

## Economic Recovery Task Force

### Background



Mayor London N. Breed and Board of Supervisors President Norman Yee created the COVID-19 Economic Recovery Task Force. The Task Force was co-chaired by San Francisco Assessor-Recorder Carmen Chu; San Francisco Treasurer José Cisneros; Rodney Fong, President and CEO of the San Francisco Chamber of Commerce; and Rudy Gonzalez, Executive Director of the San Francisco Labor Council.

The Task Force was charged with guiding the City's efforts through the COVID-19 recovery to sustain and revive local businesses and employment, mitigate the economic hardships already affecting the most vulnerable San Franciscans, and build a resilient and equitable future.

For more information about the Task Force membership, [please see here](#).  
For Task Force meeting materials and documents, [please see here](#).

### Economic Recovery Task Force Report

From April to October 2020, the full Task Force met monthly and participated in many smaller working group meetings. Through this process, the Task Force developed 41 policy recommendations that represent the best thinking of this diverse group, informed by the experience of Task Force members, research from city staff, as well as input from communities across San Francisco through surveys and focus groups.

The Task Force helped to propose ideas to support the City during the pandemic and worked with City staff to vet solutions and interventions for re-opening and economic recovery, including the Reopening Plan and Shared Spaced Program.

The policy recommendations developed by the Task Force lay the groundwork for an equitable and sustainable recovery that builds on our strengths and addresses those sectors and populations most significantly impacted by the pandemic, such as those in the hospitality, entertainment, food services, and personal services industries.

The recommendations from the Task Force's four policy groups are organized into eight major themes:

1. **Local Economic Stimulus:** explore policies and investments that encourage economic development and activity in San Francisco, such as funding public infrastructure projects, streamlining permitting processes, advocacy for state and federal resources, and more
2. **Job Connections:** facilitate and improve connections to jobs and explore programs that hire local workers
3. **Promote Safe Reopening:** provide clear and accessible information to businesses and workers on reopening requirements and provide tools and strategies to keep workers, customers, and residents safe
4. **Preserve Operations and Lessen Regulatory Burdens:** create flexibility for businesses to operate and consider reducing or eliminating regulatory burdens
5. **Pursue Economic Justice:** narrow the wealth gap and bridge the digital divide for low-income residents and communities of color
6. **Invest in Housing:** incentivize the construction of affordable housing, an immediate and long-term need

- 7. **Meet the Basic Needs of the Vulnerable:** ensure San Franciscans have access to food, shelter, mental health, and other services
- 8. **Imagine and Build Stronger Neighborhoods:** activate and draw upon San Francisco's unique neighborhood and cultural assets

Download the full report



Appendices can be downloaded from the links below

### Appendix A: Reopening Plan

Task Force members expressed early on that one of the most challenging aspects of the Shelter in Place order was the uncertainty about when and how businesses would be allowed to reopen, making it difficult for businesses to plan ahead. The Task Force recommended that the City develop a plan for reopening the economy with clear regulations, guided by industry best practices, to provide additional public space for neighborhood businesses to operate. With COVID-19 requiring social distancing and more outdoor activities, many business operators use outdoor public spaces provided the best opportunity for these businesses to continue to operate safely.

In response to these needs, the City developed the Reopening Plan (Plan). The Plan was informed by the work of the Task Force in alignment with the Mayor's guidance, and used on San Francisco-specific risk models to control the spread of COVID-19 and protect public health. The plan and timeline to reopen businesses and the plan was developed in collaboration with the San Francisco Municipal Transportation Agency (SFMTA) Transportation Recovery Plan. For each reopening phase, SFMTA would adjust and adjust services accordingly.

The State initially developed a six-stage reopening roadmap and the Plan separated the State's six-stage into three phases - Phase 2A, 2B, and 2C. San Francisco Phase 2A was equivalent to the State's Stage 3 and San Francisco entered Phase 2A on June 1, 2020, when almost all outdoor dining, retail, and services were allowed to operate. The Plan details which sectors the City anticipates will be allowed to reopen each subsequent phase, and suggests options for each phase, ensuring specific focus on citywide health indicators. As the City's health indicators reach specified milestones, reopening progress is ongoing the spread of COVID-19, the health and safety of each phase are tracked and reacted through amendments to the Health Order or directives.

As a part of the Reopening Plan, the City anticipates that some reopening requirements for residents who outside of their homes and near other people, both indoors and outdoors, also depended on the public's compliance with health and safety requirements and

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### Appendix B: Shared Spaces Program

The Shared Spaces Program allows neighborhood businesses to share a portion of the public right-of-way, such as sidewalks, full or partial streets, or other nearby public spaces for use as outdoor dining, retail, and services. The program is designed to provide additional public space for neighborhood businesses to operate. With COVID-19 requiring social distancing and more outdoor activities, many business operators use outdoor public spaces provided the best opportunity for these businesses to continue to operate safely.

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The program also includes an option for broader reopening of travel lanes or entire streets to support neighborhood restaurants and residents. Merchant Associations can apply for a permit to allow for a partial street opening. Because these proposals come with broader considerations such as impacts to MTR, these proposals are considered on a case-by-case basis. The City will review the applicant's proposed street use and, if feasible, the applicant must conduct additional work to ensure neighborhood consensus, safety, and

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### Appendix C: Policy Development Process

The Task Force launched with a kick-off meeting on April 24, 2020. Over the next week, Co-Chairs and staff met with smaller groups of Task Force members approximately 100 to hear about the challenges they were facing on the ground from COVID-19 and what they hoped to achieve from the Task Force process. As a result of these meetings, staff and Co-Chairs scoped a process from May to October 2020, which can be seen in the diagram below.

The May and June meetings of the Task Force focused on facilitating a safe reopening. Working during the phase involved gathering and processing information regarding the risk of the COVID-19 outbreak to inform development of a Reopening Roadmap and policy ideas to address the challenges of a phased reopening. Over 30 Task Force members gathered information from their networks through interviews or meetings. In addition, the Office of Economic and Workforce Development (EWD) and the Office of the City Administrator

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### Appendix D: Community Engagement and Listening

The City uses a variety of staffed components of the Economic Recovery Task Force Task Force which sought to amplify and expand voices of community members disproportionately impacted by COVID-19 to inform the design and implementation of Task Force recommendations and wider economic recovery efforts for the City. This appendix reflects feedback from these community-based groups, as well as community input received through the Community Engagement and Listening (CEL) staff team and Task Force members.

The CEL team focused on including a broad scope of perspectives from community members invested in and impacted by economic recovery by:

- Distributing an online survey from May to August 2020
- Conducting a survey of Chinese-speaking residents in Chinatown, including approximately 250 families living in long-term room occupancy (LRO) units, as well as small businesses
- Convening fourteen focus groups focused on specific economic recovery topics and with specific community members, as well as interviews, conducted between May and September 2020. Focus group participants included residents, community-based organizations (CBOs), small business owners, San Francisco officials, district staff, neighborhood Center and Spanish speakers, and the disability community

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### Appendix E: ERTF Detailed Recommendations

This appendix provides detailed notes that accompany the Task Force policy recommendations presented in the Economic Recovery Task Force Report. The notes are intended to provide additional information for departments, policy makers, and community partners involved in implementation of the recommendations. The notes include detailed policy statements, goals and outcomes, implementation considerations, and priority actions. Each item can be accessed by clicking on the number and title in the lower table of contents below.

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### Appendix F: City Recovery Efforts

In September 2020, the Assessor's Office conducted a survey of City departments to identify what efforts they had planned to respond to and support the City's recovery from COVID-19. More than 50 departments responded to the survey, identifying over 250 actions taken between May and September 2020. The table below is a list of departmental responses gathered through interviews or meetings. In addition, the Office of Economic and Workforce Development (EWD) and the Office of the City Administrator

- Job Creation
- Promote Safe Reopening
- Promote Operations and Lower Regulatory Burdens
- Promote Economic Justice
- Meet the Needs of the Vulnerable
- Imagine and Build Stronger Neighborhoods
- Communications
- Other City Focus Areas

Hyperlinks are provided where available to access more information about a program. A glossary of terms is provided at the end of the appendix.

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The Office of Resilience and Capital Planning is dedicated to creating a strong, sustainable, and resilient San Francisco for generations to come.

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