

Appendix D: Community Engagement and Listening

Introduction

The CEL team was a City-staff led component 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 interviews, focus groups, surveys, and community expert review conducted by the Community Engagement and Listening (CEL) City 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 public survey from May to August 2020
- Conducting a survey of Chinese-speaking residents in Chinatown, including approximately 250 families living in single room occupancy (SRO) units, as well as small businesses
- Convening fourteen focus groups focused on specific economic recovery topics and with specific communities/populations, as well as interviews, conducted between May and September 2020. Focus group participants included residents, community-based organization (CBO) staff, small business owners, San Francisco cultural district staff, monolingual Cantonese and Spanish speakers, and the disability community

- Organizing and working with community groups to present at Immigrant Rights Commission (IRC) [public hearing](#) on June 8, 2020, on impacts of COVID-19 on undocumented and immigrant workers,
- Presenting at the Commission on the Status of Women presentation and feedback.

The CEL team collected and synthesized more than 1,000 online surveys and completed more than 40 hours of focus groups and interviews totaling approximately 100 people. The CEL team also synthesized findings from 30+ Task Force members' research in May 2020. The research focused on re-opening and included interviews, focus groups, and surveys with residents and small businesses from various industries.

This appendix contains the anonymized contributions of hundreds of San Franciscans, including residents, local business owners, and community-based organizations. The CEL team heard from San Franciscans who belong to and/or serve a broad cross section of populations, including:

- The following neighborhoods: Richmond, Excelsior, Outer Mission, Oceanview, Inner Mission, Lower Fillmore, Tenderloin, Western Addition, Japantown, SOMA, Castro, Bayview, Hunters Point, Sunset;
- The following racial/ethnic communities: Chinese American, Latino/a/x, Black/African American, Filipino/a/x, Samoan, Japanese American, and American Indian/Native American;
- And other specific groups, including: youth, families, small business owners, workers in low-wage industries, job seekers, re-entry population, LGBTQ community, transgender and gender nonconforming (GNC) community, seniors, disability community, monolingual Cantonese-speakers, and monolingual Spanish-speakers.

None of these identities are mutually exclusive from other identities. Instead they represent many of the intersectional identities that make up the San Franciscan community. Findings from CEL team research were shared throughout the Task Force process, including written summaries, presentations at monthly Task Force convenings and policy working group meetings.

Lastly, given the Task Force's goal of an equitable recovery, the CEL team sought to operationalize equity into the process by:

- Developing a framework for policy proposal development, which incorporated a racial equity lens, and
- Coordinating an equity review of the drafted task force proposals by the CEL team and 18 community members with subject matter expertise.

The community outreach conducted by the Task Force members and staff is only the beginning of needed engagement with San Francisco residents and businesses to ensure an equitable economic recovery. These initiatives were intended to inform Task Force recommendations and then shape next steps. Moreover, this body of community insights is designed to help prioritize the problems the City chooses to address and the solutions that Task Force members prescribed.

Community Feedback from Focus Groups, Interviews, and Surveys

This section includes comments shared through focus groups, commission hearings/presentations, Chinatown surveys, and community expert reviews facilitated by the CEL team. Comments are organized into the topics listed here. The high-level recommendations provided by the community within each topic area are listed below. The source of each comment is included at the end of each comment. The full list of sources is provided below.

Community Themes:

Cross-Cutting Topics

- Address racial inequities
- Identify and prioritize vulnerable populations
- Engage community stakeholders in policy and program design and implementation
- Leverage private and philanthropic resources

Protect and Meet Basic Needs for Vulnerable Populations

- Remove barriers to accessing programs for vulnerable populations
- Support financial security of vulnerable populations
- Develop universal programs to meet basic needs
- Expand basic supports for undocumented communities
- Ensure food security for vulnerable populations
- Increase health and safety through COVID-19 education and resources
- Increase mental and behavioral health support
- Solve child care and education needs
- Address the Digital Divide
- Address needs of people experiencing homelessness

Protect and Support Housing

- Further invest in tenants' rights
- Create broader housing stabilization programs

- Increase access to existing affordable housing programs
- Expand funding for affordable housing
- Rethink Small Sites Program parameters and investigate land-banking
- Design zoning to support affordable housing
- Address gentrification and out-migration

Support Businesses and Organizations

- Proactively engage disenfranchised business owners
- Protect and support businesses owned by Black, Indigenous, and People of Color
- Remove barriers for immigrant-owned businesses
- Improve access and navigation of City programs and processes
- Provide training and technical assistance for small businesses
- Increase community based organization (CBO) capacity and support
- Provide rental assistance to small businesses
- Provide financial assistance for small businesses

Support Workers and Job Seekers

- Focus on workforce development that leads to stable, living wage jobs
- Partner with private sector to support job creation in new sectors
- Improve accessibility and support for workforce programs and services
- Create wraparound services and improved coordination
- Ensure worker protections through policy and regulation

Imagine and Build Stronger Neighborhoods

- Increase access to brick-and-mortar spaces
- Revitalize commercial corridors in under-resourced neighborhoods
- Support the creative use of public outdoor space
- Communicate better and involve businesses and organizations in program planning
- Repurpose unused public space for community use

The comments listed below are from the following sources:

- **Topic-based focus groups:**
 - Basic needs
 - Disability community
 - Housing
 - Jobs
 - Economic justice
 - Re-imagine spaces
 - Small businesses and organizations
 - Digital divide

- Small business service providers
- **Language-based focus groups:**
 - Spanish language
 - Cantonese language
- **Neighborhood-based focus groups:**
 - Lower Fillmore
 - Excelsior
- **Cultural districts focus group:**
 - SOMA Pilipinas Cultural District
 - African American Arts and Culture District
 - Japantown Cultural District
 - Castro LGBTQ Cultural District
 - Leather & LGBTQ Cultural District
 - Transgender Cultural District
 - American Indian Cultural District
 - Calle 24 Cultural District
- **Commission hearings/presentations:**
 - Immigrant Rights Commission (IRC Hearing)
 - Commission on the Status of Women
- **Community subject matter experts (Community SME)**
- **Small Business Interviews**

Cross-Cutting Topics

The following comments surfaced across many of the research engagements.

Address racial inequities

- We need to develop policies and protocols that are founded on equity and create sustainability. We need to identify the racist policies that led us to the inequities that are now under the spotlight so that we don't recreate them. (Community SME)
- The public school system perpetuates the prison-pipeline for Black and Brown students, huge disparities compared to counterparts and private school systems. Partly an issue of funding/resources. (African American Arts and Culture District)
- Equity is more than just representation, it's the redistribution of power and resources. (Re-imagining Spaces Focus Group)

- Implement public awareness and education campaigns against Asian American Pacific Islander (AAPI) hate, and integrate it into existing community-based programming aimed at safety without increasing policing (e.g. funding CBOs to do prevention and/or intervention programs, bolstering Community Ambassadors Program to support vulnerable communities, etc.). (IRC Hearing)
- The only way the Black community can recover and thrive is if all SF City departments commit to making an equity task force to make sure the resources they have are actually going toward supporting the Black community. (Lower Fillmore Focus Group)
- Partner with groups like new Bay Area Queer Nightlife Coalition on conversations with businesses on making entertainment/nightlife spaces inclusive to Black/POC communities. (Castro LGBTQ Cultural District)
- The City took a turn in recent years with things like gang injunctions, gentrification, criminalization of lots of activities that made the Fillmore “safer” in some people’s opinions but was a major driver of longtime Black residents leaving the neighborhood. Over-policing of the neighborhood has exacerbated long-standing issues. (Lower Fillmore Focus Group)
- Provide funding for American Indian arts and cultural projects that bring healing and create greater public awareness of the historical and modern contributions of Native American people to the culture of San Francisco and the Bay Area. (American Indian Cultural District)
- Many businesses particularly Black-owned have been racially profiled, causing a rampant number of businesses to close. Citizen complaints regarding music genres, dress and attire preferences and discrimination towards black culture resulted in minimum or no support from City government in issuing licensing and permits. (Community SME)

Identify and prioritize vulnerable populations

- Generally, how do we prioritize service/attention of our programs? Equity needs to be at the forefront. (Excelsior Focus Group)
- Track population-level data disaggregated by race and other demographics to understand the economic well-being of different communities and design programs/services that prioritize highest-need populations. (Jobs Focus Group)
- Gather accurate data on American Indian organizations and require all agencies to start using census data measurements for the American Indian community that include raw census data for American Indians including those that identify as American Indian and another race. (American Indian Cultural District)

- For low income, working class and vulnerable communities, the immediate need is great. We need benchmarks and SMART goals to measure and ensure success and recalibrate as necessary, otherwise the proposals are weak. (Community SME)
- The City should prioritize districts with neighborhoods where there are high percentages of Latinx families living in shared housing, labor as frontline workers, and lack a healthcare provider. (IRC Hearing)

Engage community stakeholders in policy and program design and implementation

- Engage vulnerable populations early in strategy and decision-making for policies and programs; broaden engagement beyond the typical players that are consulted. (Community SME)
- Lower Fillmore Focus Group:
 - The City needs to get more proactive with engagement - don't just ask for input after the fact. Let people from within these communities lead and design these efforts.
 - There are "favorites" that are commonly tapped by the City for equity/community outreach initiatives - limits the creativity of such efforts and makes them undemocratic. Need to involve a wider array of people.
- People and organizations on the ground need to be part of the design of recovery programs. It is the only way that programs will respond to prioritized needs and meet the desired outcomes. Community members know the issues and the solutions, and they know how to do outreach to the least connected residents and business owners. (Community SME)
- Among some vulnerable populations, especially undocumented immigrants, there is a lack of trust with city agencies. Partnering with CBOs would make recovery work more effective. (Community SME)
- Speaking as a nonprofit that provides technical assistance for Latino small businesses, the City has never made it seem like a priority to reach out to orgs like ours to engage us as partners to ensure the best outcomes for vulnerable populations. CBOs with expertise and existing relationships need to be tapped and engaged with in this regard. (Small Businesses and Organizations Focus Group)
- Cultural districts need more of a seat at the table during city discussions/plans. (SOMA Pilipinas Cultural District)
- The community has amplified equity issues in surveys, community discussions and town halls, and will be more than disappointed if that feedback is not incorporated

into recovery plans. It would undermine trust between City government and the community. (Community SME)

- Require all City departments to share their investments in the American Indian community and provide intentional outreach to our community for request for proposals, research, and civic engagement. (American Indian Cultural District)
- Address the current lack of political representation and appoint American Indian representation at the leadership level in the Mayor's Office, on City boards, and commissions. Additionally, appoint an American Indian liaison to work with City departments, boards and commissions. (American Indian Cultural District)

Leverage private and philanthropic resources

- City-funded programs related to economic and workforce development have all been crucial so far - it's important over the next few months that the City continues to put pressure on the private sector and philanthropy to step up. (Small Businesses and Organizations Focus Group)
- Give2SF:
 - Reduce restrictions that seem unnecessary and punitive, e.g. unwillingness to distribute gift cards. (Basic Needs Focus Group)
 - Be sure that funds from Give2SF are equitably distributed. (Small Businesses and Organizations Focus Group)
 - Allocate more Give2SF Funds to community-based financial assistance funds, specifically Undocufund SF. (IRC Hearing)
- Give priority to smaller neighborhood-serving businesses over big businesses. Historically, private-public partnerships are driven by those with big private dollars to leverage. If this is a major strategy being proposed, how do we ensure it's equitable and not just drawing resources from less rich corridors to downtown and those that already have Community Benefit Districts? (Community SME)
- Many “mom and pop” businesses can benefit from mentorship opportunities from more financially stable private sector corporations and small businesses. The City can provide incentives for support and investments for this type of program. (Community SME)
- “SF New Deal” is a well-meaning but limited program: no Fillmore St. businesses have been assisted, and very few Black-owned businesses assisted. (Lower Fillmore Focus Group)

Protect and Meet Basic Needs for Vulnerable Populations

“Many people are falling through the cracks - and the cracks have grown during COVID.”
(Basic Needs Focus Group)

Remove barriers to accessing programs for vulnerable populations

- Conduct culturally competent, in-language outreach on COVID-19 response and recovery efforts, in partnership with trusted CBOs and community ambassador programs, with special attention to neighborhoods with high Limited English Proficiency (LEP) populations. (IRC Hearing)
- Expand in-language services to commonly spoken non-threshold languages such as Arabic, Vietnamese, Russian, French/Creole, Eritrean, and indigenous languages such as Maya/Mayan. (IRC Hearing)
- Support peer outreach and education workers through City funding. (IRC Hearing)
- Simplify access points for publicly available resources and information (e.g. one-stop multilingual sf.gov site) and publicize via ethnic media and trusted social media networks. (IRC Hearing)
- Broaden network of CBOs to conduct outreach in order to reach vulnerable populations. A key barrier is that certain vulnerable populations are not receiving HSA's public assistance. For many immigrants, there is fear of any public assistance due to the public charge restrictions. (Community SME)
- Ensure program enrollment for low-income youth can happen easily at school. Remove the usual barriers for applying. (Basic Needs Focus Group)
- Work with faith-based partners for outreach and education. Many members of low-income and BIPOC communities have strong, trusting relationships with faith institutions, which could be leveraged to improve access to testing, distribution points for PPE, etc. (Community SME)
- For outreach, work with CBOs that are connected to the Pacific Islander community, which has been highly impacted by the COVID-19 pandemic. (Community SME)
- Generally need more widespread, accessible information to the Spanish-speaking community on COVID education, how to apply for affordable housing programs, and employment opportunities. (Spanish Language Focus Group)
- Federal recovery aid is going to be very important: we need to make sure its accessible to everyone, especially vulnerable populations like the undocumented community. (Housing Focus Group)
- [We can't assume] that in-need individuals are connected to some type of non-profit program. While this may be true in general, it leaves out individuals who do not use social services due to stigma and/or cultural norms. (Community SME)
- Adherence to the Language Access Ordinance should mean not just having information in multiple languages, the information should also be culturally appropriate for the beneficiary. (Community SME)

Support financial security of vulnerable populations

- Institute anti-fraud and scam prevention programs, specifically targeting seniors, Limited English Proficiency (LEP) immigrants, and those who are susceptible to the digital divide. (IRC Hearing)

Develop universal programs to meet basic needs

- Create a universal basic asset for low-wage earners as a long-term strategy to mitigate high-cost emergency funding required when families end up homeless, in shelters, in foster homes, and or in emergency rooms. (Community SME)
- Use the HSA income verification database to automatically enroll people in eligible discount programs so we remove communication and application barriers. Use an opt-out approach, rather than opt-in, to ensure broad participation in programs. (Basic Needs Focus Group)
- We need to be more creative in ways to integrate enrollment into the variety of city, state and federal safety net programs that build the health and stability of low-wage earning families through helping them more easily access programs. For instance, enroll parents and children into CalFresh, CalWorks, and child care facilities. (Community SME)

Expand basic supports for undocumented communities

- Provide undocumented families with basic necessities to avoid homelessness while they apply for City financial resources, find employment, and get connected to social services. (IRC Hearing)
- Provide access to food, financial resources to pay bills and rent, and affordable housing. (IRC Hearing)
- Increase subsidies for undocumented community members for essential uses like food, rent, bills, and utilities. (IRC Hearing)
- Lead an effort to increase eligibility for undocumented adults into CalFresh, CalWORKS and the Earned Income Tax Credit program. (IRC Hearing)
- Bolster legal services and outreach programs that address immigration-related risks associated with public charge and other federal policies. (IRC Hearing)
- Comprehensive Immigration Reform with a Pathway to Citizenship. The City of San Francisco should lead by working with Speaker of the House Nancy Pelosi and our California Senators to make immigration reform a central issue in the 2021 presidential administration. (IRC Hearing)
- Support Governor's signature of AB 826, which would provide \$600 for undocumented Californians to purchase food. (Community SME)

Ensure food security for vulnerable populations

- Food security is an issue, including for pregnant women, school children, seniors, SRO residents without in-unit kitchens, and the unhoused. (Basic Needs Focus Group; Community SME)
- Access to food and remaining mobile is severely hampered for the disability community because of Muni's limited service during COVID. (Disability Community Focus Group)
- Food security programs
 - Build off the success of the Latino Task Force in the Mission and its food security program. (Community SME)
 - In order to ensure a successful food security program, create a citywide food justice committee with a representative from each district detailing the impacts felt in communities. (Community SME)
 - Bring farmers markets to every neighborhood with subsidized or free distribution (Basic Needs Focus Group)
 - Revisit Great Plates project budget, a lot of which goes to Off the Grid and SF New Deal. These brokers put a surcharge on top. How do we expand this to more vendors and lower the surcharges? (Basic Needs Focus Group)
 - We need more grocery stores (not corner or liquor stores) to provide a wider range of affordable and healthier food options to residents. (Transgender Cultural District)
- Program eligibility
 - Push California Department of Social Services (CDSS) to agree to requested waiver of interim report requirement for CalFresh households with only seniors/people with disabilities. (Community SME)
 - Reconsider the qualifications for EBT/CalFresh; advocate for this at the State level. (Basic Needs Focus Group)
- Support for nonprofits that supply food to the community
 - Nonprofit food pantries need more support from the City. My pantry is giving out 2,000 bags of food per month to seniors and families. We have run out of money and don't know how to get connected to any supports, e.g. financial, volunteer, administrative support. (Lower Fillmore Focus Group)
 - Many nonprofits immediately pivoted from offering congregate meals (particularly to seniors) to home delivered meals to ensure that vulnerable communities had food. But, they didn't receive specific funding to do that and it's unclear if the programs can continue. (Community SME)

Increase health and safety through COVID education and resources

- Perceived safety risks are preventing a returning workforce:
 - Many people aren't even looking for jobs right now out of fear of getting sick or being unsafe. (Jobs Focus Group; Chinatown surveys)
 - What does a safe return to work look like? This is our most pressing concern. (Jobs Focus Group)
 - Significant trepidation among workers in returning due to infection rates. Service worker protection seems to be the key concern. (Castro LGBTQ Cultural District)
- Education:
 - There is a lack of info/communication on COVID protocol that is accessible to deaf/blind folks. (Disability Community Focus Group)
 - Increase public education to both small business owners and their workers. Education includes correct protocols for when an employee tests positive. (Small Businesses and Organizations Focus Group)
 - Work with CBOs to help communicate workplace safety information. Clarify COVID-safety priorities to CBOs that contract with the City. (Small Businesses and Organizations Focus Group)
- PPE:
 - Residents in under-resourced communities are not receiving PPE - there is uneven distribution. (Basic Needs Focus Group)
 - Distribute PPE more equitably and efficiently and with culturally and linguistically accessible instructions, e.g. distribute where people are at: learning hubs, school lunch sites, local businesses, health centers, food banks, food drop-off for seniors, farmer's markets, transit nodes. (Basic Needs Focus Group)
- Protections for Frontline/Essential Workers:
 - Employers are struggling to understand safety protocols, provide PPE to employees, and follow expensive and complicated social distance protocols. (Basic Needs Focus Group)
 - More regulations and resources are needed to protect workers of all industries as they return to work (ex. PPE for people cleaning houses, etc.). (Spanish Language Focus Group)
 - Increased protection for workers, especially homecare/healthcare workers for those with disabilities, as they tend to have multiple clients in different locations. Assurance that workers have the equipment necessary to prevent

- cross-contamination between households. (Disability Community Focus Group)
 - Ensure the safety and health of multi-family, intergenerational households with essential workers. Particularly Latinx, Asian and Pacific Islander communities which have been disproportionately impacted by COVID. Essential workers are often caught between wanting to protect their elders and needing to go to work. (Excelsior Focus Group; Community SME)
- Testing, Contact Tracing, and Care:
 - Provide community access to testing outside of hospitals; on-site mobile testing for SROs, public housing and low-income, immigrant apartment buildings. (IRC Hearing)
 - Reduce turnaround time for COVID-19 test results. (Basic Needs Focus Group)
 - Create a contact tracing app. (Basic Needs Focus Group)
 - Provide emergency funding for in-language contact tracing and other services to address urgent needs of communities disproportionately impacted by COVID-19. (IRC Hearing)
 - Building trust between vulnerable communities and the COVID Command Center and its contact tracers is key, if tracing is to be successful. (Community SME)
 - The City needs to provide adequate services for workers who test positive for COVID-19. Essential workers who test positive should be isolated in a culturally relevant/sensitive way. Advertise these services in multiple languages/in an accessible way. (Calle 24 Cultural District)
 - The City should continue supporting the Latino Task Force and its mission of promoting health in the community, including expanding COVID-19 testing (Calle 24 Cultural District)

Increase mental and behavioral health support

- Implement/expand crisis hotlines and intervention services. (Economic Justice Focus Group)
- Support open air public/community healing circles, Zoom support groups, etc. to address isolation. (Economic Justice Focus Group)
- Conduct remote wellness checks for school children that are remote learning. (Economic Justice Focus Group)
- Mobilize big health corporations like Kaiser to lead in this space. (Economic Justice Focus Group)

- Partner with CBOs and businesses that promote community health and well-being, e.g. Rafiki Coalition. (Economic Justice Focus Group)
- Support the emotional health of the community by creating spaces or opportunities for people to leave their house, feel safe and spend time together, e.g. cultural events like murals and concerts. (Spanish Language Focus Group)
- Opioid and mental health crises are becoming even more acute, and need to be incorporated into the City's recovery plan. (Lower Fillmore Focus Group)
- Health needs among people in his neighborhood (Japantown) are both physical and mental in nature. (Japantown Cultural District)
- Mental health issues are becoming more prevalent during shelter-in-place, especially among those living in SROs. This coincides with the need for more housing. (SOMA Pilipinas Cultural District)
- The pandemic has resurfaced trauma for many undocumented immigrants who fled domestic violence, civil war, and gang violence from their country of origin. San Francisco should prioritize providing them access to mental health providers. (IRC Hearing)
- Expand social services, wrap around support, and resources (such as hotlines, safe sites, etc.) for children, youth, seniors, women, and LGBTQIA populations to report abuse and seek help. (IRC Hearing)
- Living wage jobs are key to healthy individual and family lives. (Jobs Focus Group)

Solve child care and education needs

- Parents don't feel comfortable sending their children back to child care during the pandemic. Build trust and communication with parents, invest in health and safety measures; advocate for increased safety measures at the State and Federal level. (Jobs Focus Group)
- Increase neighborhood child care centers within walking distance, with small class sizes for social distancing, and that provide online learning support for both children and parents. There are fewer child care options than before. This coupled with decreased Muni service, and people not feeling safe riding Muni, and the fact that many people do not own cars, makes it difficult for families to access child care options. Specifically there is a lack of child care options and programming in the City's western neighborhoods (Sunset particularly), which have a very high percent of families. (Jobs Focus Group; Cantonese Language Focus Group)
- Parents are having to quit their jobs to support their children with online learning. (Cantonese Language Focus Group).

- The City should incentivize the opening of child care facilities in neighborhoods where there are high percentages of families, so that commuting time is diminished. (Community SME)
- There should be a learning hub located within walking distance of every public-school site, this would ensure that all children and youth have access. In an effort to provide the same opportunities that “pandemic pods” provide students of more affluent families, each hub must create a safe and positive learning environment, and include academic instruction. (Community SME)
- To create successful learning hubs, parents and families need to be involved in the planning and programming. (Community SME)
- Child care jobs don't usually make a living wage or have benefits. Address this by raising wages and creating upward mobility. (Jobs Focus Group)

Address the Digital Divide

- **General Comments:**
 - Provide mobile hotspots, expand public Wi-Fi, partner with local ISPs to expand access, new laptops with maintenance support. (Digital Divide Focus Group)
 - Provide technical assistance and training, e.g. supporting neighbors to help neighbors, resources for parents, supporting youth in juvenile justice system / group homes, digital literacy classes for businesses/entrepreneurs, phone or text message-based technology hotline, expand access to Learning HUBS, partner with housing staff and CBOs to drop off devices with apps already installed. (Digital Divide Focus Group)
 - Provide technical assistance to small businesses to improve their online presence/set up digital revenue streams. (Small Biz Service Providers Focus Group)
 - Emphasis on getting new hardware as opposed to used - want it to be as up-to-date as possible for longevity and connectivity's sake. (Digital Divide Focus Group)
- **Populations impacted by the digital divide:**
 - People are really cut off. Zoom is now a basic lifeline. (Basic Needs Focus Group, participant representing seniors)
 - Lack of or low quality/unstable internet connectivity is a major need for vulnerable populations, including students, multi-generational households, seniors, people without permanent housing. (Digital Divide Focus Group; Chinese Language Focus Group).

- Survey of 400 seniors found that 50% lacked internet access at home. (Digital Divide Focus Group)
- The digital divide is the most urgent problem for the Chinese community, especially for monolingual seniors and immigrant parents. Provide basic technical training in Cantonese by local, neighborhood-based trainers. Complement with affordable/free internet service and access to tablets or smartphones (for seniors). (Chinese Language Focus Group)
- Digital divide is prevalent: many rely on their cell phones for internet access and do not have Wi-Fi. (SOMA Pilipinas Cultural District)
- 50% of residents rely on their cell phones for internet access. (Chinatown SRO survey)
- Disability Community:
 - Addressing the digital divide is important for the disability community, especially those who are non-verbal, as they sometimes need special equipment to communicate with loved ones/society as a whole. It is a very important key to continued socialization and mental health. The City can be doing more to help in this regard. Tech companies can/should play a role in this. (Disability Community Focus Group)
 - For deaf community specifically - there are many apps that are helpful for communication/accessibility/other resources. Help publicize these apps, provide help/training for them, possibly help pay for them. The Public Library does some things similar to this, but would be good to see it expanded. (Disability Community Focus Group)
 - Zoom and video conferencing pose additional hurdles for deaf and blind individuals. Many webinars/meetings do not have captions for deaf folks, and many deaf folks do not know how to use these functions even if they are available to them. It would be helpful to provide more training and/or access for these folks. (Disability Community Focus Group)
 - For information disseminated digitally, the font, size and color should be considered in regards to older adults and those who have remedial issues (use symbols, icons, etc.). (Community SME)
- **Remote Learning for Children and Youth:**
 - Parents/guardians are facing digital divide issues with helping their children with remote learning. Parents are unfamiliar with many new types of educational technology. Parents need both hardware and technical skills/training/tech support to be able to use the devices and support their

children. (Community SME; Digital Divide Focus Group; Disability Community Focus Group; Jobs Focus Group)

- Prioritize Internet access for communities with the highest percentage of youth under the age of 24 so they can participate in distance learning. (IRC Hearing)
- **Workers and Businesses:**
 - Much job growth is remote work, which is problematic because a lot of people only have phones, not the Internet. (Digital Divide Focus Group)
 - Enhancing digital literacy helps people find jobs, learn new skills, and possibly change career paths and start their own online businesses. (Chinese Language Focus Group)
 - Often low-skilled, low-wage workers are technologically challenged and rely on CBOs and others to help them apply for jobs and access information, especially when the libraries are closed. We need to give the CBOs adequate support to follow COVID guidelines so that they can still serve their clients, e.g. PPE, funds for interior renovations, etc. (Community SME)
 - Many of our local businesses need assistance with bridging the digital divide. I've noticed that many don't have access to basics, like computers. (Excelsior Focus Group; Chinatown Survey)

Address needs of people experiencing homelessness

- Discussion around clean/safe streets is always difficult to engage in without scapegoating or dehumanizing unhoused population, which is not fair or accurate. (Small Businesses and Organizations Focus Group; Community SME)
- Although a significant population of people without adequate housing suffer from mental health and substance abuse, many are not; and they are unhoused due to economics. This population has first-hand experience and can add to the conversation about developing solution-base programming. (Community SME)
- The core of the problem is homelessness. Equity concerns are key here: we do not want to punish or dehumanize the unhoused population. (Small Businesses and Organizations Focus Group; Community SME)
- More focus on creating safe sleeping sites, getting more people into hotel rooms. (Small Businesses and Organizations Focus Group)
- Provide many more public toilets/ Public Works pit stops. Need to expand across the city with higher density. (Small Businesses and Organizations Focus Group)
- Start unifying support services for the unsheltered. (Excelsior Focus Group)

- If unhoused people are bounced out of these SIP placements, they'll be subject to more other people who may be sick. Also inhibits these people from accessing food, negatively impacts mental/behavioral health. Even though no one on the call is homeless themselves, they are all at risk for facing housing insecurity if they lose their jobs/a natural disaster strikes/they have health issues. Important not to think of those currently homeless as the "other." (Disability Community Focus Group)
- Homeless people need more services provided for them, especially to address mental and behavioral health issues. It is important for the City to make significant contributions to address these mental and behavioral health issues. Addressing these issues will also make people feel safer walking the streets and decrease the likelihood of COVID transmission amongst these populations. (Disability Community Focus Group)
- Build city-owned SRO-type housing with wraparound services for formerly homeless people. (Disability Community Focus Group)

Protect and Support Housing

We need to simultaneously focus on those already homeless and those on the brink of becoming homeless. Housing Focus Group Participant

Ensure tenants can stay in their homes:

- "There is a "quiet eviction" wave occurring in SROs and boarding houses, where tenants aren't on the master lease/not under the same protections...Which is why UNIVERSAL right to counsel is so important." (Housing Focus Group)

Further invest in tenants' rights

- Use a peer model of communication and education for vulnerable populations, particularly to help people who don't have access to the Internet. (Community SME)
- Prioritize the needs of seniors, particularly non-English speakers. For instance, if there were already barriers in filing UD within 5 days prior to Covid-19, imagine if seniors need to now wait for an IHSS worker/Case Manager to translate the information. (Community SME)
- Formal evictions dramatically under count actual displacement. Tenant counseling and education can help get to many tenants before they are unofficially removed, and the value of these interventions is likely under-recognized because it is harder to count than official court cases. (Community SME)
- The patchwork of tenant protections is incomplete, constantly shifting, and very confusing. This creates a problem for tenant outreach and education, especially

when laws like AB 3088 create notification requirements that can be a barrier for non-English speaking tenants and other vulnerable renters. (Community SME)

- There are insufficient number of tenant lawyers in San Francisco. Possible mitigation would be to recruit from outside the City or train new tenant lawyers. (Community SME)
- City should explore how to influence the release of state and federal funds to protect tenants. (Community SME)

Create broader housing stabilization programs

- Tenants are still fearful of missing rent even with eviction moratorium: they are afraid of getting themselves further into debt and are therefore moving elsewhere. (SOMA Pilipinas Cultural District)
- Investigate full rent forgiveness, decrease in back rent, and rental subsidies. (SOMA Pilipinas Cultural District)
- Invest in early intervention in potential evictions: create spaces where mediation can occur in a supportive and collaborative way between landlords and tenants. (Housing Focus Group)
- Increase advocacy around rental and mortgage assistance. (Excelsior Focus Group)
- Establish a policy that incentivizes banks to forgive mortgages of small property owners who will in turn forgive the debt of their renters. (IRC Hearing)
- Establish vacancy control: vacancy decontrol incentivizes landlords and real estate speculators to push out, lawfully and otherwise, long-term tenants in rent-controlled units in order to reset the rent to market rate. (Community SME)
- Re-configure rental assistance programs: allow landlords to apply for funds at a building or portfolio-wide scale in exchange for forgiving all back rents owed. The rate of reimbursement could be set to need for the landlord in order to stretch funds further. This would reduce overhead expenses, such as the burden of paperwork for each individual case, catch more vulnerable tenants, and allow for more efficient allocation of funds. (Community SME)
- Protect rent controlled apartments: The bulk of affordable rents are in long-term rent controlled apartments. Displacement of tenants from these units is a permanent loss of that affordability and any preservation strategy should consider the preservation value of keeping these tenants in their affordable homes. (Community SME)
- Prevent large investors and private equity to buy up distressed properties. They are less likely to use the housing for housing purposes, especially if rents are dropping.

This will only exacerbate the affordability crisis. We are also already seeing tech startups that are essentially monetizing tenant debt. (Community SME)

- Stricter guidelines and regulations for SROs are needed, particularly to make these spaces safer and more accessible for trans, gender non-conforming and nonbinary tenants. (Transgender Cultural District)

Lower Barriers of Access to Affordable Housing Programs

Increase access to existing affordable housing programs

- The demand for affordable housing is much greater than the supply; even folks with disabilities and seniors are having trouble getting access. (Disability Community Focus Group)
- Improve information and awareness about how to apply for affordable housing programs. Many are deterred from applying because the questions are difficult to answer (i.e. income, current rental agreements, etc.). Need more support in this application process. (Spanish Language Focus Group)
- Increase multi-family rental options. (Spanish Language Focus Group)
- Focus on deeply affordable housing (50% AMI and below), especially during this economic downturn. Income requirements should reflect more localized and targeted income of existing residents in a given neighborhood or population as opposed to utilizing regional income statistics. Reconsider the use of AMI and calculation of housing affordability; many people cannot afford “affordable” housing. People at all levels of income and ability need access. (Basic Needs Focus Group; SF BLOC, Disabled Community Focus Group; Community SME)
- Reconsider the criteria for qualifying for rental assistance; it leaves many people out, e.g. gig economy workers. (Basic Needs Focus Group)
- There is a need for more affordable housing for people making middle to low incomes. (Disability Community Focus Group)
- Housing lottery is problematic - no parameters on who can apply and does not adequately prioritize longtime SF residents and those in vulnerable populations. (Lower Fillmore Focus Group)
- As a sanctuary city, there needs to be intentional strategies for ensuring housing for those who are undocumented. (Community SME)
- Examine and mitigate how Section 8 the voucher program displaces people from the neighborhoods they grew up in - just like what happened with Redevelopment. The displacement caused by the Section 8 program hurts communities, their culture and commercial corridors. (Lower Fillmore Focus Group)

Increase Supply of Affordable Housing

General comments

- A great deal of research has pointed to the negative impacts of market rate housing on the overall housing balance, as it tends to drive up prices and create a need for more housing for the workers that serve the market rate population. (Community SME)
- San Francisco's real estate market only seems to be serving and prioritizing the needs of the wealthy. (Disability Community Focus Group; Community SME)
- The more market rate housing development we have, the less land we have for affordable housing. Deferring impact fees will not make the difference between a project starting or not. There are tens of thousands of market rate units already entitled to be built. (Community SME)
- Land values are driven by amenities and infrastructure. San Francisco is rich in both. These amenities and infrastructure are enabled by public investment. Our public dollars go into creating value for private property owners. Should we then use our public policy and initiatives like these to streamline private property owners' and developers' abilities to profit from all this value created? This only leads to escalating speculation, growing inequality and displacement of people of color and people with low incomes. (Community SME)
- Develop more permanently affordable homeownership strategies so low income communities can build wealth. Rejiggering hotels and offices for residential use is a great idea: take it a step further and create commercial and residential condominium spaces so tenants can own their space and develop wealth through property equity. (Community SME)
- There is a proliferation of technologies that profile borrowers and renters, excluding people with low incomes and people of color. (Community SME)

Expand funding for affordable housing

- Leverage the City's large, wealthy corporations and individuals, especially tech and cannabis industries. (Housing Focus Group; Community SME)
- The City's over-reliance on fees from market rate developers to create new affordable housing and purchase existing rental housing is limiting affordable housing construction. Because it is market-driven, it's unreliable. Market-rate housing development takes land away from possible affordable housing development sites. (Community SME)
- City should place a moratorium on market-rate development while increasing the production of affordable housing. (IRC Hearing; Community SME)

- To expand funding, we need to raise taxes and/or form a public municipal bank. A public bank would offer more flexibility because unlike the major banks, it isn't reliant on certain return on investment ratios. The creation of a public bank would more efficiently and effectively leverage federal, state and local funds for the development of affordable housing. (Community SME)
- Incentivize landowners/building owners to invest in the properties they own. Put policies in place to address empty condos, hotels, etc. Use more enforcement, like a vacancy tax. (Economic Justice Focus Group)

Rethink Small Sites Program's parameters and investigate land-banking

- One barrier to affordable housing is the lack of land in either City or nonprofit hands for new construction. Land banking would help. Also, there are multiple barriers and lack of sufficient funding in implementing the Small Sites program. (Community SME)
- Current building acquisition schemes require income averaging of tenants and may utilize income definitions and thresholds that are out of touch with actual or existing incomes of target populations. Additionally, tenants of buildings that are newly acquired will lose rent control status, and may face restructuring of their household configurations and experience rent increases to align with program policies. (Community SME)
- Instead of thinking about housing stabilization one tenant or one building at a time, think in a neighborhood-based manner with large-scale housing acquisition that stabilizes a neighborhood. (Community SME)
- Reconsider how sale prices are set for building acquisition: prices are set to speculative prices that rely on the displacement of existing tenants and may rely on non-housing uses to extract profits. The current AMI targets for most Small Sites buildings are too high for many of the most vulnerable renters. (Community SME)
- A public bank would create more funding streams for these kinds of building acquisitions. (Community SME)

Design zoning to support affordable housing

- Amend the Inclusionary Zoning Ordinance. The City should expand the number of below market rate units that need to be a part of each market rate development. (IRC Hearing)
- Upzoning without affordability value capture is bad for low-income communities. Upzoning for 100% affordable only would be more likely to have a positive impact on the target populations. Upzoning across the board or for something like a 30% affordability target would overwhelmingly lead to increased displacement and

unaffordability, and would encourage speculative activity from large-scale investors. (Community SME)

- Zoning is a powerful tool that can be leveraged to protect tenants through "no-displacement" and "100% affordable housing development only" zoning innovations. Emphasis on acquisition of 5-25 unit buildings may create geographic disparity in neighborhoods that have a high proportion of single family homes and fewer multi-unit buildings. (Community SME)
- Repurpose unused office space for BMR housing or other cultural uses. (SOMA Pilipinas Cultural District)
- People of color need to have more input over housing development plans and projects. Many fundamental changes need to be made to the planning code. (African American Arts and Culture District)

Address gentrification and out-migration

- New production of dense housing units will result in gentrification unless they are made permanently affordable. It will result in “shuffling the most vulnerable people around the city wherever the rich no longer want to live.” Need to mitigate gentrification and luxury development in Tenderloin (Transgender Cultural District; Housing Focus Group; Community SME)
- American Indian community lost 3,000 residents in recent years, a large portion of the small population in San Francisco. (American Indian Cultural District)
- Solutions to out-migration: Co-op housing, dedicated housing for elders, artists/culture bearers, people living with HIV/AIDS, people who are at-risk, families, and Native Americans. (American Indian Cultural District)
- Make a concerted effort to house Native people in San Francisco through BMR outreach, housing program partnership, priority placement and eviction prevention services. (American Indian Cultural District)

Support Businesses and Organizations

General:

- There is a concern that the focus of the recovery is on major businesses and not small, community and neighborhood-focused ones; there is concern city programs are focused on large businesses at the expense of small mom and pop businesses. (Commission on the Status of Women)
- Retail businesses are needing to shift to online/social media sales and are trying to figure out how to do so. It's very tiring and doesn't produce as much income. (Small Biz Providers Focus Group)

- Data from the Stanford Latino Entrepreneurship Initiative report (August 2020) on the impact of COVID-19 on Latinx owned-business:
 - Revenues decline by 74% during the first 3 months of shelter in place orders (March – June, 2020), and 42% of projects were delayed.
 - Latino-owned businesses are largely operating in industries that have taken a hard hit from the pandemic. For example, the accommodation and food services industry has the highest share of all businesses that report being negatively impacted by the pandemic in June 2020 (71%), and 13% of all Latinx-owned employer businesses are located in this sector, second only to the construction industry.
 - Conversely, only 15% of the businesses in the finance and insurance industry report a large negative impact, an industry that represents only 3% of all Latinx-owned employer businesses.
 - The survey data shows that Latinx-owned businesses had their PPP loans approved at nearly half the rate of White-owned businesses 10% compared to 17%, and an even smaller portion of Latinx-owned businesses obtained full funding relative to White-owned businesses, 3% compared to 7%.
 - A national survey conducted by the Stanford Latino Entrepreneurship in August 2020 found that one in four Latinx-owned businesses will likely run out of cash by the end of the year.(Community SME)

Proactively engage disenfranchised business owners

- Strong and inclusive messaging is critical. However, many business owners are overwhelmed, disconnected and feel isolated; therefore, much of the existing policies add to the stress and day to day struggles of the business owners. Creating a business support group would be appealing for some business owners. Stronger support to existing merchant associations, with more inclusive membership policies (entrepreneurs who do not have a brick and mortar storefront should be invited) would strengthen the individual business owners as well as the larger business community. Mobilizing a consortium helps to share responsibilities, creates support systems and could yield better results from a collective rather than individuals. (Community SME)
- Identify and advocate for the collective needs of small businesses through a one-on-one case manager model. This government partnership will strengthen small business participation in government systems/platforms as well as invigorate their trust in the City's support while building self-confidence. (Community SME)

Protect and support Black, Indigenous, and People of Color-owned businesses

- Eleven businesses have permanently closed on the 24th corridor alone since the start of COVID. (Calle 24 Cultural District)
- Though we know that Black businesses often have had less access to cash, weaker bank relationships, and large funding gaps ahead of the pandemic, and that these issues have been exacerbated by the health crisis, we aren't seeing policy proposals that specifically address this. (Community SME)
- The City must absolutely do everything in its power to protect minority businesses owned by the Black/African American, Asian, Latinx and the Native American communities. The Asian and Latinx communities consists of a lot of immigrants who have limited English Proficiency, and might not be able to come up with a business proposal to procure funds from financial institutions. The City must do everything it can to assist them with 1) access to low cost/interest free loans; 2) prepping business proposals; and 3) applying for federal programs like the PPP or other federal assistance programs. (Community SME)
- Minority-owned businesses need access to technical assistance with understanding trends impacting retail space and how they can adapt. They need the opportunity to join other merchants where they can consider how policy changes, programs, or projects can help strengthen a multi-ethnic commercial corridor and serve the surrounding community. (Community SME)
- Immigrant businesses owners who are ITIN holders and are more limited to access resources (\$\$\$). (Small Biz Providers Focus Group)
- The San Francisco tourism industry has not been traditionally inclusive nor supportive of African American businesses. African American business owners should have more input regarding the City's tourists dollars. (Community SME)
- We need to think more outside the box and focus on the groups that have been struggling even before the pandemic. How can the City help Black-owned businesses overcome the barriers that they've been facing even before COVID. There is increased emphasis on supporting Black businesses due to the George Floyd protests, but how do we ensure this in the long-term and in a more sustainable way? What can the City do to incentivize this further? It's about not only helping these communities survive, but thrive. (Lower Fillmore Focus Group)
- Supporting women and youth owned businesses. (Calle 24 Cultural District)
- Lack of access to capital is a major issue in general. City and government support weighs heavily on training rather than direct funds to support business owners when providing resources to people of color. (African American Arts & Culture District)

- Unable to activate the corridor (Fillmore) - large Black population in the area, but most of the commercial land is owned/operated by people of other races. (African American Arts & Culture District)
- The City should provide zero-interest loans for Latina women entrepreneurs to spur business development and catalyze the hiring of other Latinas, leading to higher incomes and more sustainable employment opportunities. (IRC Hearing)
- We need to address the "unhoused" businesses, e.g. pop-ups and food trucks that need to operate in Shared Spaces and that are typically owned by BIPOC business owners because of lack of capital. As more people are out of work, they will turn to "scrappy" forms of entrepreneurship to survive. There will be a resurgence of street food entrepreneurs from immigrant communities. (Community SME)
- Build more flexible economies - "microlevel" transactions (e.g., in-home child care) (Jobs Focus Group)
- More mutual-aid and worker co-ops (Jobs Focus Group)
- How do we support a space for informal businesses? Reduce the barriers of entry. (Excelsior Focus Group)

Remove barriers for immigrant-owned businesses

- Language barriers are a major barrier to negotiating commercial rents with landlords. The City should help provide multilingual attorneys and brokers for pro bono assistance on rent and eviction cases, including ongoing support. Consider prioritizing neighborhoods with a high percent of low-income individuals and with high number of ESL households. (Small Businesses and Organizations Focus Group)
- Focus on serving immigrant-owned and monolingual non-English speaker owned businesses. (Small Biz Providers Focus Group)
- Language barriers make it difficult for businesses to navigate all the grant and loan programs. (Small Biz Providers Focus Group)
- Online capabilities of many small businesses - esp. Monolingual, non-English speakers - how do we provide tech assistance to these business owners? (Small Biz Providers Focus Group)
- Generate local directory of undocumented small business owners. (IRC Hearing)
- City should support culturally-specific technical assistance and business development training and coaching to support the launch of successful cooperative ventures (worker co-ops) owned and managed by Latina entrepreneurs. (IRC Hearing)

Improve access and navigation of City programs and processes

- Administrative burdens are an issue for small businesses trying to access funds, PPP, and other forms of relief. Create program tiers based on business size that scales level of need with level of access (e.g. easier access for small businesses with smaller scale of needs). (Economic Justice Focus Group; Lower Fillmore Focus Group).
- Communication from the City is top of mind. It is reassuring when done well and when communication is lacking, it adds to our uncertainty. The need for communication on the status of grants or loans we've applied to is an area for improvement. (Small Business Interviews).
- Find a way to support business owners of all backgrounds/levels of education/experience. Not everyone is as prepared for the detailed administrative aspect of running a business. For example, create toolkits that can help a wide variety of business owners. (Lower Fillmore Focus Group)
- Focus on the needs of newly-established businesses. Some new small business owners in my area were ignored because government assistance is based on past years' tax returns (which new businesses do not have). New businesses lack the financial resources of a well-established small business. (Small Biz Providers Focus Group)
- I think businesses are struggling navigating through all the different programs, grants and loans. And once receiving the service, they have issues navigating the rules behind some of these services, i.e. PPP. (Small Biz Providers Focus Group)
- What if the businesses could create an online profile portal to track loans and grants? (Small Biz Providers Focus Group)
- Business permitting process:
 - City permitting/licensing process is unnecessarily long and burdensome, requiring permits from multiple City departments and months of paying rent before being able to open. The City isn't helpful with navigating the process for small businesses. It needs a one-stop shop. (Lower Fillmore Focus Group; Small Biz Providers Focus Group; Leather & LGBTQ Cultural District)
 - New small businesses should not face the same arduous permitting process as massive developments undertaken by multinational corporations. The city must prioritize and foster new small businesses' permits, from application to opening. Departments need to designate dedicated staff who understand the specific needs of small businesses and are charged with helping them open as swiftly as possible. (African American Arts and Culture District)

Provide training and technical assistance for small businesses

- We need a checklist to outline the policies that we would need to implement when re-opening our business. We want to know how to be prepared before reopening and what to do after opening our businesses. Checklists would need to include sector-specific policies in addition to standard advice for PPE, distancing, and cleaning to speak to the unique needs of small business owners. (Small Business Interview)
- Prioritize training and resources on existing small businesses and focus less on incentivizing new businesses. Identify specific business types that are struggling in their ability to reopen, e.g. hair and beauty salons, personal trainers/group fitness classes. There is a critical mass of industries that've been shut out or underemphasized. (Small Businesses and Organizations Focus Group)
- Most small businesses I'm hearing from need technical assistance, such as understanding cash flow, HR, payroll, lease agreements. (Small Biz Providers Focus Group)
- Provide technology support to help businesses transition to virtual reality, for example creating websites and social media platforms. (Calle 24 Cultural District)
- In order to achieve lasting success, each business needs personal attention, for instance, a Business Case Manager that works with a caseload of businesses to assess and provide resources and support. (Community SME)

Increase Community-based Organization (CBO) capacity and support

- Financial Support:
 - Avoid budget cuts to community-based organizations (CBOs) that provide essential services: culturally sensitive, linguistically-appropriate wrap-around support. Restore budget cuts from the MOHCD 5-year RFP. CBOs need to expand our capacity to meet demand for services. We do not have enough volunteers. (IRC Hearing; Jobs Focus Group; SOMA Pilipinas Cultural District; American Indian Cultural District)
 - CBOs need more support. One to two-year grant cycle creates unstable organizations. The City must be working on long-term relationships with CBOs through longer-term grants and the ability to pay our staff a living wage. (Jobs Focus Group)
 - Provide financial support to cultural districts. (Transgender Cultural District, American Indian Cultural District, Leather & LGBTQ Cultural District)
 - Many arts nonprofits, e.g. Galeria de la Raza, are boxed out of many funding opportunities because they do not fit the descriptions of “essential services”

that some other nonprofits do. (Small Businesses and Organizations Focus Group)

- Provide grant funding to offset the major loss of revenues that were generated by culturally-focused nonprofits due to cancellation of cultural events. American Indian organizations lost \$100K in this capacity. (American Indian Cultural District)
- Non-profits get shortchanged by many City programs - too much emphasis on brick & mortar for-profit businesses. (Lower Fillmore Focus Group)
- Capacity-building:
 - Many nonprofits already have expertise in grant writing/applications - but lack capacity to do this at a large enough scale. The City could convene a cohort of people who help CBOs with grant applications. (Small Businesses and Organizations Focus Group)
 - Important to keep in mind that many grants have daunting documentation requirements on the front end which ends up favoring those who are digitally savvy/literate. (Small Businesses and Organizations Focus Group)
 - Not all neighborhood corridors have the same amount of local CBO capacity. The Mission and Chinatown have a lot more capacity than other neighborhoods. It makes a difference when you have a convener and a trusted intermediary to advocate on behalf of the community. (Small Businesses and Organizations Focus Group)

Provide rental assistance to small businesses

- Provide financial assistance to pay or ease commercial rent, including a rent forgiveness program. (Small Biz Providers Focus Group)
- Provide rental assistance for businesses that are waiting to open due to the long and arduous business registration/permitting process. (Lower Fillmore Focus Group)
- Landlords are not willing to negotiate and allow for rental abatement. The eviction moratorium of six months to pay back deferred rent is not enough at this point, especially without an end in sight. Surprisingly enough even non-profit housing organizations are not allowing for abatement or flexible rent terms. Predatory leases being put out by landlords to forbid tenants from benefiting from any Federal, state or city mandates. (Small Biz Providers Focus Group)
- Business owners intense focus on if they could pay rent meant they didn't have extra energy for creative problem solving to deal with other challenges during the pandemic. (Small Business Interview).

- Take-out business for restaurants often does not generate enough revenue to support the business. They have cut back to minimal staff and many are still losing money to stay open. As the Shelter in Place continues, more of these businesses will close. A rent forgiveness program would be very valuable because in this case, a business could close and wait until the Shutdown ended. (Small Biz Providers Focus Group)
- **Support negotiation of commercial rents** (Small Businesses and Organizations Focus Group)
 - If we solve for rent, we support small businesses. (Re-imagining Space Focus Group)
 - Businesses are not keeping up with rents and have not created payment plans with their landlords.
 - Small businesses are having difficulty negotiating rents because landlords are overly optimistic about the market, assuming they can make more money by evicting.
 - Pass a commercial rent moratorium, similar to what was passed for residential rents.
 - Put resources toward community-based organizations that have expertise in specific areas and with specific constituencies.
 - Put together a “legal corps” or group of attorneys that agree to dedicate a number of hours pro bono. This would be stronger and more credible if spearheaded by the City rather than by a CBO on its own. Provide basic training to participating attorneys without experience in real estate contract law.

Provide financial assistance for small businesses

- As we emerged from the last recession, City Hall gave Twitter a tax break. This time, let’s look for ways to help folks a little further down the economic food chain. It is long past time for us to fully eliminate the payroll tax, but we should not stop there. We should review every fee and tax that mom & pop businesses pay and reduce or remove any that stand in the way of rebuilding vibrant communities. (African American Arts & Culture District)
- It is difficult/impossible for businesses to obtain construction loans/grants during this time. The City could make construction loan/grant funding available for tenant improvements needed to make adjustments to indoor and outdoor spaces. (Small Biz Providers Focus Group)

- Build in forgiveness components into more loan programs, similar to the African American Revolving Loan Fund. Focus on businesses who have not received PPP loans. (Small Businesses and Organizations Focus Group)
- Provide small grants for businesses who have not been able to reopen due to health restrictions. (Calle 24 Cultural District)
- Banking service for those who have challenges in the current system. Reimaging credit. (Excelsior Focus Group)
- Many business owners don't see a significant increase in revenue by opening up. Is there a possibility of funding programs for legacy businesses? Pressure to relax off-sale/ to-go with CA ABC? (Castro LGBTQ Cultural District)
- Worried about small businesses - especially restaurants and retail. Additional funding and support will be needed by restaurants once they are allowed to fully reopen - this process itself is costly, complicated, and time consuming. (Japantown Cultural District)
- Consulting services/training are important, but SF focuses too heavily on these and not enough on working capital. Focus on giving small businesses and entrepreneurs more loan opportunities/capital acquisition and addressing barriers to applying and securing support. (Lower Fillmore Focus Group)
- Majority of businesses are using online pick up service, but this only brings in a small portion of their needed daily volume. This is particularly so for restaurants in Chinatown which rely on high daily volume. The steep (30%) fee charged by the online service cut deep into the marginal profit. The City needs to negotiate with these online operations to reduce the percent of the fee charged. (Chinatown Surveys)
- A major concern in Excelsior is that businesses are struggling. There is not a lot of capital elasticity. They can't keep staff on or get new equipment to adapt to COVID. They need access to these resources to stay afloat. (Small Biz Providers Focus Group)

Support Workers and Job Seekers

Focus on workforce development that leads to stable, living wage jobs

- In terms of ensuring outcomes, we need to ensure people hear about employment programs, enroll in them, and lead to a positive benefit that they can see. There is an investment of time and their own resources so if a program doesn't show a clear pathway or benefit, it doesn't show the best outcomes for vulnerable communities. Want to lead to good jobs at the end of the pathway -- the jobs that were once secure, no longer are. (Economic Justice Focus Group)

- Need for good, sustainable jobs with healthcare and other benefits in growth industries.
 - Jobs programs need to lead to more than just minimum wage jobs where people are often mistreated. Jobs need to have clear paths of advancement. Look toward other cities and programs for best practices in comprehensive training and placement. (Jobs Focus Group)
 - "High quality job" should include: benefits, stable scheduling, healthy and safe workplace free from harassment, respect and a voice on the job. (Community SME)
 - Second-tier jobs with no ability to advance are dead-ends. People need jobs where families can live healthy lives and have future success. Jobs need to give people the ability to build wealth. (Jobs Focus Group)
 - The old normal - in terms of jobs programs - doesn't really work for the low-income/low-skilled workers in a city that has a high cost of living. (Community SME)
 - The City should not just do market analysis and forecasts but it needs to promote and support which jobs get invested in and what industries our City wants to develop and grow. There needs to be attention and analysis to what jobs will actually meet the needs of a thriving multiracial and multiclass city versus jobs/industries that will further drive disparities and displacement. (Community SME)
- Improve and expand existing jobs programs
 - Given the economic downturn, jobs programs need to expand to serve the real need: they should aim to employ 3,000-5,000 people and should involve consultation with key impacted communities on their specific employment barriers and need. Programs need to address the breadth of unemployment in the City's vulnerable communities.(Community SME)Improve JobsNow program: Too often JobsNow participant's work don't turn into full-time jobs. (Economic Justice group)
 - Need more specialized job training opportunities for specific industries. Trainings must directly link participants to employers who are actively seeking workers. (Spanish Language Focus Group)
 - Support paid internship opportunities for our more vulnerable populations with no age restrictions. (Excelsior Focus Group)
 - We need paid training programs that INCLUDE wraparound supports - transportation, child care (to address gender inequity), and ESL. (Community SME)

- We need to reevaluate the way we structure jobs programs if Prop 209 is repealed. (Community SME)
- Successful job programs include paid training, union partnerships and connecting training to real employers and jobs. (Community SME)
- Support co-op development: immigrant women, who historically have been entrepreneurs, are good candidates for co-op development, particularly if provided with no-interest loans and other supports. (Jobs Focus Group)
- Workers rights education needs to be integrated into every job training so that knowing one's basic rights and how to ensure they are protected, is as foundational as interview skills and any other skill needed for a job. This is critical especially as the target populations of the jobs programs are also the communities disproportionately impacted by labor law violations. (Community SME; Jobs Focus Group)
- Jobs programs need to be coupled with small business supports to help stabilize small businesses. (Community SME)
- Understand the unemployment numbers and needs in vulnerable communities
 - Many community members (Filipino people living in SOMA) work in the hospitality industry: this means many people are without work and will be for the foreseeable future. (SOMA Pilipinas Cultural District)
 - Unemployment data: We need to be sure we are looking at disaggregated data that show the real impact in vulnerable communities, particularly those with limited English proficiency. (Community SME)
 - Include unemployment data for those who are undocumented and those who are running a home business that's based on cash and now can't operate. (Community SME)

Partner with private sector to support job creation in new sectors

- Jobs programs should be at the intersection of employment needs and social needs. The subsidized jobs program should have at least some large portion dedicated to meeting the social needs of our community especially those most marginalized, by prioritizing jobs that actually address community needs and public goods such as education, healthcare, housing, community development, etc, and supporting community-based organizations. (Community SME)
- The City needs to identify the areas for potential job growth and partner with the private sector to support job creation, e.g. green economy, health care, community education, infrastructure projects. “[There are] large scale issues that need bold,

large scale solutions that can be coordinated through public/private partnerships to create stable jobs.” (Economic Justice Focus Group)

- Adopt best practice models we’re seeing to support flexible economies by meeting economic needs creatively through micro-level transactions, e.g. since large child care facilities are closed, encourage households to become home-based child care providers, or to address food security, set up small kitchens to cook/deliver food to neighboring seniors. (Economic Justice Focus Group)
- Many community members who are jobless now are seeking opportunities to begin their own online business where they can work from home safely. For example, starting order/delivery platforms to help neighborhood businesses expand online retail. (Chinese Language Focus Group)
- Create more job fairs and job centers for specific industries where industries can connect with workers. (Spanish Language Focus Group)
- Hold neighborhood-focused job fairs. (Excelsior Focus Group)
- 58% of those surveyed are interested in job retraining. (Chinatown SRO Residents Survey)
- Involve local arts organizations and artists in neighborhood recovery/revitalization across San Francisco neighborhoods; create opportunities and jobs in arts and culture; build community. (Economic Justice Focus Group)
- Establish culturally-focused employment programs. (American Indian Cultural District)
- Expand and improve neighborhood ambassador programs: ambassadors do important community work, including monitoring social distancing/masks in parks/corridors, checking in on peoples’ well-being/health. Raise salaries to living wage. (Lower Fillmore Focus Group)

Improve accessibility and support for workforce programs and services

- Provide culturally competent job training and pipeline programs. (Chinese Language Focus Group)
- Limited English Proficiency has been a barrier to clients being able to access job training through City government. (Jobs Focus Group)
- Expand language access for job applications - many are just in English and Spanish, need a wider variety of options. (Jobs Focus Group)
- Language access and knowledge of how to participate in jobs programs is key. Increasing partnerships with employment agencies, for profit and nonprofit, will provide more in-language materials and information. (Community SME)

- E-verify makes things very challenging. (E-verify is a system that checks one’s documentation status.) (Jobs Focus Group)
- The fact that many job applications have moved online is inequitable; weeds out many potential applicants who don’t have computer access. (Jobs Focus Group)
- “Any time my CBO interacts with the City government, the onus is on the CBO to provide translation and language access services.” (Jobs Focus Group)
- CityBuild: reactivate the administrative track: this pathway was able to attract more women. (Jobs Focus Group)
- First Source: it's a very cumbersome process to apply for jobs and there is no focus on retention. (Jobs Focus Group)
- Jobs Now!: We are receiving little guidance on how to access/utilize the program. Expand listings of jobs and make them more easily accessible. (Jobs Focus Group)
- Lack of support for undocumented workers: they are the most vulnerable and there are no articulated strategies that support them. Undocumented immigrants need to be proactively included and supported in accessing government services and employment opportunities. (Jobs Focus Group; Spanish Language Focus Group)
- “The City needs to improve the trust of this immigrant population by stating specific offers for immigrants without papers. This would build trust and mitigate the fear they are feeling about getting involved in these sorts of programs.” (Spanish Language Focus Group)
- Barrier removal: There isn't sufficient discussion and strategies around how barriers are addressed and how different communities have different needs. (Jobs Focus Group)
- Provide and expand job training for vulnerable community members, particularly BIPOC trans and nonbinary people, undocumented immigrants, Native Americans, and people with disabilities. (Transgender Cultural District; Disability Community Focus Group)
- Ensure that organizations funded by the City that have job training programs for the trans community be held accountable for actual job placement of BIPOC folks and offer a broader range of placement opportunities, including publicly facing jobs and positions with upward mobility. (Transgender Cultural District)
- Utilize the expertise of seniors/retirees as trainers/instructors in the City workforce development programs. (Lower Fillmore Focus Group)
- The City also needs to expand workforce development options for transitional aged youth, 18-24 year olds. (Lower Fillmore Focus Group)
- Maximize access to social insurance and safety nets, such as unemployment insurance. (IRC Hearing)

Create wraparound services and improved coordination

- “It’s not just about getting someone connected to a job. Job placement programs need to be complimented with holistic, wrap-around programs that remove barriers to employment, such as ESL classes, transportation stipends, mental health, food and housing security, child care, etc. These programs need to be more holistic - address all aspects of peoples’ struggles. A full-service system.” (Jobs Focus Group)
- Is there a way that we could identify potential clients/students that are interested, and see that interest through to a guaranteed position in their field of study/interest? (Jobs Focus Group)
- Though centralizing workforce development programs would help streamline work for CBOs, be sure that that doesn’t heighten the digital divide by further digitizing the programs. (Jobs Focus Group)
- A great example of a jobs program that takes a holistic approach was the collaboration among Chinese for Affirmative Action, Labor Council and City College to help garment workers transition to hospitality. (Jobs Focus Group)
- Partner with City College and other educational institutions to better support job-seekers. (Jobs Focus Group)

Ensure worker protections through policy and regulation

- Reinforce workers’ rights and protections at workplaces, supporting undocumented workers and day laborers. (IRC Hearing)
- Increase the size and scope of the City’s Right to Recover Fund to pay missed wages for workers who tested positive as they recover from COVID. (Small Businesses and Organizations Focus Group)
- Establish a sick leave policy for frontline workers and those in jobs that do not allow them to work from home. Many workers cannot afford to take time off if they become ill; moreover, they may fear losing their jobs if they do so. (IRC Hearing)
- Paid sick leave for all. (Jobs Focus Group)
- Do not lift employer mandates as a means to provide financial relief: it results in hurting workers, who are often vulnerable populations. (Small Businesses and Organizations Focus Group)
- The threshold for receiving unemployment insurance isn’t high enough to allow people to survive comfortably. Also it does not cover undocumented workers. (Jobs Focus Group)
- More regulations for contract workers are needed to prevent employers from simply choosing the worker who they can pay the least. (Spanish Language Focus Group)

Imagine and Build Stronger Neighborhoods

Increase access to brick-and-mortar spaces

- Lower barriers to access brick-and-mortar retail space. (Re-Imagine Spaces Focus Group)
- Commercial rents are very high, so options like co-location (businesses sharing one space and splitting rent) could be really helpful in increasing access. (Re-Imagine Spaces Focus Group)
- Encourage cooperative ownership models to decrease and diffuse the burdens of business ownership. (Re-Imagine Spaces Focus Group)
- Open up ground floor spaces for people who usually work out of their homes or for food service companies that need space to prep (like food trucks). (Re-Imagine Spaces Focus Group)
- Commercial rent control would be a great asset to protect small businesses. The City has many storefronts that have been vacant for years. Vacant storefronts can host mini neighborhood malls or cooperatives. Spaces could also be used for cultural events, child and family-specific programming. (Re-Imagine Spaces Focus Group)
- Establish experimental zones to try out new uses quickly without having to adopt wide-scale policy rework that will take years in the making. (Community SME)
- “Start creating co-ops and incubators to activate our businesses for those who don’t have access to commercial spaces. Our vendors are running into roadblocks with permitting, because our community consists of a variety of retailers and makers that do not have commercial space to hold the permits to apply for the zoning you may see in other neighborhoods.” (African American Arts and Culture District Focus Group)
- Our planning code is too complicated and prohibits and conditions too much. That is a problem for everyone, but it is especially hard on small operators. The average wait time for a Conditional Use authorization was 285 days last year. This is unacceptable in the best of times but will be disastrous as we crawl out from under the economic devastation of COVID-19. For small business uses, Conditional Use and discretionary review requirements uses should be a rare exception, not the rule. And we must immediately allow creative, flexible uses for commercial storefronts. (African American Arts and Culture District Focus Group)
- Re-classifying the use of a space is a multi-month process with the Planning Department and businesses needing to pivot quickly can't wait for the bureaucracy to catch-up. There should be a project coordinator in the City to help small business navigate the bureaucracy of re-zoning the use of a space. (Community SME)

Revitalize commercial corridors in under-resourced neighborhoods

- Better identify the areas in the city that were struggling before to make sure they have extra support. The businesses in the lower corridor area in D-5 and D-10 were barely thriving with foot traffic before. Is there a plan to make sure they get extra support? (Community SME)
- Invest in streetscape furniture for outdoor business operations, and to help make our neighborhood cleaner, safer, more attractively designed. (Excelsior Focus Group)
- Many businesses are unable to use the shared spaces program due to the nature of space in the SOMA neighborhood. These businesses desperately need support. City recovery programs tend to help certain neighborhoods and not others. (Leather & LGBTQ Cultural District; Re-Imagine Spaces Focus Group)
- It is challenging for business owners, such as myself, that have obstructions (like bus stops) in front of their storefronts; like the bus stop in front of my cafe, that is preventing outdoor seating. This is a problem on busy thoroughfares like Mission St. (Excelsior Focus Group)
- Loss of foot traffic from City College is a huge impact on the Ocean Avenue and Mission Street commercial corridors. (Small Biz Providers Focus Group)
- Provide support for marketing tourism to cultural districts. Come up with creative ideas such as coupons to attract shoppers to certain neighborhoods and increase foot traffic (Leather LGBTQ Cultural District; Chinese Language Focus Group).
- Many of the businesses along major corridors (bars/restaurants) don't have the staff or training to monitor safety protocols and provide service as well as interactions between patrons and passersby, some of which are living with emotional and mental disabilities. Maybe there is some way of providing more infrastructure in the way of health and safety monitors from DPH? (Castro LGBTQ Cultural District)
- Encourage certain streets/intersections to become more attractive and used by the community, for example, relaxing vendor regulations and encouraging artists. This goes hand in hand with regular street closures even post-COVID-19. (Castro LGBTQ Cultural District)
- More urban beautification is needed in the Tenderloin. More places to sit and more greenery would create a more inviting and peaceful environment for residents and help mental health. (Transgender Cultural District)
- Implement requirements that new developments in Cultural Districts support relevant placemaking features and architectural consistency with the neighborhood. (Leather LGBTQ Cultural District)

- “The homelessness condition in SOMA is becoming much more serious and street conditions are more dangerous. My [arts business] has considered relocating our studio outside of SF. I don’t want to abandon the neighborhood or vilify the homeless, but I need to ensure the safety and security of my colleagues.”(arts business, Housing Focus Group)

Support the creative use of public outdoor space

- Streamline the permitting process to allow for a wider range of uses of outdoor space. The current, unwieldy permitting process prevents a lot of people from putting on events. Some people find the process intimidating, and even those who do apply for these permits are often rejected. The current rules are too restrictive.” (Re-Imagining Spaces Focus Group)
- Obtaining City approvals to close streets is a long and difficult process. Any effort to streamline this process would be great. (Small Biz Providers Focus Group)
- Support shared outdoor food plaza where nearby restaurants and patrons can utilize the space without individual restaurants occupying and absorbing all the expenses. Can partner with CBOs to do cleaning or shared costs, and create new attractions to the area, such as blocking Waverly street in Chinatown to add an art exhibition. (Chinese Language Focus Group)
- I love the idea about repurposing Gleneagles golf course into an urban farm. It would be helpful to the community in multiple ways - education, food, business development. (Re-imagining Spaces Focus Group)
- Utilize parking lots, parks and other areas to support small businesses, salons and restaurants. (Calle 24 Cultural District)
- As a wheelchair user, maximizing space and keeping pathways as clear and open as possible is a top priority. We need to be able to navigate public places without feeling like we’re putting ourselves or others in danger. Shared Spaces can really improve in this regard. (Disability Community Focus Group)
- In the rush to create parklets, some businesses have chosen building materials that are not weatherproof and will decay rapidly during the winter months. Also, as the winter months come, outdoor use becomes prohibitive because of weather. (Community SME)
- The health dept will not issue out TFF's (temporary food facilities) or MFF's (Mobile food facilities) for street food entrepreneurs that are typically found in immigrant communities. These permits need to be streamlined once they are allowed to be processed. Also as the winter months come, heat will be needed to keep people

outdoors. There needs to be new thought around what is a permitted heat source.
(Community SME)

Communicate better and involve businesses and organizations in program planning

- Language access for government services and programs is key, many people and businesses are losing out on these benefits due to language barriers. This is happening now with the Shared Spaces and Slow Streets programs. (Re-imagining Spaces Focus Group)
- Get buy-in from the businesses that may be unsure of the value of the Shared Spaces program and are unsure of how to best proceed. (Excelsior Focus Group)
- I'm not seeing much publicity for these types of events and programs. This lack of outreach, along with the City's burdensome permitting system, is a major roadblock. (Re-imagining Spaces Focus Group)
- Information from the City has been accessible/clear, but usual bureaucratic red tape remains. Specifically with DPH - a faster turnaround would be very helpful. (Excelsior Focus Group)
- Thoroughly engage business owners and nonprofit operators who would be involved in this - don't just plan the program for them, design it with them. There needs to be neighborhood-based planning and implementation for City programs aimed at activating public space. Use local/community expertise - don't adopt a cookie cutter mentality from neighborhood to neighborhood. (Re-imagining Spaces Focus Group)
- The City needs to communicate early and often about these programs. Outreach is very important, such as by communicating updates in City/Neighborhood plans through local CBOs. The City needs to meet people where they're at - it can be burdensome to keep up with program updates. (Re-imagining Spaces Focus Group)

Repurpose unused public space for community use

- Create more community-serving spaces -- outdoor/indoor -- and not retail or "monetized" space. (Re-imagining Spaces Focus Group)
- I know that a lot of seniors in my community (Samoan community) are meeting despite COVID protocols, so providing a safe, outdoor space where people can meet and socialize is important. (Re-imagining Spaces Focus Group)
- Some apartment buildings have community spaces/centers, but they've been closed since COVID. Could the City create a "learning hubs" type program, but for other services like fitness, community gathering, entertainment, etc? Making family-friendly programming available in these currently unused spaces would be welcomed in my community (Samoan Community). Allow different CBOs to come in on a rotating basis and table at these currently unused spaces - doing outreach

about their programming/services directly to the community. (Re-imagining Spaces Focus Group)

- Wanting to “activate” or “revitalize” a neighborhood with public art, amenities, cultural events, when not grassroots/community based, can court gentrification/displacement. Making a place more desirable for some might come at the expense of others, who are typically long-time residents that’ve done a lot to make those spaces what they are. (Re-imagining Spaces Focus Group)
- Donate land for ceremonial gatherings, space for a cultural center, community garden, or cultural district office space. (American Indian Cultural District)
- Another aspect of re-imagining spaces is daylighting historic waterways and nature/native spaces within districts’ footprints but also working in tandem with American Indian Cultural District (American Indian Cultural District)

Summary of Disability Community Engagement Results

Interviews with community leaders and the disability focus group revealed that San Franciscans with disabilities, including a large segment of seniors, have had major difficulties with basic living and safety functions: getting food and medicine, having reliable personal care, transportation, communication and personal connection. They fear being left behind, having to remain at home to stay safe, while others start to regain regular lives. They fear that budget cuts will take away supports and services that they still need. The shift to digital methods of all functions has also left out many people with disabilities who require assistive technology in addition to broadband and recent versions and updates of equipment, all very costly.

Some of the programs started during the pandemic have worsened their living conditions: Safe Streets, Shared Spaces and expansion of street closures at Golden Gate Park. The overall impression is that people just want to get on with life even if there are impacts on people with disabilities. It was made clear that it is important to devise solutions together with the disability community, which often results in wide benefits far beyond people with disabilities. They want to go out, be safe and be actively involved as students, work colleagues, customers or grandparents; this can only occur through design and intention.

ERTF Public Survey Results

Survey Overview

On April 24, 2020 the Economic Recovery Task Force launched an online survey on its webpage that aimed to gather ideas from members of the San Francisco community as to how the City and County of San Francisco can assist in achieving a just and equitable recovery for all its residents, businesses, and community members. The survey was translated into Spanish, Chinese, and Filipino. Primary distribution was through Task Force members who shared the survey with their networks, as well as some additional community outreach.

The survey asked for participant demographics and asked the following open-ended questions:

1. What hardships are you seeing in your community, business, and/or workplace?
2. What opportunities do you see in your community, business, and/or workplace?
3. How will you know if things are getting better for you, your neighbors, or your business?
4. In your opinion, what is the most important thing San Francisco can be doing to support businesses, workers, and vulnerable populations?

In July 2020, a team of City employees and volunteers reviewed the responses to date, analyzed and reported on the survey's findings and overarching themes. Special thanks to the survey team: Isobel Hayne (SF Fellow), Josef Mueller (SF Fellow), Benjamin Peterson (San Francisco Public Works), Markanday Ravi (SF Fellow), and Sarrynna Sou (Graduate Student Volunteer).

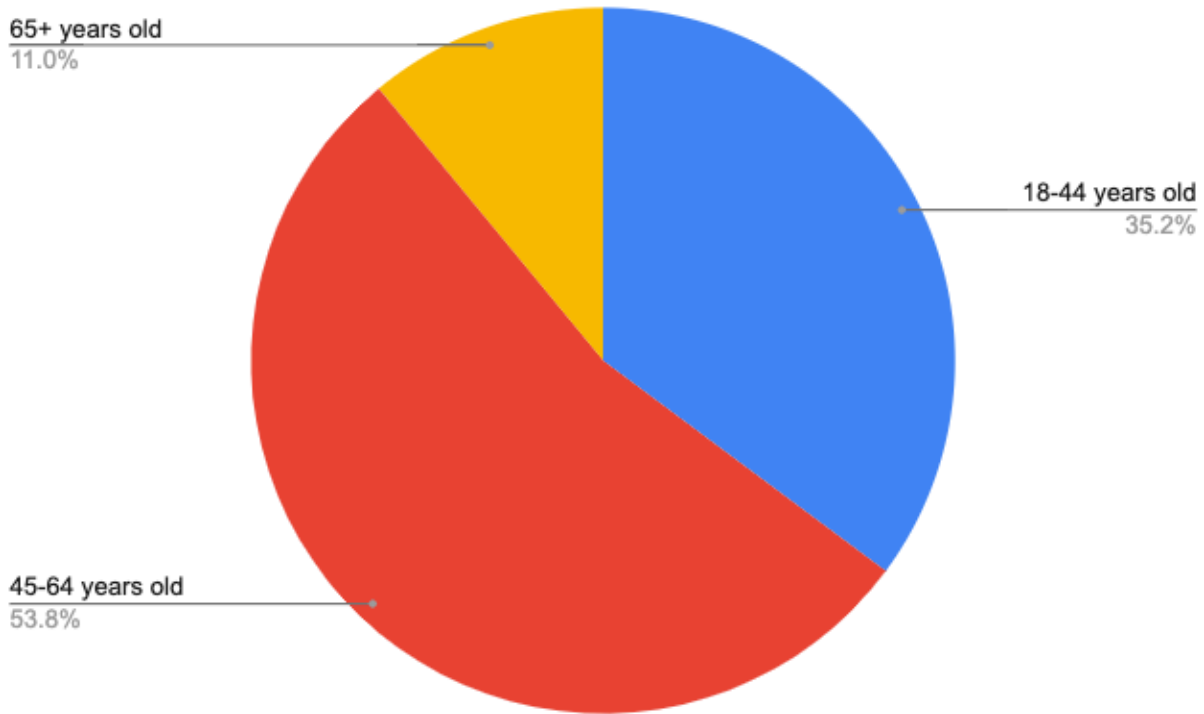
Respondent Demographics

Respondents by gender

- 41% Female
- 58% Male
- 10 Trans/Gender non-conforming respondents

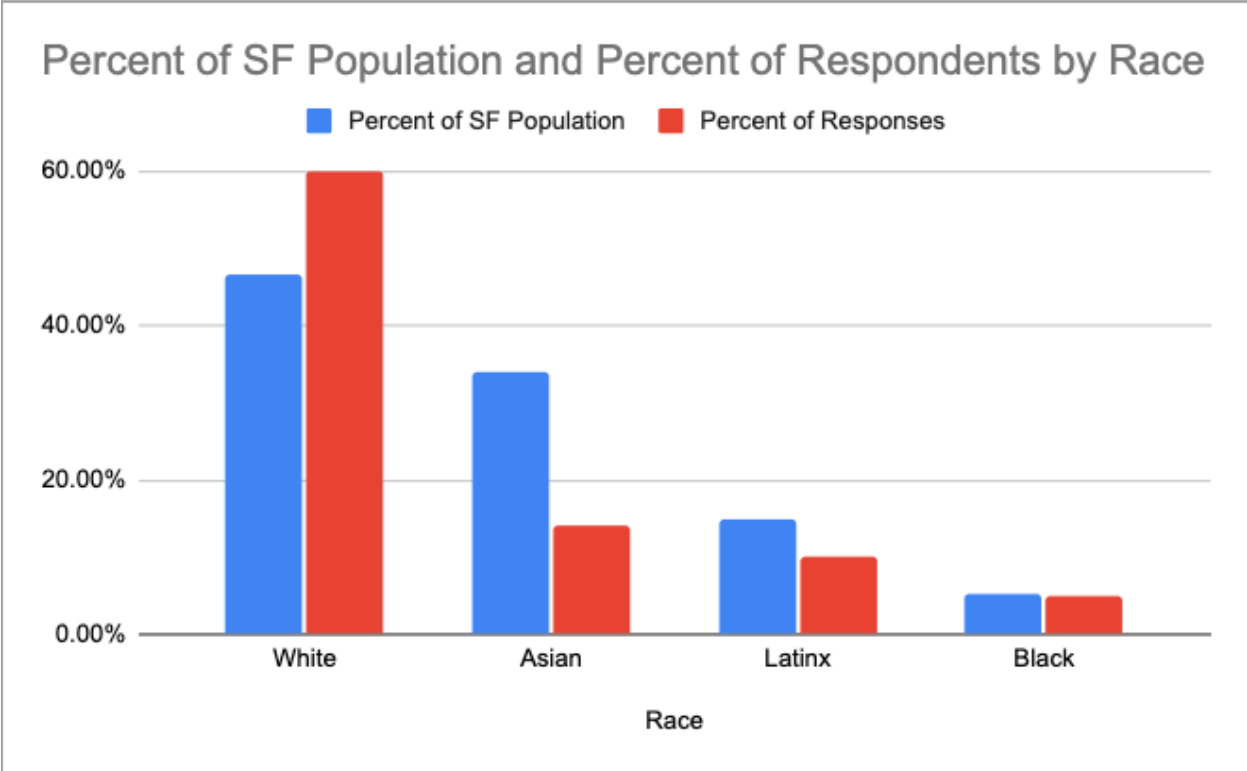
Respondents by age

Respondents between 18-44 years were underrepresented, making up 35% of respondents, versus 67% of the San Francisco population.



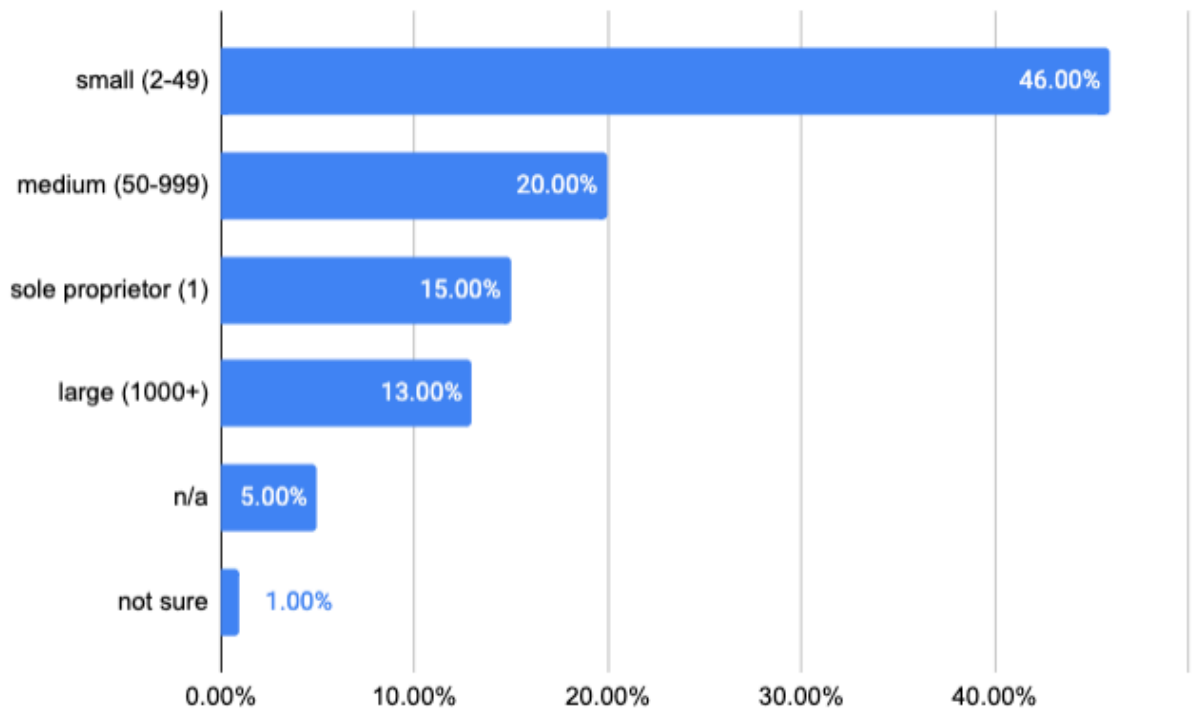
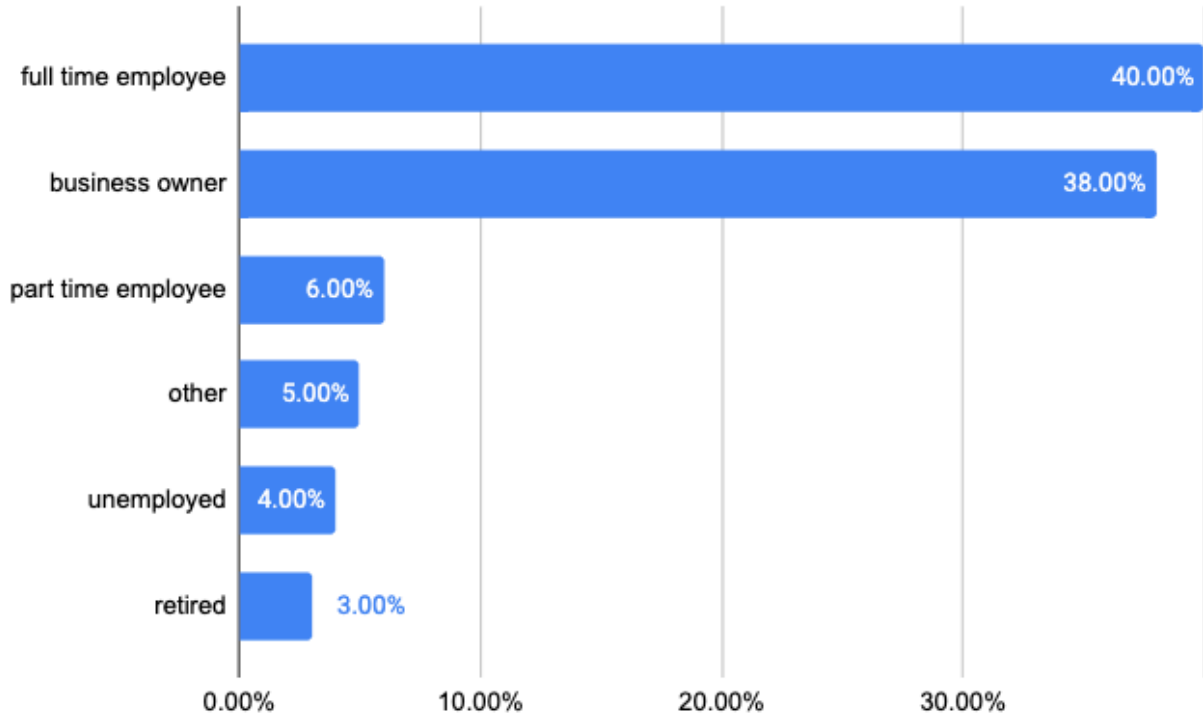
Respondents by race and language

Seventy-three percent of survey respondents chose to identify their race. White respondents were largely overrepresented, while Latinx and Filipino respondents were underrepresented. There were very few respondents from other racial demographics. Approximately 98% of respondents took the survey in English, and a small number in Spanish and Chinese.



Respondents by business size and workplace type

Respondents represented sixteen different industries, including 27% in the arts, culture, hospitality, entertainment sectors, and 12% in the non-profit sector.



Respondents by neighborhood

Neighborhoods were fairly evenly represented in the responses. The SOMA, Hayes Valley/Tenderloin/North of Market, Bayview-Hunters Point, Haight Ashbury, Ingleside/Excelsior/Crocker-Amazon, Castro/Noe Valley, Sunset, and Polk/Russian Hill/Nob Hill neighborhoods each represented between 5-8% of total respondents. The inner Mission/Bernal Heights area was the only outlier, representing 13% of total respondents while accounting for only 10% of San Francisco's total population.

Question #1: What hardships are you seeing in your community, business, and/or workplace?

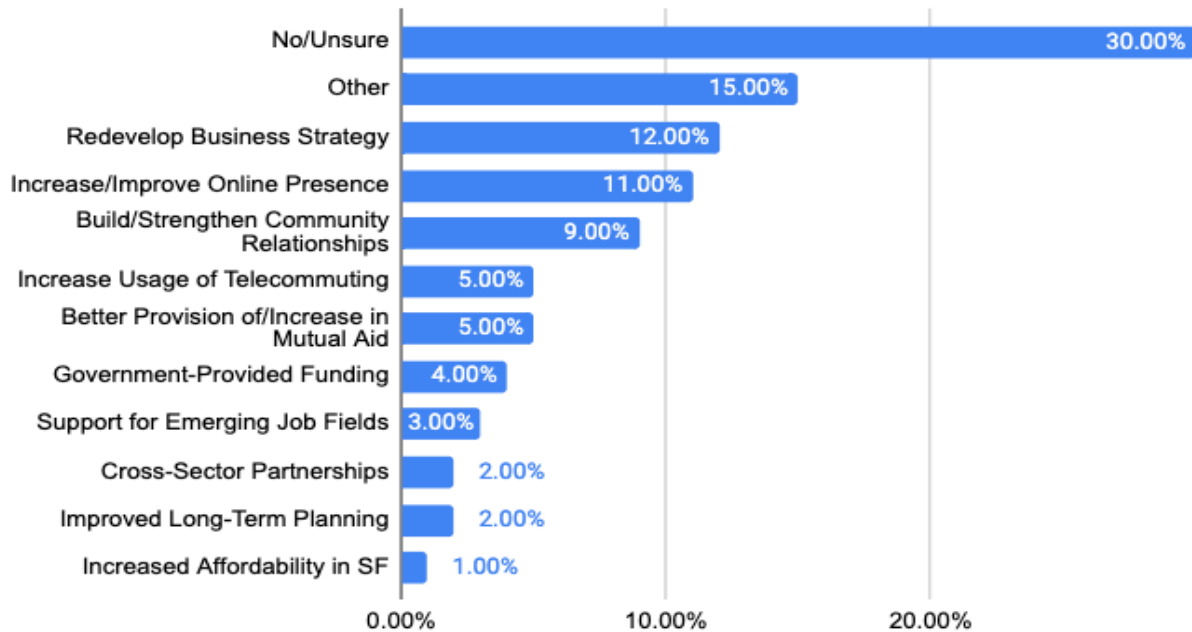


Just under half of all responses to this survey question featured business and personal financial hardships as primary themes. Due to the overrepresentation of business owners in the respondent sample, the answers to this question were skewed toward business interests, hence the 22% disparity between responses claiming business and personal financial hardship. Personal financial hardship was reported by 16% of full time employee and 21% of part time employee respondents, as opposed to only 7% of business-owning respondents. There were only slight variations in responses claiming personal financial hardship by race, as response rates amongst the four largest racial cohorts were within 8% of one another.

Business financial hardship is most severe and widespread amongst respondents representing small businesses and sole proprietorships, a trend we saw emerge in the breakdown of “no opportunities” responses to question #1 by business size as well. These two responses became less prevalent month over month, however, with business financial hardship falling from 43% in April to 33% in June and personal financial hardship falling from 14% to 10% in the same time span. This can be partially explained by the gradual easing of restrictions on business operations and personal behaviors that occurred during the latter part of the survey period, which ostensibly allowed businesses to resume their operations to some degree. The opposite trend emerged with responses claiming rent related hardship, which despite making up only 9% of all responses, almost doubled from April to June. To be sure, the fact that rent related hardship garnered only 9% of responses itself is notable given San Francisco’s notoriously high housing costs. This trend is likely due to the City’s temporary eviction moratorium, which lasts through January 2021, as well as the fact that rent-related hardship was already prevalent before the COVID-19 pandemic.

Business financial hardship was the most common answer for respondents representing 14 of the 15 San Francisco neighborhoods with at least 25 survey submissions. However, many of the neighborhoods most heavily impacted by such hardship - namely Chinatown/North Beach, Castro/Noe Valley, SOMA and Hayes Valley/Tenderloin - are also those with some of the highest concentration of businesses in the hospitality, entertainment, nightlife and arts sectors. This corresponds with the fact that over 40% of all responses from the hospitality, arts, entertainment and nightlife sectors reflected this theme. What is puzzling about this trend, however, is the low incidence of responses citing the cancellation of events as a major hardship amongst those in the arts, entertainment, hospitality and nightlife sectors. The revenue streams of many entities within these sectors rely on live events including stage productions, concerts, conventions, and festivals, all of which have been forbidden during the COVID-19 pandemic.

Question #2: What opportunities do you see in your community, business, and/or workplace?



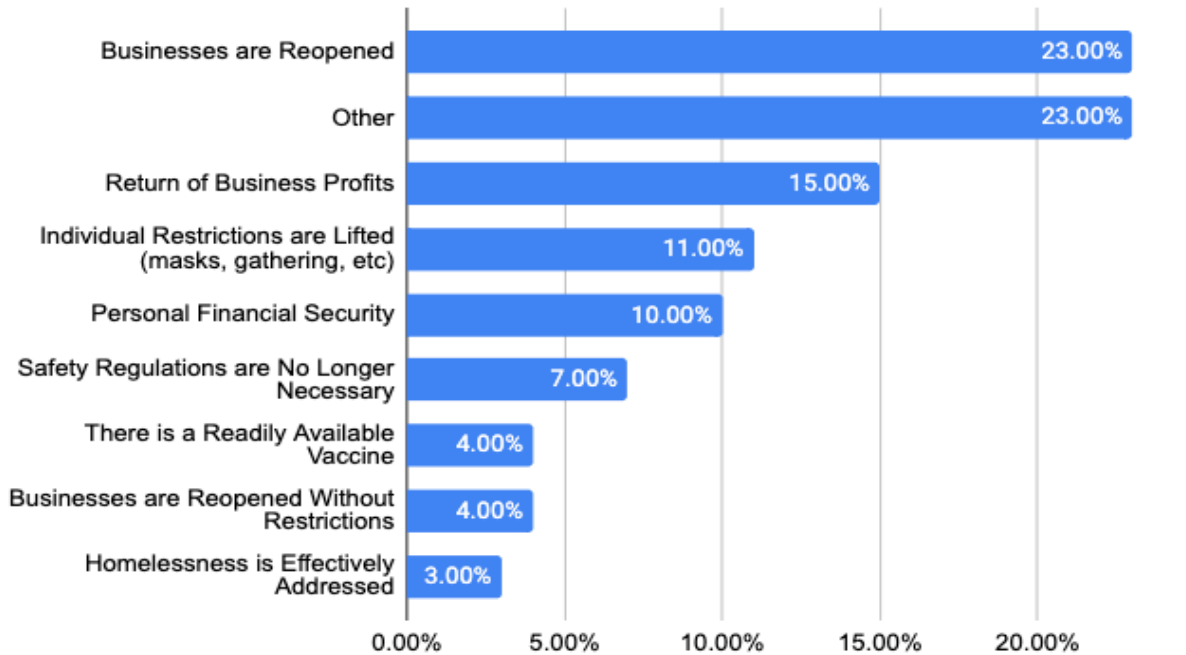
Responses to the survey question regarding business and community-building opportunities during the COVID-19 pandemic and simultaneous economic downturn displayed a general sense of pessimism, as 30% of all respondents claimed to see no opportunities in their community, business, or workplace. This sentiment was held by 39% of respondents who identified themselves as business owners, compared to 19% of full and part-time employees. This was even higher amongst Black respondents, who responded “no opportunities/unsure” at a rate of 42%, which included 58% of Black business owners. However, respondents’ outlook became slightly more positive as time progressed, with the rate of “no opportunities” responses dropping from 31% in April to 25% in June. This can partially be attributed to the easing of shelter-in-place restrictions and corresponding shift in popular conception regarding the nature of COVID-19’s presence in San Francisco that occurred during late May and early June. It is likely that respondents’ own conceptions of the COVID-19 pandemic were molded by both the rhetoric of prominent figures who at the time congratulated the public for “flattening the curve” and state and local governments’ subsequent easing of business and individual restrictions. It is important to note that after the survey period ended on June 14th, there was a drastic uptick in COVID-19 cases both in the San Francisco Bay Area and nationwide and widespread reinstatement of business closures, which could reverse this trend.

Due to their limited institutional and financial capacity, respondents representing small businesses and sole proprietorships described more dire circumstances than did those

representing medium-sized and large businesses. Not only did small business and sole proprietor respondents exhibit the highest rate of “no opportunities” responses, they also lack the capability of conducting their operations online at the rate larger businesses claim to be able to. This likely reflects the respective sectors that make up many of San Francisco’s largest institutional employers- tech, finance, biotech, healthcare, government - as opposed to smaller entities in sectors like food service, hospitality and entertainment that require physical gathering for operation. Of these sectors, it seems as though hospitality has been most severely impacted, as 44% of respondents from this industry felt no opportunities for positive change in the immediate future. This is likely tied to the rigidity of this industry’s business model, which is predicated on large indoor gathering spaces like hotels, banquet halls and convention centers.

Although the arts, entertainment and nightlife sectors reported outlooks nearly as dire as the hospitality sector, there seems to be more flexibility in their business models, especially in terms of shifting operations outdoors and providing services virtually. This flexibility is reflected in the fact that 22% of respondents from this cohort claimed to be redeveloping their businesses’ strategies in response to the COVID-19 pandemic, as opposed to only 12% of respondents from the hospitality sector. While 11% of all respondents saw an opportunity to increase their business’ online presence, this response was roughly twice as common amongst White respondents as it was amongst Asian, Black and Latinx respondents. This trend could be the result of disparate levels of access to the equipment necessary to conduct business online or differences in the industries that respondents from these racial cohorts tend to start businesses in.

Question #3: How will you know if things are getting better for you, your neighbors, or your business?



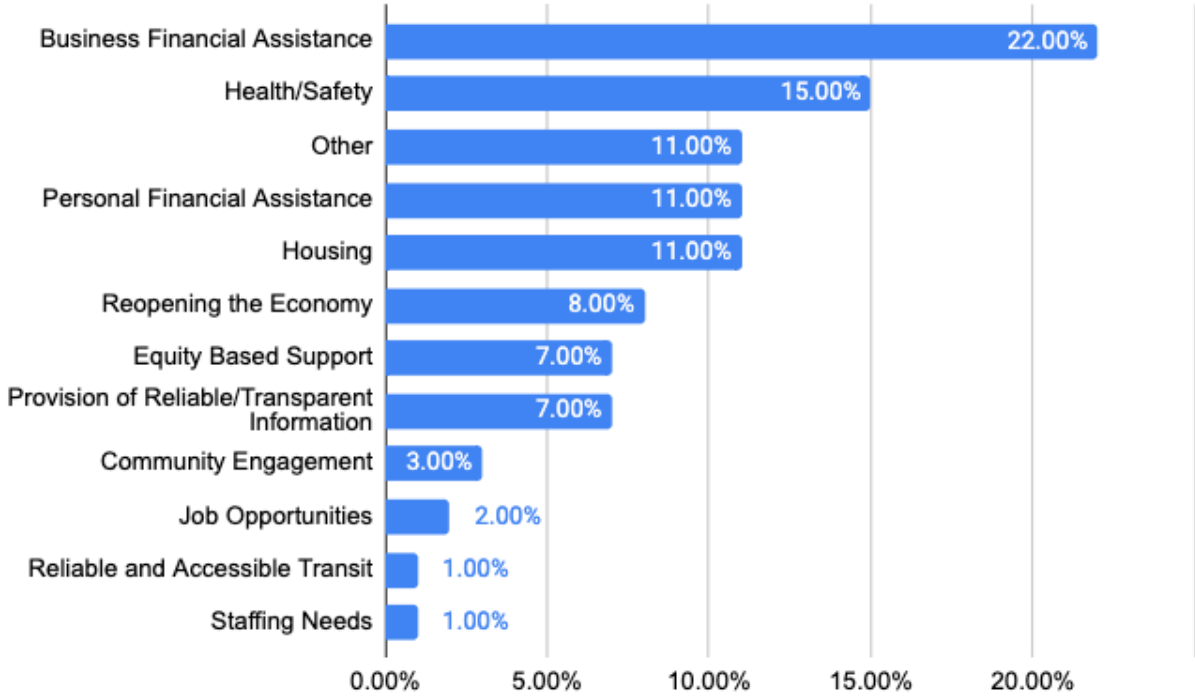
Question #3 mirrored a similar emphasis on San Francisco businesses as the previous question. Of the total responses to this question, 27% stated that businesses reopening would be the main signifier that things are improving in San Francisco. This high response rate was seen evenly among respondents working in small (23%), medium (25%), and large workplaces (28%). Several neighborhoods were especially represented among this response group, mainly the Outer Richmond, North Beach/Chinatown area, and the Haight-Ashbury. Among respondents living in these three neighborhoods, over 30% stated businesses reopening would be the main sign of improvement.

The decidedly open-ended and subjective nature of this question, combined with the fact that it was administered in a free response format, is the primary reason for the notably high instance of responses categorized as “other” (23%). Many responses to this question centered around returning to some form of “normal” without providing further explanation as to what personal, social and financial aspects that this normalcy entails.

Changes in responses to this question over time show a concern over the long-term financial health of San Francisco businesses rather than how quickly they will reopen or not. While 29% of respondents who filled out the survey in April stated businesses reopening to be a sign of improvement, only 13% of June respondents agreed. Businesses becoming financially secure, one of the response options for a sign things are improving, saw an increase in responses as only 15% of April respondents stated this to be the most

significant sign whereas 18% in June believed business financial security to be a sign that things are getting better. This perhaps suggests that as shelter-in-place continues, respondents are more and more concerned with the long-term financial health of San Francisco, and want sustainable solutions to ensure businesses continue.

Question #4: In your opinion, what is the most important thing San Francisco can be doing to support businesses, workers, and vulnerable populations?



Responses to the survey question asking what is the most important support San Francisco can provide to businesses, workers and vulnerable populations showed an emphasis on financial support for San Francisco businesses, with 22% of respondents stating this to be the highest priority. The need for business financial assistance amongst Black business owners was alarmingly high at 67%, which was more than double the response for their White, Asian and Latinx counterparts. Business assistance remained a high priority for respondents across industry lines, with 46% of respondents working in hospitality, arts, and retail stating business financial support to be the most important area of support San Francisco can provide. When broken down by business size and work status, it became clear that most of those who responded that business financial support was the most

important area of support were business owners (31%) and those who own or work for small businesses (28%).

As surveys were collected from April to June, however, answers to this question shifted away from focusing on business financial support toward concerns around health and safety. Overall, health and safety was the second most common response (18%) to how San Francisco could best support its residents, with response rates rising from 14% in April to 24% in June. This trend seems to indicate that concerns around health and safety grew amongst respondents as shelter-in-place continued and public knowledge of COVID-19 became more nuanced.

Question 4: Detailed Findings

This question is of particular importance to the Economic Recovery Task Force's mission since respondents were invited to discuss specific actions the City can take to support businesses, workers and vulnerable populations. In order to gain a deeper understanding of the 995 responses to this question and any major themes that emerged, we conducted a more in-depth qualitative analysis organized by the original ERTF policy areas.

Support Existing Businesses and Organizations

Many respondents highlighted the importance of supporting businesses, specifically small and minority-owned ones, to ensure cities remain an attractive place to visit or live. In general, residents noted that the most important things the City can do are:

- Provide financial support such as grants or low-interest loans to businesses (particularly small businesses) and workers.
- Identify funding across all levels of government to support businesses, as many have seen sharp revenue losses.
- Make the City more affordable by lowering rent and reducing fees.
- Offer help for artists and entertainment industries since these sectors foster vibrant city culture.

Ideas from Respondents

“Make it easier and faster to interact with government services using modern online technologies from local companies such as Salesforce that can be tailored quickly to support the needs of businesses and residents.”

“Support local business by encouraging shopping local. Place an SF tax on all Amazon deliveries (and other online shopping sites) to discourage people from using online shopping. Give SF residents extra points for City jobs to encourage local hiring, meaning SF hiring.”

“Identify community leaders among small business owners to create communication channels to represent their industry/neighborhood for more effective surveying.”

“Providing more immediate, flexible funding (tax-free grants with no required spending), give contracts for supportive services (cleaning, food, etc.) to small businesses and NP...”

Support Workers and Job-Seekers

Residents in the City are facing an unprecedented unemployment rate. As new barriers and challenges emerge from the pandemic, it will be vital for the City to foster new opportunities that will help job-seekers and workers. Respondents noted the following actions should be pursued:

- Make rent more affordable, freeze rent, or cancel rent during COVID-19.
- Increase access to unemployment benefits and make the process of receiving help from public services more accessible.
- Provide accessible child care services during the pandemic. This will allow parents to work.

Ideas from Respondents

“They can expand child care funding so that low income families can have access to full-time employment and make more affordable housing.”

“Utilize nontraditional workers for positions that they would not be thought of. For example - people in our labor pool could assist with setting up temporary sites, provide supervision for entrance monitoring, etc. Providing information about grants, loans, etc. has been great. Providing ways to stay engaged and involved at this point is equally important.”

“City-wide wi-fi, increase frequency of bus service to allow for social distancing, closure of more streets to allow social distancing for those who opt to commute on foot, neighborhood-centric food distribution pickup, mandate rent loan or deferral programs for businesses and individuals who are financially impacted by S-I-P.”

Protect and Meet Basic Needs for Vulnerable Populations

Protecting vulnerable populations has always been a priority for The City. The onset of COVID-19 has widened the disparities. To help the most vulnerable people, respondents underlined the following actions that would be most important to pursue:

- Provide essential needs, such as shelter, food, and financial support.
- Extend the time to prevent eviction.
- Offer self-care resources.
- Expand affordable housing options, especially for those in vulnerable communities without shelter.
- Identify new and safe spaces to help shelter those without homes as a short-term solution to prevent close quarters areas which can proliferate the virus.

Ideas from Respondents

“Hold large corporate landlords and property management firms accountable for following eviction and habitability guidelines and protocols.”

“We hope that the City will ensure that those most vulnerable will still be a part of the community when we come through this by investing artists, arts venues, and arts organizations, particularly those that empower individual artists and put them at the center of their work.”

“Use this time to provide trainings, seminars, and networking opportunities for employers to learn about the potential of workers with disabilities so when businesses reopen, persons with disabilities may also have a chance to obtain employment and make a living. In addition, innovative apprenticeship and internship programs and partnerships with local businesses can be created to provide work experiences for young job seekers, transition age youth (TAY), and individuals with disabilities while providing a more cost-effective labor pool for reemerging businesses, mutually benefiting all members of the community.”

Deliver and Protect Housing

Housing is a burden for many people living in The City. The pandemic has heightened the stress around rent affordability, displacement, and the ability to live in a stabilized environment. Several noted the importance of the following actions:

- Freeze rents, offer financial assistance to reduce rent or mortgages, and extend the eviction ban.
- Establish a rent forgiveness program.
- Increase the stock of affordable housing.

Ideas from Respondents

“Work with the Board of Supervisors, state legislators and congressional representatives to enact rent cancellation during the time of shelter in place.”

“Not sure - the PPP and SBA are very slow, if San Francisco can help by asking all of the landlords to do a forbearance on the rents, that would help a lot of people that are unemployed for the last 2 months.”

“Compensating landlords so that they can forgive their tenants. Australia has a program that dictates that landlords can only charge rent based on revenues. If tenant has 0 revenue (which is our situation), we pay 0 rent. If revenue is X, we pay X percentage of rent etc. because business will not be back to normal for most in hospitality for many months”

“Provide an affordable housing subsidy to renters on based on their income, and funded by all San Francisco residents and businesses *also* based on income.”

“Delay payment of business property taxes for one year.”

Pursue Economic Justice

Community engagement and investment in neighborhoods with predominately low-income and people of color will be critical in achieving economic justice. In order to foster economic justice, The City should make funds or services available to help these communities. The survey yielded the following points:

- Establish resources such as programs that provide services related to applying for jobs or translating critical information about the pandemic.
- Direct investments in low-income and POC communities.
- Provide support for fostering youth employment and creating programs to develop their skills.

Ideas from Respondents

“Partner with private industries to provide the needed services. Government cannot do it alone. Provide paid internships or volunteer opportunities that target 18-24 year old. Start a virtual communication targeting this group.”

“Funding to keep people fed and receiving essential services and items. PPE items for front line, masks and gloves for community individuals who cannot purchase.”

Re-Imagine Spaces and the Rules That Govern Them

The past few months have shed new light on how current rules and space usage can prevent business development and hurt disadvantaged communities. To adjust to changing environments, it will be necessary for The City to consider the following recommendations from residents:

- Create rules that will limit commercial rent increases to prevent empty retail spaces.
- Ensure efficient processes, so there are fewer barriers and slow-downs when re-opening to starting a modified business. This includes applying for permits and new business applications.
- Have a cap on delivery charge fees; this can be detrimental to the food industry relying on pick-up and delivery orders.
- Keep the spaces and streets clean.

Ideas from Respondents

“A prohibition on commercial rent increases for the next five years (or whatever period will extend through the next lease renewal period) and enacting commercial rent caps so that more properties won’t end up becoming empty storefronts.”

“Try to trim the bureaucracy from many City operations and provide expedited review and approval for those businesses and workers attempting to either return to work or start up new or slightly modified businesses.”

“...make sure more people are participating in the economic recovery discussions - reach out to more people across the city and not the same people who are usually asked to participate in task forces or committees. Think big, be bold - do not go back to "business as usual". Benchmark other cities to see how they are re-starting their local economies...”

“To provide coordinated one stop application website with virtual or phone assistance. Virtual case workers whom you can send email or online form explaining your situation and they can guide where to apply and what you are eligible for”

"Reinstate funding through the city! Force big tech to give grants."

Additional Cross-Cutting Themes

Health and Safety

Healthy and safety was a cross-cutting theme that is relevant across each of these policy areas. Several businesses, organizations, and residents to recognize the importance of keeping a safe and healthy environment.

- Have stricter enforcement of people complying with face mask rules and adhering to social distancing guidelines.
- Give hygienic support such as free PPE (sanitizer, masks, thermometers, etc.) to keep everyone clean.
- Provide clear communications and directions on cleaning and sanitizing for businesses.
- Expand on providing more access to testing and making this affordable or free.
- Establish a system that would provide contact tracing. The information from a tracing system would allow businesses and organizations to be alerted about potential exposure and give owners the ability to respond.
- Offer a cleaner and more reliable mass transit system. Transit is essential for many people, and to prevent the spread of the virus, it will be essential to keep the buses and subway sanitized.

Ideas from Respondents

“The City & County of SF could create a budget that would help cover specific architectural/engineering/permitting services that restaurants could tap into (paid by the City) to assist with restaurant reconfiguration, expansion to sidewalk areas, streets closed to cars, etc. which will help restaurants comply with social distancing while employing professional service firms such as architects, engineers, landscape architects, planners.”

“Build up a robust team and have a plan to monitor positive COVID-19 cases and isolate, contact trace, and test so we know when and where outbreaks happen and can handle the spread and know who to protect. Allow people to work from home if possible.”

“Provide clear information, free PPE and cleaning supplies (we are concerned, for instance that if we are required to take temperatures, we won't be able to find thermometers in stock; required to provide hand sanitizer that's not available, etc.”

Provision of Reliable and Transparent Information on COVID

A significant portion of the respondents requested clear and consistent information about COVID. Residents feel that having a clear timeline on when and how the city will reopen is a critical factor for businesses and communities' sustained success. Further, respondents requested directions on creating a healthy and safe environment for businesses would be an important thing the City of SF should do.