San Francisco Economic Recovery Task Force (ERTF)

MEETING #2

June 11, 2020
ERTF Meeting # 2 Agenda

› Reopening Plan
  ○ Responses from Task Force members
  ○ San Francisco’s Reopening Plan
  ○ Health orders and directives

› Shared Spaces program

› Policy working groups

› Equity and Economic Recovery

› Q&A with Co Chairs, Supervisors and Department Heads
What We Heard:
Task Force Reopening responses
Research Methodology

› Over 30+ Task Force members conducted research
› Interviews, focus groups, town halls, and surveys, ~1,000 people’s voice
› Retail, restaurant/bar, office, manufacturing, personal services, arts, entertainment, religion, medical/health
› Most research respondents are English speakers*
What We Heard

› Industries need specific guidelines that consider the nuances and range of their businesses.

› Clarity is key - guidance is confusing

› New business model = higher costs, lower revenue
What We Heard

› Substantial safety training needed

› Burden of real or perceived COVID-19 exposure

› A need to reimagine space
Reopening Plan
Facilitate a Safe Re-Opening
Reopening the economy safely is critical for business survival, employment and City budget.

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?

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?

Upcoming Focus in June/July:
• Sector specific engagement on best practices and public health guidance
• Pivoting to development of interim and long-term policies:
  • Jobs & Business Support
  • Vulnerable Populations
  • Economic Development
  • Arts, Culture, Hospitality & Entertainment
San Francisco Led the Nation in Slowing Spread of COVID-19

- Early action flattened the curve and saved many lives
- Now, we enter the next stage of recovery responsibly and thoughtfully, while continuing to prepare and respond to the public health concern
COVID-19 Reproduction Rates & Mobility

ONGOING RESPONSE:

• Centralized Emergency Operations Center at Moscone
• Hospital Coordination
• Procurement of PPE
• Ramping Up Testing
• Ramping Up Contact Tracing
• Vigilance at Congregate Living Facilities
• Housing Homeless/Shelters
• Quarantine Facilities
• Meeting Basic Needs – Food for Seniors, Children, Sick/Quarantined, etc.
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. 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.

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

Recovery - San Francisco’s Approach

- State phases as a building block but local on-the-ground conditions will drive reopening – SF is dense urban area
- Incremental opening gated with health indicators
- Low to high risk, factoring in mitigations
  - Pre-COVID service delivery needs to adapt for interim period
- Hard hit sectors and ability to continue operating remotely
- Recognizes some sectors that are critical foundations for reopening (e.g. childcare, education, transportation)
- Roadmap issued to allow businesses and residents to plan and to prepare – expect to update this roadmap with additional guidance and information
- Considers regional action and indicators
EVERYONE: Heath Indicators to Inform Decision to Move Forward, Stay Put, or Pull Back

Note: This may change if San Francisco is permitted by State to vary from its phasing and pace
### Prior to June 15
- All construction
- Curbside retail, products (10-person limit)
- Manufacturing, warehouse, logistics (50-person limit)
- Elective surgeries and dental
- Private household outdoor – gardener, landscaping
- Hotels, STR for essential work, quarantine, homeless, other activities that the health order permits
- Equipment rental for outdoor recreational activities
- Professional sports practices only (Requires plan approval)
- Daycare (stable groups of 10-12)

### Mid-June
- Outdoor dining (restaurants and bars serving food) – MOVE TO 6/12
- Indoor retail (enclosed malls req approved plans)
- All curbside retail (started early June)
- All manufacturing, warehouse, logistics
- Non-emergency medical appts
- Other private household indoors – cooks, house cleaning
- Outdoor fitness with limits
- Professional sports games and other entertainment for broadcast, without in-person audience, (requires plan approval)
- Office, with limits, telework encouraged
- Summer camp (stable groups of 12)

### Mid-July
- Hair salons and barber shops
- Indoor dining
- Real estate open houses with appt only

### Mid-August
- Hotels, hospitality and STR
- Gyms and fitness centers
- Limited indoor leisure like movie theaters, billiards and bowling alley
- Nonessential healing arts
- All other personal services like indoor personal training, nail salons, tattoo, permanent makeup, and piercing
- Bars without food
- Public schools, academic year begins (learning plans being developed by SFUSD)
- Other schools, including primary, secondary, and higher education

### Activities

#### All operations following social distancing; individuals using face coverings and practicing good hygiene

- Botanical gardens
- Outdoor historical sites
- Outdoor museums
- Dog parks
- Parks, beaches and skate parks
- Golf, with limits
- Tennis (singles-only outside a HH) with no shared equipment

#### Religious gatherings and ceremonies, with limitations
- Other small gatherings, outdoors, with limitations

#### Indoor museums
- Basketball courts
- Playgrounds
- Indoor and outdoor swimming pools
- Indoor tennis
- Zoos

### Phase 4
**FULL REOPENING** – All activities will be allowed, including mass gatherings. Activities include concerts, live audience sports and performances, festivals, night clubs, etc.

### State Phases as Building Block

<table>
<thead>
<tr>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
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</thead>
<tbody>
<tr>
<td><strong>Early Phase 2</strong></td>
<td><strong>Expanded Phase 2</strong> (County-specific plan required to move faster)</td>
<td><strong>End of Stay Home Order</strong></td>
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<tr>
<td><strong>Lower-risk workplaces</strong></td>
<td><strong>Higher-risk workplaces</strong></td>
<td>Reopen areas of highest risk: e.g. Concerts, conventions, sports arenas.</td>
</tr>
<tr>
<td>Gradually reopen retail (curbside only), manufacturing &amp; logistics. Later, relax retail restrictions, adapt &amp; reopen schools, childcare, offices &amp; limited hospitality, personal services.</td>
<td>Adapt and reopen movie theaters &amp; more personal &amp; hospitality services.</td>
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</tbody>
</table>

- **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)
- **In-person religious services** *(churches, weddings)*

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<thead>
<tr>
<th><strong>Phase 2</strong></th>
<th><strong>Phase 3</strong></th>
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<tbody>
<tr>
<td><strong>Destination retail</strong>, including shopping malls and swap meets <strong>Dine-in restaurants</strong> (other amenities, like bars or gaming areas, are not permitted in Stage 2)</td>
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<tr>
<td><strong>Schools with modifications</strong></td>
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<table>
<thead>
<tr>
<th><strong>Phase 3</strong></th>
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<tr>
<td><strong>Personal care</strong> <em>(hair salons, barbershops, nail salons, gyms)</em></td>
<td></td>
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<tr>
<td><strong>Entertainment venues</strong> <em>(movie theaters, sports without live audiences, zoos, museums)</em></td>
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</table>

- **Concerts**
- **Conventions**
- **Live audience sports**

*Counties that have state permission to “vary”*
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Data Metric</th>
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<tbody>
<tr>
<td>Surveillance</td>
<td>• # new cases/day flat or decreasing</td>
<td>• COVID+ test result rate</td>
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<tr>
<td></td>
<td>• # of hospitalized patients flat or decreasing 14 consecutive days</td>
<td>• Daily count of confirmed COVID+ admitted to all hospitals</td>
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<tr>
<td>Hospital Capacity</td>
<td>• &lt;20% COVID+ patients in staffed, non-surge hospital beds</td>
<td>• Daily count of confirmed COVID+ admitted to county hospitals</td>
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<tr>
<td>Testing</td>
<td>• 2 tests conducted per 1,000 residents/day</td>
<td>• # new lab results/day</td>
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<td>Contact Tracing</td>
<td>• Reach 90% of cases, ID contacts</td>
<td>• % of COVID+ cases reached</td>
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<td></td>
<td>• Reach 90% of all contacts ID’d</td>
<td>• % contacts reached</td>
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<tr>
<td>PPE Supply</td>
<td>• SFDPH has 30-day supply</td>
<td>• # days on hand for PPE</td>
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Economic Recovery’s Impact on SF Operations

• What happens in larger economy has direct impact on City’s ability to operate
  • Primarily felt through revenue weakness
  • Also pressure on support to local business and workers
• Incurred and ongoing COVID-19 medical/emergency response
  • Currently assumes FEMA reimbursement – may not continue for future
• Downstream impact of State budget deficit (+ State/Fed support)
# Economic Recovery’s Impact on SF Operations

<table>
<thead>
<tr>
<th>Sources</th>
<th>FY19-20</th>
<th>FY20-21</th>
<th>FY21-22</th>
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<td>General Fund Sources</td>
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<td>Hotel Tax (-39%)</td>
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<td>Sales Tax (-20%)</td>
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<td>Business Tax (-8%)</td>
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<td>Public Health Revenue</td>
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<td>Uses</td>
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<td>Baselines &amp; Reserves</td>
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<td>Salaries &amp; Benefits</td>
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<td>Projected Shortfall</td>
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- **Hotel Tax (-39%)**
- **Sales Tax (-20%)**
- **Business Tax (-8%)**

-$630M Rainy Day & Stabilization Reserves

-$150M General Reserve

Forecast Through FY2023-24
Economic Recovery’s Impact on SF Operations – Timeline and Instructions

• July 1st - Interim Budget Operational
• August 1st submission & August BOS review (vs. June)
  • Must close $1.7 billion gap
  • Budget instructions: 10%, + 5% cuts
• September Full BOS Approval
• October new budget in place
Health Orders and Directives
St at e  i ssu e s
guidance

Deliberate implications for San Francisco

Review for San Francisco

Operationalize Order

CAT and Info & Guidance draft orders

Health directives
- General requirements
- Sector specific best practices

If a change is planned

Content review by relevant stakeholders

Communication from ECCJC
Distribution by ERTF, OEWD, citywide merchants, chambers, labor, etc.

Information online through SF.gov, CAT, OEWD, and DPH

Communicate publicly through press and social media

Call 311 with any questions

Bay Area health officers
Other city stakeholders
ERTF

Business Toolkit
FAQ’s

CD, CDPH, LHD, SMEs, ERTF, OEWD, Mayor’s Office of Racial Equity, Mayor’s Office on Disability, DPH

Call 311 with any questions
Legal guidance

› Health Order

○ Appendices C1 & C2 set out additional businesses allowed to resume

○ Appendix A = Social Distancing Protocol (SDP). Updated to include all generally applicable requirements for all businesses

○ Order: In addition to Appendix A, businesses must follow any industry-specific guidance issued by the Health Officer related to COVID-19
Legal guidance

› Directives

  o Set forth industry-specific requirements

  o Instead of businesses needing to create; now they can just fill out and post simplified check box / template
Web resources:


› Office of Econ Development business sector guidance: https://oewd.org/node/4473

› SF.gov reopening: https://sf.gov/information/reopening-san-francisco

Shared Spaces Program
Program Goals

› Shared Spaces is a program that allows local businesses to apply to temporarily use public spaces near their business to operate outside, in a safe, socially distanced way during COVID-19

› The goal of Shared Spaces is to support neighborhoods by providing additional public space to operate local business activities. Now that outdoor dining is allowed under the Health Order (starting tomorrow) Shared Spaces could be used for outdoor restaurant seating
Principle: Creativity and Innovation

- In this time of crisis, we need to think creatively about how best to utilize one of our greatest assets: our right of way and open space.
- We can build upon a tradition of innovative programs in SF, like Parklets, SF Park, and Sunday Streets, that all demonstrate the highest and best use of our space is not for parking and traffic.
- We establish a program that sets general ground rules (safety, accessibility) and lets businesses operate creatively within these rules.
Principle: Trust

› We trust that local businesses know how best to serve their customers

› We trust that local businesses can operate responsibly

› We trust that in cases where an outdoor use won’t be safe or successful, local businesses won’t attempt it

› We trust that local businesses can work together to propose creative solutions that benefit whole districts and neighborhoods
General Provisions

› Makes outdoor space available to local businesses for safe, socially distanced, outdoor operations

› Have low barriers to entry and no permit fees

› Responsibilities for business: Identify locations, self certify compliance with rules, provide furniture and barriers

› Temporary in nature - permits run through end of 2020
Spaces to Consider

- Shared Spaces provides a menu of options for businesses to consider:
  - Sidewalks
  - Curbside lanes
  - Opening full street to business
  - Rec + Park property
  - Port of San Francisco property

- Is flexible in terms of use – accommodates dining, retail, pickup, etc.
Limitations

› Due to the congested nature of San Francisco’s sidewalks and streets:
  ○ Many businesses will not have a suitable sidewalk
  ○ Many will not have a suitable curbside lane
  ○ Many will not have a suitable street for closure

› The program is designed to make as much space available as quickly as possible, but applicants need to know there are restrictions

› Collaboration with neighbors (commercial and residential) is essential
Sidewalks

- Applicant fills out an online form, self-certifies compliance with program rules, and begins using sidewalk two business days later.
- Key requirements are: 6’ path of travel, no obstruction of fire hydrants, fire escapes, standpipes, etc.
- Limitation: many sidewalks outside retail businesses are simply not wide enough or too congested with trees and other conflicts for this program.
Curbside Lane

› Generally able to use the curbside lane if it’s used for parking

› Not able to use curbside if it is: a red zone, blue zone, bus stop, curb ramp, street with fast traffic speeds, or other conflict

› Curbside can be for outdoor dining/business, for a loading zone, or for extra room to social distance while customers wait in line

› For dining/business, a parklet-type barrier between curbside and traffic lane will be required
Other details

› Insurance: $1m in general commercial liability + workers comp

› A business can occupy the sidewalk or the curbside lane in front of a neighboring business with written permission of that business owner

› Enforcement will be both regular and complaint driven. Members of the public can report a non-compliant Shared Space to 311

› Permits are temporary, can be modified and revoked at any time if permit holder not complying or if emergency situation changes
Opening Full Streets for Business

› Merchant Association can propose a full or partial street opening

› Collaboration and consensus is critical – businesses and residents

› Among other potential conflicts, street closures will likely not be allowed if there is a MUNI route currently running on that street

› City will notify applicant if opening street is feasible or not. If feasible, likely at least 2 more weeks of detailed work to ensure neighborhood consensus, safety, accessibility

› Association expected to implement (staffing, barriers, furniture, etc.)
Engagement & Outreach next steps
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
Role of the Task Force

› 100+ members – mostly outside the city

› Temporary body formed to provide policy guidance and recommendations to the city on overall economic recovery

› Shifting from safe reopening to mid – long range policy proposals for the city

› Staff supporting the effort are dedicated; but all have other full time jobs
Engagement & Outreach: Overview

1. On-going policy working groups
   - Start mid – June
   - Initial policy recommendations due Thursday, July 30th
   - Present policy proposals to ERTF on August 6th
   - Final recommendations due by Friday, August 21st

2. Continued industry specific outreach on reopening as needed
Engagement & Outreach: Policy Work Groups

1. Jobs and business support
2. Vulnerable populations
3. Economic Development
4. Arts, Culture, Hospitality and Entertainment
Engagement & Outreach: Policy Work Groups

1. Jobs and business support
   Q: How can we ensure existing small and medium sized businesses across San Francisco survive, adapt, and thrive in a post COVID-19 environment?

2. Vulnerable populations
   Q: What do San Franciscans need to (re)enter workforce?

3. Economic Development
   Areas we’ve heard: workforce retraining; support for pivoting business models; green jobs; connecting job seekers with work; business accessibility of gov't programs & information

4. Arts, Culture, Hospitality and Entertainment
Engagement & Outreach: Policy Work Groups

1. Jobs and business support
2. Vulnerable populations
3. Economic Development
4. Arts, Culture, Hospitality and Entertainment

Q: How can we ensure our most vulnerable residents' needs are met?

Q: How do we make it easier for a growing number of people to access and receive the support they need through the recovery?

*Areas we've heard:* digital divide; financial inequities and access to capital; accessibility of gov't programs (language access, etc.).
Engagement & Outreach: Policy Work Groups

1. Jobs and business support
2. Vulnerable populations
3. Economic Development
4. Arts, Culture, Hospitality and Entertainment

Q: How can we make it easier to start a new business and rebuild our commercial corridors?

Q: How can we promote the growth of our city while protecting existing communities?

Areas we've heard: permit streamlining; land use / development; simplify new business establishment; strengthening neighborhoods and spaces
Engagement & Outreach: Policy Work Groups

1. Jobs and business support
2. Vulnerable populations
3. Economic Development
4. Arts, Culture, Hospitality and Entertainment

Q: How do we preserve and strengthen San Francisco’s identity as a hub of world-class arts and culture for the long-term?

Q: How do we ensure that the artists and cultural diversity imbedded in our communities are sustained and uplifted throughout our economic recovery?

Areas we’ve heard: adaptive use of space; investments required to adapt offerings; concerns about consumer safety/confidence; reinvigorate tourism; building resilient business models; support for artist workforce
# Task Force Policy Group Guide (DRAFT)

## Meeting 1 (Late June)

### Foundation
Create group norms and shared understanding

- Establish working group “Charter”
- Suggested Exercise to establish values, norms and success for that “charter”
- Review Previous Research and Community Feedback
- Prioritize topics of focus (i.e. Digital Equity, Shared Spaces, Neighborhood Corridors)

## EARLY JULY (Meetings 2-3)

### Identify the Problems & Gaps
Groups work to finalize topics and path forward.

- Policy discussion to focus in on the specific problems the group is trying to solve
- Narrow to 1-3 problems that the group would like to address
- Identify gaps in research, knowledge or expertise about that problem

## LATE JULY (Meetings 3-4)

### Research & Plan
Test a range of ideas to solve as possible solutions to the problem.

- Identify 1-3 solutions or “ideas” for each specific problem
- (Optional) Write a case study for each problem that demonstrates need
- Create a 1 page synopsis of ideas and solutions with the policy and engagement leads.
- Conduct a racial equity analysis of solutions

## EARLY AUGUST (Meetings 5-7)

### Refine & Share
Report back on lessons and share stories for inclusion in a broader report.

- Draft a longer narrative with the policy lead to share with the City and County of San Francisco
- Share it with the rest of the task force

**DRAFT recommendations to the city by Wednesday, July 30th (to be presented at the August 6th ERTF meeting)**

*Final report release is Early October

## Inclusive Listening at every stage (researchers available to gain more public feedback)

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Ideas and lessons build across each stage in the process</th>
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<tbody>
<tr>
<td>Workgroup Charter</td>
<td>Description of problem(s) the group will focus on solving</td>
</tr>
<tr>
<td>Prioritized Topics</td>
<td>Racial equity analysis</td>
</tr>
<tr>
<td></td>
<td>Written draft</td>
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<td></td>
<td>Recommendations due July 30</td>
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<td>Draft recommendations presented to Task Force August 6</td>
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<td>Final report published early October</td>
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## Roles

- **CONVENER** - a lead task force member who leads workshops and helps to shape agenda and “ideas”
- **WORKGROUP POLICY LEAD** - (City staff) Logistics & policy leads that develop proposals
- **ENGAGEMENT LEAD** - (City Staff) Support with content and agenda
- **PARTICIPANT (TASK FORCE MEMBER)** - someone who contributes expertise and lived experience to the meetings. Members can play other roles :)

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**Workgroup Charter**

**Prioritized Topics**

**Deliverables**

**Draft recommendations**

**Final report published early October**
Engagement & Outreach: Next steps

› Policy working groups will start up next week

› Some Task Force members are also working on neighborhood or industry specific engagement, surveys or webinars

› If you want to organize anything for your community and need assistance, or if you have any other topics you want covered in future ERTF meetings or webinars, please email us at: RecoverySF@sfgov.org
Planning for Recovery
Today's Recovery

REQUIRES ADDITIONAL TOOLS

Equity
Accountability
Honesty
Empathy
Engagement
Understanding
Expanding vocabulary
What's Fair?

EQUALITY
Equality refers to equal sharing and division, keeping everyone at the same level

EQUITY
Equity refers to fairness, justice and impartiality
Equity is subjective. It differs from situation to situation and from person to person. It identifies the differences and tries to reduce the gap between the groups.

Equality is measurable. It does not vary and neither matter whoever looks at it. It is not concerned with the differences or gap between two or more groups.

People are treated fairly but differently. People are treated equally but may be unfairly.

Here, people can get what they need. Here, people will only get what everyone else gets.

Differences Between Equity and Equality

Taken from Public Health Matters
REPAIR/RESTORE
Put back in its original state

IMPROVE
Make it better and/or more useful

DEMOLISH
Presentations are communication tools that can be demonstrations, lectures, speeches, reports, and more.

REBUILD
Put the structure back, might be little different

INNOVATE/BUILD
Do something new. Build in a new way or build where nothing existed before.

SUSTAIN/REGENERATE
Grow healthy systems that feed back into sustaining community
Before the Pandemic

UNEMPLOYMENT
Although San Francisco touted low unemployment rates in February 2020, some communities had 2-3 times the citywide unemployment average.

HEALTH DISPARITIES
Social determinants of health could predict which communities would be more likely to contract the virus.

EDUCATION
Achievement gaps were prevalent before COVID-19.

INCOME GAP
San Francisco was reported to have one of the largest wealth disparities before the shelter in place took effect.
Disproportionately Impacted

INDUSTRY
Retail, culinary and hospitality

INDIVIDUALS
The financial, mental and physical impact of COVID-19 has impacted individuals who have been unable to work or access relief funds.

NEIGHBORHOODS
COVID-19 Data Tracker shows deeper impacts on Mission, Bayview, Tenderloin, Sunnydale, Potrero and Fillmore

RACE/ETHNICITIES
Local trends note disparate impact in the LatinX community, while state and national trends demonstrate the toll on Black communities.
Recovery
BEYOND COVID-19

Repair and Restore
Demolish
Rebuild and Build
Sustain and Regenerate
Equity Builders

ASSESS CONDITIONS
Identifying potential bias, differing perceptions and perspectives. Consider implicit bias, institutional and structural racism, and social, economic and justice disparities. Develop an understanding of equity and shared definitions of inclusion principles.

BUILD BRIDGES
Provide opportunities to discuss equity in the workplace and social and professional networking circles. Develop allies and accomplices in the work.

CREATE LADDERS
Provide opportunities to move people and ideas upward. Share power and control.

CULTIVATE COLLABORATION
System leaders collaborate and share assessments and data that inform policy and decision making. Collaborative discussions regarding investments, resource allocations. Address system failures, examine benefit and/or burden – how does/will the policy increase or decrease equity?

CONSIDER IMPACT
Making an effort to consider impact, before launching, during implementation and after completion. Evaluate effectiveness through each stage and adapt accordingly.
Q&A with the Co Chairs
Thank you!

Email us at RecoverySF@sfgov.org
https://www.onesanfrancisco.org/covid-19-recovery

Next ERTF Meeting: July 9, 2020 from 2-3:30pm
Appendix: More Detailed Reopening Research Summary
Research Methodology

Sectors included:

○ Retail, restaurant/bar, office, manufacturing, personal services, arts, entertainment, religion, medical/health

Some focused on neighborhoods:

○ Chinatown, West Portal, Taraval, Excelsior, Fisherman’s Wharf, Third St., Bayview
We Heard: One size does not fit all

› Industries need specific guidelines that consider the nuances and range of their businesses.

› Disaggregate some sectors
  ○ Small entertainment venues / large ones
  ○ Small yoga studios / larger multi-purpose gyms

› Different sectors can have similar conditions
  › Small entertainment venues and restaurants both have liquor licenses and food service
We Heard: Clarity and understanding are prerequisites for compliance

> Information needs to be:
  ○ In layperson terms, digestible
  ○ Available in video format
  ○ Targeted to industry
  ○ Multilingual

> Need a source of truth/advice hotline for businesses and organization
We Heard: **New business model = higher costs, lower revenue**

- Increased costs (ex: PPE, sanitization, staff)
- Ongoing high overhead (ex: rent)
- Decreased revenue (ex: lower customer volume)
- Challenge of the digital divide (lack ability/$ to sell online or go touchless payment)

“I guess my main concern would be this- I don't see any possible way that we can afford both to provide the resources to ensure a safe workplace and venue, and at the same time open to a significantly lower capacity. Is there a model out there that I am missing?”
We Heard: Employers and employees will need substantial, ongoing training

› Things keep changing - new protocols and policies
› Need to develop and integrate new routines, build new habits
We Heard: Guidelines enforcement is complicated

› Who monitors safety guidelines?
  ○ Liability issue
  ○ Businesses have an incentive to demonstrate compliance to customers

“The issue surrounding the guest/customer is daunting. Our team members should not be made to be enforcers. That can become dangerous and frankly not in their job description.”
We Heard: Burden of exposure

› People make decisions on who -- employees, customers, friends, etc. -- is considered safer, with potentially negative consequences.

○ Public transportation perceived as more potential exposure, may negatively impact those who rely on it
We Heard: Reconsider how we use space

Change in use of publicly used space (indoor and outdoor): e.g. sidewalks and streets used for dining; sidewalks used as waiting rooms; plazas used for performances; streets used for night markets; outdoor areas more conducive to healthy community gathering – people can’t congregate inside small retail spaces

› Employ artists and arts and arts education organizations to activate public space, commercial corridors, empty storefronts.

> Make it easier to allow mixed-uses in a storefront space

Creative Re-use and Activation of Public Space
We Heard: Fear of Permanent Closures

● Nearly half (49.1%) of respondents to the arts and entertainment survey said they had a high amount of concern (rating 8, 9, or 10) that their business will need to close permanently due to the financial impact of COVID-19.

● Industry members have experienced substantial losses to their expected business and individual incomes.
Facts & Quotes
“The issue surrounding the guest/customer is daunting. Our team members should not be made to be enforcers. That can become dangerous and frankly not in their job description.”

Source: Task Force research interview
“If we can open, that would be one step.

If we can break even on expenses, that would be the next step.

If we can do as well as before, that would be awesome.

If we can make changes to the business models so this is not such a peril at a three month closure, that would be the best thing to come out of this.”

Source: Economic Recovery Public Survey
43% of San Franciscans speak a language at home other than English

Source: 2019 American Community Survey
4,306
Events cancelled in 2020 due to COVID-19
Source: CCSF Entertainment Survey
Reported losses of 75%-100% of business income

Source: CCSF Entertainment Survey
1-2 Months

the length of time that bars, live music venues, and nightclubs can reportedly stay afloat

Source: CCSF Entertainment Survey