings, recording postings, and increased digital communications. Additional templates were provided as part of the revised Communications tool box. The Communications Team continues to manage the City's GovDelivery public outreach database. <b>Clerk's Office</b> is managing public participation for Council meetings.

Crew restrictions to use single occupancy vehicles - as more people return to work, less spare vehicles will be available. Solution needed for staff until sharing of vehicles can resume.	●	○	M	Organization	Public Works, Finance	Complete. Two vehicles have been reassigned from other workgroups, others are PW vehicles that Fleet has postponed sending to auction. 4/10 schedule and vehicle cleaning kits make sharing vehicles possible. Safety policy in place when multiple vehicle occupants are required.
Update and audit program modifications due to increased exposure risk to staff with public reopening's - facilities, parks, etc. - keep staff safe during interactions.	●	○	S, M	Organization	All Departments	PPE inventory procured and stocked for reopening of City programs; Signage and wayfinding/pedestrian flow through facilities addressed; Conditions of entry developed and signage in place; QR Code touchless check-in deployed; Plexiglass barriers for front desks in place; Modified staffing levels and social distancing requirements addressed; Will remain in progress as adjustments are continually evaluated and implemented based on latest CDC/State guidelines. Individual departments have deployed workload specific measures as well. This strategy will be updated again as part of the repopulation plans.
Create coordinated communication plans for all field crew staff.	●	◐	S	Organization	Public Works, Parks	Complete. Parks and Public Works MOC leadership meet regularly to coordinate policies and communications to field staff. Field staff receive cascading information from leadership at least weekly. Monthly PW newsletter sent to all staff.
Coordinate with relevant City departments to restore Lime scooter service as a mobility option supporting travel and business recovery efforts.	●	◐	S	Organization, Communitywide	PCD, Public Works	Completed. Lime Scooters being deployed with updated terms and policies.
Relaunch parking enforcement Downtown.	●	●	S	Organization, Communitywide	PCD	complete.
Update parking enforcement plan to cease enforcement of City Hall consistent with recommendation from Downtown Strategic Parking Management Study.	●	◐	M	Organization, Communitywide	PCD	Following the adoption of the 2021 budget Parking Enforcement has been modified and reduced.
Streamline internal approval processes, increased use of DocuSign, and training.	●	○	M	Organization	Police	The PD now uses DocuSign for all PANs and it will soon be used to streamline the internal accident review process. The Training Unit uses the online portal "PowerDMS" more frequently for training to limit in-person instruction (Complete)
Update Police managed training for City employees - shifting to virtual classroom platforms for employees to include workplace de-escalation, ALICE, personal safety, and others.	●	◐	S, M	Organization	Police	PD provided training for city staff shifted to a virtual platform; conducting a majority of the training via TEAMS.
Update 911 Dispatch/Response to Emergency Protocols with permanent process and protocol changes.	●	◐	M, L	Organization	Police	Callers are directed to online report for a number of reports, which reduces officer contact. Non-emergency callers receiving a screening of "Are you or any of your household members exhibiting flu-like symptoms." Callers with complaints related to the governor's directives receive a link as a resource (Complete)
Deploy updated process for fingerprinting and Concealed Pistol Licenses.	●	◐	S	Organization, Communitywide	Police	Permitium was implemented in August 2020, which allows residents to apply, renew, and replace CPLs. Fingerprinting services for the community are suspended but prints from private vendors are accepted (Complete)
Update programming to reflect current capacity funding and timeline potential.	●	○	S	Organization	Executive	Sustainability Plan implementation activities are being aligned with existing and supportive efforts where feasible to maximize efficiency and staff capacity. Programming is currently under development and new efforts will be added in 2021/2022 to support the City's climate and sustainability goals.
Look at opportunities for process and staffing structure revisions to support staff workloads, increase efficiency, and respond to stakeholder and applicant feedback.	●	○	S	Organization	PCD	Realignment and restructuring of department went into effect on 1/1/2021. Updates to structure were made to align with lines of business and create capacity to address continuous improvements
Launch restaurant delivery to major parks within the City.	●	◐	S	Organization, Communitywide	Parks	Program launched early August, 2020, survey results reflected the program was not significantly utilized, program continues but no further modifications are planned at this time.
Launch City Hall senior lunch pick-up program.	●	●	S	Organization, Communitywide	Parks	Program launched mid June, serving 70-80 seniors daily (two days per week) through 2020; Program was viewed as completed at last update but is now being revisited as program was reduced to 1 day per week in 2021 due to staffing and budget reductions in current biennium; Currently collaborating with Human Services and evaluating options and funding to increase frequency and meal options.
Update recruitment approach to better attract prospective talent during the pandemic and remote work structure.	●	◐	S	Organization	Human Resources	Advertising City Hall closure/telework environment in job postings. Streamlined requisition approvals, virtual interviewing and on-boarding to shorten the recruitment process.
Launch small business grant program.	●	◐	S	Organization, Communitywide	PCD	Three small business grant programs were facilitated between October and December 2020
Complete eastside market analysis for business and talent.	●	◐	M	Organization	PCD	Completed. An update that focuses on workforce opportunities as they relate to the impacts of the pandemic will be deployed over the next year.
Create Curbside pick-up option.	●	●	S	Organization, Communitywide	PCD	completed.
Explore specific ways to support local restaurant businesses during winter months.	●	○	S, M	Organization, Communitywide	PCD	City funded reimbursement grants to support outdoor dining materials and provided extensions to all temporary use permits. Public Works developed a snow removal plan to avoid Streateries where possible. Funded large holiday marketing campaigns.
Participate in welcome back campaigning and public relations for local businesses.	●	●	S	Organization	PCD	complete
Develop small business advisory panel to share impacts and needed support over next two years.	●	◐	S, M, L	Organization, Communitywide	PCD	Developed for both food service and non-food service

As businesses and City facilities remain closed or restricted during the long-term from public access including to restrooms, the City's field staff, delivery drivers, and others have limited access to safe and healthy restroom facilities. Evaluate the need for additional facilities for City staff and for the community.	●	○	S, M	Organization, Communitywide	All Departments	COR field staff now have access to City Hall and/or PSB public restrooms; Parks has opened six park structures for staff use; Parks restrooms open for community use; Touchless visitor/vendor check-in processes deployed at City facilities for contact tracing needs, thus delivery drivers and other authorized vendors may use restrooms as necessary when onsite, following all PPE and distancing protocol. Additional outdoor staging areas have been made available. Additional cars have been made available where they previously had been shared.
Partner with eastside cities to apply for EDA grant for the creation of a workforce development program.	●	●	S, M	Organization, Communitywide	PCD	Eastside response team both submitted EDA grants for workforce development.
Apply for EDA grant for the creation of a small business recovery hub and training services to support stabilization of local businesses.	●	◐	S	Communitywide	Partners, Community	OneRedmond long-term resiliency and business support.
Create community agency panel and connections that respond to COVID-19 specific impacts and future emergencies.	●	◐	S, M, L	Communitywide	Partners, Community	Was developed and has met three times with mor than 50 partners from 44 organizations known as Redmond Partnership Network.
Create internal landing page regarding COVID-19 for staff on all current organizational protocols, requirements, and updates with a question submittal option and archive of notes, e-mails and meeting recordings.	●	○	S	Organization	Communications, Human Resources	COVID-19 Incident Page Available on new SharePoint Intranet (City Web)