

**City of Coral Gables  
Virtual Commission Meeting  
May 12, 2020  
405 Biltmore Way, Coral Gables, FL**

**City Commission**

**Mayor Raul Valdes-Fauli  
Vice Mayor Vince Lago  
Commissioner Jorge Fors  
Commissioner Pat Keon  
Commissioner Michael Mena**

**City Staff**

**City Manager, Peter Iglesias  
City Attorney, Miriam Ramos  
City Clerk, Billy Urquia  
Fire Chief, Marcos de la Rosa  
Economic Development Director, Julian Perez**

**Public Speaker(s)**

**Mark Trowbridge**

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**Agenda Item H-3**

Presentation by Economic Development on the COVID-19 Business Recovery Plan

Mayor Valdes-Fauli: Remember, this is not a public hearing. I repeat as we say, let's go to H-3, please. Mr. City manager, very important issue.

Commissioner Mena: By the way, I just want to remind everybody that we skipped an item earlier because Ramon Trias was not available.

City Attorney Ramos: Yeah, there's another ordinance as well.

Economic Development Director Perez: This medical impact that this crisis has had on our health of our residents as well as our economy. Thousands of jobs have been lost in the retail, hospitality, and leisure sectors of our economy, and we're not an exception. We have a number all those business sectors in our economy, specifically retail, office, restaurants, wellness and entertainment.

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This presentation is divided into two parts. The first part is going to be Chief De la Rosa, who's going to talk to you about the federal, state guidelines that are now in place to help communities, like ours who open up their economy. The second part of this presentation is going to be an overview of the different phases in approach that we're going to take the reopen our economy. I want to pass the presentation to Chief de la Rosa. Chief.

Chief de la Rosa: Thank you, Julian. Mr. Mayor and ladies and gentlemen of the Commission. I will now discuss with you the background and overall framework that serves as the foundation of this recovery phase. Since the inception of the COVID-19 outbreak, the city identified a set of priorities that drove the decision-making process regardless of which phase in the mitigation the city was in. Overarching priorities included the protection of the residents and visitors, with special emphasis placed on the most vulnerable population; the protection of our workforce; guidance and information to our business community, including the lodging industry; and a communication plan of all our protective actions. This list of priorities will also drive the recovery process as we transition from the mitigation phase to back from a reopening plan. Roadmap to recovery guidelines are based on the White House paper titled "Opening Up America Again." This paper provides a path towards the reopening of all of our communities. Opening up America Again Plan calls for a transition from mitigation where we are right now to encase based intervention. A case-based intervention plan calls for the monitoring and identification of potential hotspots in our city. Those areas are then addressed to prevent a resurgence or a community-wide outbreak. The methodology will be one of a phased-in approach. Each phase in the process progressively relaxes current restrictions. Moving from one phase to another will be based on monitoring and determining what impact the relaxation with those restrictions may have had on our community and preventing a virus resurgence. LAMP provides for an overall framework for the city to transition from where we are now in a mitigation phase to a phased in recovery. It suggests measures that could be considered by the city as it develops its specific glance. The concept of a phase-in approach lets you determine what protective actions may be needed based on the prevalence of the disease within the community. This chart illustrates the concept of a phased-in approach as we transition from one phase to the other, current actions will be progressively...[Inaudible]...instead of measures will determine the impact of these relaxation we have to seize resurgence and impact in our community. As we move from one phase to the other, these measures will help us determine when and how to move forward. Lastly, the city's recovery plan takes into account all aspects of the State of Florida guidelines. Director Perez will now discuss the specifics of our own city's plan.

Economic Development Director Perez: Thank you Chief for a wonderful presentation. And now I'm going to take you through this video of Coral Gables road way to recovery guidelines. There are four basic recovery factors applicable to our city, as it relates to the reopening of the local economy. Number one, Federal, State and counties reopening plans mark the transition from the emergency or crisis management base to the recovery phase. Number two marks the beginning the

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returning to a new normal on the protective guidelines. Number three will require monitoring to prevent resurgent of the virus. Number four, emergency management will take the role of...[Inaudible} ... as the city evolves with a more open society. There are several socio-economic impacts that we need to quickly take a look at it. They're very important because they tell us how healthy our economy is, the direction that our economy is going, not only in the present but in the future; and unfortunate all of those indicators have been negatively impacted, specifically the increase in unemployment. In March 2020 the unemployment rate in the United States was 4.3. And that has increased to 14.7. There is a decrease in the Consumer Price Index for all urban areas or Urban consumers. And that is the goods and services that you want I buy every day and that we pay for. And that has decreased by point four. The rest of the other indicators that you can see, they're all very important. They're all here with us. They're part of our local economy and they have all been negatively impacted. We have from the beginning, set a series of goals. Not only to address the risk management aspect of this crisis, but also, who identified a path to the reopening of our local economy. There are several very important goals that we have identified. The first one and the most important goal, whether it's for Phase 1, Phase 2, or Phase 3 or either during the stabilization and growth period of our economy is to reopen the local economy in a strategic and methodical manner. Second, the development of a reopening program that is inclusive, safe, responsible is smart. Number three, design a reopening program that is sensitive to the City of Coral Gable most vulnerable population. Four, adopt a reopening program consistent with the State of Florida and Miami Dade County guidelines. Fifth, maximize the recovery, reopening effort to provide new business tools and technological help to improve businesses ability to communicate more effectively with customers and suppliers. This is a very important goal because this is probably one of a very few things that we can take out of this crisis that is going to benefit our business community and is going to benefit our entire city. And then finally, continue to develop the safety and economic development best management practices measures to ensure that the business community emerge from the recovery more resilient than pre-COVID-19. As a result, we have developed a covid-19 flowchart that recognize the most important steps towards recovery. First of all, we had a crisis in our hand almost two and-a-half months ago. And at that point, this city began with her crisis management response. Very shortly, we were able to recognize that the crisis involved not only health management, but it also included economic impacts. Right after that, we establish the goals that I just read to you, to provide some guidance, as we went through this very difficult process. Let me remind you that in many cases as we were going through this process, we were creating new policies. We were taking actions that it was just a reflection of the crisis and it was not something that it was typical of any disasters that we have seen, especially hurricanes, flooding, and so forth. It was something very new for our community. It was something very new for our county, our state, and our country. So, at that point we were just, not only creating goals while we were creating policies as we went along. The goals were followed by a probe series of proactive activities that were divided in two tiers, Tier 1 and Tier 2 that I'm going to go over in a few minutes. Tier 1 is the three C's: communication, collaboration, and coordination. That was the early months of this crisis. Then follow by Tier 2, which is mitigation, recovery, and prevention. And this tier is going to start with the reopening of our economy and throughout the

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recovery phases and the long-term recovery effort. Let me just walk you through a few of the most important efforts that we undertook under Tier 1. The first one was the establishment of a Business Partnership group that included the City of Coral Gables Chamber of Commerce, the Business Development District and our team. And the importance of this group was to make sure that we were coordinating the business outreach efforts in a way that we were disseminating information as quickly as possible, to our business community and to our residents. Remember that during this early phase, it was all about the crisis, its impact in the health, safety and welfare of our population. And it was about how are we going to help those individuals that are now unemployed or their business and have been closed and how we were going to make sure that we mitigated the economic impacts in the most efficient manner as possible.

The second very important thing that we did was, we released a business assessment survey to the local business community, in cooperation with IT, and our partners, business partners. We needed to find out early on what were the issues that were impacting our business community the most, and we needed to find a way to measure those impacts. And as a result of that survey, we were able to find out a few things about our business community and their needs, specifically information and specifically guidance with the new financial programs that were being introduced by the federal government, such as the Cares Act, the Small Business Emergency Bridge loans, sponsored by the State of Florida, the Small Business Administration loans program and so forth. We were very active in the review of the Cares Act and we were able to provide a frequently asked questions about the requirements of one of the program's, the Paycheck Protection Program PPP loan, to our business community in less than 48 hours after that Cares Act was put in place by the federal government. And we did that through our business report that we were putting out on a very frequent basis. Not only that, but we also work with our business partners in getting that information out and that is the B.I.D. and the Chamber. We also, at the same time, took the opportunity to update the City's COVID-19 web page, in order to make easier access to emergency orders, preventive measures, messages from leadership, and effective services among others, to our business community, as well as to our population. Tier 2 was just a transition from the crisis management to the initial recovery phase is where we're at, at this time. And in that tier, we have two major programs already lined up to assist our business community, and that is to host a joint partnership series of small business recovery webinars with the Chamber and B.I.D. to guide retailers and restaurants through BMP's in order for the respective business to become more resilient during and after the crisis. Second, host a series of interactive joint participation technology webinars with our local partners to expand their use of technology to more efficiently communicate with customers and providers. Continue to work actively with the Chamber, B.I.D. and economic development agencies to identify potential assistant programs for the business community. This is very important because as the federal funds awarded or granted to these businesses begin to run out, we're going to need to find other sources of funding to help these businesses make it through the recovery phase. So, we have to work very closely with our business partners to make sure that we are undertaking this effort in the most efficient way possible. Then develop communication protocols, leverage all of the city's social media networks to promote our

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community businesses. These are only a few of the Tier 2 action items that we have already started or we're going to start very, very quickly. The next phase of the flowchart is the reopening phasing program protocols for our city. There are three phases. Phase 1, which is the strict guidelines, which entails social distancing, conducting more testing, facial covering, maintaining hygiene and observe all restrictions. Those are the most standard protocols that not only applies to the City of Coral Gables but should apply to all the municipalities in our area. Phase 2 is when we relaxed the guidelines a little bit, but we still maintain the social distance, we maintain hygiene, we observe all regulations and we keep the facial covering. And then finally, is Phase 3, will we have our business now working at full operation? And we keep the social distancing for a while on a limited basis and we always maintain hygiene. Let's talk a little bit about Coral Gables reopening Phase 1. Number one, dedicate a certain time each day where vulnerable population.

Number two, stagger work shifts, consider staffing levels. Number three, use disposable utensil place mats, condiment packages and menus, or sanitize all items after each use. Number four, the restaurants and other eating establishments take the customers temperature before entering the establishment and place a plexi-glass sheet on each table. Number five, close common areas or rooms where employees may congregate. Number six, consider contact list payments options, such as self-checkout. Number seven, consider using technology to have customers between their purchase at either a designated location or curbside; and finally, consider creating a one-way traffic flow through the store. The next side that is before you is also in your plan that we submitted to you last week. And this gets into more detail as to the standard protocols. So, we go from the very general standard protocol to now more specific protocols that we have identified. Most of these protocols are consistent with the State's protocols. We have to wait until the county comes out with their protocols to do another re-evaluation of our protocols. So, what you see there, as I indicated, is the individual protocols for and how does it apply to each of the individual business sector? Phase 2 again is a little bit less restrictive. And as you can see is the same format, but with the protocols that apply to Phase 2 and how they cross-reference with the different business sectors. The yellow boxes indicate that those protocols no longer are required under that specific business sector. Number three is the same process, and as you can see, they're less protocols. As we move forward now, let's talk a little bit about the Coral Gables strategy, crisis management recovery. As you can see, there's three curves. Two are like bell-shape, and one is more skewed to the right. Basically, what we have done here is, since March 30<sup>th</sup> of 2020, we began to track the process of reopening the economy. And by looking and evaluating the health policy plans, the physical impacts, the financial assistance, the regulatory aspect, and how the virus was being contained. We came up with this strategic crisis-management recovery program. And as you can see, today and back then we estimated that if everything stays constant, that perhaps between six and eight weeks from March 30<sup>th</sup>, we were probably being somewhere on the reopening program with our local economy. So, we identify each of the curves as being short term of health crisis response. And as you can see, there's a number of activities and most of them have already been done for the short term. The intermediate which is the post crisis recovery has a number of activities that we have identified, as well as the long-term risk reduction and as you can see from these three curves,

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they're all intersect and they're all part of the short-term health crisis response. Why? Because our goal is to make sure that as we move from one phase to the other, we are reducing the risk factor. And that is what we're doing, not only as a city, but we're doing it as a county as a state and a nation. Under the reopening program, there is a series of activities that we need to do, or we need to continue to do, and that is increasing the testing capacity. We need to make sure that we identify the clusters or the hotspot as quickly as possible, so that we don't have a recurrence of the virus. Implementation of a reopening guidelines; then the implementation of Federal, Florida, Miami Dade County reopening programs. And that's what we did with our matrices that we just went over, then the implementation of Coral Gables reopening phasing program; and then obviously, as we do that, not only through the phasing program, but through the entire program is the surveillance and data collection. We wanted to make sure that if there's a hotspot, we wanted to make sure that if there's a possibility where recurrent that we are already working with our partners to make sure that we're collecting the right data and we begin to take the right actions. And finally, we have identified a series of BMP's measures for the task force to consider or to expand on. The first one is the health and safety measures. The second one is the business operation. And the third one is the regulatory. And obviously, we're going to have this discussion and perhaps we may expand or reduce the type of measurements. At this time, we have come to the end of the presentation and if you have any questions or specific concerns regarding any of the information provided, I'm now available to answer those questions. With that, thank you for your attention.

Mayor Valdes-Fauli: Thank you very, very much. Very good presentation. Are there any questions or comments?

Vice Mayor Lago: Yeah. I just have a quick question Mayor. It's more geared towards Mark Trowbridge from the Chamber. I know that he's been listening in and there's a scheduled meeting, I think. Julian, Mr. Perez, I think is scheduled for Thursday, correct? - the second meeting of the task force. I had the pleasure of joining the first meeting that happened last week, a very professional group of individuals who are giving up their time to make sure that we do everything in our power to ensure a speedy recovery of the business community, our Central Business District, the Business Improvement District, the Chamber. I just wanted to make sure we memorialize any comments or concerns that Mark had in reference to our forthcoming second meeting of what we do that we take the utmost advantage of this task force and we expedite everything that we're doing as quickly as possible to do everything we can to help the recovery. Mark, are you are you available for just a quick moment?

Mr. Trowbridge: Sure. Thank you. And I want to thank you all for the work that we're doing here. I'm looking forward to our next meeting. You know, we're using an internal working group that is advising are two members. And so, I really appreciate the chance to let you know two things. I think one, we have a great group assembled. So, Julian and his team and the Commission have reached and helped us get the best folks possible who are very dedicated and very focused. But I know they're ready to be utilized and my only concern is that, you know, the Governor is talking about Monday the 18<sup>th</sup>, as well as the County Mayor and making sure that we're ready to go so

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that we don't get stepped on, stepped over, or not included in that conversation and making sure that much of what Julian and the team have put together and what we're all talking about internally take singular precedents in terms of how we reopen. I think Coral Gables is going to do that in a way that will be a best practice for other communities to emulate, especially because some of the smaller communities that surround us don't have the convening group that we have already put into place. So, I just want to make sure that when we get together later in the week, we put those folks right to the task. I talked to our two folks, they have lots of ideas. And so, I look forward to that and making full use of their time, energy, expertise, and brain power. We're going to do it better than anybody Vice Mayor and Commissioners and Julian will help lead us in that effort. So, we are ready.

Mayor Valdes-Fauli: Thank you. Thank you very much. Anything else folks? Alright, Mr. City Manager H-4, 427 Biltmore Way.