

July 28, 2020

Mayor Schewel and Chair Jacobs,

It has been 74 days since you constituted the Durham Recovery and Renewal Task Force (RRTF) and gave us a mission to advise you as you guide our community through the thickets of COVID-19 and set us on the road to recovery. We are writing to share a brief update on our progress and to share four proposals that RRTF recommends for funding by our local governments which represent promising ideas that respond to urgent and important community needs we have identified through our efforts.

Our 15-person task force represents Durham's rich diversity and includes health experts, business leaders, government professionals, and community and faith leaders. We understood at the outset that our mission would require not only the best public health and epidemiological information our community has to offer, but also deep and sustained engagement with the Durham community. To that end, over the past two months we have organized weekly meetings among 18 different roundtables that have engaged over 400 Durham residents, business owners, and local experts. RRTF Roundtables include a dozen sector-specific groups -- from restaurants and retail to salons and child care centers -- as well as community-centered groups, including groups focused on community engagement, immigrants and refugees, places of worship, and vulnerable populations (for a full list of roundtables, see Appendix B). These Roundtables have helped us better understand the challenges facing our community, created a vehicle for ongoing two-way communication between the task force and those directly impacted by COVID-19, and enabled us to identify ideas that are responsive to the needs of our community.

We have been hard at work developing initiatives that respond to these needs and that reflect our core values to be guided by science, be responsive to the needs of those directly impacted, apply a racial equity lens and culturally responsive frameworks, work in a well-coordinated and collaborative manner with other key stakeholders, and move with a sense of urgency demanded by this crisis. To date, RRTF's response efforts have included:

- Launching the *Back on the Bull* campaign -- a county-wide public health campaign designed to help Durham establishments implement evidence-based actions they can take to reduce the risk of COVID-19 transmission among their employees and customers, and to increase accountability among businesses and inspire confidence among residents through greater transparency in the steps establishment are taking to keep us safe. This campaign, already recognized nationally for

its excellent design and innovative incorporation of behavioral science, was developed through over 1,000 hours of volunteer contributions from local experts at McKinney and Duke University, and is being amplified by dozens of local communications experts under the leadership of Discover Durham. It was launched in English and Spanish. Over the first couple of weeks of the campaign, over 200 businesses have completed the campaign's health and safety checklist, already surpassing the number of Durham businesses participating in the Count on Me NC statewide campaign.

- Creating a new online marketplace -- *Durham Has You Covered* -- to help Durham residents and small businesses procure face masks from local providers, with a focus on local producers from historically marginalized communities. The project was supported through the volunteer contributions of local experts at thoughtbot and in partnership with Cover Durham and Scrap Exchange. In addition to making it easier to get a quality face covering from local producers, it also makes it easier to give a mask -- and increase our local supply of free face coverings -- through a partnership with the Scrap Exchange. The website is also available in English and Spanish.
- Securing 10,000 free disposable face masks from Duke Health for transit riders and small businesses.
- Tackling the COVID crisis in our Latinx community through grassroots outreach and a focus on language access. This work has included in-person visits to Latinx-owned businesses and to industries with a high percentage of Latinx workers (e.g. construction) to increase both awareness of the risks of COVID-19 and the steps that can be taken to mitigate those risks, and the supply of PPE and good signage present in these spaces.
- Expanding our local testing capacity at Lincoln Community Health Center and increasing access to testing through a new site at Holton Career Center. RRTF leaders from Duke Regional and Lincoln Community Health Center have convened a group of local health experts that meets weekly to address barriers to testing and other needs for our vulnerable populations.
- Printing and currently distributing 1,000 signs in English and Spanish communicating the requirement to wear face masks to small businesses to help them comply with recent local orders.
- Working with Durham clergy to create guidance for places of worship seeking to gather.
- Partnering with the County Public Health Department to develop weekly data briefings that make it easier for people to understand what our local COVID-19 metrics mean.
- Shaping the Safer-at-Home orders through our advisory role.
- Laying the basis for thinking about our economic recovery, including identifying key performance indicators that can guide our community efforts over the course of the next year.

We understand that the unprecedented nature of COVID-19 means that our local governments are confronted by numerous challenges on seemingly every front, while also having fewer local public funds, as a result of the economic impacts of the virus, with which to combat them. That is why, to the extent possible, we have attempted to advance important initiatives without relying on public funds. To date, we have secured over \$150,000 in pro bono services and contributions; however, some of the ideas that have been lifted up through our work will be difficult to advance without additional support from our local governments. We thank the City of Durham for the \$24,100 already contributed to

support RRTF's work. These funds have been used to support mission-critical language access services, and to help raise awareness of the *Back on the Bull* campaign.

The proposals we recommend for funding below are directly tied to areas where we have focused our initial efforts and build upon some major initiatives described above. We stress this to make clear that we are not suggesting the four proposals recommended below respond to the sum total of Durham's most urgent and important needs in response to COVID-19. We have not focused on those areas where our local governments are already making or planning significant investments, and where government staff have focused considerable attention since the beginning of the pandemic in NC. The value add of RRTF's budget proposal process, instead, is to bring to light those promising ideas that may not have otherwise been considered by our local governments.

RRTF received five total proposals (Appendix D), which were reviewed and vetted by a subcommittee of the task force that included the Director of Emergency Management over Durham's Emergency Operations Center. We have included the scoring rubric and evaluations of the subcommittee (Appendix E). The subcommittee then presented their recommendations to the full task force this past Friday (see Appendix C for an overview of the full budget process). On behalf of the full task force, we bring forward four proposals which task force members unanimously agree respond to urgent and important community needs and are crucial to Durham's recovery and renewal. These proposals, summarized below and described in greater detail in the attached materials, are intended to support Durham's recovery and renewal and reduce the risk of COVID-19 transmission by:

- **Increasing awareness and use of an evidence-based public health campaign -- *Back on the Bull* -- and its health and safety checklist developed by behavioral scientists in collaboration with public health experts.** We believe wide usage of the health and safety checklist by Durham businesses and establishments will better position us as we head into the fall. Over 200 businesses have already taken this step in the early weeks of the campaign. Businesses, places of worship and other establishments will be more likely to have an evidence-based plan in place for keeping employees and customers safe, and Durham will be less likely to need to reverse course and close down our economy. Widespread awareness of the campaign among residents is also crucial to reinforce the steps we all must take to combat the virus. Additionally, the more residents reference the *Back on the Bull* database of participants and signage to determine what places are taking the appropriate steps to welcome them back, the more power the planning tool will have in shaping behavior and creating accountability. *Back on the Bull* is built on the premise that greater transparency in the steps places are taking to reduce risk of COVID-19 transmission is essential to safely reopening our economy. Without additional funds to raise awareness of the campaign, our reach will be limited and we will fail to leverage the full benefits of this campaign that has been developed with care, incredible thoughtfulness, and generosity. Without additional funds, those we will be least likely to reach are those who are most at-risk now of exposure to the virus. With your support, we plan to reach approximately 300,000 people in Durham at least six times over the next five months with information about how they can do their part to help us get back on the bull.

- ***Increasing access to face coverings for transit riders through the provision of free disposable face masks on every Go Durham bus.*** Currently, to ensure public transit riders have access to face coverings, the City of Durham Transportation Department has been passing out free face masks at the central transit bus terminal downtown. They pass out, on average, 500 free face coverings every week, which currently puts them on pace to run out of supplies this week. The immediate need is to ensure we continue to provide free face coverings to bus riders in Durham -- a population likely at higher risk of exposure to COVID-19. However, there is also an opportunity to strengthen this effort and make our public transit system one of key strategies for ensuring access to face covering throughout Durham. Instead of distributing face masks only at the central terminal, we propose putting disposable masks dispensers on every Go Durham bus. Limiting mask distribution to the central terminal means that many people who pick up free masks at the central terminal had to first ride a bus to the terminal without wearing a face covering -- a situation that places bus drivers and other riders at increased risk
- **Increasing voluntary compliance with public health best practices and local orders in Durham establishments by providing in-person support from trusted community members through a new Community Health Ambassador program.** An Ambassador program builds upon a widely accepted public health strategy of community health workers -- culturally competent, frontline public health workers who are trusted by the communities they serve. Ambassadors would provide in-person support to up to 150 businesses and other establishments per week. Ambassadors would spend their days visiting businesses and other organizations to listen and understand the needs and challenges facing places, to observe current practices, and to partner with establishment owners to identify and remove barriers to compliance that can reduce risk of COVID-19 transmission among employees and customers. In-person support is crucial to increase compliance. Without this level of support, we will continue to see wide variation in compliance levels across Durham. With this investment, we can avoid enacting unnecessary enforcement mechanisms being pursued in other communities across our country; employ some of those from communities that have been disproportionately impacted by COVID-19; and ensure the digital divide that disproportionately impacts people of color does not decrease the level of compliance support for historically marginalized businesses and establishments.
- **Creating a new grant fund that subsidizes evidence-based investments establishments can make that scientists agree create safer spaces for workers and customers.** Establishments can do a lot to reduce risk of COVID-19 transmission, including, but not limited to, providing face masks to workers and customers, placing hand-sanitizer stations throughout their space, using Plexiglass to create barriers to protect workers where social distancing is not always possible, using infrared thermometers to take contactless temperature checks of employees and customers, upgrading to high-quality air filters and increasing the rate of air change, and moving more activities that traditionally occur indoors to outdoor spaces. Some of these evidence-based practices require modest investments; however, many entities have been financially hard hit by COVID-19 and are struggling to stay afloat during the crisis. The financial strain they are under means that even modest investments may be difficult for some, and therefore less likely to occur. In the absence of a fund like this, fewer entities will do all they might to make

evidence-based investments to protect the health of their employees and customers. A request for support with expenses like the ones described above was the most common request across sector-specific and community-focused roundtables.

We believe the above proposals can better position us as we head into the fall where many health experts believe we may face new surges in cases, where our health system could be strained in new ways as COVID-19 coincides with flu season, and where we face new challenges as college students move back to Durham. Now is the time for us to do everything we can to prepare for the next wave of infections. We believe these proposals are *one part* of a wider effort that can keep us moving forward together. While we are currently holding steady with respect to our COVID-19 new cases thanks to the combined efforts of our City, County and community partners, the actions supported by these proposals are necessary to get us to the next level.

We respectfully request that you share this letter and enclosed information with the City and County Managers, and that you bring the proposals before your respective elected bodies for consideration in as expedited a manner as possible given the time sensitive nature of the requests. More specifically, we recommend the following actions:

- The City of Durham funds the addition of disposable face masks on all Go Durham buses and vans. We are working with the Department of Transportation to refine the budget proposal, but currently estimate the cost to be approximately \$36,000.
- The City and County split costs evenly to fund the remaining three proposals. We are working this week to refine the budget proposals, but currently estimate the cost per government to be approximately \$750,000. For the \$250,000 per government allocated to support the COVID-19 Risk Mitigation Fund, one option that merits consideration is to reallocate a portion of the \$2,000,000 loan funds for small businesses to support this new grant fund. In our initial consultation with the City Attorney's Office, we believe this is possible. Given the amount of interest in a risk mitigation fund that we are hearing from our small businesses, and the relatively low participation rate in the loan program compared to the grant program, we believe Durham small businesses would welcome such a reallocation.

Finally, we cannot, in good conscience, put forward requests for funds without acknowledging some of the important investments our local governments are already making that are crucial to Durham's recovery and renewal. Here are some of the important COVID-19 response areas known to us that the City and County of Durham are actively investing time, talent and public dollars to advance:

- Durham's recovery begins with our local public health professionals, and with resources being spent on testing and contact tracing. These resources are absolutely crucial to our recovery, and if additional resources are required in the fall and increased resources are not coming from the state, we encourage you to make funding for public health one of your top priorities.
- Additionally, the City and County are investing in core services to care for our vulnerable populations. This includes funding and staff time dedicated to:

- Feeding the hungry and combating food insecurity – from meals from children, to our homeless to seniors.
 - Sheltering our homeless and working to reduce their risk of exposure to COVID-19, including setting up hotels and creating reduced capacity congregate shelters.
 - Providing PPE for our first responders, long-term care facilities, nonprofits, and community members who cannot afford face coverings.
 - Ensuring our public facilities are ready to safely serve residents, including increased sanitation and establishing screenings at facilities.
 - Welcoming back residents returning from prison, ensuring they are able to quarantine, providing peer support and cell phones so they can connect to services remotely, and care packages to help with their transition during a very difficult time to come home.
 - Providing rental assistance to Durham residents who have lost employment or suffered other economic losses as a result of COVID-19 and are now in jeopardy of eviction.
- Finally, the City and County have invested \$2,000,000 in a small business recovery fund to provide loans to small businesses in Durham to help them weather the loss of revenue incurred as a result of COVID-19 so that they can avoid permanent closure and layoffs. These funds provide a lifeline to businesses struggling to survive a severe economic shock.

This is just a snapshot of a well-coordinated effort that is costing millions of public dollars and many, many long workdays and work weeks for our public servants. On behalf of our task force, we thank our public servants who are rising to the occasion to keep us safe, we encourage continued investments in these areas, and we note, humbly, that we must also find a way to do more.

We would like to close by expressing our gratitude. We appreciate your leadership in this time of crisis, the opportunity you have given us to serve our community, and the dedication and hard work of our colleagues on the task force with whom it is a privilege to serve and without whom our accomplishments to date would not have been possible. We know much work remains and challenging days await. We will continue to press on, as you have called us to do, with a sense of urgency and commitment to be willing to advise bold steps, where necessary, to place Durham on a path to recovery and renewal.

Sincerely,

Katie Galbraith & Maticia Sims

Katie Galbraith, RRTF Co-Chair
President, Duke Regional Hospital
Board Chair, Durham Chamber of Commerce

Maticia Sims, RRTF Co-Chair
Vice President & Corporate Controller,
Blue Cross Blue Shield Of NC

RRTF Members

*Katie Galbraith, Task Force Co-Chair
President, Duke Regional Hospital
Board President, Durham Chamber of Commerce*

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*Lois DeLoatch, Executive Vice President
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*Geoff Durham, CEO
Durham Chamber of Commerce*

*George Habel, Vice President
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*Philip Harewood, CEO
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*Rodney Jenkins, Health Director
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*Jodi Miller, Deputy County Manager
Durham County Government*

*Pilar Rocha-Goldberg, President and CEO
El Centro Hispano*

*Anthony Nelson, Dean
North Carolina Central University School of Business*

*Nicole Thompson, CEO
Downtown Durham Inc.*

Appendix A: Durham Recovery and Renewal Task Force (RRTF)

Purpose, Guiding Principles and Structure

Purpose: Mayor Schewel and Commissioner Jacobs have assumed extraordinary powers under local declarations of emergency. Under these powers, they have issued emergency stay-at-home orders and other declarations to keep Durham safe during the COVID-19 crisis. Now the time has come to plan for how Durham will recover, renew, and reemerge, and to accomplish the dual purpose of keeping our community safe while helping our economy reopen. To make best decisions about how to revise emergency declarations and stay-at-home orders, they have decided to form, under their emergency powers, a task force on recovery and renewal to advise them. The task force will meet weekly with them over the next 100 days, engaging throughout with community partners, experts, and local businesses, in order to provide our elected leaders with actionable guidance and advice.

Guiding Principles: The Durham RRTF will:

- Be guided by our scientific community and public health experts and informed by and responsive to the needs of people and businesses directly impacted in Durham
- Apply a racial equity lens and culturally responsive frameworks to address historically-rooted and widening disparities and inequities revealed and amplified by COVID-19.
- Work cooperatively and closely with state public health officials, local health systems, local business and community leadership, Durham's Emergency Operations Center, and our local governments to ensure a well-coordinated response.
- Move with a sense of urgency demanded by this moment, will be action-oriented, and willing, where necessary, to take bold steps to place Durham on a path to recovery and renewal.

Structure: The Durham Recovery and Renewal Task Force will have a 100-day period of service. The Task Force will be led by two co-chairs, and comprising 15 members. It will not be expected to produce any final report or written product. Rather, it will be expected to move at speed and issue its advice and recommendations in real time. The Task Force meetings will be public meetings posted on the City's website. The public will be invited to listen in, but not participate in the conversations during Task Force weekly meetings.

There will be two important and related aspects of the Task Force's work. First, the Task Force will move quickly to understand Durham's needs for those areas identified as crucial to reopening safely by public health experts -- namely, testing, tracing and PPE (including face coverings) -- and to recommend how these needs can quickly be met. The Task Force will also work with partners to mobilize to meet these needs.

The second aspect of the Task Force's work will be to organize roundtables of various business and community sectors, led by members of those sectors, to figure out how each sector can successfully, gradually and safely reopen.

Appendix B. RRTF Roundtables Overview

Purpose: RRTF Roundtables serve primarily as a way for the task force to organize and engage with specific sectors. Roundtables help the task force better understand how recovery needs and challenges differ across industries and to develop and support industry-specific plans for recovery and renewal in collaboration with local business leaders and workers. In addition to industry, roundtables will also provide a way for engaging with local experts on policy-related challenges, with community-focused groups, and with establishments where residents frequently gather, such as places of worship.

Roundtables are supported by RRTF staff, but led and organized by local leaders within each specific industry or group type. In most cases, Roundtable leaders do not sit on the task force, but have opportunities to engage with the task force. Staff prepare weekly report outs for the task force of concerns, questions and ideas shared at each Roundtable. Roundtables also work with task force staff to plan virtual town halls where representatives of the task force can join, listen, answer questions, and engage in conversation with a larger group of participants.

List of Roundtables *(number of times group has met over first 70 days of RRTF)*

Sector-Specific

Fitness Centers, Studios & Pools (12 times)	Barbershops, Salons & Personal Services (4 times)
Restaurants, Bars & Taprooms (9 times)	Entertainment & Cultural Venues (3 times)
Child Care & Youth Activities (9 times)	Lodging (3 times)
Construction & Field Operations (7 times)	Festivals, Outdoor Events & Parks (2 times)
Retail (5 times)	Sports & Recreation (2 times)
Realtors (3 times)	Small Business Recovery Fundraising (4 times)

Community-Focused

Communications Action Team (8 times)	Immigrant and Refugee (5 times)
Community Engagement Team (6 times)	Places of Worship (9 times)
Face Masks Action Team (4 times)	Vulnerable Populations (6 times)

RRTF Student Research Team

In addition to the above Roundtables that greatly increase the capacity of the Task Force to understand the challenge facing our community, RRTF has also created a student research team. The team, comprised of nearly 20 college students and recent graduates from NCCU, Duke and UNC, provide over 100 hours of rapid response research support each week for RRTF members and Roundtables. In this unprecedented crisis, we have a unique opportunity to learn from other communities facing similar challenges. Our student research helps the task force keep a focus on innovative approaches and lessons learned from other communities.

Appendix C: RRTF Budget Process

Overview of process for submitting budget recommendations

Purpose of RRTF Budget Requests:

The budget request process is meant to provide a way for task force members to lift up promising ideas that have surfaced from our work and engagement with the community that members believe are important to support and advance Durham's recovery and renewal. While it is possible that an additional round of budget proposals will be considered by the task force prior the conclusion of our 100 days of service, Mayor Schewel has asked that we attempt bring forward as many requests at the same time so can be weighed together and assessed in terms of their relative merits and not in isolation. RRTF is an advisory body, and our recommendations to Mayor Schewel and Chair Jacobs will require further vetting and consideration by local government staff and elected leaders.

The value add of this process is to bring to light promising ideas that may not have otherwise been considered by our local governments and to assist our elected leaders in being responsive to the needs of our community. That said, the task force need not feel responsibility to bring forward budget recommendations that fall outside its scope of work or experience to date (for example, in the area of food security). RRTF is not charged with developing a budget request that reflects or responds to the sum of Durham's needs in response to COVID-19. However, given limited public funding for COVID-19 response work, task force members should, to the extent possible, take into account the bigger picture of challenges and needs facing the Durham community that may be competing for public funding.

Process:

In keeping with one of our four guiding principles to move with the sense urgency demanded by this moment, the following process is designed to take place over a two-week period:

- RRTF members will be invited to submit proposals for consideration using [this budget template](#) over the next week. A full timeline for the process is included below.
- RRTF staff will also compile a small number of proposals based on specific requests from Mayor Schewel and Chair Jacobs, including some that originated from requests made by RRTF Roundtables.
- Proposals will provide cost estimates or a range of estimates, which may be inexact. In recognition that there will be many needs competing for limited public funding, those submitting proposals are encouraged to identify strategies in addition to public funds for advancing the ideas.
- To help RRTF members understand some of the larger context and to provide a more holistic sense of the challenges and needs facing local government that will compete for limited funding, Mayor Schewel and Chair Jacobs will ask City and County to share high level summaries of areas they foresee where public funds may be required to support Durham's recovery. These summaries will be ready in one week.
- RRTF staff will collect and share all proposals, including high level summaries provided by government staff, with RRTF members for their review early next week.
- RRTF Co-Chairs will form a smaller subcommittee to closely review all proposals and to prepare a recommendation for the full task force to review by the meeting on Friday, July 24. At our meeting this upcoming Friday, July 17, At our meeting this upcoming Friday, July 17, RRTF members will have a chance to review and discuss the criteria that will be used to assess proposals.

- RRTF recommendations will prioritize proposals, not in rank order, but in at least four categories: those that are crucial to Durham’s recovery and urgent (highest priority); those that are important to Durham’s recovery, but not urgent; those that are urgent but not crucial to Durham’s recovery; and those that are neither crucial or urgent (lowest priority).
- RRTF members will vote on recommendations prepared by the subcommittee. RRTF Co-Chairs will submit a formal letter to Mayor Schewel and Chair Jacobs including any recommendations that receive a majority of votes from the task force. Mayor Schewel and Chair Jacobs will then submit the requests to the City and County Managers for consideration on next steps.
- For any non-governmental strategies identified to support proposals, RRTF Co-Chairs will work with the task force to determine next steps.

Timeline:

Monday, July 13	Mayor Schewel and Chair Jacobs contact appropriate City and County staff and request high-level summaries of budgetary needs they anticipate in the coming months in response to COVID-19 recovery
Tuesday, July 14	RRTF members receive guidelines/template for submitting requests
Friday, July 17	City/County staff submit to Ryan Smith and RRTF Co-Chairs high-level summaries of COVID-19 response budgetary needs they currently anticipate.
Monday, July 20	RRTF members submit budget proposals using the following template to Ryan and RRTF Co-Chairs
Tuesday, July 21	Ryan shares all submitted documents with RRTF members
Wednesday, July 22	RRTF budget subcommittee meets to review all documents and develop an initial recommendation for the task force’s consideration
Friday, July 24	RRTF reviews recommendation developed by subcommittee at task force meeting and, by majority vote, accepts or amends the recommendations
Monday, July 27	RRTF Co-Chairs send formal budget recommendations to Mayor Schewel and Chair Jacobs

Criteria for Evaluating Proposals:

RRTF will prioritize proposals that:

- Advance actions that can reduce the risk of COVID-19 transmission and that will help Durham continue to reopen and stay open.
- Respond to the needs of people directly impacted in Durham by COVID-19.
- Have support of those necessary to implement the idea
- Have originated out of the task force’s work and demonstrate a clear connection to our roundtables, action teams, or community engagement activities
- Reflect RRTF’s commitment to:
 - Be guided by our scientific community and public health experts
 - Apply a racial equity lens and culturally responsive frameworks to address widening disparities.
 - Work cooperatively and closely with state public health officials, local health systems, local business and community leadership, Durham’s Emergency Operations Center, and our local governments to ensure a well-coordinated response.
 - Move with a sense of urgency demanded by this moment, will be action-oriented, and willing, where necessary, to take bold steps to place Durham on a path to recovery and renewal.

Appendix D: July 2020 - Budget Proposals Submitted for Review

Subcommittee meeting to review materials -- July 22, 2020

Background Context from the City and County of Durham	2
RRTF Budget Proposal - Back on the Bull Communications Plan	3
RRTF Budget Proposal - Back on the Bull Community Health Ambassador Program	5
RRTF Budget Proposal - Back on the Bull COVID-19 Risk-Mitigation Fund	7
RRTF Budget Proposal - Project Safe Passage (Requesting support from City only)	9
RRTF Budget Proposal - Cleaning Supplies (not included here)	11

Background Context from the City and County of Durham

City of Durham update

City Manager Thomas Bonfield

To date the City has incurred approximately \$688,000 in costs associated with COVID19 response and recovery. This amount does not include additional personnel costs or costs associated with transit or the variety of Community Development initiatives. At this point these costs are expected to increase to as much as \$1 million but not at the rate we have incurred costs in the first five months. We believe these costs will be eligible for 75% FEMA reimbursement however there are growing concerns that this will not happen or will be many years down the road. The only other major cost we are expecting is support for unpaid water and sewer bills. Currently we have approximately \$1.5 million in unpaid utility bills due to prohibition of utility disconnects. The restriction is expected to expire next week and we have begun to work with customers for payment plans. Currently our estimate is that we will need as much as \$500,000 to support customers who cannot pay their bills. Please be reminded that the water and sewer fund cannot legally absorb a forgiveness of these unpaid bills. Please also be reminded that with the exception of Transit and CDBG the City of Durham has not received any distribution of CARES funds from Federal, State, or County sources.

Durham County update

Jim Groves, Director, Office of Emergency Services

Please accept this summary of County COVID-19 expenses from July 1-Dec 31, 2020 and Jan 1-June 30, 2021. I modified the CARES CRF template to categorize and organize the County's expenses to help the Task Force members better understand where money was being spent. Mr. Groves will attend RRTF budget subcommittee meeting and provide additional information and answer questions about this report.

[Future Cost Estimate Overview](#)

RRTF Budget Proposal -- *Back on the Bull* Communications Plan

Submitted by	Susan Amey
Others Involved in Project Development	RRTF Communications Group
Estimated Full Cost	\$378,295, including an estimated \$100,000 in pro bono support to develop BotB
Estimated Request to local government	\$264,195 (plus an additional \$14,100 already committed) <i>(Could be less than full cost if you have identified other sources of support)</i>
Request/Project Timeline	Phase 1A (\$14,100) has already been approved. The rest of the plan is divided into two-month periods through the end of the calendar year.

Proposal Summary

Describe a high-level overview of what funding would support

During this public health crisis, it is not a nice to-do marketing campaign, but a necessary and impactful awareness and education campaign that the Communications Group is rolling out. Without funding for media placement, the outputs of the RRTF's work will reach only a fraction of Durham's residents and businesses, and the impact will be limited. As evidenced by the significant pro bono efforts planned throughout the calendar year, the team of experienced communicators will be good stewards and do everything it can to cut costs and secure advertising placements that provide the highest return on investment. The funds requested will only be allocated to buying media and the production of collateral pieces to aid grassroots outreach. All creative development will be completed pro bono. For all paid opportunities, the Communications Group will utilize pre-existing relationships as well as negotiate for discounted rates, in-kind offerings, and other added value contributions. As the coronavirus situation continues to change quickly, the following plan is designed to be flexible and responsive to changing circumstances.

How this Proposal Supports Durham's Recovery and Renewal

Include what the implications are if we are unable to enact this proposal

While the RRTF and RRTF Communications Group members and their associated agencies' organic reach across owned channels is considerable (estimated reach of 50K based on self-reporting), it is by no means exhaustive or near any kind of insurance that all Durhamites will receive the task force's messaging, let alone with enough frequency to be effective.

Without funding, only those in our inner circles and privileged to be part of membership groups or ongoing conversations will be informed of the campaign. Without funding, it will be very difficult to reach other disadvantaged groups.

Check the box that best describes the current status of the actions proposed in this proposal

- | | |
|--|--|
| <input checked="checked" type="checkbox"/> | The proposal is shovel ready once funded and has the full support of those required to implement it. |
| <input type="checkbox"/> | The proposal will require additional planning but has the full support of those required to implement it. |
| <input type="checkbox"/> | The proposal will require significant additional planning and does not yet have the approval and/or buy-in of others required to implement it. |

How does this proposal reflect RRTF's commitment to equity?

As evidenced by 56% of Phase 1A funding planned for Hispanic media buys as well as additional out-of-home advertising to reach those requiring the use of public transportation, the Communications Group is committed to spending to make the greatest impact for minority and disadvantaged groups. The

proposal detailed throughout the end of the calendar year outlines ongoing advertising efforts to reach the Latinx market and others in the community.

How does this proposal reflect RRTF's commitment to prioritize science and public health expertise?

At its core, the Back on the Bull campaign is a health and safety campaign, driving Durham residents to a website that will be maintained with the latest guidance, best practices, and other helpful insights for slowing the spread of COVID-19.

How does this proposal reflect RRTF's commitment to work in collaboration with key stakeholders?

The advertising dollars will be vital to inspiring widespread, meaningful consumer confidence and driving patrons back to Durham's local businesses that are in dire need of support. It is a way to lift all boats and reward the owners/managers/organizers/leaders that have actively participated in roundtable discussions and completed the checklist.

Budget Summary

<i>Description</i>	<i>Date Needed</i>	<i>Estimated Amount</i>
Phase 1A: Incentivize Participation/Reach Latinx Community (ASAP)	APPROVED	\$14,100
Phase 1B: Inspire Confidence (July/August)	7/24/20	\$80,145
Phase 2: Maintain Momentum (September/October)	8/14/20	\$109,750
Phase 3: Gathering Safely (November/December)	9/11/20	\$74,500
TOTAL		\$278,295

If there was only funding to support part of this request, what would you cut?

It would likely be easiest to scale back some of the radio and digital planned in Phase 2. TV broadcast will always be the most expensive, and therefore seemingly the easiest to scale back, but we feel strongly that the medium's effectiveness to increase public awareness by reaching a broad audience is important. If it were required that funds were allocated to other RRTF-related initiatives, it would likely be the most efficient and practical to narrow down the flight dates of the advertising campaigns (i.e. strategically picking weeks to pause advertising or shortening phases). That would allow for the campaign to maintain a high enough frequency to remain effective.

Are you currently pursuing additional non-government funds or have you considered possible alternate or additional sources of funding?

List options for non-governmental sources of funding, including pro bono contributions

For all paid opportunities, the Communications Group will utilize pre-existing relationships as well as negotiate for discounted rates, in-kind offerings, and other added value contributions from the media outlets. All creative for the advertising campaigns and media planning and buying will be completed pro bono. We have already secured over \$100,000 in pro bono support.

Conflict of Interest

Could this proposal benefit any RRTF member? If so, please identify person(s) and briefly explain.

None we're aware of. Expenditures are only planned for media outlets and printed materials, and so could benefit an RRTF member with an ownership stake in one of those businesses.

Links to Supporting Documents (e.g. full proposal, supporting research)

[Full Communications Plan](#)

RRTF Budget Proposal - *Back on the Bull Community Health Ambassador Program*

Submitted by	Pilar Rocha-Goldberg, Mariel Beasley, & Kurt Ribisl & Allison Lazzard (UNC), Ryan Smith
Others Involved in Project Development	(Initial consultation) Rod Jenkins, Katie Galbraith, Chris Salter, Steve Schewel, Wendy Jacobs, Phi Harewood, Jodi Miller
Estimated Full Cost	\$648,047 for one year
Estimated Request to local government	\$648,047 for one year (<i>Could be less than full cost if you have identified other sources of support</i>)
Request/Project Timeline	Program funding in place by early August and hiring complete by mid-August. Program would run for one year.

Proposal Summary *Describe a high-level overview of what funding would support*

The Back on the Bull Community Health Ambassadors program (hereafter “Ambassadors”) is intended to provide additional in-person support to businesses and other establishments to make it easier for them to comply with local orders and public health practices, such as wearing face coverings, which can reduce risk of COVID-19 transmission. We are requesting funding to create the equivalent of 10 FTE Ambassador positions that will enable Durham to reach 150 establishments per week.

Ambassadors will spend their days visiting businesses and other organizations to listen and understand the needs and challenges facing places, to observe current practices, and to partner with establishment owners to identify and remove barriers to compliance that can reduce risk of COVID-19 transmission among employees and customers. To support a more uniform experience for establishments interacting with the program, all ambassadors would start off using the same well-designed, evidence-based checklist of things to look for as they walk through an establishment and speak with the manager.

For businesses that have already completed Back on the Bull checklist, they will check to see if they are, in fact, doing the things they committed to do. Where ambassadors find room for improvement, especially clear deficiencies that place employees and customers at increased risk, they will make recommendations to the owner or leader of the establishment. They will then offer to provide support in helping the establishment comply with best practices and recommendations, including:

- Helping them complete the Back on the Bull checklist while on site
- Printing signage for them while on site using a portable color printer
- Providing a start kit of disposable face coverings
- Providing helpful checklists for daily operations and steps managers and staff can take to mitigate risk
- Providing specific suggestions for actions they can take that are specific to the physical layout of their space

UNC Gillings School of Public Health has [submitted a proposal](#) to administer the program.

How this Proposal Supports Durham’s Recovery and Renewal

Include what the implications are if we are unable to enact this proposal

Voluntary compliance with local orders and public health guidance is critical to keep Durham reopen, reduce the risk community transmission, and sustain economic recovery. In spite of best efforts to communicate the practices necessary to reduce risk of COVID-19 transmission, many places are confused and still not doing all that they might. In-person support is crucial to increase compliance. Without this level of support, we will continue to see wide variation in compliance levels across Durham.

Check the box that best describes the current status of the actions proposed in this proposal

☐

The proposal is shovel ready once funded and has the full support of those required to implement it.

- ☒ The proposal will require additional planning but has the full support of those required to implement it.
- ☐ The proposal will require significant additional planning and does not yet have the approval and/or buy-in of others required to implement it.

How does this proposal reflect RRTF's commitment to equity?

This proposal reflects equity in 4 ways: (1) the focus on exhausting avenues for support prior to considering enforcement mechanisms supports equity because fines or other punitive measures would likely contribute to inequity in our community; (2) a majority of hires from this program would come from those communities that have been disproportionately impacted by COVID-19, including at least 4 positions for native Spanish language speakers; (3) the program would also increase compliance support for historically marginalized businesses and establishments; (4) in-person support is crucial in recognition of the digital divide that disproportionately impacts people of color.

How does this proposal reflect RRTF's commitment to prioritize science and public health expertise?

This proposal was developed in consultation with health experts and behavioral scientists. It is designed to promote and expand adoption of best practices that national and local public health experts agree can reduce the risk of COVID-19 transmission. It also builds upon a widely accepted public health strategy of community health workers -- culturally competent, frontline public health workers who are trusted by the communities they serve. Evidence suggests individuals benefit from relationships with people who have similar lived experiences and are members of their community.

How does this proposal reflect RRTF's commitment to work in collaboration with key stakeholders?

This proposal grew out of conversations that engaged public health experts, behavioral scientists at UNC and Duke, health system administrators and leaders, business leaders, and elected officials. It is also built on the premise that the best path forward is to work in collaboration and partnership with local establishments to support compliance, as opposed to relying on enforcement methods.

Budget Summary

<i>Description</i>	<i>Date Needed</i>	<i>Estimated Amount</i>
BotB Community Health Ambassadors (4 FT, 6 PT)	8/15/2020	\$308,632
BotB Lead Ambassador (1 FTE)	8/15/2020	\$81,224
Project Manager (0.5 FTE)	8/15/2020	\$45,152
UNC School of Public Health Faculty Experts (0.05 FTE, 0.1 FTE)	8/15/2020	\$35,273
Master of Public Health Students Assistants	9/1/2020	\$38,230
Program supplies	9/1/2020	\$48,872
Travel Reimbursement for Ambassadors	9/15/2020	\$32,890
Other Expenses (UNC Indirect Cost)		\$57,774
TOTAL		\$648,047

If there was only funding to support part of this request, what would you cut?

(1) We would first see if the City and County could reassign current employees with the appropriate qualifications to serve in these roles for one year to reduce the number of new hires needed. (2) Next we would reduce the number of Ambassadors and, proportionally, the amount allocated for support resources. The consequence of this reduction would mean it would take longer to reach some businesses, which could mean some places are operating for longer periods of time in ways that increase risk of transmission.

Are you currently pursuing additional non-government funds or have you considered possible alternate or additional sources of funding?

List options for non-governmental sources of funding, including pro bono contributions

There is a possibility of offsetting some personnel costs (potentially the equivalent of 1 to 2 FTE) through student internships (for example from UNC School of Public Health). We could consider approaches to private or philanthropic partners to offset some of these expenses. However, this will take time, so, if necessary to pursue this route, it would be helpful for local government to approve some funding to get the program started.

Conflict of Interest (*Could this proposal benefit any RRTF member? If so, please identify person(s) and explain.*)

N/A

Links to Supporting Documents (e.g. full proposal, supporting research)

[Proposal to administer program submitted by UNC](#) Gillings School of Public Health
[Budget](#) for UNC proposal; [Budget justification](#) for UNC proposal
[Memo](#) outlining similar efforts other communities

RRTF Budget Proposal - *Back on the Bull* COVID-19 Risk-Mitigation Fund

Submitted by	Ryan Smith & Bryan Fox
Others Involved in Project Development	Informed by and responsive to proposals submitted by and conversations with multiple RRTF Roundtables; This proposal incorporates ideas specifically proposed by local business owners. Investments in air flow improvements were also vetted by a third-party expert and the City's Chief Mechanical Engineer.
Estimated Full Cost	\$2,000,000 to support up to 800 small businesses and nonprofits
Estimated Request to local government	\$500,000 for an initial pilot to support 200 small businesses and service providers (<i>Could be less than full cost if you have identified other sources of support</i>)
Request/Project Timeline	Propose a \$500,000 pilot to launch in mid-August to assess the efficacy of the program. Based on outcomes, approve up to additional \$1.5M.

Proposal Summary *Describe a high-level overview of what funding would support*

RRTF Roundtables were created to help identify the sector-specific needs of those most impacted by the pandemic while protecting the health and safety of employees and customers. As a result of COVID-19, many businesses and nonprofits have faced decreased revenue and predictability while at the same time needing to take on new equipment and supply costs necessary to operate safely amid the pandemic. This proposal arises in response to multiple requests from Roundtables to provide funding for investments that can help them reduce the risk of COVID-19 transmission. Instead of creating multiple different programs to fund different types of needs, we propose the creation of one grant program to support a range of evidence-based investments establishments can make to mitigate the risk of transmission.

Under the proposed grant program, entities could apply for grants of up to \$5,000 to support evidence-based investments designed to reduce the risk of COVID-19 transmission among employees or customers, including costs associated with personal protective equipment (face masks for staff and customers, Plexiglas, infrared thermometers, etc.), employee testing, [improved air flow](#), and furniture or other equipment to support moving activities outdoors (dining, exercise, worship, etc.). A portion of the grant could be applied retroactively to cover eligible expenses incurred since April 1, 2020 by entities that proactively chose to make thoughtful investments despite suffering significant revenue losses. Finally, some improvements could be eligible for certifications (e.g. improved air flow) to build confidence in the improvements based on verification.

The grant program would be available to entities that have completed the *Back on the Bull* health and safety checklist, affording two benefits: first, it provides an added incentive for participation in the voluntary program designed to create safer spaces and greater transparency around the risk-reduction actions taken by establishments. Second, the tool helps entities identify evidence-based practices where funds might be best

spent. Finally, if funding is approved for BotB Community Health Ambassadors, these staff could also apply on behalf of businesses they are supporting for items they identify that could mitigate risk of transmission.

How this Proposal Supports Durham's Recovery and Renewal

Include what the implications are if we are unable to enact this proposal

This proposal supports voluntary compliance with public health best practices -- something crucial to Durham's recovery. Establishments can do a lot to reduce risk of COVID-19 transmission. Some of these evidence-based practices require modest investments; however, many entities have been financially hard hit by COVID-19 and are struggling to stay afloat during the crisis. The financial strain they are under means that even modest investments may be difficult for some, and therefore less likely to occur. In the absence of a fund like this, fewer entities will take some of the employees and customers will be at risk of exposure to the virus. The absence of this fund may mean fewer businesses participate in our voluntary health and safety checklist through *Back on the Bull*.

Check the box that best describes the current status of the actions proposed in this proposal

- | | |
|-------------------------------------|--|
| <input type="checkbox"/> | The proposal is shovel ready once funded and has the full support of those required to implement it. |
| <input type="checkbox"/> | The proposal will require additional planning but has the full support of those required to implement it. |
| <input checked="" type="checkbox"/> | The proposal will require significant additional planning and does not yet have the approval and/or buy-in of others required to implement it. |

How does this proposal reflect RRTF's commitment to equity?

The grant fund would model its application review process after similar recent grant recovery funds intended to foster more equitable distribution of funds. Grant applications would be selected for review randomly. This practice in recent grant fund programs has led to more than half of the grant recipients coming from businesses owned by people of color.

How does this proposal reflect RRTF's commitment to prioritize science and public health expertise?

This proposal focuses investments in areas that scientists and public health experts strongly agree can reduce the risk for COVID-19 transmission. To the extent allowable under state law, criteria for grant fund disbursement would prioritize those industries where employees and customers are at higher risk of exposure. For example, current public health data suggests that sectors at greatest risk including construction, restaurants, janitorial services, painting and wall covering contractors, grocery stores, and child day care services.

How does this proposal reflect RRTF's commitment to work in collaboration with key stakeholders?

This proposal reflects RRTF's commitment to work in collaboration with local leaders and business owners to understand the challenges they face to safely reopen and to help remove barriers that may prevent them from adhering to best practices. This proposal arises from the work of our Roundtables and incorporates many of the ideas that emerged through our engagement over the past several months.

Budget Summary

Description	Date Needed	Estimated Amount
Pilot - BotB Risk-Mitigation Grants (up to \$5,000 per business)	8/15/2020	\$500,000
Full program - BOTB Risk-Mitigation Grants	10/15/2020	\$1,500,000
TOTAL		\$2,000,000

If there was only funding to support part of this request, what would you cut?

If less funding were recommended to support this program, we could the maximum amount of funding from \$5,000 to \$2,500 and/or reduce the number of businesses that could benefit from the grant funding during the

pilot phase. We could also choose to more narrowly define eligible expenses (for example to exclude air flow improvements). For a smaller program we would also recommend removing the option that funds could be applied retroactively for eligible investments made since local orders went into effect.

Are you currently pursuing additional non-government funds, or have you considered possible alternate or additional sources of funding? *List options for non-governmental sources of funding, including pro bono contributions*

Yes. We have started to pursue additional options, but more time and effort is required, and a commitment from the City/County could make it easier. To date, we have heard from one major restaurant food supplier who expressed openness to providing small grants of \$500 - \$1,500 to support restaurants in investing in areas that improve safety and consumer confidence. Additionally, DDI is supporting some downtown restaurants in securing outdoor tables and chairs.

Conflict of Interest

Could this proposal benefit any RRTF member? If so, please identify person(s) and briefly explain.

N/A

Links to Supporting Documents (e.g. full proposal, supporting research)

[Proposal for modifications to improve air quality in restaurants](#) submitted by RRTF Roundtable

[Request for funds to support outdoor dining](#) submitted by RRTF Roundtable

Research supporting importance of [face masks](#), [outdoor dining](#) (second lowest risk category out of 4 risk levels for restaurant operations), and [improved air flow](#) (also CDC guidelines recommend increasing air flow)

RRTF Budget Proposal - Project Safe Passage (Transit)

Submitted by	Ryan Smith (RRTF staff)
Others Involved in Project Development	Isaac Henrion (Cover Durham), Pierre Osei-Owusu (Transportation), Laura Nicholson (Scrap Exchange), Pilar Rocha-Goldberg (RRTF), Judson Bonick (Duke Center for Advanced Hindsight)
Estimated Full Cost	\$36,200
Estimated Request to local government	\$36,200 <i>(Could be less than full cost if you have identified other sources of support)</i>
Request/Project Timeline	Early August - May 2021; \$19,200 needed ASAP

Proposal Summary *Describe a high-level overview of what funding would support*

To ensure public transit riders have access to face coverings, the City of Durham Transportation Department has been passing out free face masks at the central transit bus terminal downtown. They pass out, on average, 500 free face coverings every week, which currently puts them on pace to run out of supplies in two weeks. City staff have reached out to RRTF for assistance finding more face coverings.

The immediate need is to ensure we continue to provide free face coverings to bus riders in Durham -- a population likely at higher risk of exposure to COVID-19. However, there is also an opportunity to strengthen this effort and make our public transit system one of key strategies for ensuring access to face covering throughout Durham. Instead of distributing face masks **only** at the central terminal, we propose putting disposable masks dispensers and hand-sanitizer dispensers on **every** Go Durham bus. Limiting mask distribution to the central terminal means that many people who pick up free masks at the central terminal had to first ride a bus to the terminal without wearing a face covering -- a situation that places bus drivers and other riders at increased risk.

In addition to placing disposable masks on every Go Durham bus we also propose increasing the signage on buses stressing the importance of wearing face coverings. Having prominently displayed signs can make it easier for a bus driver or another passenger to encourage non-compliant riders to wear a mask (it is easier to point to a sign than to tell someone they should wear a mask).

We could consider options to purchase these items from local producers or suppliers to keep some of the money in our local community and support Durham's economic recovery.

How this Proposal Supports Durham's Recovery and Renewal

Include what the implications are if we are unable to enact this proposal

Wearing face coverings and washing hands frequently are two of the best things we can do to reduce community spread of COVID-19. By ensuring easy access to face coverings on our public busses for those who forget them or don't have them, we can lower the risk of exposure to COVID-19 for our essential workers who rely on public transportation to get to work. If we make it easier for people to wear masks and wash hands frequently, more people will comply with these crucial public health practices. If we do not provide more free face coverings for bus riders or limit distribution only to our central terminal, more Durham bus riders will experience riding busses with individuals who are not wearing masks -- placing that at higher risk of exposure to COVID-19.

Check the box that best describes the current status of the actions proposed in this proposal

- ☐ The proposal is shovel ready once funded and has the full support of those required to implement it.
- ☒ The proposal will require additional planning but has the full support of those required to implement it.
- ☐ The proposal will require significant additional planning and does not yet have the approval and/or buy-in of others required to implement it.

How does this proposal reflect RRTF's commitment to equity?

We know that lower-income households and communities of color are disproportionately impacted by COVID-19 and also rely more on public transportation. Investing public dollars to ensure easy access to face masks and hand sanitizer on our public busses is one important and immediate step we can take to address the fact that the disease burden is inequitably born by communities of color.

How does this proposal reflect RRTF's commitment to prioritize science and public health expertise?

This proposal advances two strategies public health experts agree are crucial to reducing the risk of community spread -- [wearing face masks](#) and [washing hands](#) frequently. It focuses resources in public gathering areas where there is an increased risk of exposure. It supports voluntary compliance with best practices.

How does this proposal reflect RRTF's commitment to work in collaboration with key stakeholders?

This proposal arose from a meeting of various stakeholders in Durham working to increase access to face coverings, including Cover Durham, Scrap Exchange, El Centro, Center for Advanced Hindsight, and the City of Durham Transportation Department.

Budget Summary

<i>Description</i>	<i>Date Needed</i>	<i>Estimated Amount</i>
Print signage for all busses		\$1,500
Disposable face masks dispensers on buses (\$50/ea)		\$5,900
6,000 disposable masks for buses and vans per week for the first month, scaling down to 2,000 masks per week after 1st month targeting routes where more masks are needed based on usage data (40 weeks) -- coverage for 60 busses and 58 vans currently in operation	\$9,600 by early Aug (for first 2 months)	\$28,800
*Touchless Hand Sanitizer dispensers (\$200/ea)		TBD
*Hand sanitizer		TBD
TOTAL		\$36,200

**denotes item where additional research is needed for a more exact estimate*

If there was only funding to support part of this request, what would you cut?

Currently, we recommend focusing on face masks as a top priority. For that reason, we have not included the cost of those items above as it would greatly increase the cost. Additionally, we could choose not to include face masks on all vans and busses and instead focus only on those routes where we are seeing the most issues with individuals boarding without wearing face coverings.

Are you currently pursuing additional non-government funds or have you considered possible alternate or additional sources of funding? List options for non-governmental sources of funding.

Cover Durham is planning to purchase an additional 20,000 - 40,000 face coverings to distribute in August. Their current plan is to focus distribution in the Latinx community where community spread has been the highest and compliance with wearing face coverings lower. However, they could potentially contribute some portion to support this effort; however, they are focused on cloth face coverings which are less ideally suited to distribute via dispensers on busses for those who forgot to bring their mask

Another potential partner is Duke Health who might be able to contribute some disposable face masks from its reserve, but it is unclear what their capacity is to donate more masks. They recently donated 10,000 to the task force's effort to supply small businesses with face coverings.

Conflict of Interest *Could this proposal benefit any RRTF member? If so, please identify person(s) & briefly explain.*

N/A

Links to Supporting Documents (e.g. full proposal, supporting research)

[Research](#) on the importance of wearing face masks in public

[CDC guidance](#) on strategies to reduce community transmission

[Atlanta public transit announces plan to distribute millions of free disposable masks](#) (July 6)

Appendix E: RRTF Proposal Evaluation Matrix

Subcommittee meeting to review materials -- July 22, 2020

The scoring rubric used by RRTF to evaluate proposals is available [here](#). The link includes details on how the committee scored each proposal.