



NEWARK STRIKEFORCE

REOPENING & RECOVERY

JUNE 1, 2020 | SUMMARY OF RECOMMENDATIONS



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June 1, 2020
SUMMARY OF RECOMMENDATIONS

INTRODUCTION

On March 14, 2020 the first New Jersey resident was diagnosed with COVID-19. Less than three months later, more than 7,000 Newark residents have tested positive for COVID-19, and close to 600 Newark residents have died. Thousands of people have lost loved ones which led to us living in an uncomfortable and unfamiliar state of pause. No one has been spared the impact of COVID-19's reach, and Newark residents have been particularly hard hit. We are on the road to recovery, but with no vaccine or cure in hand, restrictions will be necessary for months to come. As we navigate this pandemic, it is clear that our best path forward is to communicate frequently and clearly to protect the health and safety of our residents and workforce, and to inform a responsible and equitable economic recovery.

We are on the road to recovery, but with no vaccine or cure in hand, health and safety restrictions will be necessary for months to come. As we navigate this COVID-19 pandemic, it is clear that our best path forward is to communicate frequently and clearly; to protect the health and safety of our residents and workforce; and to advance a responsible and equitable economic recovery for all residents in the City of Newark.

The public health impacts of COVID-19 drives the current crisis, and these recommendations by the Newark Reopening and Recovery Strike Force seek to balance those very real concerns with the need to restart the City's economy to ensure the financial health of city residents.

PUBLIC HEALTH SUMMARY

There is uncertainty ahead in coronavirus progression, but it is clear that public health measures will be key to combating the virus, reopening communities, and ensuring economic health.

Newark is a high-risk community throughout the COVID crisis. Based on demographics (approximately 2,200 of its 287,000 residents are experiencing homelessness, more than 80% of Newark Public Schools students qualify for free or reduced-price lunch) and proximity to New York City, the United States' COVID-19 epicenter.

Newark already has one of the highest caseloads in the state of New Jersey – the city saw its first confirmed positive COVID-19 case on March 14, 2020 and has 7,329 confirmed cases which includes 584 COVID-19 covid related deaths as of May 30, 2020.

Despite these challenges, Newark has already been a leader on important measures to stop the spread including but not limited to (e.g., Be Still Mondays, more than 10 testing sites, setting up isolation structures for homeless population, conducting a robust contact tracing program, creation of an information and education outreach team, food and mask distribution program and daily updates to residents via Facebook live and local broadcast station.

The immediate priority for the City, State and the Country, is to stop the spread of the virus in the general population. This priority will draw on existing, public health data and include predictive models that analyze public mobility to forecast likely hotspots where testing and treatment resources must be concentrated.

As the City reopens, this task is complicated by the influx and outflow of individuals moving from community to community across the state and throughout the region to conduct daily activities. The collection of public health data and predictive modeling is paramount to our phased reopening strategy and the acceptance of following activities and metrics will ensure the safety and well-being of residents and our greater Newark.

DATA COLLECTION & ANALYSIS SUMMARY

All decisions concerning the reopening and recovery of the City should be data-driven and informed by the best available science. As such, the Data Collection and Analysis Committee was tasked with providing evidence based metrics that guide the actions and decisions of each of the other committees: public health, economic recovery, education, arts, community outreach and engagement, and communications. Each faces a complex set of issues that govern the immediate issue of disease tracking and containment through the ultimate goal of maintaining a safe, open environment for government, business, education, and community activities. The Committee will work to create a simple, easily monitored dashboard that aggregates available data into easily interpreted measures of Newark's state of health, readiness to reopen and its recovery to full and normal operation.

NEWARK REOPENING & RECOVERY STRIKEFORCE

When announcing the Newark Reopening and Recovery Strikeforce Mayor Ras J. Baraka said, "The way we live, the way we do business, the way we teach and how we interact have changed because of this crisis. New industries will emerge and there will be opportunities to innovate that we must embark on." We couldn't agree more. Committee recommendations offer a path forward to help Newark navigate the challenges of the current moment. This report is presented by the Economic Recovery Committee ("the Committee"), a group of local civic, business and community leaders asked by Mayor Ras Baraka to create a framework for the City of Newark ("the City") to use to safely reopen and restart its economy. The goal of this report is to address both the immediate and short-term needs and lay the groundwork for long-term recovery.

The public health impacts of COVID-19 drive the current crisis, and this report seeks to balance those very real concerns with the need to restart the City's economy to ensure the financial health of city residents.

A phased approach for reopening will be taken using CDC guidelines. Phases will be represented in 14-day intervals and will be as follows:

Phase 1: June 1 - June 14, 2020

Phase 2: June 15 - June 28, 2020

Phase 3: June 29 - July 12, 2020

Phase 4: July 13 - July 26, 2020

The time to act is now. The devastating impact of the COVID-19 crisis on Newark's local economy, and the inability of existing programs to address these impacts, is already apparent. Small businesses, landlords, and lenders are making decisions now. Without coordination, those decisions are likely to leave all parties worse off.

We have an opportunity to create an even stronger Newark, one that is more equitable and more resilient. To do so, we must make sure that the scale of response matches the scale of this crisis, which is unprecedented. Economic impacts reported to date reflect only the initial repercussions of this crisis, with deeper impacts to come and a long tail. Only large-scale and innovative approaches have the potential to meaningfully shift the path of the current economic collapse.

DATA COLLECTION & ANALYSIS

DATA COLLECTION & ANALYSIS GOALS

- 1.** Analyze food distribution trends/needs;
- 2.** Assess data on testing (trends, hotspots, needs);
- 3.** Assess data on contact tracing (trends, clusters, needs for services);
- 4.** Collect and assess food and housing security data;
- 5.** Use data to inform reopening strategy.

DATA COLLECTION & ANALYSIS RECOMMENDATIONS

- 1. Identify data sources and analytic tools** to assess the state of testing, tracing and care; social distancing and masking; compliance with approved plans submitted by businesses, schools, churches, and other entities requiring certification before reopening; the state of access to food and supplies to our residents; the ability of the City's education providers to maintain instructional quality under on-line or mixed mode delivery; the capacity of public transit systems to maintain healthy conditions; and others that may arise from the rest of the Strikeforce;
- 2. Develop and manage a Recovery Dashboard** that uses analytics providing real-time status of the City's efforts in major categories such as: public health, economic recovery, schools, colleges and university operations, community affairs, government services and others that may be developed across the Strikeforce committees;
- 3. Identify and gather all publicly accessible data** that provides analytic support to inform the City's decision making process, empowered to leverage all available resources to gain access to these sources and facilitate interagency cooperation to ensure secure and timely access to critical data.

PUBLIC HEALTH

PUBLIC HEALTH GOALS

1. Coordinate across existing public health efforts including Testing taskforce and tracing and isolation effort;
2. Provide insight, guidance and strategic advice on mitigating the spread of the COVID-19;
3. Coordinate the approach of local, county and state health efforts (and institutions of higher education);
4. Inform a homeless action plan that is integrated into a public health coordination effort.

The following are the PUBLIC HEALTH COMMITTEE RECOMMENDATIONS by phases.

PHASE 1: PUBLIC HEALTH RECOMMENDATIONS - 30 DAYS

Full recommendations from the Public Health Committee are attached here under Appendix A.

1. Coordinate testing and tracing in Newark with statewide strategic effort;
2. Ensure that all testing processes are inclusive of all key demographic characteristics including but not limited to race, ethnicity, nation of birth, sexual orientation and gender identity (SOGI);
3. Set up processes by which to update the 30-day plan at least every two weeks (within one week);
4. Analyze daily reporting from New Jersey Department of Health and hospitals on released presumptive positive patients/persons under investigation with a common interface for all inputs and rapid handoff to contact tracers;
5. Identify isolation models inclusive of sites, staffing, and protocols;
6. Access resources for a livable wage path in addition to a locally sourced paid workforce with a clear management structure;
7. Prioritize the critical integration between pillars so that all cases/contacts are able to quickly and safely isolate, building on the platform of existing social support programs in Newark;
8. Test all symptomatic patients (passive testing) and perform active surveillance of high-risk populations;
9. Provide needed social services to all cases/contacts that require support to safely isolate for the 14-day period; and
10. Standardize criteria and stepwise protocol for re-entry into homeless shelters post-discharge for any COVID-19 hospitalization or self-isolation at a sub-acute quarantine facility.

PHASE 2: PUBLIC HEALTH RECOMMENDATIONS - 60 DAYS

1. Ensure mental health and counseling services are readily available to a) family and friends affected by COVID b) healthcare providers serving the population and c) workers handling the testing and tracing efforts;
2. Prevent the delay in seeking care for COVID-19 and non-COVID-19 conditions through a Resource Guide for Newark residents addressing emotional hurdles, fears, and medical mistrust in communities written through an intersectional, socio-cultural lens;
3. Develop robust surveillance and testing algorithms for homeless shelters similar to other congregated facilities (e.g., nursing homes, group homes) to quickly mitigate spread.
4. Document city wide surge capacity inclusive of hospitals, FQHCs and other providers in terms of overflow capacity and action plan;

PHASE 3: RECOMMENDATIONS - 90 DAYS

- 1.** Monitor nursing homes assisted living facilities, homeless shelters, and other community living facilities.
- 2.** Undertake ongoing training of healthcare workers in COVID19 care regarding implicit bias and discrimination in healthcare;
- 3.** Develop recommendations for novel treatments as science emerges in coordination with Newark and NJ Departments of Health;
- 4.** Enact a structure, process, outcome, and impact evaluation plan for testing and tracing programs in coordination with Rutgers School of Public Health and Newark Department of Health and Wellness;
- 5.** Ensure sufficient funding of tracing programs to be able to enact a < 3-day protocol from testing to tracing to isolation.

COMMUNITY OUTREACH & ENGAGEMENT SUMMARY

The recommendations provided were made with the following key considerations: cultural and geographical relatability; servicing special needs populations e.g. visually and hearing impaired, undocumented residents, seniors, etc.; identifying city-wide partners to assist with outreach and engagement and best practices for providing PPE and sanitary items citywide.

COMMUNITY OUTREACH & ENGAGEMENT GOALS

- 1.** Provide real-time, reliable responses to questions residents have about conditions, regulations, and resources for related to their safety and social/emotional well-being;
- 2.** Create a process to disseminate information to all populations within Newark, paying particular attention to using culturally relevant approaches;
- 3.** Provide support for small-business owners as they develop their plans for reopening to the City;
- 4.** Create a mechanism for the City to provide residents with PPE and other safety-related items as needed.

PHASE 1: RECOMMENDATIONS FOR COMMUNITY OUTREACH & ENGAGEMENT

- 1.** Galvanize the nonprofit sector to provide technical assistance to small business owners on developing effective transition plans to submit to the city;
- 2.** Partner with the City and 311 to launch a COVID-19 hotline for Newark residents and business owners to help provide resources, information, and incidents which require enforcement. Identify and hire multilingual Hotline Operators;
- 3.** Partner with Community-based, faith-based, and local business organizations in each ward to open a ward-based COVID-19 Information Center in each area of the City;
- 4.** Establish a work-flow that ensures each center is equipped with up-to-date information and guidance in multiple languages and modalities;
- 5.** Partner with existing block associations, faith-based congregations, and neighborhood groups to leverage a hyper-local engagement strategy for adoption of best practices to combat COVID-19;
- 6.** Work with and support the business and local community financially to increase access to the tools residents need to combat the spread of COVID-19.

PHASE 2: RECOMMENDATIONS FOR COMMUNITY OUTREACH & ENGAGEMENT

- 1.** Launch Culture of Personal Responsibility and Public Health Public Knowledge campaign to keep residents up-to-date on developments and requirements;
- 2.** A campaign should be visual and audio, multi-platform (social media, print and braille media including signage in apartment buildings and stores, audio including radio, public recordings in stores, rail system, and public gathering spaces, robo calls, and pole banners, video including sign language interpreters) and multilingual (key languages spoken in Newark);
 - a.** Ideas:
 - i.** "You Only Live Once"
 - ii.** "I Am Responsible for Me"
 - iii.** "Your Life is in Your Hands"
 - iv.** "You Have the Power to Save Your Life"
- 3.** Partner with local influencers and a group of diverse Newark-identified celebrities to create an online video series that could be shared through Facebook and other social media that is more of a "how to" ...social distance, wash your hands, appropriately sanitize, etc;
- 4.** Increase the testing capacity of the city by broadening knowledge among residents of self-testing products on the market;
- 5.** Decreased limits on business hours with evidence of plans for supporting proactive methods for minimizing risk of spread;
- 6.** Develop a check-in protocol (sign-in and temperature check) for all non-residents (visitors) of City of Newark properties that are not on a lease;
- 7.** Additional Code Enforcement officers to do business checks to ensure businesses are clean and sanitary and operating in CDC compliance;
- 8.** Bus and rail stop will-stop checks (temperatures and sanitizing steam);
- 9.** Support Pop Up shops and Mutual Spaces for neighbors to help neighbors;
- 10.** Assist in the development of plans for safely restoring senior citizen buildings and nursing home properties to full access;
- 11.** Procurement contract with a PPE provider;
- 12.** Access the Demand Data Hub at GetUsPPE for donations, fabrication, and delivery of currently available PPE to healthcare providers and institutions.

FAITH-BASED COMMUNITY SUMMARY

The recommendations provided are for general consideration to assist communities of faith with best practices that include CDC suggested guidelines proposed to keep staff and congregations safe. It is acknowledged that there are many faiths with varying traditions in our gathering for worship. However, at their core, the committee agreed upon one common goal: keeping people safe and reducing the risks in the spread of COVID-19. This may include scaling back and possibly eliminating non-essential practices to promote safety.

This guide is not intended to infringe on rights protected by the First Amendment to the U.S. Constitution or any other federal law, including the Religious Freedom Restoration Act of 1993 (RFRA).

FAITH-BASED COMMUNITY GOALS

- 1.** Provide clear guidelines for conducting worship, and other, services virtually and via telephone conferencing and a phased approach to in-person worship and services;
- 2.** Provide clear guidelines regarding sanitization and the use and distribution of PPE;
- 3.** Create and distribute COVID-19 related materials necessary to keep congregations safe; testing site information, City/State guidelines, CDC guidelines, etc;
- 4.** Provide clear instructions for monetary donations.

PHASE 1: RECOMMENDATIONS FOR FAITH-BASED COMMUNITY

Virtual Worship Services (outside of the building) and Telephone Conferencing are the best-known methods currently to prevent infection and to avoid exposure to COVID-19, however, re-defining safe engagement is being established for congregant care, health, and well-being before re-opening (a work in progress).

- 1.** Mandate Cleaning: Entire facility cleaning needs to be done by an external vendor using CDC guidelines to prepare the sanctuary for re-use (to include furniture rearranging to maximize space) with maintenance thereafter by appropriate custodial staff and/or external vendors;
- 2.** Ensure deep cleaning using a professional service is essential and based upon availability, cleaning supplies, gloves, masks, hand sanitizer dispensers, etc.. need to be ordered immediately. Some have advised the purchases of ultra-violent lighting, scanning thermometers;
- 3.** Contact insurance companies will be contacted to determine the needs to minimize exposure and liability;
- 4.** Place signage to be placed conspicuously both inside and outside Houses of Worship to include directions to adhere to guidelines and inside the restrooms for the best hygiene practices must be designed and ordered;
- 5.** Ensure consideration for children, families, and individuals being required to adhere to CDC guidelines must be contemplated carefully before attending services. Posting it on web-sites is suggested and via text and email. Training of all members is required in advance to ensure a willingness to adhere to safety measures with the appropriate expectations before gatherings;
- 6.** Review all ministries' functions must be reviewed, re-defined, and/or retooled following CDC guidelines to include but not be limited to no touching and/or passing of materials along with the practicing of social distancing, wearing a mask, and using hand sanitizer as often as needed. Changes must be approved by their respective leadership;
- 7.** Create online giving for monetary donations, banking applications (i.e.: Cash App, Giveify, Zelle) for online giving needs to be established before services resume to minimize touching and passing. Contact your local banking institution. Mailing of donations is also recommended at this time. Houses of worship should communicate a secure address. In addition, offering boxes can be placed at building exits provided, at the designated drop-off times with supervision, and social distancing protocol will be used. Social distancing - *Social Distancing: Socially distancing sanctuary & pulpit seating as well as any required furniture rearrangements need to be situated per building space.

***Note: Excerpt taken from CDC guidelines:**

What is social distancing? Social distancing also called “physical distancing,” means keeping space between yourself and other people outside of your home. To practice social or physical distancing:

- Stay at least 6 feet (about 2 arms' length) from other people;
- Do not gather in groups;
- Stay out of crowded places and avoid mass gatherings;
- CDC Tips for social distancing;
- Stay at least 6 feet away from others;
- Cover your mouth and nose with a cloth face covering when around others
- Keep at least 6 feet between yourself and others, even when you wear a face covering.

PHASE 2: RECOMMENDATIONS FOR FAITH-BASED COMMUNITY

1. Create a Technical Team, Ministry Support Team, Members, Visitors including all bodies occupying the sanctuary. Multiple services may be established as needed by the Faith-Leader to below Capacity: Reentry of 10 (ten) people using the CDC social distancing requirements and the wearing of masks. Reservations to attend services is strongly suggested not to exceed a 10 (ten) person capacity. The ten include the Faith-Leader, Worship Team, Tt meet the established need;
2. Ensure that service guidelines will include social distancing (entering, existing and during the service, the wearing of masks, frequenting the usage of hand wipes and/or hand sanitizer, CDC recommended cleaning before, between and after services with minimal touching of surfaces, no touching of people, no passing of materials i.e. no bulletins, Bibles, sign-up sheets, pens, notes, hymnal or any type hand-outs. Movement once inside will be limited. Before and after services will not allow congregating and prompt entering and exiting is required;
3. Limit use of restrooms such that bathrooms will service one person at a time or more individuals providing social distancing can still be achieved;
4. Cancel or postpone non-essential services will be canceled or postponed and all meetings will take place virtually as well as counseling;
5. Place signage will be placed conspicuously both inside and outside Houses of Worship to provide needed directions to adhere to guidelines and inside the restrooms for the best hygiene practices. Faith rituals such as communion and baptism will be modified to meet all imposed CDC guidelines. Provide care & development for the children and provide family accessibility for testing;
6. No ancillary services will be in effect;
7. Virtual Worship Services and Telephone Conferencing options will still be used to accommodate those still preferring home worshipping.

PHASE 3: RECOMMENDATIONS FOR THE FAITH-BASED COMMUNITY

1. Limit capacity reentry up to 25 people or as bound by the guidelines by the City of Newark - phase two guidelines still apply;
2. Allow parking only be permitted provided congregants remain inside of a motor vehicle wearing masks, with no running engines and windows rolled down. Cars must be six feet apart and no tent services will be allowed. Congregants must remain inside of their vehicle at all times and the ability to have a sound system powerful enough to project for all to hear is required.

PHASE 4: RECOMMENDATIONS FOR THE FAITH-BASED COMMUNITY

- 1.** Adhere to new normal. Faith-based operations, processes, and procedures will be adhered to at the “New Norm”. (The new norm means still practicing social distancing as per CDC guidelines and sanitization as required). This also means the number of services may need to increase to accommodate congregants wishing to return to the building while continuing virtual services as a means. Phase two guidelines still apply. Note: A maximum service capacity will be determined, communicated in advance, and adhered to for safety based using social distancing. Services may be added if desired to accommodate those members wishing to attend once capacity has been reached. Members will either elect their preferred service times or the Houses of Worship will be filled on a first come first serve basis (contingent upon capacity and ministry size);

EDUCATION SUMMARY

The recommendations provided were made with the following key considerations: build public (parent/teacher/student/community) confidence in returning to physical learning settings; address the legal and financial considerations of delivering education in the COVID-19 era; address the broader community and regional context; be proactive about the social emotional impacts; resume in-person learning according to local needs and contexts and in ways that facilitate high quality instruction in multiple modalities; prioritize vulnerable populations.

EDUCATION GOALS

- 1.** All educational institutions will operate safe and supportive environments that provide the protective measures and resources needed to promote wellness among students and employees.
- 2.** Quality of learning, whether remote, in-person, and / or hybrid environments, will be kept at a very high level at all educational institutions (Technology/Training/Metrics).
- 3.** Sustainable strategies to maintain continuity of learning will be developed and implemented by targeting resources and programs, leveraging key partnerships, and scaling up existing community-based programs to support identified needs (Mitigate disrupted pathways/Address learning loss/prioritize high-risk & vulnerable students);
- 4.** Develop and act upon a collective strategy to secure the policies and funding necessary for all Newark-based educational institutions to deliver high-quality educational experiences for their students.

PHASE 1: RECOMMENDATIONS FOR THE EDUCATION COMMUNITY

- 1. Assess the legal and financial impact of state and city Executive Orders on all educational institutions:**
 - a.** Call to action for state and federal funding to ensure all entities are able to operate and provide high-quality education at the highest level [under both] whether remote, in-person, and / or hybrid environments;
 - b.** Identify response and recovery financing for immediate investments to fund the unfunded mandates.

- 2. Assess the legislative and regulatory reforms that will be necessary to deliver education in virtual formats, modified school calendars, seat time, etc on an on-going or intermittent basis:**
 - a.** Advocate for legal indemnification from the state that holds educational institutions harmless for implementing state educational mandates;
 - b.** Advocate for legislative and regulatory changes that are needed to allow educational institutions to provide continuity of learning (for example, Executive Orders and Bills to be considered for school districts in the following areas: graduation requirements, school year, statutes or regulations regarding time in class/subjects, teacher certifications, evaluations, etc.).
- 3. Convene a technology task force to develop a sustainable city-wide strategy for robust universal access to wi-fi and the hardware necessary for remote learning.**
 - a.** Chief Information Officers from Institutions of Higher Education, Public, and Charter Schools, in addition to representatives of Verizon and Comcast (others), will be convened by a group like Invest Newark, Newark Alliance, New Jersey Innovation Institute, or the Newark Regional Business Partnership;
 - b.** The Task Force will perform a gap analysis and craft a specific, executable plan to provide universal access to wi-fi and hardware necessary for remote learning;
 - c.** A cost estimate will be developed based on the plan and funding will be pursued through Federal and State grants, charitable organizations, foundations, and crowd-funding;
 - d.** Using the collaborative buying through state contracts, regional consortiums, higher education institution, and Newark Public Schools, classroom and portable hardware, tablet, laptops, webcams, etc. will be procured for those identified;
 - e.** Corporations, businesses, and higher education institutions will be approached for end of life equipment that may still be viable for home use.
- 4. The City will collaborate with child care and early learning centers to assess the impact of COVID-19 on these sites and to develop coordinated reopening plans that are aligned with the Guidance for New Jersey Child Care Facilities and support Newark's working parents.**
 - a.** Establish a public database of all licensed childcare and early learning centers, including home-based centers;
 - b.** Partner with childcare and early learning centers, Newark Department of Community Wellness ,and local hospitals to conduct an evaluation of the impact of COVID-19 on the employee and student populations of all childcare and early learning centers;
 - c.** Convene the childcare and early learning centers to assess capacity for re-opening and identify reopening needs;
 - d.** Identify funds and resources to support the re-opening of childcare centers, including PPE and necessary health equipment (i.e. thermometers);
 - e.** Identify and publicize training opportunities for all childcare and early learning centers on the health safety requirements included in the Guidance New Jersey Child Care Facilities;
- 5. Continue-create a shared COVID-19 database or dashboard that provides real time data that supports educational institutions to make data-based decisions.**
 - a.** Building upon the City of Newark's COVID-19 portal, provide data on the following:
 - i.** New cases in the City of Newark – daily, by zip code
 - ii.** New hospitalizations in the City of Newark – daily, by hospital
 - iii.** Live discharges in the City of Newark – daily, by hospital
 - iv.** Other data as suggested by epidemiologists and medical professionals that

would allow for better decision making to increase or decrease Phased (0-4) response

6. All extended learning opportunities can resume immediately in virtual settings, including all summer camps:

- a.** Summer Reading requirements for all students entering pre-K through grade 12 will be provided digitally for their respective grade level. Students will complete an assignment related to the Summer Reading book and upon return to school will also complete an assessment;
- b.** Newark Public Schools provide virtual summer school for students entering grades 1-8, English Plus for bilingual students, and extended school year;
- c.** Newark charter schools will provide virtual extended school year and summer learning/enrichment opportunities to their students throughout the summer.
- d.** Higher education institutions will hold virtual pre-college programs;
- e.** All community-based and supplemental education programs in the City should run virtual programs;
- f.** The City will work with the education sector to develop an on-line Summer Youth Resource Guides to provide information and links to virtual ALL summer programming happening for children and youth throughout the city. This includes public school programs, non-profit and community run programs, pre-college and other university/college-based programs, and city-programs. The Summer Youth Resource Guide will be maintained on the City's website.

7. Develop and implement a coordinated plan to facilitate operations of the education sector as well as to restore and revive the economic impact of the education institutions on the local economy:

- a.** Implement a coordinated plan including strategies and incentives for employees of educational institutions to patronize local businesses;
- b.** Leverage previously conveyed interest by Newark developers, like Paramount Assets, to expand the ability for higher education students to utilize their "flex" dining accounts at businesses in the University Heights area (typically involves a hardware purchase);
- c.** Through an existing community group like Invest Newark, Newark Alliance, Newark Regional Business Partnership, or others, encourage businesses to provide discounts to employees of higher education institutions that frequent their business as we approach Phases 3 and 4;
- d.** Create a discount card (not exactly, but similar to this type that is typically used for school fundraising <https://www.abcfundraising.com/discount-card-fundraiser>) to communicate these discounts and distribute through respective Human Resource departments.

PHASE 2: RECOMMENDATIONS FOR THE EDUCATION COMMUNITY

1. All extended learning opportunities will continue operating in virtual settings, including all summer camps:

- a.** Summer Reading requirements for all students entering pre-K through grade 12 will be provided digitally for their respective grade level. Students will complete an assignment related to the Summer Reading book and upon return to school will also complete an assessment;
- b.** Newark Public Schools will continue to provide virtual summer schools for students entering grades 1-8, English Plus for bilingual students, and extended school year;

- c. Newark Public Schools and charter schools will hold virtual summer camps for all students not requiring summer school or seeking credit recovery. For example, Alvin Ailey Dance Company will offer a virtual Summer Dance Camp in partnership with the district for qualifying students;
 - d. Newark charter schools will continue to provide virtual extended school year and summer learning/enrichment opportunities to their students throughout the summer;
 - e. Higher education institutions will continue to hold virtual pre-college programs;
 - f. All community-based and supplemental education programs in the City should continue to run virtual programs.
- 2. Convene the education sector and Newark healthcare network to develop a comprehensive and sustainable strategy to increase health and psychosocial support services for children and their families in coping with prolonged uncertainties and compounded trauma resulting from the pandemic:**
 - a. Using one of the anchor hospitals and/or medical students, convene a group of the mental health professionals from Institutions of Higher Education, Public, and Charter Schools, and the anchor hospitals to create a COVID-19 Recovery Task Force;
 - b. The Taskforce will perform a review and gap analysis on the existing health and psychosocial programs available to children and their families in Newark;
 - c. A comprehensive report with executable suggestions to promote existing programs, eliminate overlap, and leverage capacity will be conveyed to the City residents;
 - d. All education institutions conduct comprehensive student needs assessments including academic, social, and social-emotional assessments;
 - e. Using college student volunteers, aggregate the available programs and create an enhancement to the City of Newark webpage for health related issues found here: <https://newarkcovid19.com/resources/health-info> (No mental health resources were noted on this page).

PHASE 3: RECOMMENDATIONS FOR THE EDUCATION COMMUNITY

- 1. All extended learning opportunities will continue operating in virtual settings, including all summer camps:**
 - a. Summer Reading requirements for all students entering pre-K through grade 12 will be provided digitally for their respective grade level. Students will complete an assignment related to the Summer Reading book and upon return to school will also complete an assessment;
 - b. Newark Public Schools will continue to provide virtual summer schools for students entering grades 1-8, English Plus for bilingual students, and extended school year;
 - c. Newark Public Schools and charter schools will hold virtual summer camps for all students not requiring summer school or seeking credit recovery. For example, Alvin Ailey Dance Company will offer a virtual Summer Dance Camp in partnership with the district for qualifying students;
 - d. Newark charter schools will continue to provide virtual extended school year and summer learning/enrichment opportunities to their students throughout the summer;
 - e. Higher education institutions will continue to hold virtual pre-college programs;

- f.** All community-based and supplemental education programs in the City will continue to run virtual programs.

2. Educational institutions will implement their return to in-person learning and recovery plans based on guidance from Federal, State, County, and Local officials and the specifics of their institutional context and capacity:

 - a.** All Newark-based educational institutions will employ an incremental and gradual return to in-person instruction;
 - b.** In person instruction will take place with appropriate social distancing, face coverings, and engineering controls;
 - c.** Density of schools and classrooms will be reduced through a multitude of strategies developed in the district, school, college or university plan;
 - d.** Virtual learning will be incorporated, as required and as determined by school needs, to reduce density in schools, buildings, and classrooms;
 - e.** Subject matter that cannot be accomplished with social distancing protocols will utilize enhanced personal protective equipment to protect students and faculty;
 - f.** Enhanced cleaning protocols will be implemented for high touch surfaces like desks, doorknobs, push bars, light switches, keyboards, etc. to minimize the risk of virus transition;
 - g.** Age specific training will be developed for pre-K through higher education based on the district, college, or university protocols and procedures and presented to students, faculty, and staff within the first week of returning to in-person learning;
 - h.** Building indoor air quality will be maximized through the introduction of outside air, increase exhaust, and improved filtration as possible based on system limitations;
 - i.** Newark Public Schools and charter schools will consider resuming in-person learning in phases. Phases will look different based on the geographic location, population density, and needs of each school;
 - j.** Educational institutions will partner with the Newark Department of Community Wellness and local hospitals to conduct on-going public health evaluation of the impact of COVID-19 on the employee and student populations of all educational institutions, including testing and contact tracing of students and employees as well as assessment household impact of identified cases.

3. Educational institutions should develop ingress and egress procedures that enforce social distancing and PPE guidelines as well as procedures for large community spaces (cafeterias, gymnasiums, playgrounds, auditoriums, etc.) as required:

 - a.** Classrooms, lecture halls, and teaching laboratories should have diagrams posted identifying the appropriate social distancing based on traditional forward-facing rows;
 - b.** Consideration should be made to modify class schedules and academic calendars to reduce density in schools and classrooms, including, but not limited to, staggered class start times, longer academic days, and increased weekend classroom utilization in higher education, and multi-session days in K-12;
 - c.** Take-out and delivery options should be considered to reduce populations of cafeterias and other food service venues in Higher Education;
 - d.** Reservations or scheduled seating times should be considered in Higher Education cafeterias to reduce density;
 - e.** Alternative food service venues should be considered to allow for social distancing in K-12, such as gymnasiums, multipurpose rooms, or classrooms;
 - f.** Corridors and vertical transportation (stairwells, elevators) should be clearly marked to maximize social distance and minimize density.

- 4. The re-opening of athletic activities will occur in accordance with guidance from respective governing agencies (Intercollegiate Athletics Conferences, NCAA, and NJSIAA) and be contingent upon the availability of adequate testing for athletes, coaches and others, and the ability to enforce appropriate social distancing and PPE guidelines for participants, employees, and audiences as required:**
- a.** Regular athletic activities that do not involve public participation will be considered for resumption in accordance with public health guidelines;
 - b.** Regular athletic activities resume while continuing to practice social distancing measures, medical surveillance, and personal protective equipment;
 - c.** Fan access is restricted to competitions only with 50 persons or less with appropriate social distancing. Competitions are live streamed, to the extent possible;
 - d.** Strategic scheduling of team practices and competitions to reduce density;
 - e.** Locker rooms, weight rooms, and fitness centers may reopen as long as they can be properly sanitized and social distancing measures are practiced;
 - f.** Athletic trainers and medical personnel are trained to evaluate COVID-19 symptoms and students exhibiting symptoms or not feeling well are restricted from participating in practice or competitions;
 - g.** All athletes and coaches will self-monitor based on CDC guidelines.

ARTS, CULTURE & RECREATION SUMMARY

The recommendations provided were made with the following key considerations: it is an essential human desire to gather, to celebrate, to learn and to thrive; in the time of COVID-19, this desire is offset by the more fundamental desire to be safe; our cultural system will be more critical than ever to restore well-being, equity, and community coherence; our structures, delivery methods, and economics must ‘adapt and change’ to ensure our artist community survives; institutions are able to return to serve their communities, where they will be, as we make our way to the ‘next normal’; a rapid return to historical levels of activity is low, it is essential to rethink how we engage, how and where we develop and deliver work, and how we deploy resources; the nature and scale of our organizations and the relationships among artists, athletes, labor, and management will need to be reimaged and rescaled.

ARTS, CULTURE & RECREATION GOALS

- 1.** Assess what reopening looks like for major cultural institutions, entertainment venues, recreation centers and parks (including nightclubs, sports arenas and gyms);
- 2.** Develop a roadmap for phased re-openings and recommend ongoing safety measures;
- 3.** Build a “What Can We Do Now Plan” to be useful to the community;
- 4.** Provide for distribution a short survey for smaller cultural organizations to inform the committee of their re-opening priorities;
- 5.** Launch an authentic communication and media strategy that informs the public of the collaborative arts, recreation and culture approach to a safe venue environment for their return.

PHASE 1: RECOMMENDATIONS FOR ARTS, CULTURE & RECREATION

- 1.** The RCASS will create and install signage clearly stating what is allowable and what is not in Phase 1;
- 2.** Will create a community awareness campaign centered on phase allocations, in collaboration with the City’s Communications Department;

- 3.** Park users and participants should continue to adhere to physical distancing, follow the CDC recommended guidelines of face coverings, hygiene, staying home if symptomatic or as much as possible and no gatherings of more than 10 people;
- 4.** All field rentals will be suspended until further notice;
- 5.** All recreation center rentals for birthday parties, baby showers, meetings and classes will be suspended until further notice;
- 6.** Public Buildings should follow the interim guidance for businesses and employers for cleaning and disinfecting the City's swimming pools;
- 7.** All swimming pools and splash pads will remain closed.

PHASE 2: RECOMMENDATIONS FOR ARTS, CULTURE & RECREATION

- 1.** Limit times of use of recreation centers and implement environmental controls when necessary-installing physical barriers, hand sanitizer stations, zero touch soap dispensers and spacing equipment (tables and chairs) 6 feet apart;
- 2.** The Health Department will provide enhanced cleaning and sanitation measures and ensure adequate supplies and PPE to support hygiene, including staff modeling behaviors. In addition, the Health Department will establish protocols for health screenings of participants such as temperature checks at entrance of facilities;
- 3.** Maintain accurate records, contact information, and continue to offer virtual programming. All vulnerable individuals should continue to stay home as much as possible;
- 4.** Park users and participants should continue to adhere to physical distancing, follow the CDC recommended guidelines of face coverings, hygiene, staying home if symptomatic or as much as possible and no gatherings of more than 10 people;
- 5.** Suspend field rentals and recreation center rentals;
- 6.** Provide virtual summer camp programming;
- 7.** Continue summer feeding programs;
- 8.** Include a Deep Cleaning of the Parks along with COVID-19 signage;
- 9.** Curate summer cultural events that follow CDC guidelines.

PHASE 3: RECOMMENDATIONS FOR ARTS, CULTURE & RECREATION

- 1. Recreation**
 - a.** Recreation centers open with limited use;
 - b.** Swimming pools closed;
 - c.** Senior centers will have virtual programming;
 - d.** Summer camps will have virtual programming;
 - e.** Summer feeding programs will be active;
 - f.** Summer Fun activities will occur; movie night and play street activities;
 - g.** Parks will be open for passive use i.e. walking and gatherings of small groups;
 - h.** Youth and adult sports will not be active;
 - i.** Temporary outdoor restrooms will be open to public with regular cleaning
- 2. Block Parties-Block parties and gatherings must adhere to the current application process with the addition of the following requirements:**
 - a.** All Block Party attendees/participants shall wear face masks and exercise social distancing of at least six (6) feet apart from each other;
 - b.** All food servers must wear face masks and rubber gloves; plates, cups, eating utensils, etc. shall not be shared and must be disposable;

- c.** The food servers must follow the City Department of Health and Wellness requirements for food handling;
- d.** There shall be at least five (2) hand sanitizing stations strategically located on the block on which the party is being held and easily accessible to the attendees/participants;
- e.** Application shall be accompanied by a lay-out or diagram of the physical set-up of the Block Party;
- f.** Bouncy Houses and other amusement equipment shall be prohibited;
- g.** Approval of Block Parties will be contingent upon the City's enforcement capacity and relevant metrics tracked by the city to contain the spread of COVID-19.

PHASE 4: RECOMMENDATIONS FOR ARTS, CULTURE & RECREATION

- 1.** Collaborate with City to create guidelines for employees returning to work
- 2.** Collaborate with the City to create a Cultural Planning Tool that could be used by institutions and businesses as a roadmap to reopening based upon state and local guidelines and/or mandates and upon the unique circumstances and conditions of each organization. Reopening Culture Organizations Planning Tool Outline are based on:
 - a. Safety and Security**
 - i. Ensuring the security of visitors
 - ii. Ensuring the security of personnel
 - iii. Management of infrastructure
 - iv. Constant communication with the public
 - b. Capacity Limits**
 - i. Entrance quotas
 - ii. Timed ticketing for staggered entrance
 - iii. Time limited visits (e.g., two hours)
 - iv. Extended opening hours to stagger visits
 - v. Restricted access for small rooms/spaces
 - vi. Distanced seating for household groups
 - c. Visitor Requirements**
 - i. Require face masks
 - ii. Require 6 feet distance from non-household members
 - iii. Temperature checks / thermal scanning
 - iv. Visitor registration to assist with contact tracing.
 - v. Registration of health information via smartphone app in co-ordination with local health officials
 - vi. Clear signage warning against visitors entering with symptoms
 - d. Venue Hygiene**
 - i. Frequent cleaning regimen, particularly for high-touch areas/items
 - ii. Placement of no-touch hand sanitizer dispensers at all entrances/exits
 - iii. Limited usage of high-touch amenities (e.g., water fountains, revolving doors)
 - e. Activity Adjustments**
 - i. Suspend or adjust group tours and tour routes
 - ii. Limit and guide movement through exhibits to a single direction
 - iii. Eliminate audio guides and replace with smartphone app
 - iv. Close interactive program elements with high touch surfaces
 - v. Close or restrict concessions and gift shops

f. Adjustments

- i.** Ticketing & Reception
- ii.** Shift reception services outdoors
- iii.** Build plexiglass shields for all visitor services
- iv.** Online-only ticketing
- v.** No-touch scanning for tickets
- vi.** Designate 6 feet spacing for queues

g. Special Considerations

- i.** Special policy or opening hours for at-risk visitors
- ii.** Special policy for at-risk staff or staff who fall ill
- iii.** Temporary quarantine areas on every floor for visitors that fall ill
- h.** We are recommending that small -medium size cultural organization/business be given a PPE Toolkit provided by the City which will vary in size base on the size of the organization.

COMMUNICATIONS SUMMARY

In a pandemic, misinformation can proliferate quickly. A successful communications plan must find creative ways to reach every resident. The City's response to the virus will continue to evolve as new developments reveal additional information. Distance and masks will be key in every stage of reopening and recovery. The new color-coded graphics will help Newark's residents in making safe decisions when travelling outside. However, they are not signs that we have returned to "business as usual."

COMMUNICATIONS GOALS

- 1.** Develop a communications strategy to amplify the reopening plan and Newark's resiliency across City's Communications Department and institutions' press/marketing departments
- 2.** Synthesize and formalize key messages and narratives about the City that will overlay all communications
- 3.** Review Newark Forward principles and adapt to the urgency of the now

COMMUNICATIONS RECOMMENDATIONS

- 1.** Continue the Mayor's successful Facebook Live broadcasts and press release outreach. In addition, using non-traditional communication avenues such as enlisting volunteers to go door-to-door and partnering with tenants associations to hand out flyers and working with faith-based organizations to enlist their congregants to expand communication outreach. Working closely with the private sector to capitalize on their internal communications with their employees is also encouraged as a useful tool for sharing the City's ongoing reopening recommendations.
- 2.** **Provide consistent messaging** on all social media platforms and expanding social media channels (such as Tik Tok) to create contests, like The Newark Stronger Dance-Off. Offer Newark artists the opportunity to utilize their skills competing to win a mask design competition or a citywide billboard campaign that applies an authentic and hopeful appeal to Covid-19 messaging.
- 3.** **Develop Key Messaging** - Orienting a campaign around the #newarkstronger messaging could create a unified solidarity and encourage faith in the testing process and each other.
- 4.** **Create a Digital Platform Strategy** - Tapping into Newark's Influencer Network will

help to get the word out. Below is a small sampling of the influencers that could position campaign messaging in a way people can relate to and respond based on trust in their brands. This would be accompanied by an Influencer Script and post production support to ensure we amplify the reach of their content.

- a. Example A:** Influencers showing themselves being tested (as Councilwoman McIver recently did) or charting their journeys with COVID or quarantine.
 - b. Example B:** Newark Influencers state their “why” of protecting themselves and their neighbors.
 - c. Example C:** Newark influencers go “live” with the mayor and/or Dr. Wade in real time for a dialogue on how the city is reopening and also Fact vs. Fiction when it comes to myths about the virus.
- 5. Purchase Social Media Ads** - A general and targeted video campaign to amplify the messaging would allow us to reach more audiences in Newark. Targeting ads toward at risk elders and also younger citizens would capture their attention as they are consuming digital media at a higher rate during the pandemic.
- 6. Secure and Maximize Outdoor Signage** -Placement should be in major transportation hubs, outdoor environments, public spaces, these should be produced at scale to ensure that even walking or in vehicles Newark residents can immediately understand where they are and what they need to do.
- a.** Additional Collateral Recommendations include Palm cards, checklist for businesses, storefront signage, flyers, NewarkStronger branded masks, Link NWK digital kiosks, digital boards and billboards, NJ TV Ads, mobile messaging and text messaging
- 7. Launch a Public Health Campaign** to help destigmatize COVID-19; generate demand for testing among Newark residents; Promote an understanding that contact tracing is safe, easy and important; and arm all citizens with access to the social support resources available to them.
- a.** Coordinate citywide communications with state and city departments of health with an eye to increasing culturally competent public health literacy in testing and tracing.
 - b.** Secure adequate funding of at least \$400k dollar campaign that includes local television advertising, billboards, social media and influencer driven impact.
 - c.** A city wide campaign would allow the citizens of the city to shift mentally from the stay home, quarantine, and be still ordered into a mindset that allows them to re-engage the city safely and also dispel the fears of being tested.

ECONOMIC RECOVERY

ECONOMIC RECOVERY SUMMARY | BUSINESS REOPENING

The Committee creates a framework for the City of Newark to use to safely reopen and restart its economy. The goal was to address both the immediate and short-term needs and lay the groundwork for long-term recovery. The management of Newark's reopening and our path back to operating safely are closely linked to critical benchmarks identified by the State of New Jersey.

ECONOMIC RECOVERY GOALS

The Committee focused on four key areas to inform how the City can safely reopen its economy and facilitate a long-term economic recovery:

- 1. Develop Reentry and Reopening Strategies**, including a roadmap for businesses to open and allow workers to safely return to their place of employment;
- 2. Assess Budget & Regulatory Needs and Revisions**, including strategies for addressing an expected budget shortfall due to the impact of the COVID-19 pandemic;
- 3. Address Funding Needs**, including identifying additional public resources to support the City's need;
- 4. Develop long-term Strategies for Economic Recovery and Growth**, including ways the City can leverage its competitive advantages over the long-term to continue a robust and sustained recovery.

The City of Newark has to focus on two important steps to fulfill its goal. First, the City must provide flexibility, patience, and collaboration through the crisis. Then, the City must help bridge the best support possible for those businesses that are resilient enough to make it through the crisis and to help bridge the gap between today's environment of economic uncertainty and tomorrow's newly established standards. To that end, the Committee has identified the following areas of focus and collaboration as it relates to reentry and reopening for all Phase 1 with a full list of guidelines available at newarkcovid19.com.

PHASE 1: ECONOMIC RECOVERY BUSINESS REOPENING RECOMMENDATIONS

- 1. Increase the Distribution and Availability of Personal Protective Equipment (PPE)** - The City should work with the State and local private manufacturers/suppliers of PPE to create a local marketplace for PPE and make the equipment readily available for purchase (or donation) by all business and industry types. Additionally, the City should work with local Special Improvement Districts (SIDs) and business associations to facilitate PPE distribution. Finally, the City should prioritize procurement from Newark manufacturers;
- 2. Enhance Communications and Messaging to/for Businesses & Patrons** - The City should partner with the Special Improvement Districts (SIDs) and Business Improvement Districts (BIDs) to establish highly visible outdoor banner signage and sidewalk signage that conveys the social distancing requirements and designated pick up areas;
- 3. Utilize Legislative and Administrative Actions** - Restaurants should open at a maximum of at least 50% capacity. Anything less will discourage most restaurant owners from reopening. Reopening under these new conditions creates new needs, including:
 - a. Offer Options for Supplemental Seating** - To address the issue of limited indoor seating, the City should work closely with local SIDs and businesses to:

- i.** Provide expedited approval to create parklets and public seating within on-street parking spaces;
- ii.** Allow neighboring businesses and property owners to collaborate and provide expanded seating for outdoor cafes beyond the applicant's storefront;
- iii.** Allow restaurants that have parking lots to temporarily convert parking spaces to public seating areas;
- iv.** Create seating in public parks and plazas which will allow residents to dine outdoors;
- v.** Encourage businesses to utilize existing walk-up windows where available; and
- vi.** Create limited traffic, multi-use streets, (i.e. Ferry Street, Halsey Street) that allow for a combination of outdoor seating, third party delivery/pick-up, and Uber/Lyft drop off/pick-up.
- vii.** Cap on Delivery Services - Third Party Delivery Services like Uber Eats and Grub Hub charge delivery fees as high as 35%. An executive order should be issued mandating lower service fees for restaurant owners to 10%.

4. Explore Strategies for Reducing City Budgets and/or increasing potential revenue.

- a.** Review all existing programs/incentives that reduce or defer city revenue, prioritizing those that are most important and demonstrate a high return, and eliminating those that are less of a priority to enable the City to continue to provide services;
- b.** Review and prioritize all City contracts for potential renegotiation or cancellation;
- c.** Review the City's portfolio of real estate and active leases for use optimization and potential renegotiation or sale;
- d.** Explore possible PILOT revisions that will generate revenue but also encourage the creation of quality service jobs with fair wages, affordable healthcare, and paid leave;
- e.** Conduct thorough review of departments that will experience reductions of both staff and funding, and assess economic impact on development including Engineering, Special Taxes/Licensing, Economic and Housing Development (EHD);
- f.** Identify redundancies across departments and explore opportunities for consolidation;
- g.** Explore deepening the partnerships with existing consultants such as HR&A and Bloomberg for staff to work with agencies such as Economic and Housing Development (EHD).

5. Advocate that Employers Encourage Employee Screening - The City should partner with healthcare facilities and corporate partners to prepare employers for implementing routine temperature screenings and to assist them in determining who will perform the tests, where the tests will be performed, what device/method will be used, and how testing results will be documented;

6. Establish a Legal/Compliance Resource Center - The City should partner with local universities and law firms to make legal advice available to employers on issues related to CDC compliance, FMLA compliance, landlord/tenant issues, and labor laws;

7. Implement Color-Coded Risk Measures - To better inform and protect residents, the City will institute a color-coding system of **RED**, **YELLOW** and **GREEN** that will provide guidance on high, moderate and low-risk locations and activities. **BLUE** will be used to represent our "new normal." The color-coding system will be used in:

- a.** Signage around the city detailing high/moderate/low risk activities or behaviors;
- b.** Traditional communications methods to alert residents of risk levels associated with geographic areas and/or activities.

PHASE 1: ECONOMIC RECOVERY BUSINESS REOPENING GUIDELINES RECOMMENDATIONS

Food services (restaurants, cafes, cafeterias, grocery stores)

- Limit customers to 10%-50% of stated maximum occupancy ;
- Require/ recommend masks for customers except when eating;
- Require/ recommend reservations; encourage online or telephone ordering for delivery/ take out;
- Adjust common dining areas to ensure at least six feet of separation or a partition between tables;
- Allow a maximum of 4-6 people per table;
- Eliminate waiting areas;
- No buffets or self service;
- No preset tables and provide condiments only by request;
- Keep the bar area or other common areas close;
- Eliminate refilling customer beverages from common containers (i.e., pitchers);
- Ensure six feet of distance between workers and customers except at the moment of payment or exchange of goods;
- If possible, provide distinct walking lanes to minimize close contact as customers are being seated or exit to conform to social distancing practices;
- Menus must be either cleaned thoroughly or disposed of after single use.

General Retail (Apparel/Merchandise/Electronics)

- Customers shall not be permitted to enter the brick-and-mortar premises, but shall be permitted to pick up goods outside of the establishment that they have already ordered (“curbside pickup”);
- In-store operations shall be limited, wherever feasible, to those employees who are responsible for the operations required for curbside pickup.

Construction (Issued by the State of New Jersey)

- Prohibit non-essential visitors from entering the worksite;
- Engage in appropriate social distancing measures when picking up or delivering equipment or materials;
- Limit worksite meetings, inductions, and workgroups to groups of fewer than 10 individuals;
- Require individuals to maintain six feet or more distance between them wherever possible;
- Stagger work start and stop times where practicable to limit the number of individuals entering and leaving the worksite concurrently;
- Identify congested and “high-risk areas,” including but not limited to lunchrooms, breakrooms, portable restrooms, and elevators, and limit the number of individuals at those sites concurrently where practicable;
- Stagger lunch breaks and work times where practicable to enable operations to safely continue while utilizing the least number of individuals possible at the site;
- Require workers and visitors to wear cloth face coverings, in accordance with CDC recommendations, while on the premises, except where doing so would inhibit the individual’s health or the individual is under two years of age and require workers to wear gloves while on the premises. Businesses must provide, at their expense, such face coverings and gloves for their employees. If a visitor refuses to wear a cloth face covering for non-medical reasons and if such covering cannot be provided to the individual by the business at the point of entry, then the business must decline entry to the individual. Where

an individual decline to wear a face covering on the premises due to a medical condition that inhibits such usage, neither the business nor its staff shall require the individual to produce medical documentation verifying the stated condition;

- Require infection control practices, such as regular hand washing, coughing and sneezing etiquette, and proper tissue usage and disposal;
- Limit sharing of tools, equipment, and machinery;
- Where running water is not available, provide portable washing stations with soap and/or alcohol-based hand sanitizers that have greater than 60% ethanol or 70% isopropanol;
- Require frequent sanitization of high-touch areas like restrooms, breakrooms, equipment, and machinery;
- When the worksite is an occupied residence, require workers to sanitize work areas and keep a distance of at least six feet from the occupants; and
- Place conspicuous signage at entrances and throughout the worksite detailing the above mandates.

PHASE 2: ECONOMIC RECOVERY | BUSINESS REOPENING

The below guidelines are recommended by industry and require city approval:

Personal Services

- Provide PPE for all employees (masks, gloves, sanitizer);
- Require six feet or place partitions between workstations;
- Use disposable capes or change capes after each customer;
- Require/recommend appointment;
- Limit customers/clients to 25% - 50% of stated max occupancy;
- Eliminate waiting areas.

Entertainment/Bars/lounges

- Limit customers to 10%-50% of stated maximum occupancy;
- Require/ recommend masks for customers except when eating;
- Ensure at least six feet of separation or a partition between tables;
- Allow a maximum of 4-6 people per table;
- Eliminate waiting areas;
- No preset tables and provide condiments only.

PHASE 2: RECOMMENDATIONS FOR ECONOMIC RECOVERY

In addition to reduced spending, the City should also consider the following opportunities to leverage existing regulations to reduce projected deficits:

- 1. Consider Revising the Inclusionary Zoning Ordinance** - Consider reducing the Inclusionary Housing mandate to a lower percentage at a higher Area Median Income (AMI) in lieu of current requirements for a set period of time to help spark development.
 - a. Verify state's HMFA tax exemption statute for the 80/20 affordable mix to exempt projects from having to comply with any of Newark's local rules around PILOTS;
 - b. Prohibit Project Labor Agreement (PLA) requirements for a project that builds units on-site or rehabs off-site but allow PLA only for paying into the trust fund.
- 2. Revise PLA to ensure greater Newark local representation (hires and chapters).**
 - a. Require that any union party to a PLA in Newark must take in 10 or more Newark residents as apprentices or be required to pay into a training fund;

- b.** Consider replacing PLA with a new agreement such as the ‘Newark Laborers Agreement’ or some defined term, wherein the developer shall execute a PLA solely with Newark local labor unions, which will agree to either lower bill rates for 100% of the local labor employment onsite, or use standard rates for 75% or more local labor employment onsite.

3. Revise fee structure and penalties for Small Business Economic Assistance.

- a.** Defer fees to weather the immediate impact of the crisis and rebuild. Fees will be deferred for small businesses (10 employees or less) for 6 months after the City re-opens.
- b.** Consider deferring business taxes on small businesses to February 2021 and extending the business registration and license fees deadline to September 2021;
- c.** Consider a Utility Assistance Program: \$500 in relief on sewer and water bills to local businesses;
- d.** Waive code compliance penalties and fees or suspend accrual of civil penalties and re-inspection fees for a period (to be determined).

4. Create a Special Downtown District Zone that Funds Neighborhood Development.

- a.** A new zone could be used to spark development by incurring an additional 5% fee on total construction costs that could be allocated to the Neighborhood Improvement Fund in exchange for relaxed IZO and PLA requirements.

5. Review all city licensing, approvals and permitting processes to streamline what can be expedited, waived, or improved upon.

6. Advocate heavily for equity in the state incentives legislation- Passage of the state incentives legislation is key to aiding development in the City of Newark and State of New Jersey.

- a.** Collaborate with the State to review regulatory restrictions that may impact development, remediation or review periods.
- b.** Overhaul approvals/permitting process to incentivize the issuance of permitting to allow for expedited permitting; tie this to higher fees to generate revenue.
- c.** Streamline online business application processes for small businesses;
- d.** Expedite sidewalk licenses (and all business licenses) to allow for outdoor seating; consider waiving all sidewalk licenses;
- e.** Implement online processes for permitting and approvals (i.e. OpenCounter).

7. Enact measures that would preserve local businesses.

- a.** Consider designating special improvement zones (within existing BIDs or SIDs) that would protect local businesses through zoning that incentivizes the retention or expansion of local businesses;

8. Standardize and reconcile zoning practices.

- a.** Look back on any variances that have been needed thus far and use that information to clean up zoning and make it easier to open a business.

9. Prioritize support and funding for Community Development Corporations as social service needs will likely increase because of COVID-19 through the following efforts.

- a.** Bring multiple stakeholders together to address common challenges, such as affordable housing, workforce development, financial inclusion, and early childcare;
- b.** Lobby to make the state Affordable Housing Fund available to CDCs;
- c.** Lobby for New Jersey Department of Community Affairs (NJDCA) to provide CDCs with working capital funds for capacity and project development;

- d.** Encourage the City's land trust program to give CDCs priority and concession to control selected sites.
 - e.** Encourage the City's Housing Trust Fund to make capacity development grants to seasoned CDCs to undertake affordable housing development.
- 10. Focus on apprenticeship and workforce development plans that look at Newark residents' potential skills gaps and the sector-specific training needed to close these gaps, including in the following sectors.**
- a.** The Port, Seaport, Airports, Rail (Amtrak/NJ Transit) which carry over 50,000 jobs;
 - b.** Construction and Infrastructure- ensure infrastructure stimulus legislation includes funding for apprenticeship programs for residents.

PHASE 3: ECONOMIC RECOVERY RECOMMENDATIONS

- 1.** Conduct a landscape analysis of available public funding (and pending legislation) at the County, State and Federal levels (An initial draft of a landscape analysis will be provided to key staff of the Economic and Housing Development Department)
- 2.** Develop clear strategies for accessing private funding including:
 - a.** CDFIs which typically deliver capital to communities that need it most and are not well served by traditional financial institutions
 - b.** Air Carriers who fly in/out of Newark Airport- Many major air carriers rely on Newark Airport for significant revenue. Supporting the City's testing and tracing efforts to ensure the health and safety of airport and airline workers, supporting the City's efforts to provide PPE to residents and non-medical staff, equipping airport employees with much-needed protective gear will only make individuals feel safer about traveling via the airport and supporting the airport's efforts to provide rapid testing before flights.
- 3.** Ensure adequate infrastructure is in place so that the City can successfully apply for funding and deploy it efficiently so that residents and small businesses receive it promptly. Including:
 - a.** Dedicate a point person (on staff or via consultants) to manage the coordination of all COVID-19 efforts (similar to the philanthropic liaison model) and write grants on the City's behalf;
 - b.** Cultivate ongoing relationships with key officials at the County, State, and Federal levels;
 - c.** Leverage the City's relationships with the New Jersey delegation to advocate for federal funding that is Newark-specific;
 - d.** Direct more capital to lenders that have proven to be durable and are aligned with the communities they serve (e.g. CDFIs).
- 4.** Align transportation improvements, pedestrian safety and traffic control measures to address the suspected avoidance of public safety and increase in single occupancy vehicles
 - a.** Pedestrian safety improvements at major intersections
 - b.** Bus-only lanes and improved service on Broad Street
 - c.** Major downtown cycling corridor
 - d.** Bike and scooter sharing program
 - e.** Outdoor Dining Streets
 - f.** Citywide Parklet Program
 - g.** Address long-standing safety needs at high-crash locations and
 - h.** traffic choke points
 - i.** Create new pedestrian zones to serve as canvases for local artists

PHASE 4: ECONOMIC RECOVERY | LONG TERM PLANNING

COVID-19 will continue to have an impact on Newark's economy over the next several months and years. It is also likely to affect the City's economic development efforts in the long-term. Some industries and clusters will be more affected than others. Harder hit sectors in Newark will likely include transportation (21,000 employees), hospitality (11,000), the arts (5,000), and retail/food service (10,000). Sectors like e-commerce/distribution (6,000), food processing (1,000), and healthcare (13,000) may present growth opportunities. As Newark moves from mobilization and reopening to long-term recovery, it will need a plan to address the long-term impacts of COVID-19.

A long-term recovery strategy will require a public-private partnership between the City and other stakeholders (e.g. anchor institutions, the developer community, and consultants with expertise in building out plans such as sector and cluster analysis). This mix of expertise will be necessary to help guide the City's long-term resiliency strategy for Newark's economic recovery, with an emphasis on inclusive and sustainable outcomes for Newark's residents and neighborhoods. Specific recommendations are as follows:

- 1. Develop a Newark Recovery Preparedness 10-point plan and five-year economic development strategy analysis (Initial draft plans provided to City under separate cover)**
- 2. Develop a business attraction and expansion strategy that leverages Newark's competitive advantages, including its cluster ecosystem, position within the greater New York-New Jersey Region, role as a logistics hub, community of engaged anchor institutions and ongoing quality of place investments;**
- 3. Work with stakeholders to create initiatives or programs that provide Newark residents with job opportunities in Newark's strongest sectors;**
- 4. Engage anchor institutions to explore additional strategies for increasing the impact of local employment and purchasing;**
- 5. Expand, maintain and protect Manufacturing and Industrial Zones - Embrace industrial/manufacturing uses in the City itself, allowing end users to purchase more hard goods and services locally. The City should take advantage of the fact that it is in a national hub for highways, rail, airports and container ports by:
 - a. Protecting "no fly zones"**
 - b. Offering per-employee tax credits to firms that relocate into these areas****
- 6. Facilitate modular development and/or other off-site construction materials that will lower costs for housing and building, while also creating high-quality blue-collar jobs.
 - a. Construct a municipally owned/sponsored modular factory to build on work already happening with panelized systems****
- 7. Promote sector-based recruitment**
 - a. Textile manufacturing, vulcanized/fired materials and wood products have seen the largest growth over the past 5 years of any other "cluster." To capitalize on this growth, consider programs to specifically market to and grow these industries.**
 - b. Explore long-term hard good needs of the Port Authority and other public agencies and encourage longer term contracts that justify/allow financing the factories/facilities necessary to produce the goods**
- 8. Develop and Provide Robust Support for Small Businesses - The survival and success of small businesses is a crucial part of the future economic outlook for commercial corridors and surrounding communities. The scale of recovery funding needed is of such a great magnitude that it can only be borne if all actors along the small business value chain – businesses, property owners, lenders, and local governments – share it over time. The City can take the lead in**

forming these partnerships which will range in complexity and robustness of support to the entire small business value chain:

- a. Direct Small Business Support:** This program involves direct funding to small businesses to cover operating expenses and to stabilize commercial corridors. This support provides meaningful, immediate impact to small businesses and reduces the financial impact on stakeholders throughout the chain. However, this approach does not support long-term small business adaptation to evolving economic challenges. Also, the scale of impact is limited by the City's capacity to fund the program.
- b. Reopening Technical Assistance:** The City should look to partner with business support groups to provide technical assistance on how to safely reopen and leverage their capacity to help operate any type of assistance program.
- c. Incentive Optimization:** The City should consider the role of incentives in recovery, and the potential to utilize unallocated funds to support small business programs.
- d. Commercial Landlord Program:** This program includes a package of incentives to commercial landlords (loans, grants, tax abatements, and other incentives) to forgive owed rent and restructure lease terms that enable economic recovery. This program turns property owners into partners in small business recovery and extends public funding from the state of New Jersey and the federal government to increase its impact. The implementation of this program may be complex as it requires significant administration with oversight of business owner/property owner negotiations. Additionally, property owners may not have the flexibility to use this program
- e. Reopening Fund:** The City of Newark should also consider how such a fund might support reopening, including making funds available for capital improvements to support social distancing in ground floor spaces.
- f. Lease Guarantees:** The City of Newark should explore a lease guarantee program, or similar support, to foster small businesses formation particularly among marginalized populations.
- g. Lender Partnership Program:** This program would develop a partnership between the City of Newark and capital providers so that providers restructure loans with property owners, helping them to adjust lease agreements with small business tenants. The City can leverage state and federal funds along with municipal bond capacity.
- h. Technical Assistance for Unbanked Businesses:** The City of Newark can form partnerships with business support organizations and lenders to provide technical assistance and special underwriting standards to help unbanked businesses access non predatory financing.
- i. Flexible Loan Fund:** The City of Newark can establish a loan pool with public, philanthropic, and private capital to support the formation, expansion, or adaption of small businesses.
- j. Corridor Stabilization:** Commercial corridors have always been central to urban life and revitalizing them will be key to COVID recovery. These corridors offer entrepreneurship opportunities and jobs, goods and services for residents, workers, and visitors, while enlivening the public realm and offering neighborhoods an identity.

We have an opportunity to create an even stronger Newark, one that is more equitable and more resilient. To do so, we must make sure that the scale of response matches the scale of this crisis, which is unprecedented. Economic impacts reported to date reflect only the initial repercussions of this crisis, with deeper impacts to come and a long tail. Only large-scale and innovative approaches have the potential to meaningfully shift the path of the current economic collapse.

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Appendix A

Newark Reopening and Recovery Strikeforce - Public Health Task Force Committee

SUMMARY OF RECOMMENDATIONS

GOAL 1: Coordinate across existing public health efforts including Testing taskforce and tracing and isolation efforts

- 1.** Coordinate testing and tracing in Newark with statewide strategic effort
- 2.** Coordinate viral testing and tracing efforts with emerging antibody testing program between Newark and the State
- 3.** Establish a testing and tracing team management structure
- 4.** Develop clear isolation and quarantine plans in conjunction with the testing and tracing protocol
- 5.** Access resources to establish a paid full-time management team
- 6.** Document a plan to integrate testing, tracing and isolation detailing flow of process, structures of team, management and oversight, metrics, internal and external communications
- 7.** Recruit teams who are initially working with NJDOH/Rutgers School of Public Health program, preferably from Newark or Essex County, with language proficiency in the following languages: Spanish, Portuguese, Creole
- 8.** Develop agreed upon metrics with regard to testing, tracing, and isolation and use a health equity framework
- 9.** Ensure that all testing processes are inclusive of all key demographic characteristics including but not limited to race, ethnicity, nation of birth, sexual orientation and gender identity (SOGI)
- 10.** Document all procedures and processes related to testing and tracing efforts
- 11.** Enact culturally competent and clear communications messages for affected populations about testing and tracing through a health equity lens using multiple modes of dissemination
- 12.** Set up processes by which to update the 30-day plan at least every two weeks (within one week)
- 13.** Analyze daily reporting from DOH and hospitals on released presumptive positive patients/persons under investigation with a common interface for all inputs and rapid handoff to contact tracers
- 14.** Identify isolation models inclusive of sites, staffing, and protocols
- 15.** Coordinate citywide communications with NJDOH with an eye to increasing culturally competent public health literacy in testing and tracing
- 16.** Develop the infrastructure that will be enacting the 4-T (target/test/treat/trace) plan

INTERMEDIATE (WITHIN 60 DAYS):

- 1.** Document city wide surge capacity inclusive of hospitals, FQHCs and other providers in terms of overflow capacity and action plan
- 2.** Enact the 4-T (target/test/treat/trace) plan

LONG-TERM (WITHIN 90 DAYS):

- 1.** Enact a structure, process, outcome, and impact evaluation plan for testing and tracing programs in coordination with Rutgers SPH and Newark DOH.
- 2.** Ensure sufficient funding of tracing program to be able to enact a < 3-day protocol from testing to tracing to isolation

GOAL 2: Provide insight, guidance and strategic advice on mitigating the spread of the COVID-19

- 1.** Assemble a strong group of community, healthcare, and educational partners within testing and tracing pillars to serve as an advisory council on management of COVID-19
- 2.** Access resources for a livable wage path in addition to a locally sourced paid workforce with a clear management structure
- 3.** Enhance the isolation efforts, building on existing social programs and infrastructure, with a pro-patient approach
- 4.** Educate Newark residents on social distancing best practices (e.g., stores, public transportation, multiunit housing, and schools) and enforcement policies
- 5.** Ensure unified messaging between the City of Newark, Newark and New Jersey Departments of Health, Newark Alliance, and the State of New Jersey
- 6.** Prioritize the critical integration between pillars so that all cases/contacts are able to quickly and safely isolate, building on the platform of existing social support programs in Newark
- 7.** Maximize operational efficiency towards the goal of a test-trace-isolate cascade of < 3 days from start to finish
- 8.** Test all symptomatic patients (passive testing) and perform active surveillance of high-risk populations
- 9.** Provide needed social services to all cases/contacts that require support to safely isolate for the 14-day period
- 10.** Use both in-person patient navigation and online resources (such as <https://www.nowpow.com/nowpow-platform/>), building on existing systems
- 11.** Integrate serology (antibody) testing as sciences and knowledge emerges
- 12.** Develop culturally competent communications to reduce stigma and increase uptake across the test-trace-isolate cascade

INTERMEDIATE (WITHIN 60 DAYS):

- 1.** Ensure mental health and counseling services are readily available to a) family and friends affected by covid b) healthcare providers serving the population and c) workers handling the testing and tracing efforts
- 2.** Prevent the delay in seeking care for COVID-19 and non-COVID-19 conditions through a Resource Guide for Newark residents addressing emotional hurdles, fears, and medical mistrust in communities written through an intersectional, socio-cultural lens

LONG-TERM (WITHIN 90 DAYS):

- 1.** Undertake ongoing training of healthcare workers in COVID19 care regarding implicit bias and discrimination in healthcare
- 2.** Develop recommendations for novel treatments as science emerges in coordination with Newark and NJ Departments of Health

3. Oversee the objective to increase the capacity of the three pillars (testing, tracing, isolation) to lead critical technical body of evidence-based literature on best practices for all three pillars in the US setting

GOAL 3: Coordinate the approach of local, county and state health efforts (and institutions of higher education)

IMMEDIATE (NEXT 30 DAYS)

1. Align with tracing program being initiated with the state in coordination with NJDOH/ Rutgers School Public Health
2. Apply testing and tracing program implemented by the state and tailored to the populations of Newark as appropriate
3. Coordinate with local, county and state health departments

INTERMEDIATE (WITHIN 60 DAYS)

1. Create and widely disseminate a COVID-19 PSA campaign similar to communicable diseases

LONG-TERM (WITHIN 90 DAYS)

1. Provide a centralized, curated state-wide directory for COVID-19 resource navigation based on need and incorporated into CommCare platform (similar to NowPow COVID-19 maps. <https://www.nowpow.com/resource-maps>)

GOAL 4: Inform a homeless action plan that is integrated into a public health coordination effort

Immediate (next 30 days)

1. Standardize criteria and stepwise protocol for re-entry into homeless shelters post-discharge for any COVID-19 hospitalization or self-isolation at a sub-acute quarantine facility
2. Integrate partner surveillance testing and reporting infrastructure with the data dashboard

INTERMEDIATE (WITHIN 60 DAYS)

1. Develop robust surveillance and testing algorithms for homeless shelters similar to other congregate facilities (e.g., nursing homes, group homes) to quickly mitigate spread

LONG-TERM (WITHIN 90 DAYS)

1. Monitor nursing homes assisted living facilities, homeless shelters, and other community living facilities



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