



City and County
of San Francisco

Economic Recovery Task Force

San Francisco Economic Recovery Task Force (ERTF)

MEETING #1

May 14, 2020

ERTF Meeting # 1 Agenda

- › What we heard
- › Overview of work plan
- › Facilitating Safe Reopening - Grounding
 - Social and Economic Considerations
 - Health Considerations
 - State Guidance and Risk Factors
 - Mitigations – how you can help!
- › Q&A with the Co Chairs + Department Heads

Goal for this meeting

- › Share back what we heard from the Task Force small groups and how it is informing our work plan moving forward
- › Share latest safe reopening plan considerations for San Francisco
- › Hear from us on how you can help
- › Hear from you – Q & A

What We Heard:

Task Force Small Group Meetings & Public Survey

What We Heard: Small Group

- › 10 Meetings with 100+ members
- › Discussed:
 - Challenges you are seeing on the ground
 - What success looks like for the Task Force
- › Expressed numbness, grief and exhaustion coupled with optimism, hope and determination
- › Uncertainty is hard



What We Heard

1. Safe reopening must be our focus
 - Childcare, transportation critical underpinnings of reopening
2. Uncertainty is very hard; need for clear, consistent communication as we have it, so people can plan their lives
3. Desire for longer term, big picture thinking
 - We are all in this together; opportunity to do big things

What We Heard: Defining Task Force Success

- › FAST: Move at 100x normal speed
- › IMPLEMENTABLE: Real, practical changes in policy
- › BOLD: Big, creative, and long-term changes; think and coordinate regionally
- › JUST: Use a race and equity lens across all efforts
- › CLEAR: Clear communications and transparency in decision-making
- › UNIFIED: Interdependence across sectors; unity of effort
- › COLLABORATIVE: Making connections to deliver needed support
- › DATA-DRIVEN: Use data to provide targeted support

What We Heard: On Jobs and Business Support

- › Support a safe re-opening as soon as possible (PPE a top concern)
- › Childcare / schools / camps needed for return-to-work
- › Support re-training and adapting business models
- › Support existing businesses to survive; think outside the box
- › Support equitable access to relief programs
- › Corridor / street-level safety issues
- › Acute challenge for businesses rooted in gatherings

What We Heard: On Vulnerable Populations

- › Systemic inequalities even more stark; vulnerable most impacted
 - "Everyone is hurting, but some are desperate"
 - Disparities in black and brown communities exacerbated
 - Disparities in digital access, especially for distance learning
- › Food insecurity rising
- › Mental health; people experiencing trauma, violence, anxiety, isolation, and racism / xenophobia (especially in API communities)
- › Gaps in support for undocumented persons

What We Heard: On Economic Development

- › Make it easier to do business; flexibility, modernize regulations
- › Long-term impacts to construction and development projects
- › Uncertain future of commercial corridors and increasing vacancies
- › Housing instability
- › Opportunity to shape the future culture of San Francisco
- › Opportunity to rethink shifts in use of public space
- › Safe and affordable transportation options needed

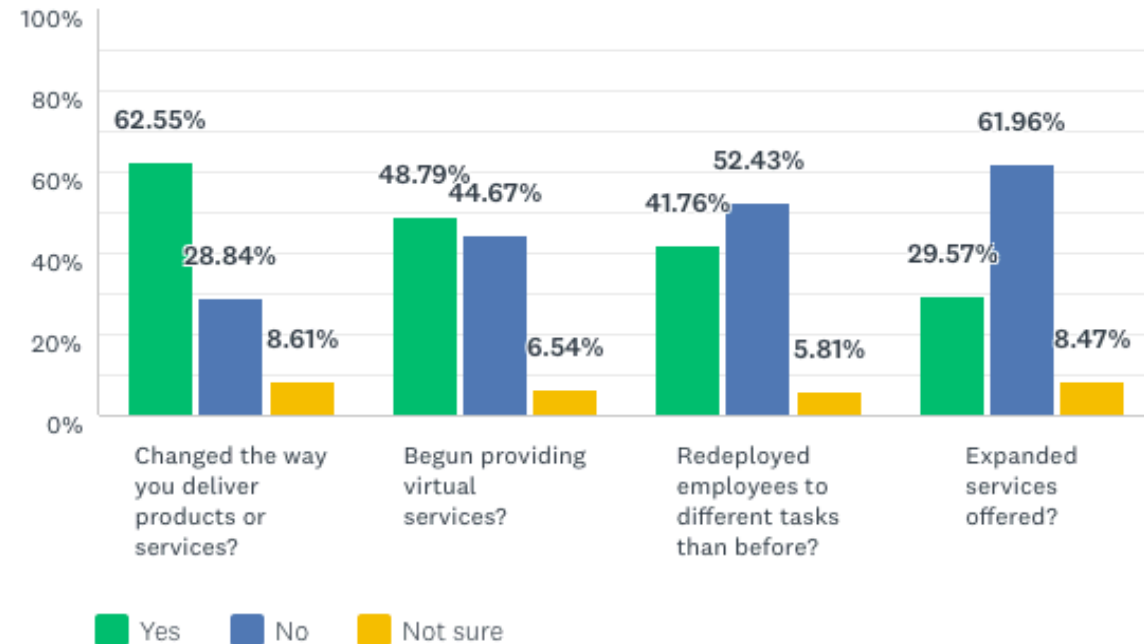
What We Heard: Public Survey Results

- › 600+ responses!
- › 52% reported being business owners
- › 48% reported their business size to be small (2-49 employees)

What We Heard: Public Survey Results

If applicable, has your business or workplace...

Answered: 540 Skipped: 26



Overview of Work Plan

Timeline

- › Kick-off meeting – April 24 from 3:30-4:30pm
- › Meeting #1 – May 14 from 2-3:30pm
- › Meeting #2 – June 11 from 2-3:30pm
- › Meeting #3 – July 9 from 2-3:30pm
- › Meeting #4 – August 6 from 2-3:30pm - draft recommendations
- › Meeting #5 – September 10 from 2-3:30pm – final recommendations
- › Meeting #6 – October 8 from 2-3:30pm - final report

Economic Recovery Task Force Timeline

Final written report

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

Facilitate a Safe Re-Opening

Reopening the economy safely is critical for business survival, employment and City budget.

Deliverables:

- Sector outreach
- Document & develop industry specific mitigations
- Coordinate creation of toolkits/sample plans for sectors
- Develop policy ideas to address immediate challenges to reopening (i.e. access to PPE)

Focus on Building Resilience Into Interim Economy

Short of a scientific breakthrough we expect COVID-19 to be an ongoing challenge. How can we build resiliency into our economy through the next 1-2 years?

Deliverables:

- Continued outreach
- Develop & analyze policy ideas to encourage resilience for organizations and people

Long-Term Ideas

COVID-19 will result in permanent changes to how we do business and how we utilize our spaces. It has also accelerated changes in the growth sectors in our economy. What do we want to do to rebuild San Francisco better?

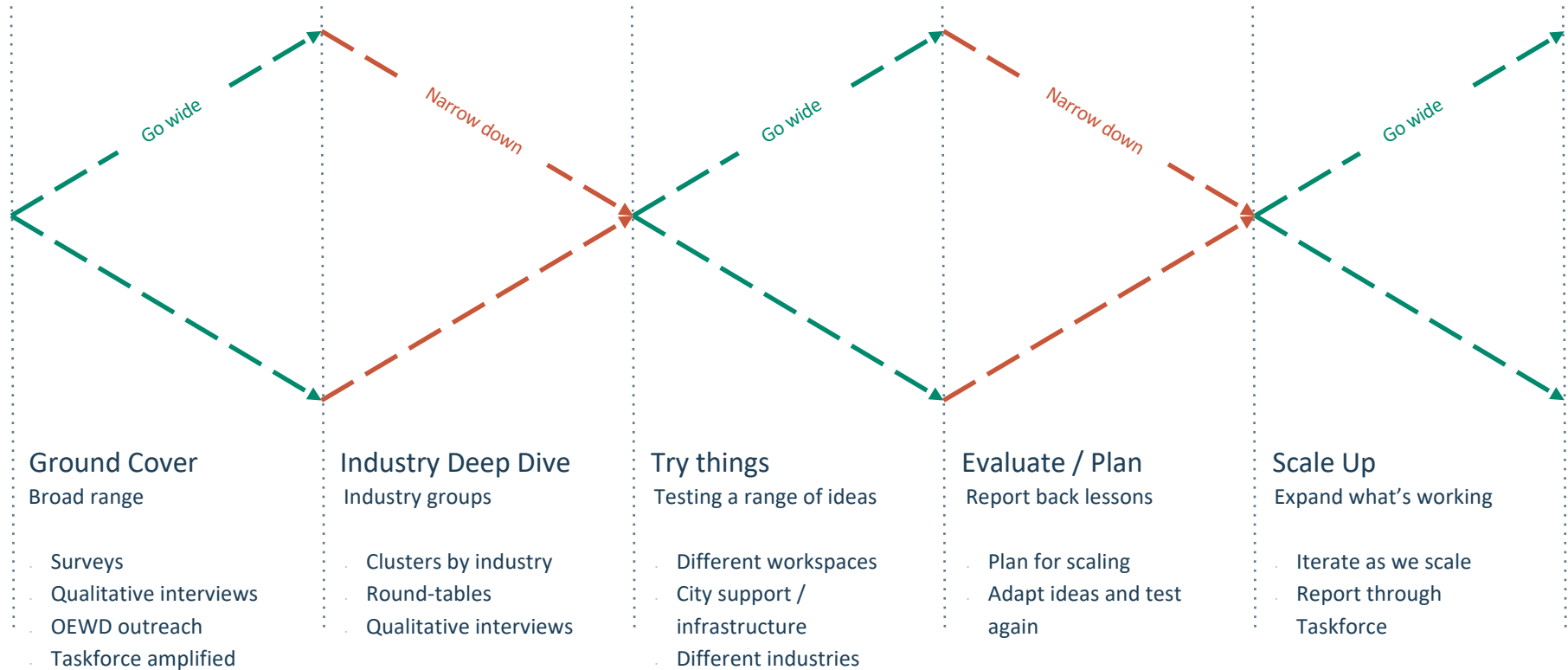
Deliverables:

- Continued outreach
- Develop & analyze policy ideas to encourage resilience for organizations and people

Overview of Work Plan: Engagement & Outreach

- › Launched the public survey in 4 languages (600+ participants)
- › Completed initial small group member meeting with Task Force members (100+ participants)
- › Now moving into deeper dives to specific industries and issue areas
 - Immediate concentration on Facilitating Safe Reopening (May/June+)
 - Beginning light touch groundwork on Interim Resiliency and Long-Term Planning in May with concentration of engagement happening in mid/late June+ (expect additional communication from ERTF staff)

Task Force Engagement Process



Ongoing Inclusive Listening at every stage

Facilitating Safe Reopening

Facilitating Safe Reopening (May/June+)

› Deliverables:

- Document and cull best practices for industry specific mitigations (intent to be used to inform DPH ***moving forward*** as they consider risk factors – effective mitigations can reduce risk)
- Coordinate creation of toolkits/sample plans for sectors (helps translate health orders to help sectors understand requirements and at the same time boost compliance)
- Policy ideas to address macro challenges for phased openings (i.e. access to PPE, sanitation materials, etc.)

Facilitating Safe Reopening (May/June+)

› What We Need:

- Best practices, plans, mitigations (you received email Monday):
 - Gather information from your networks
 - Host roundtable (ERTF may be able to provide facilitation assistance)
 - Provide your ideas through 1:1 interview with ERTF staff (if you have written plans, please share)
 - OEWD also convening stakeholder meetings that will feed to ERTF
- Feedback
 - Who are we missing, who should we prioritize for a facilitated session relating to Safe Reopening?

Facilitating Safe Reopening (May/June+)

› What Facilitated Meetings are Happening & Who Have We Heard From?

Organized Convenings:

OEWD (Joaquin Torres):

- Hotels
- Retail
- Small Business

Entertainment Commission (Naomi Kelly / Maggie Weiland):

- Virtual Nightlife and Entertainment Summit 2020

Task Force Member Initiated Convenings:

- Chinatown
- Faith Community

Mitigation Ideas Received & Reviewing:

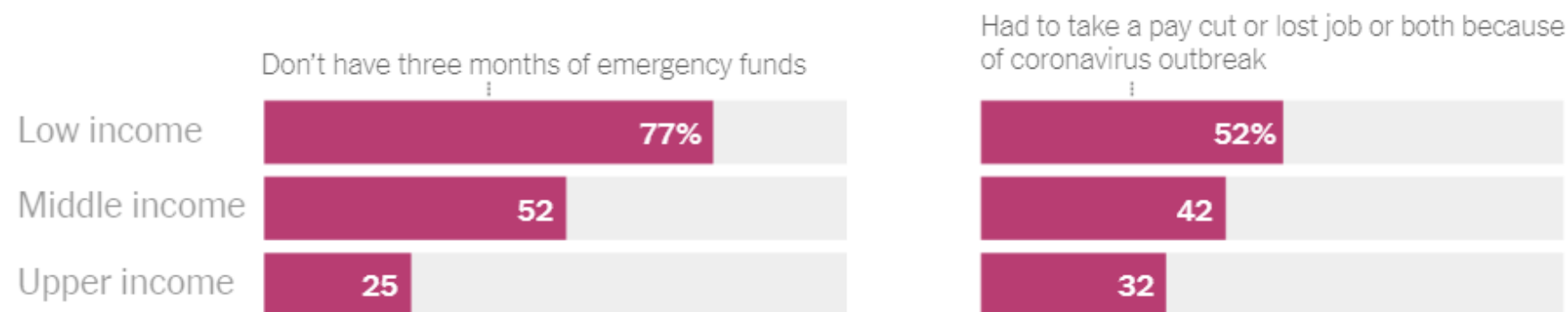
- State of California Industry-Specific Guidance - <https://covid19.ca.gov/industry-guidance/> (i.e. retail, office workspaces, manufacturing, logistics and warehousing, hotels & lodging, food packing, delivery, childcare)
- BOMA – Office

Grounding – Social and Economic Considerations

Safe Reopening – Social & Economic Considerations

Most Americans don't have enough emergency savings to last three months. Many of them have been financially affected by the pandemic.

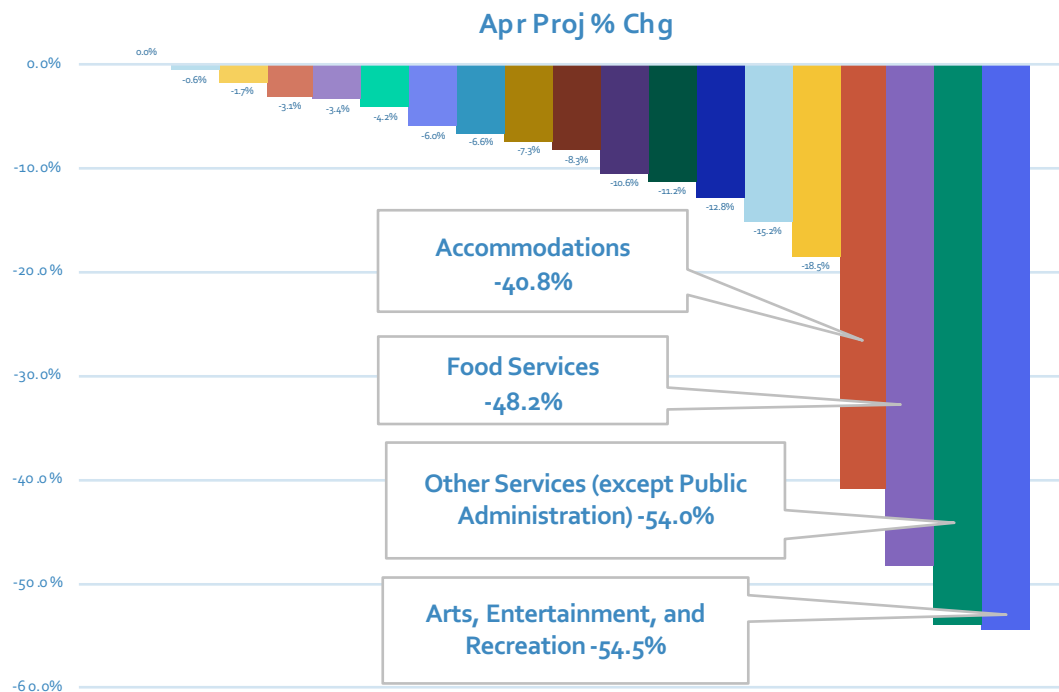
Share of adults, by income level



Note: Survey of U.S. adults conducted April 7-12, 2020 ■ Source: Pew Research Center

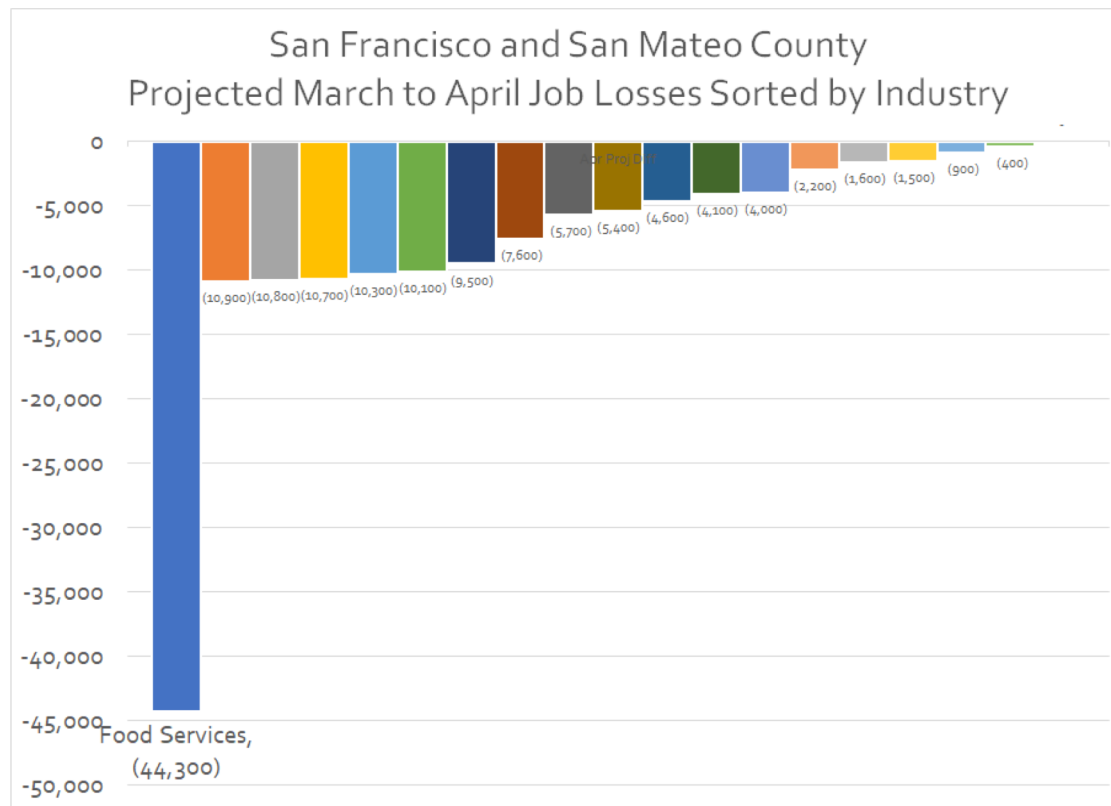
Safe Reopening – Social & Economic Considerations

National Projected March to April Percentage Job Losses by Industry, adjusted



Job losses
widespread, but
hospitality hardest
hit

Safe Reopening – Social & Economic Considerations



Food services are projected to have biggest job losses – 1 in 3 of the projected jobs lost.

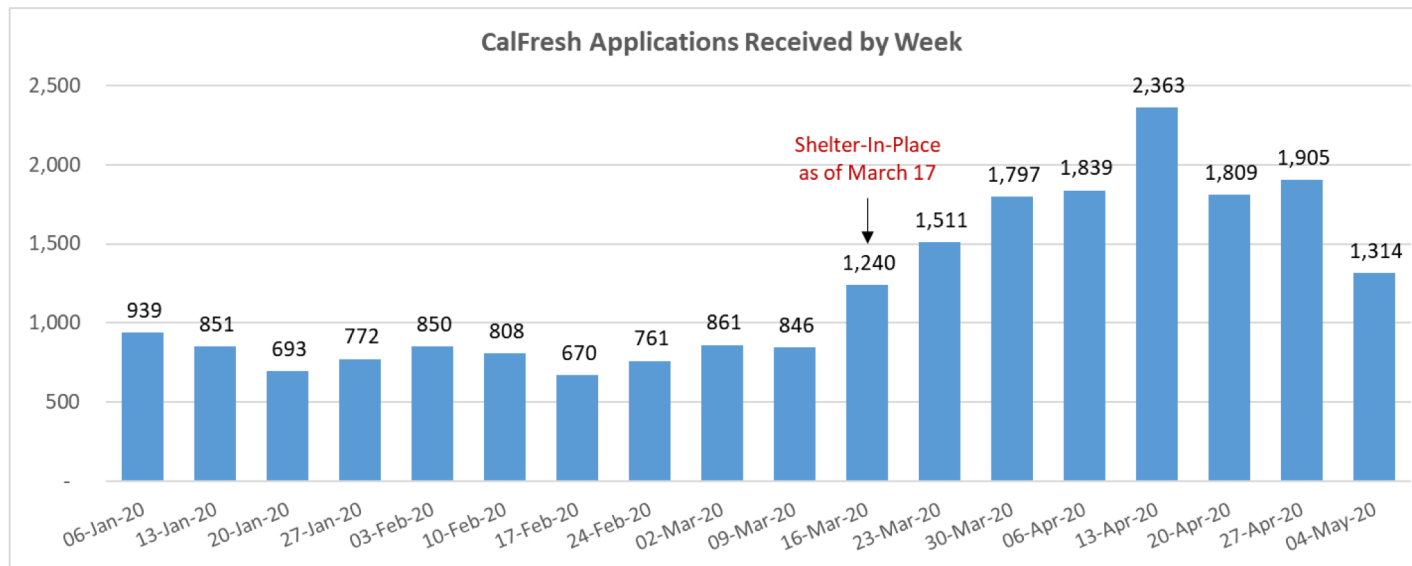
Safe Reopening – Social & Economic Considerations

Rates of food insecurity have increased dramatically for households with children nationally.



Source: Lauren Bauer, The Hamilton Project analysis of COVID Impact Survey April 2020; Brookings Institution Hamilton Project and Future of the Middle Class Initiatives Survey of Mothers and Young Children April 2020

Safe Reopening – Social & Economic Considerations

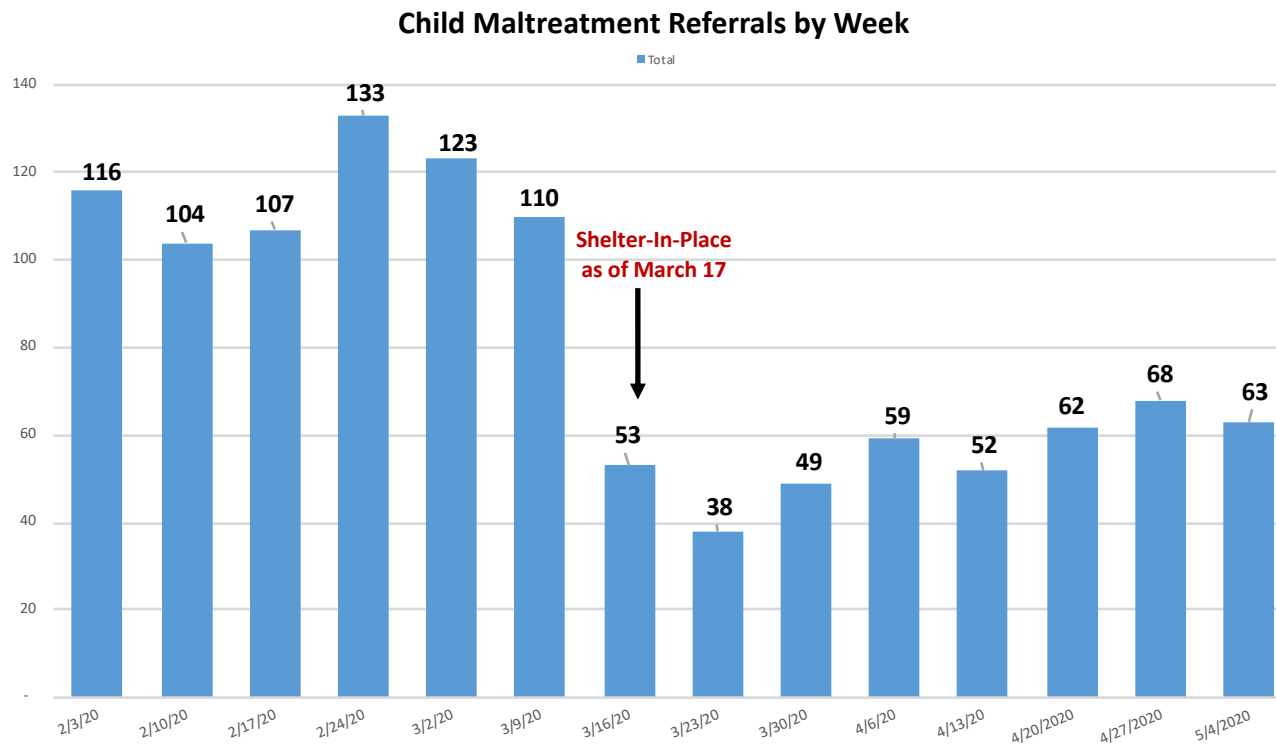


Applications up a 114% over average weekly applications pre-COVID.

Families are disproportionately impacted - applications from households with children up from 14% of total to 20%.

Source: San Francisco Human Services Agency

Safe Reopening – Social & Economic Considerations

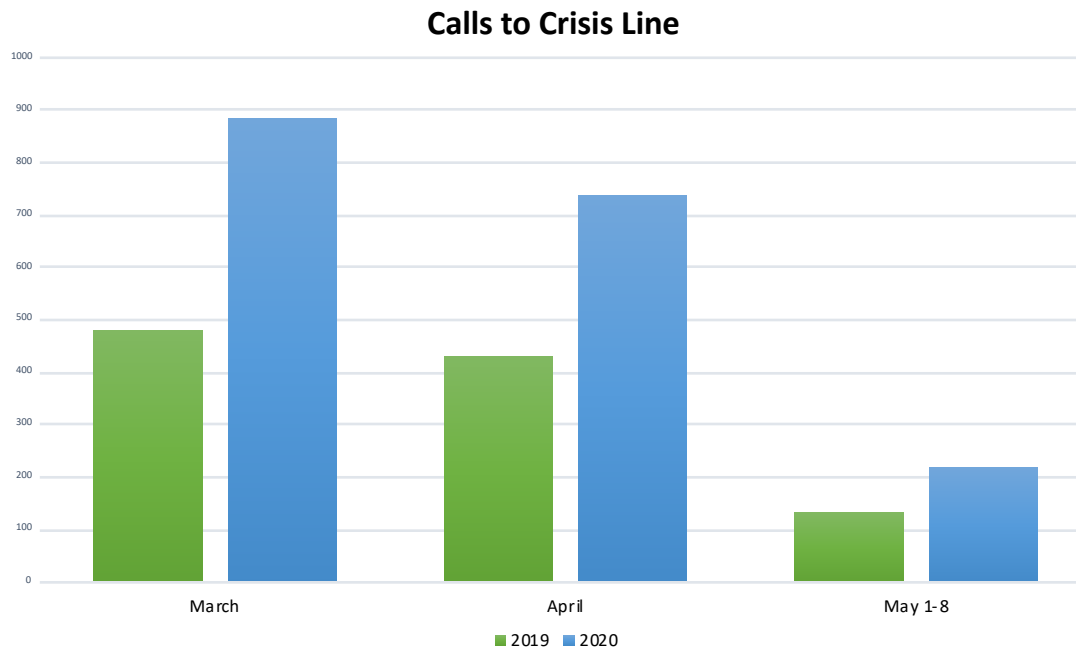


Since Shelter in Place, referrals to Child Protective Services are down over 50%.

Reports primarily come from mandated reporters, of whom teachers, school staff, and doctors are a large portion.

Source: San Francisco Human Services Agency

Safe Reopening – Social & Economic Considerations



The pandemic is offering a shield of sorts for those who use abuse; it's that much harder for survivors to access support due in large part to their lack of privacy and confidential space.

Source: Domestic violence crisis line operator, grantee of the Department on the Status of Women

Safe Reopening – Social & Economic Considerations

"I work with small food business owners. Their incomes are down 80-100% and for the most part they've had to lay off all of their workers. It's pretty heartbreaking..."

They are also worried about having enough money to open back up, especially since this is all going to be due when it's over! Most of our business owners are moms, so the lack of childcare and school has made it hard for them to keep any business going." –P457

"Income went from very healthy to zero in two months. All my art income streams have vanished and my workplace is closed. There may be hope ahead but little here now." –P584

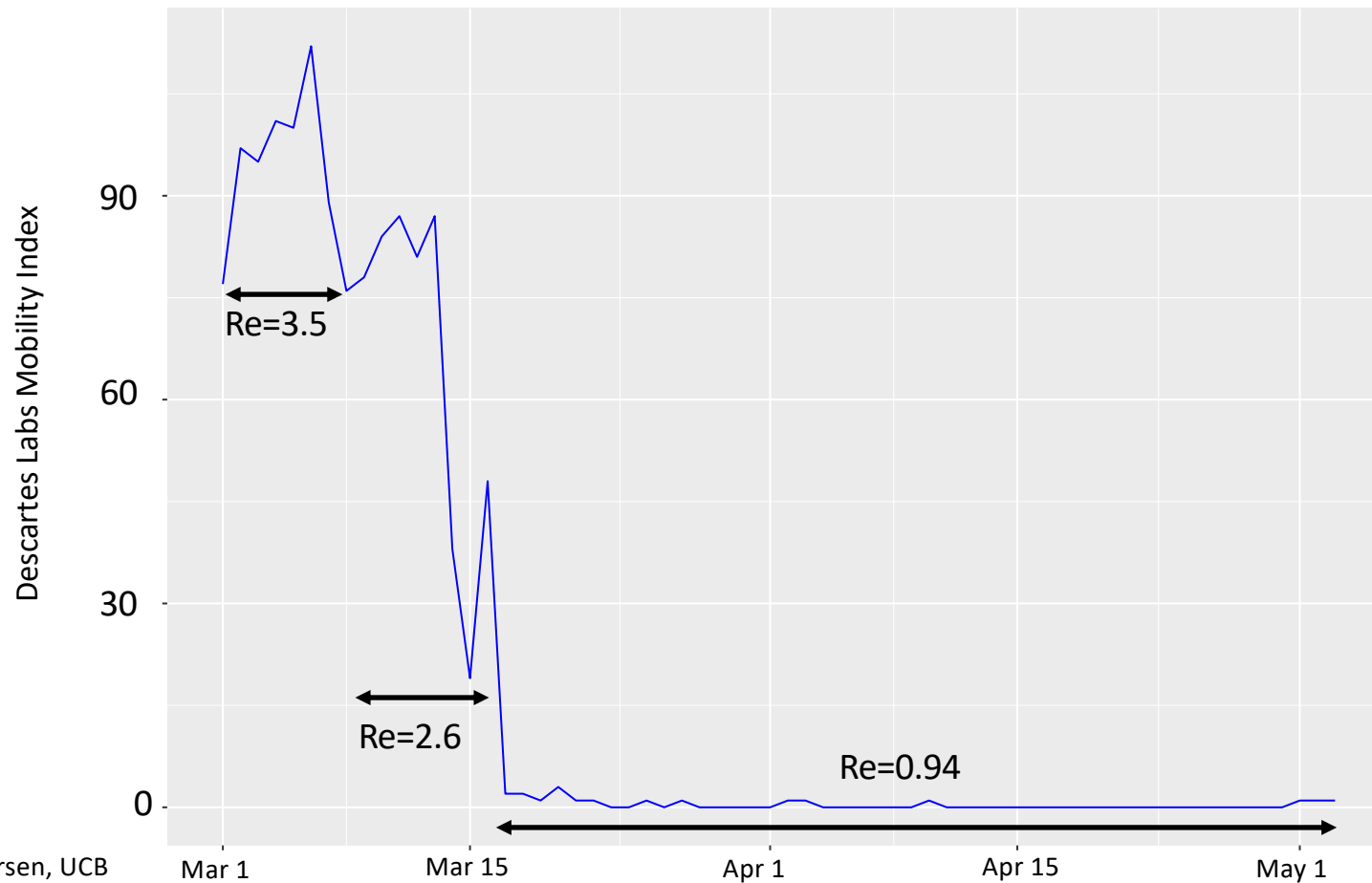
"There is a larger sense of community, and our online sales have definitely increased - not nearly enough to cover our rent though." –P572

Grounding - Health Considerations

Safe Reopening – Health Considerations

- › San Francisco led the nation in slowing spread of COVID-19.
- › Our actions have saved many lives.
- › We now enter the next recovery stage and...
we are led by data and science.

Safe Reopening – Health Considerations



Mobility in SF and COVID-19 Replication Rate: Prior to and Following Shelter-in-Place

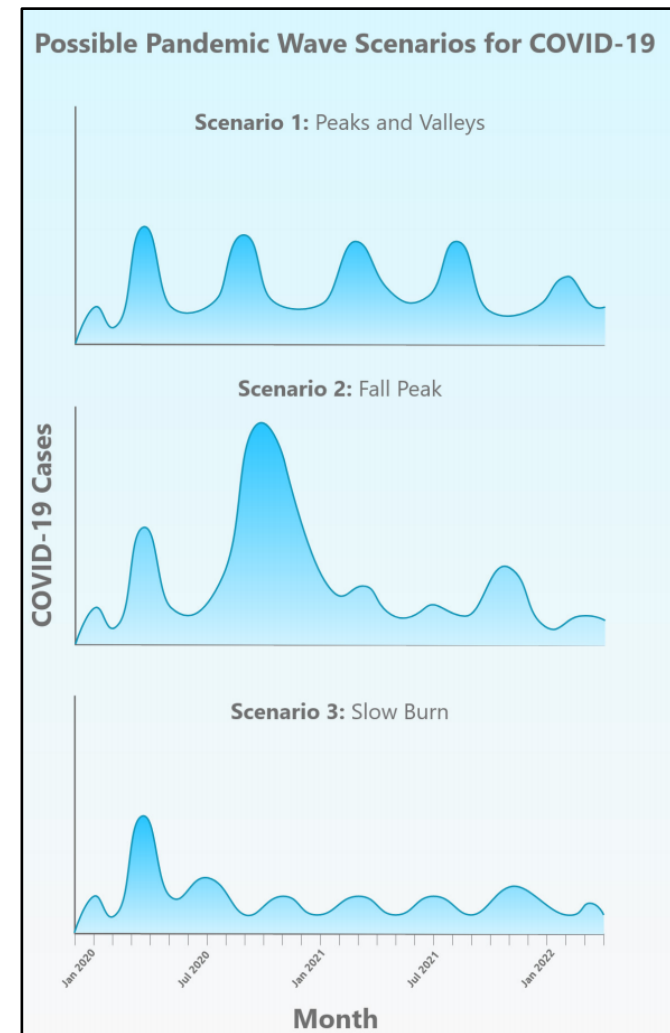
“Mobility Index”: Looks at a collection of mobile devices reporting consistently throughout the day. Calculate the maximum distance moved in kilometers from the first reported location. Using this value, calculate the median across all devices in the sample to generate a mobility metric.

Source: Maya Petersen, UCB

Safe Reopening – Health Considerations

Plausible Future Scenarios

1. Because of a longer incubation period, more asymptomatic spread, and a higher reproductive rate, COVID-19 appears to spread more easily than flu.
2. Based on the most recent flu pandemics, this outbreak will likely last 18 to 24 months.
3. Depending on control measures and other factors, cases may come in waves of different heights (with high waves signaling major impact) and in different intervals.



Source: CIDRAP “The Future of the COVID-19 Pandemic: Lessons from Pandemic Influenza”

Safe Reopening – Health Considerations

Indicator	Definition	Data Metric	Goal	Status
Surveillance	<ul style="list-style-type: none"> • # new cases/day flat or decreasing • # of hospitalized patients flat or decreasing 14 consecutive days 	<ul style="list-style-type: none"> • COVID+ test result rate • Daily count of confirmed COVID+ admitted to all hospitals 	<ul style="list-style-type: none"> • Flat/ decreasing • Flat/ decreasing 	<ul style="list-style-type: none"> • Flat • Flat
Hospital Capacity	<ul style="list-style-type: none"> • <20% COVID+ patients in staffed, non-surge hospital beds 	<ul style="list-style-type: none"> • Daily count of confirmed COVID+ admitted to county hospitals 	<ul style="list-style-type: none"> • <20% of non-surge capacity 	<ul style="list-style-type: none"> • 6%
Testing	<ul style="list-style-type: none"> • 2 tests conducted per 1,000 residents/day 	<ul style="list-style-type: none"> • # new lab results/day 	<ul style="list-style-type: none"> • 1,600-2,000/day 	<ul style="list-style-type: none"> • 1,597 average
Contact Tracing	<ul style="list-style-type: none"> • Reach 90% of cases, ID contacts • Reach 90% of all contacts ID'd 	<ul style="list-style-type: none"> • % of COVID+ cases reached • % contacts reached 	<ul style="list-style-type: none"> • 90% • 90% 	<ul style="list-style-type: none"> • 77% • 60%
PPE Supply	<ul style="list-style-type: none"> • SFDPH has 30-day supply 	<ul style="list-style-type: none"> • # days on hand for PPE 	<ul style="list-style-type: none"> • 30 days 	<ul style="list-style-type: none"> • >30 days

Grounding – How State Guidance is Connected to Local Orders & Risk Factors

Safe Reopening – State Guidance

- › California has Pandemic Resilience Roadmap outlining phased approach
 - Phase I – Safety & Preparedness (essential functions open) – “Make workplaces safe for our essential workers.”
 - Phase II – Lower-Risk Workplaces – “Gradually reopen retail (curbside only), manufacturing & logistics. Later, relax retail restrictions, adapt & reopen schools, childcare, offices & limited hospitality, personal services.”
 - Phase III – Higher-Risk Workplaces – “Adapt and reopen movie theaters, religious services, & more personal & hospitality services.
 - Phase IV – End Stay Home Order – “Reopen areas of highest risk: e.g. Concerts, conventions, sports arenas.”
- › Each County Must Review and Adjust for Its Specific Experiences/Conditions (i.e. differences in health indicators, urban/rural, ranging density, etc.)
 - Generally, State guidance will be less restrictive than local guidance
 - Local guidance can “vary” and be less restrictive but conditions are difficult to meet for urban areas

Safe Reopening – State Guidance

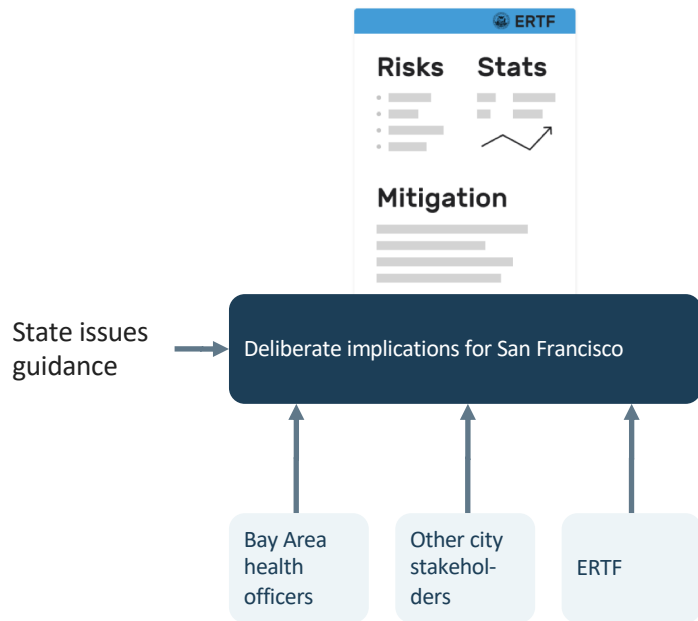
Stage 2		Stage 3	Stage 4
Early Stage 2	Expanded Stage 2 (County-specific plan required to move faster)		
Lower-risk workplaces Gradually reopen retail (curbside only), manufacturing & logistics. Later, relax retail restrictions, adapt & reopen schools, childcare, offices & limited hospitality, personal services.		Higher-risk workplaces Adapt and reopen movie theaters, religious services, & more personal & hospitality services.	End of Stay Home Order Reopen areas of highest risk: e.g. Concerts, conventions, sports arenas.
<ul style="list-style-type: none"> • Curb-side retail • Manufacturers • Logistics • Childcare for nonessential workforce • Select services: car washes, pet grooming, and landscape gardening • Outdoor museums, and open gallery spaces and other public spaces with modifications • Office-based businesses (telework remains strongly encouraged) 	<ul style="list-style-type: none"> • Destination retail, including shopping malls and swap meets • Dine-in restaurants (other amenities, like bars or gaming areas, are not permitted in Stage 2) • Schools with modifications 	<ul style="list-style-type: none"> • Personal care (hair and nail salons, gyms) • Entertainment venues (movie theaters, sports without live audiences) • In-person religious services (churches, weddings) 	<ul style="list-style-type: none"> • Concerts • Conventions • Live audience sports

Safe Reopening – State Guidance

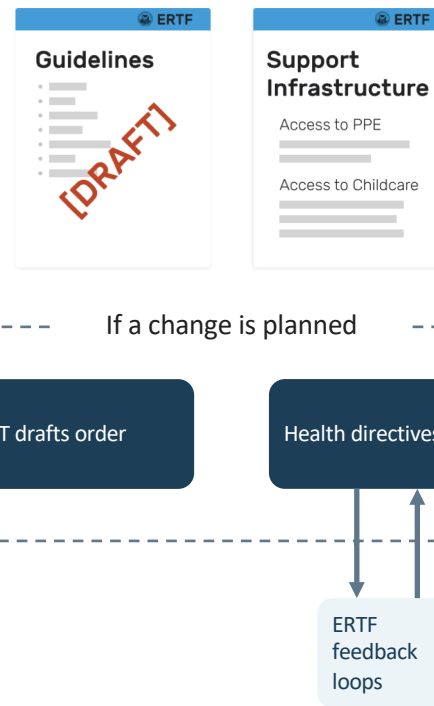
- › Before reopening, all facilities must:
 - Perform a detailed risk assessment and implement a site-specific protection plan
 - Train employees on how to limit the spread of COVID-19, including how to screen themselves for symptoms and stay home if they have them
 - Implement individual control measures and screenings
 - Implement disinfecting protocols
 - Implement physical distancing guidelines

Safe Reopening – State Guidance: How It's Connected to Local Orders

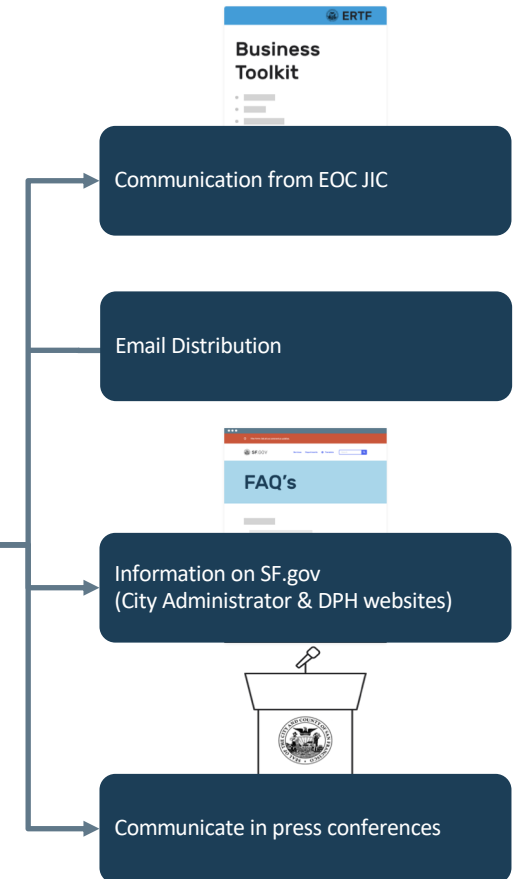
1. REVIEW FOR SAN FRANCISCO



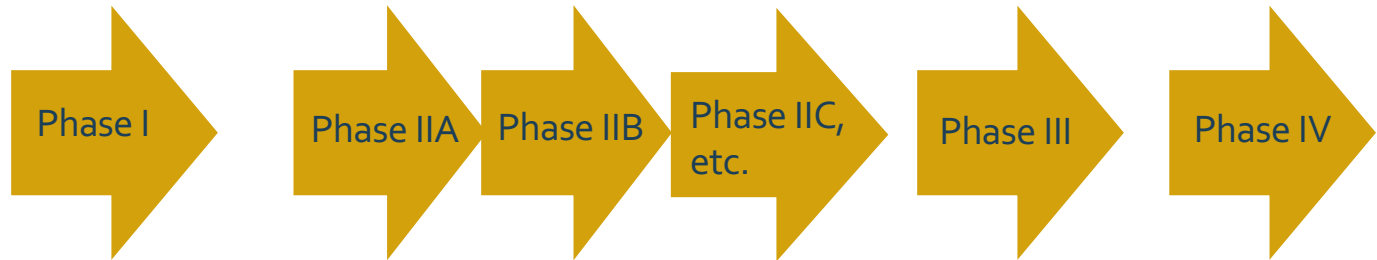
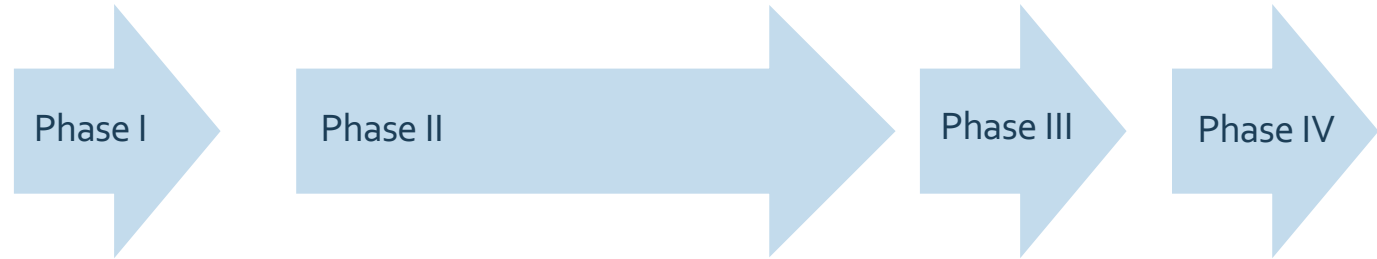
2. OPERATIONALIZE ORDER



3. COMMUNICATE



Safe Reopening – State Guidance: If Health Metrics Hold Up, Here's How It's Connected to Local Orders



EVERYONE:



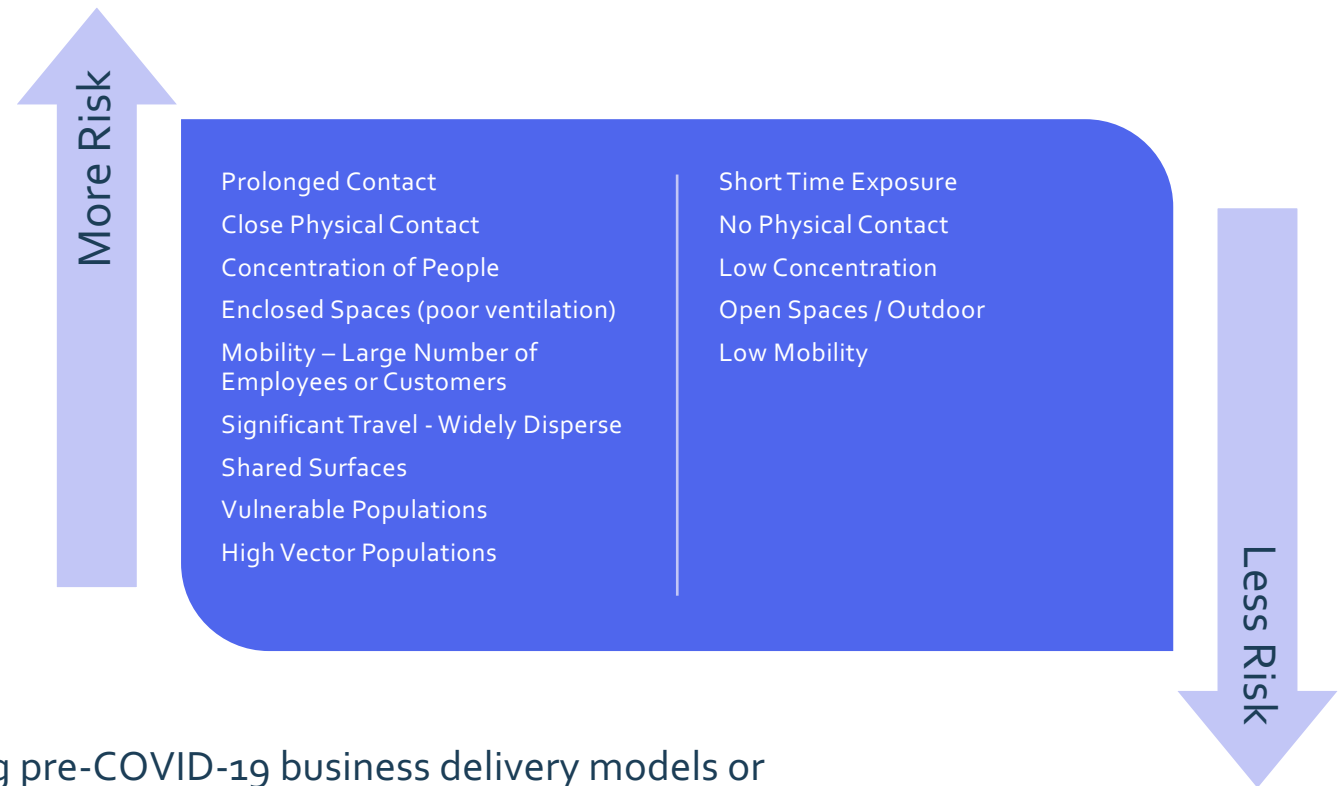
Safe Reopening - San Francisco's Approach

- › State guidance as a floor - State guidance good to have; but not regionally specific
- › Preference for regional coordination – people move throughout
- › Framework based on risk factors, science and data
- › Incremental opening with health indicators informing future action
 - i.e. Goal of reproduction rate under 1 - under current SIP, essential service operations, and social adherence gets us to 0.94
 - Time between increments to truly see impact (2-6 weeks)

Safe Reopening - Understanding COVID-19 Transmission Dynamics

- › Knowledge constantly evolving
- › Initial published data suggests transmission occurs primarily through:
 - Prolonged close contact
 - Superspreading events
 - Special settings

Safe Reopening - Risk-Based Approach - Evaluating Risk Factors



Questions:

- When considering pre-COVID-19 business delivery models or activities, do they have more or less of the risk factors?
- Can those business delivery models or activities be modified to remove or reduce risk factors?

Safe Reopening – Risk Factors

- › Risk = Likelihood x Consequence
 - **Likelihood** of increased transmission – highest risk occurs primarily through prolonged, close contact
 - **Consequence** – community spread
- › Mitigation measures can reduce likelihood and consequence
 - Physical distancing, engineering controls, administrative controls, PPE
- › Lower risk of transmission outdoors than indoors, especially if distance is maintained between individuals.

Mitigations – how you can help!

Safe Reopening – Mitigations

- › Many are trying to solve question of how to help businesses survive and help workers – one clear direct way is by safely reopening
- › City, along with the rest of the world, is making very real, hard tradeoffs in the coming months related to health and economics
 - Practical / creative mitigations + improved compliance → better health outcomes
- › **This is where we need your help!** Help by thinking creatively about how to mitigate the health concerns with lifestyle and business process changes.

Safe Reopening – Mitigations - how you can help!

- › Let's work together and focus where we can most have an impact:
 - **City** - Developing and sharing the framework on how we make decisions on safe reopening (state guidance; John Hopkins)
 - **City** - Providing clear, consistent, up-to-date and accessible information as soon as we have it
 - **Task Force members** – Helping the City to develop mitigations and creative policy proposals to address the big challenges we face
 - **Task Force members** - Communicating information to your stakeholders and communicating to the City where we can do better

Safe Reopening – Mitigations – how you can help!

- › Right now the Task Force can help with on the ground operating mitigations to inform development of the Health Directives
 - **Please send in your responses today on the “Safe Reopening” request**
- › Problem solve on reopening barriers we need to solve together (access to PPE, creative thinking on use of public space, etc.)
- › Communicating out the importance of safety protocols / mitigations such as social distancing, wearing PPE, testing, etc.

Q&A with the Co Chairs

Chat Exercise:

- › Any other background topics you want ERTF to present for future meetings?

Thank you!

Email us at *RecoverySF@sfgov.org*

<https://www.onesanfrancisco.org/covid-19-recovery>

Next ERTF Meeting: June 11, 2020 from 2-3:30pm

APPENDIX

COVID-19 Update

Grant Colfax, MD
Director of Health

May 12, 2020



SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

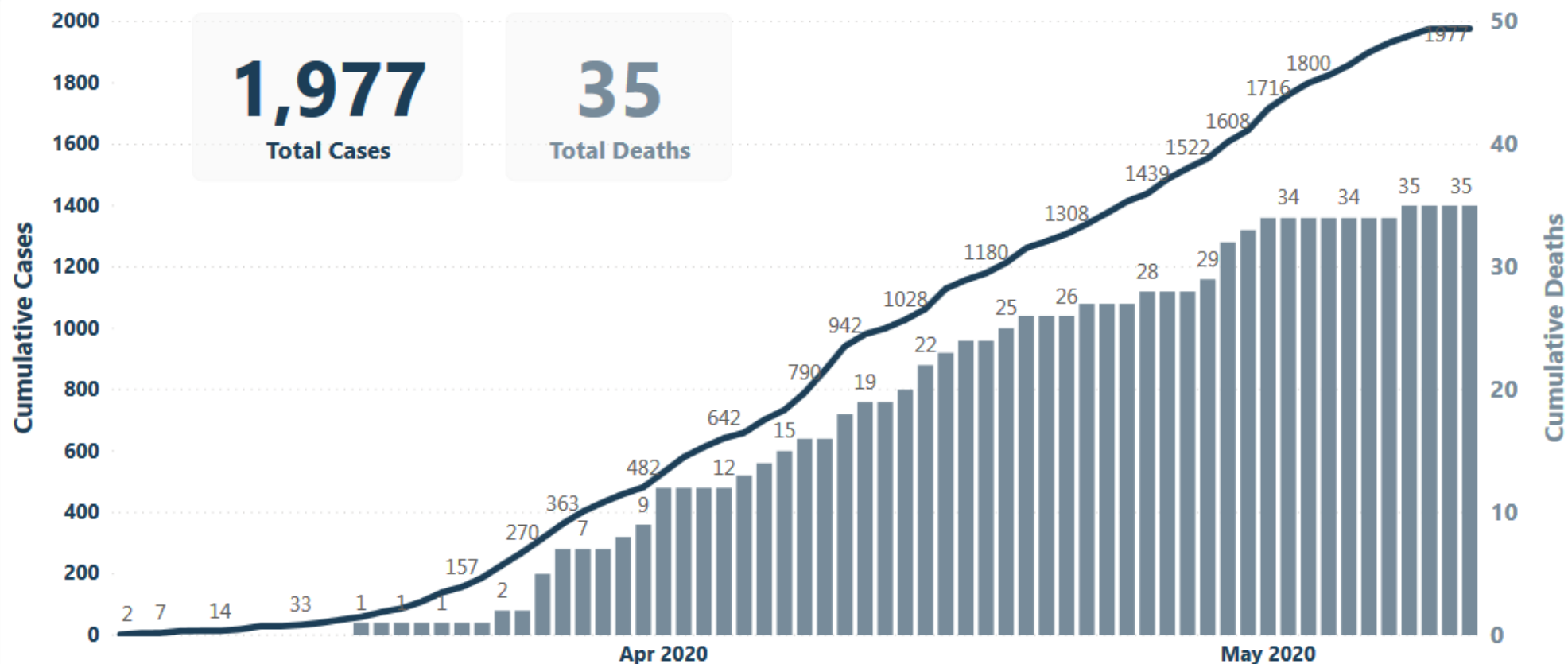
San Francisco COVID-19 Health Orders, Directives & Executive Orders:

- › **Feb 25:** **Mayor Breed Announces a Local Emergency**
- › **March 3:** **Board of Supervisors Vote to Approve Local Emergency**
- › March 6: Declaration of Local Health Emergency
- › March 7: Prohibiting Gatherings at City-Owned Locations
- › March 10: Environmental Cleaning Standards for SROs
- › March 11: Prohibiting Large Gatherings >1,000 Persons
- › March 12: Excluding Visitors to Skilled Nursing Facilities at High Risk
- › March 12: Restricting Visitors and Non-Essential Personnel from Laguna Honda and ZSFG Skilled Nursing Facility
- › March 13: Prohibiting Large Gatherings >100 Persons
- › March 14: Limitations on Hospital Visitors
- › **March 16: Shelter in Place (through April 7)**
- › March 18: Moratorium on Routine Medical Appointments and Elective Surgery
- March 24: Labs Conducting COVID-19 Diagnostic Tests to Report All Results to Local and State Public Health Authorities
- March 24: Protective Quarantine for Laguna Honda Hospital
- **March 31: Shelter in Place (extended through May 3)**
- April 2: Safety Guidance for Construction-Related Essential Businesses
- April 17: General Requirement of Members of the Public and Workers to Wear Face Coverings
- **April 29: Shelter in Place (through June 1, with some loosening of restrictions)**
- May 4: Directive for persons diagnosed with, or likely to have COVID-19 to self-isolate
- May 4: Directive for persons exposed to a person with/likely to have COVID-19 to self-quarantine
- May 7: Testing, Reporting and Guidance Requirements for Certain Residential Facilities
- May 8: Directive for required best practices for shipping and delivery essential businesses
- May 8: Directive for required best practices for restaurants and food services
- May 8: Directive for required best practices for sellers of unprepared foods and household consumer products

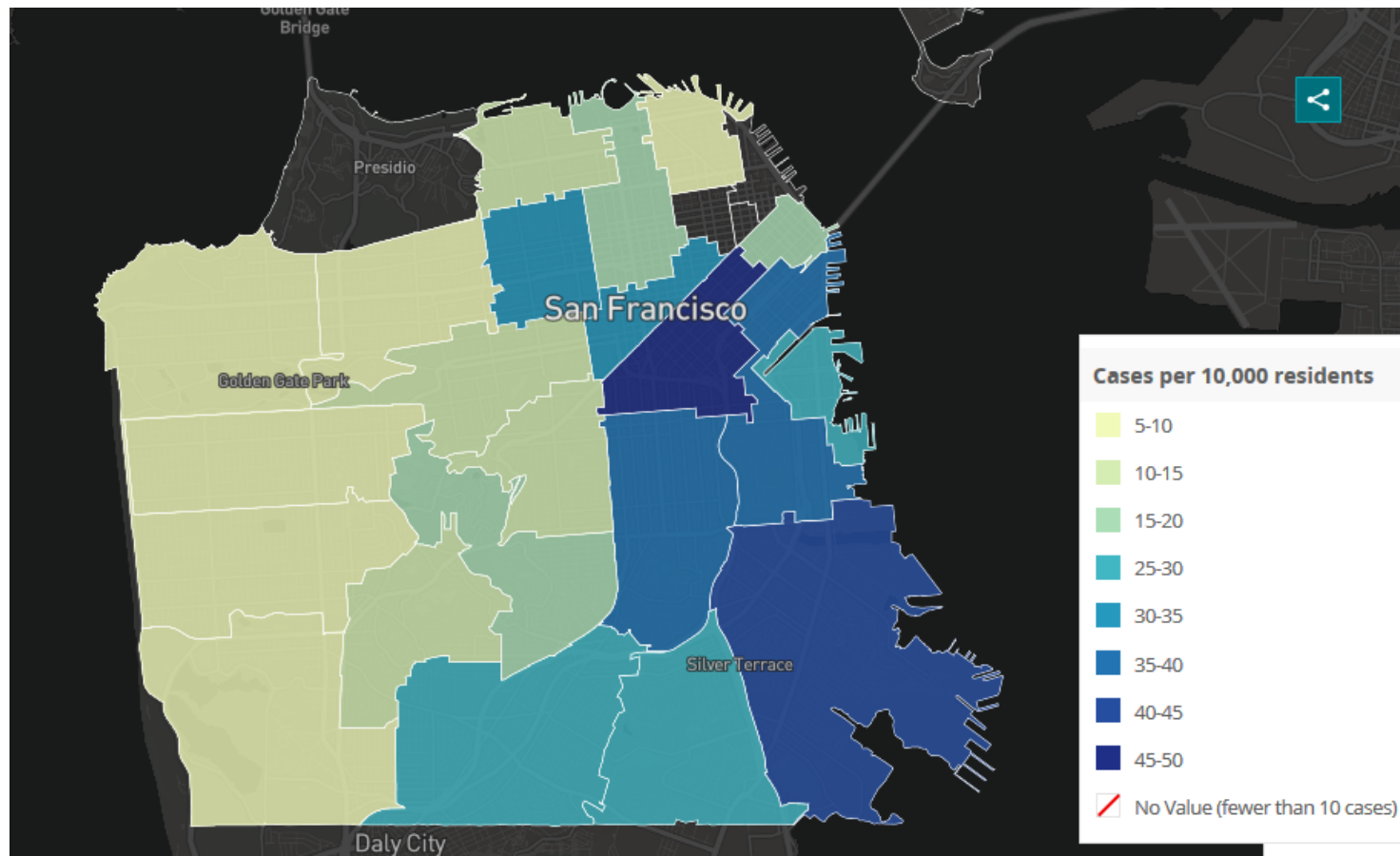


Data as of 5/11/2020

San Francisco COVID-19 RESPONSE



SF Cases by Zip Code





San Francisco COVID-19 RESPONSE

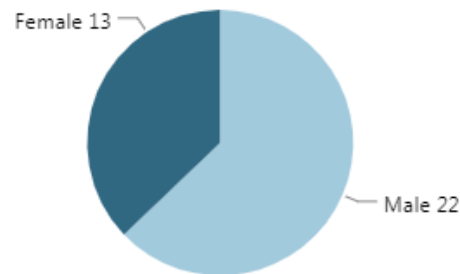
COVID-19 Deaths

35

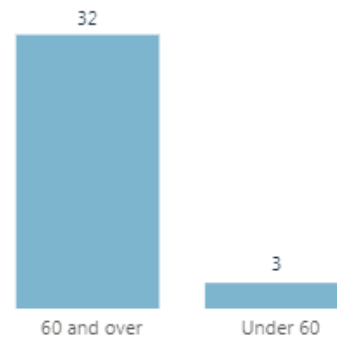
Demographics For:

Deaths

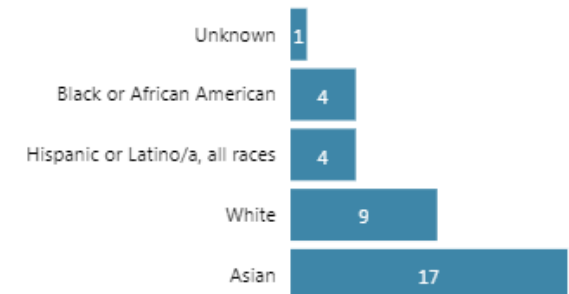
Deaths - Gender



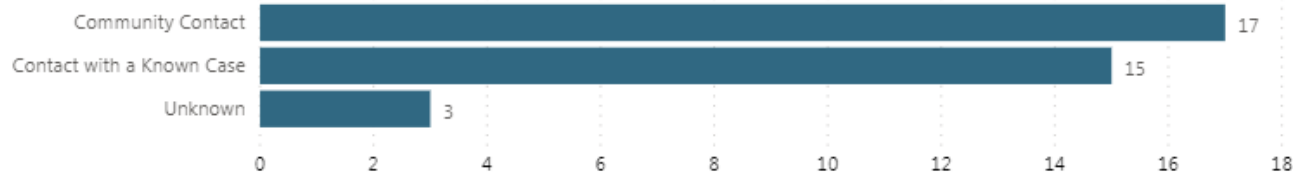
Deaths - Age Group



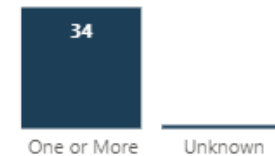
Deaths - Race/ Ethnicity



Deaths - Transmission Category



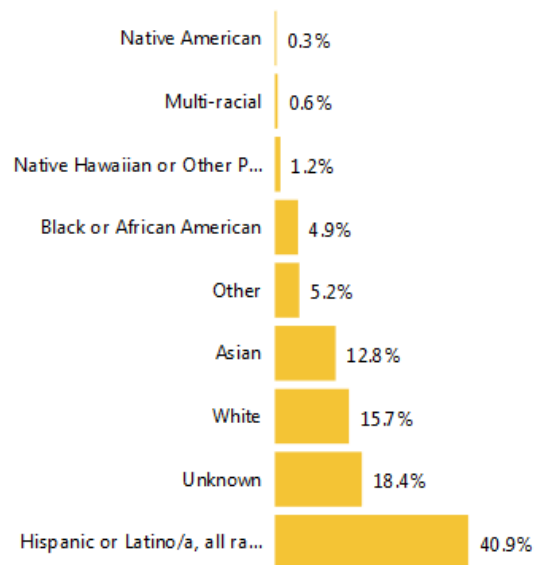
Deaths - Underlying Conditions





San Francisco COVID-19 RESPONSE

Cases - Race/ Ethnicity



Cumulative Test Results Reported

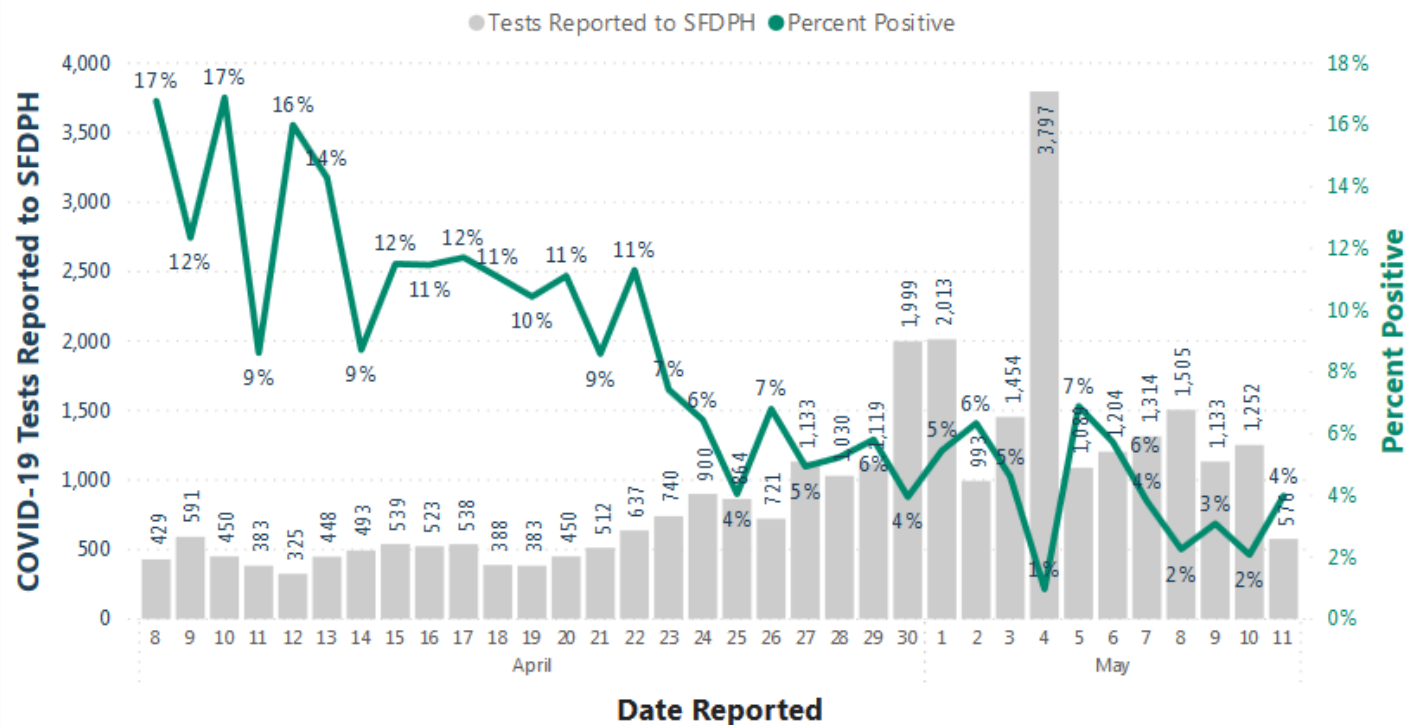
38,162

Overall Percent Positive

7%

Date Range: Last Five Weeks

COVID-19 Tests Reported to SFDPH & Proportion of Positive Results Daily





San Francisco COVID-19 RESPONSE

Hospitalizations

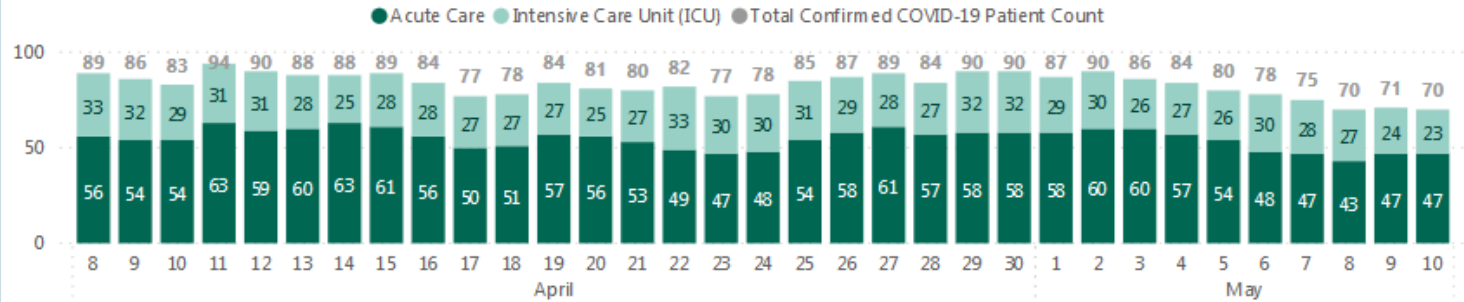
Patients in San Francisco hospitals shown here either have confirmed COVID-19 or are awaiting test results. Those awaiting results are labeled as "Suspected COVID-19" until they are proven either positive or negative by lab tests.

Patients who are suspected of being COVID-19 positive meet the [Centers for Disease Control and Prevention](#) guidelines based on their symptoms and other available information when they are admitted.

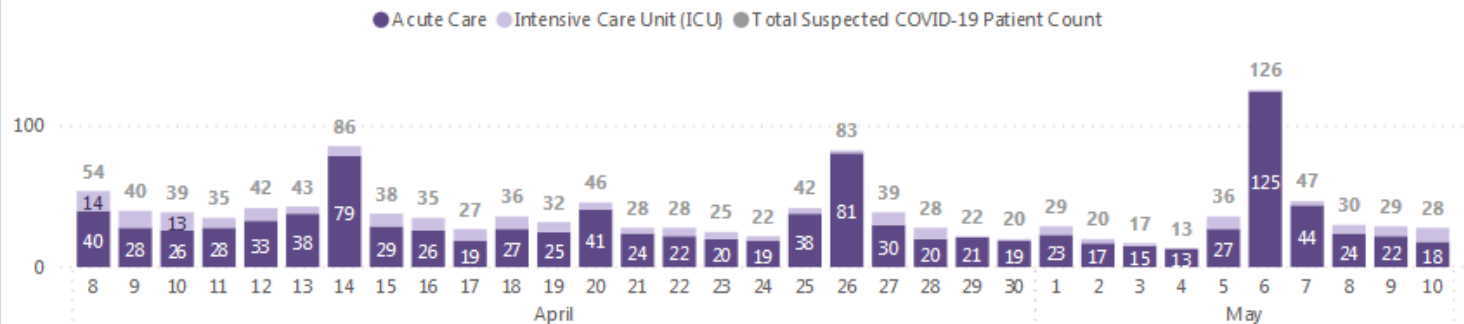
Date Range:

Last Five Weeks

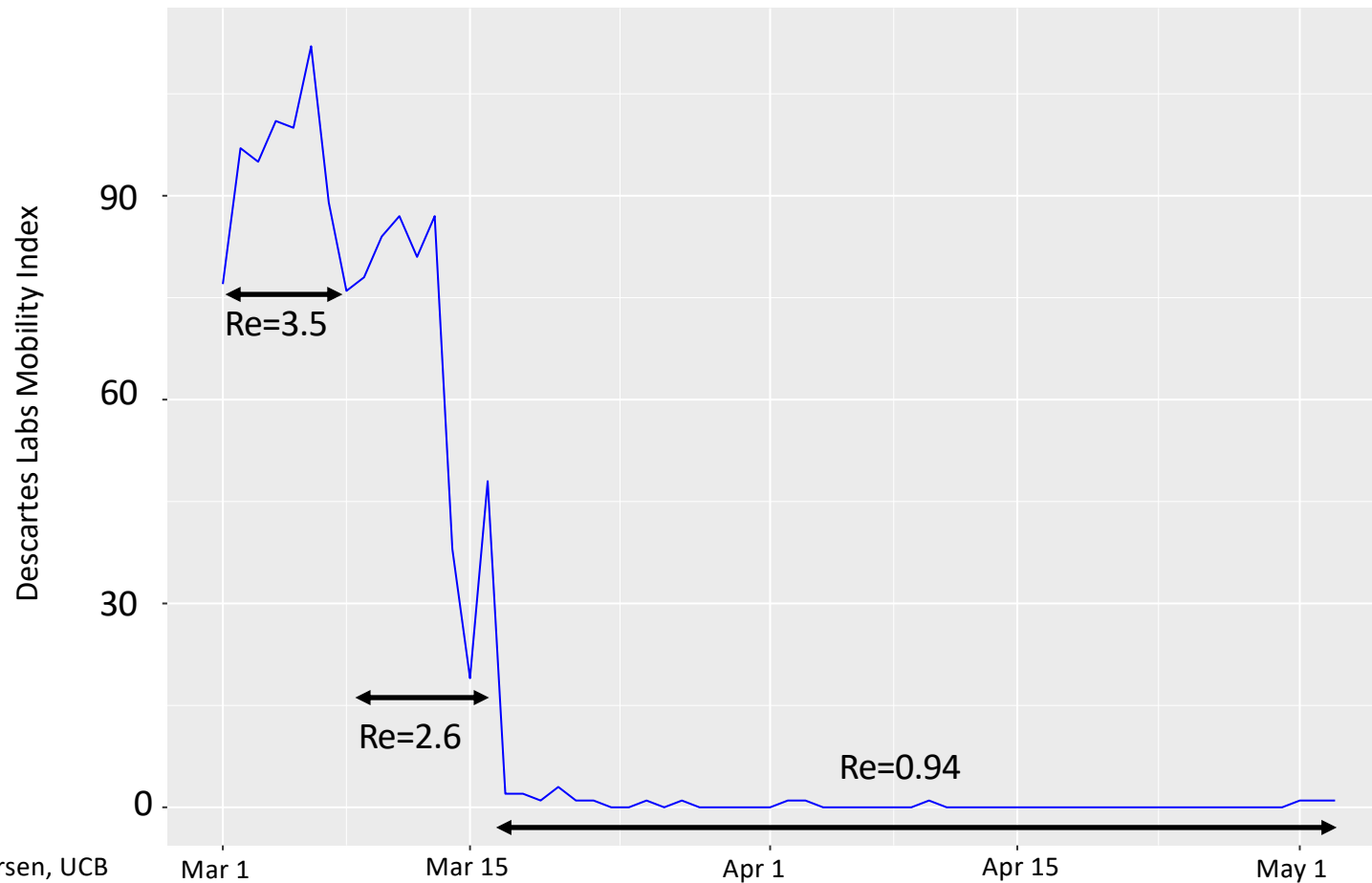
COVID-19 Patient Count by Bed Type



Suspected COVID-19 Patient Count by Bed Type



Safe Reopening – Health Considerations

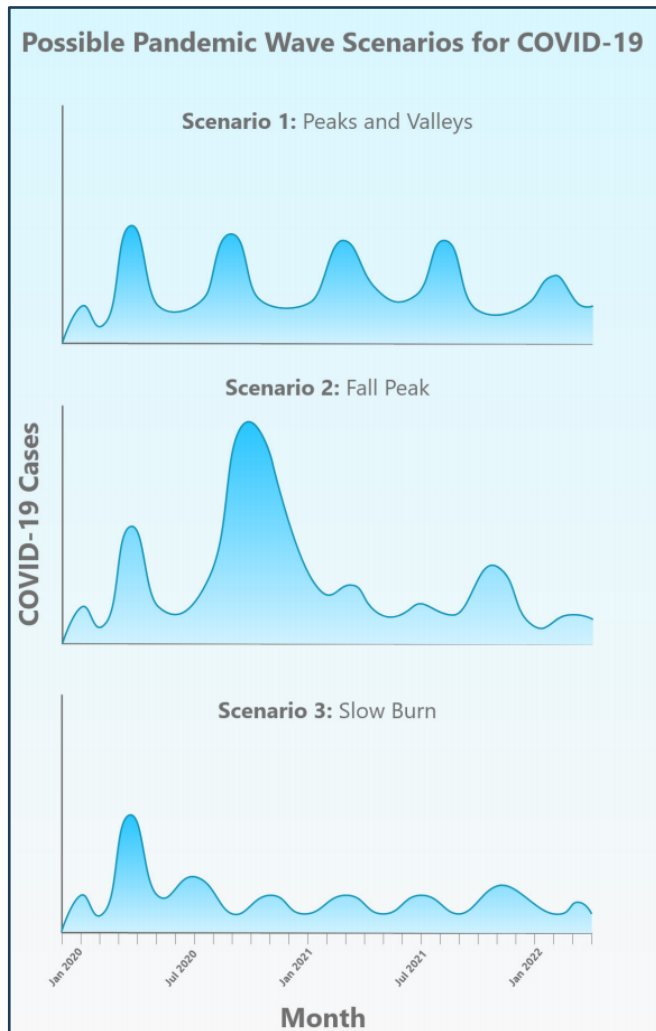


Mobility in SF and COVID-19 Replication Rate: Prior to and Following Shelter-in-Place

“Mobility Index”: Looks at a collection of mobile devices reporting consistently throughout the day. Calculate the maximum distance moved in kilometers from the first reported location. Using this value, calculate the median across all devices in the sample to generate a mobility metric.

Source: Maya Petersen, UCB

Plausible Future Scenarios



1. Because of a longer incubation period, more asymptomatic spread, and a higher reproductive rate, COVID-19 appears to spread more easily than flu.

2. Based on the most recent flu pandemics, this outbreak will likely last 18 to 24 months.

3. Depending on control measures and other factors, cases may come in waves of different heights (with high waves signaling major impact) and in different intervals.

SFDPH Key COVID-19 Indicators

Indicator	Definition	Data Metric	Goal	Status
Surveillance	<ul style="list-style-type: none"> • # new cases/day flat or decreasing • # of hospitalized patients flat or decreasing 14 consecutive days 	<ul style="list-style-type: none"> • COVID+ test result rate • Daily count of confirmed COVID+ admitted to all hospitals 	<ul style="list-style-type: none"> • Flat/ decreasing • Flat/ decreasing 	<ul style="list-style-type: none"> • Flat • Flat
Hospital Capacity	<ul style="list-style-type: none"> • <20% COVID+ patients in staffed, non-surge hospital beds 	<ul style="list-style-type: none"> • Daily count of confirmed COVID+ admitted to county hospitals 	<ul style="list-style-type: none"> • <20% of non-surge capacity 	<ul style="list-style-type: none"> • 6%
Testing	<ul style="list-style-type: none"> • 2 tests conducted per 1,000 residents/day 	<ul style="list-style-type: none"> • # new lab results/day 	<ul style="list-style-type: none"> • 1,600-2,000/day 	<ul style="list-style-type: none"> • 1,597 average
Contact Tracing	<ul style="list-style-type: none"> • Reach 90% of cases, ID contacts • Reach 90% of all contacts ID'd 	<ul style="list-style-type: none"> • % of COVID+ cases reached • % contacts reached 	<ul style="list-style-type: none"> • 90% • 90% 	<ul style="list-style-type: none"> • 77% • 60%
PPE Supply	<ul style="list-style-type: none"> • SFDPH has 30-day supply 	<ul style="list-style-type: none"> • # days on hand for PPE 	<ul style="list-style-type: none"> • 30 days 	<ul style="list-style-type: none"> • >30 days

State of California Phases for Re-opening



Phase 1

- **Safety and preparedness**
- Make workplaces safe for essential workers

Phase 2

- **2A) Lower-risk workplaces**
 - Retail: curbside pick-up only
 - Manufacturing and logistics
- **2B) Further relax restrictions**
 - Adapt retail to open for indoor services
 - Adapt and reopen schools, offices, childcare

Phase 3

- **Higher-risk workplaces**
 - Movie theaters
 - Places of worship
 - Personal and hospitality services (e.g. salons, restaurants)

Phase 4

- **Highest-risk workplaces**
 - Concert venues
 - Convention centers
 - Sports arenas