

Aligned Priorities in Bay Area Task Force Reports, April 2021

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Introduction

It has been more than a year since the United States reported its first coronavirus diagnosis on January 20, 2020, and over ten months since the murder of George Floyd by Minneapolis police officers set off a series of national protests against police brutality and racial injustice.³ In the past year the novel coronavirus has devastated communities across the country, exposing and intensifying the deep racial and social inequities that structure our society. These inequities result in disproportionate health and economic realities for marginalized people, including Black people, Indigenous people, other People of Color (BIPOC), disabled people, and people experiencing poverty. The coronavirus pandemic and ongoing civil unrest is pushing local and regional government agencies in the Bay Area to sincerely confront and address the entrenched racial and social inequities that drive economic and health disparities to build a Bay Area where everyone can thrive.

Estolano Advisors prepared this document to provide regional partners with a shared understanding of how subregional priorities align. While we recognize that the jurisdictions have been working hard to meet the needs of their residents since the pandemic's onset, this document aims to surface high-level priorities that are

shared across the region, based on the work of local task forces. The memo provides an analysis of shared priorities and policy opportunities identified in the local task force reports and notes variation across local strategies. Although various local groups across the region are working to identify recovery strategies for their residents, this report looks at the local task force reports that were available at the time of writing, which are: [City of Oakland Economic Recovery Advisory Council Interim Progress Report](#); [City and County of San Francisco Economic Recovery Task Force Report](#); [San Mateo County Recovery Initiative Report](#); and [Silicon Valley Recovery Roundtable Report: Building a Better Normal](#). The memo also provides a glimpse into some implementation efforts that cities and counties have led as part of local recovery, but is by no means a comprehensive accounting of the range of response and recovery investments made to date. This document also provides an overview of state and federal policy levers. At the time of writing this memo, the [Contra Costa County Equitable Economic Recovery Task Force](#) had not yet released a report on recovery recommendations, so an analysis of Contra Costa County's recovery efforts is not included in this document.

In the four task force reports analyzed, we identified 18 shared priorities that we organize into three issue areas: 1) **small business and workforce development**; 2) **supporting under-invested communities** and 3) **affordable housing and tenant protections**. Of these 18 shared priorities, nine of them are promising opportunities for advancing critical policy and programming focused on BIPOC. The six key priorities for regional action are summarized as follows:

- **Small business support** through culturally competent technical assistance and access to capital via grants and loans.
- **Job quality improvements** that support low-income essential workers.
- **Cash assistance and guaranteed income** programs to support economically vulnerable individuals and families.
- **Digital inclusion** investments that dramatically expand access to internet connection, devices, and training.
- **Universal childcare access** to support women and low-income caretaker's participation in the workforce.
- **Affordable housing and tenant protections** through interventions that address rent debt and prevent evictions, along with an expansion of Project Homekey.

ISSUE AREA KEY:

Color coding is used throughout this report to help readers see how the priorities discussed here fit into these three issue areas. The color scheme introduced here will continue throughout the report.

-  **Small business and workforce development**
-  **Supporting under-invested communities**
-  **Affordable housing and tenant protections**

Overview of Subregional Recovery Reports

In an effort to be responsive to the pandemic's jarring impact on local economies, leadership in five Bay Area economic centers – Contra Costa County's, Oakland, San Francisco, San Mateo County, and the Silicon Valley – each initiated a research and stakeholder engagement process to develop strategies for inclusive economic recovery and prosperity. This section provides a brief overview of the resulting reports. Because Contra Costa County's Equitable Economic Recovery Task Force has not yet published its recovery recommendations, it is not included in this document's review and analysis. However, we acknowledge that Contra Costa County will likely have some areas of alignment with its peers, based on publicly available task force materials.

City of Oakland Economic Recovery Advisory Council Interim Progress Report and Recommendations, Fall 2020

Oakland Mayor Libby Schaaf and Vice Mayor Larry Reid convened a group of 53 community and business leaders to participate in an advisory council focused on economic recovery. Facilitated by PolicyLink and California Forward, the Economic Recovery Advisory Council (ERAC) first convened in May 2020 and produced an interim report in October 2020. The interim report offers 13 policy recommendations around economic recovery, local leadership, health, capacity building, and social safety nets within the City of

Oakland. The final version of the City of Oakland's Economic Recovery Report will be released in early 2021.

Since publishing the initial draft of the local task force report, violence prevention has emerged as another priority area to address in Oakland's recovery efforts. The City is working to engage various departments and partners in efforts to mitigate crime, such as trash and graffiti removal, increased case management services, youth jobs programs, and expanding the network of small business assistance centers.⁴

The City and County of San Francisco Economic Recovery Task Force Report, October 2020

Mayor London Breed of San Francisco and Norman Yee, President of the Board of Supervisors, convened the San Francisco Economic Recovery Task Force in April 2020. Its four co-chairs (The Assessor-Recorder, the City Treasurer, the CEO of the San Francisco Chamber of Commerce, and the Executive Director of the San Francisco Labor Council) worked with over 200 stakeholders to develop a report and detailed appendices that were released in October 2020 with 41 recommendations. The report focuses on economic recovery, safe reopening, housing opportunities, and vulnerable communities within the City and County of San Francisco.

San Mateo County Recovery Initiative: Creating a Better Future through Collaboration, Advancing Equity, and Inclusion

The San Mateo County Recovery Initiative convened over 160 representatives from local and regional government, nonprofit organizations, and private sector partners, as well as residents and business owners to develop the strategies outlined in the report. The Recovery Initiative is led by the Recovery Coordination Council, a team of 14 local officials and nonprofit leaders, and consists of two advisory groups (the Public Information and Outreach Group, and the Equity Recovery Group), as well as five committees focused on key issues. The five committees focus on: public health; community infrastructure; economic recovery; vulnerable population support; and education and childcare. The Recovery Initiative's report presents 125 recommendations in nine focus areas and details metrics for tracking progress, needed implementation partners, a recommended timeframe for action, and a budget estimate.

Silicon Valley Recovery Roundtable Report: Building a Better Normal, August 2020

San Jose Mayor Sam Liccardo convened the Silicon Valley Recovery Roundtable (SVRR) to define the most pressing challenges facing the subregion and to identify practical cross-sector solutions. The SVRR, encompassing a three-county subregion, includes 59 leaders from across 32 cities and 11 industries/sectors. The SVRR is the only report of the four that includes multiple counties and cities and therefore is structured differently than the other reports which are led by a single city or county. The report identifies six priority areas for the subregion and

offers 23 policy recommendations to be implemented in short-, medium-, and long-term timeframes. Priority areas include financial stability, job creation, housing, reimagined neighborhood districts, transportation, and digital inclusion.

Had the prolonged nature of the pandemic and need for shelter-in-place orders been understood earlier, the Silicon Valley report would have likely included a focus on investing in the region's (and state's) competitiveness in attracting and retaining businesses. This recently emerged priority stems from perceived and actual trends in business and employee location decisions, changes in commute patterns, and the potential ripple effects on land use and real estate.⁵

Additional Context: Similarities and Variations Across Local Reports

Looking at the four reports, there are a few similarities and differences to note that provide additional context for our analysis of shared priorities. The differences in topics, specificity, and partners across the four reports are understandable considering that each subregional task force had different timelines, stakeholder processes, and jurisdictional boundaries – the City of Oakland; the City/County of San Francisco; the County of San Mateo; and the multi-jurisdictional Silicon Valley.

All four reports acknowledge and set forth recommendations to meet the immediate needs of reopening businesses and restoring jobs in a way that is safe, in compliance, and feasible. The Oakland report expands on this by focusing the bulk of its recommendations on how the public and private sectors can address small business and worker needs through high-level, short- and long-term policies

and investments. In contrast, the San Francisco and Silicon Valley reports offered more detailed recommendations for a longer time horizon and broader set of topics beyond direct small business and workforce stabilization, including job creation, housing, and the built environment. San Francisco's local task force is most specific in its recommendations, as the report is accompanied by appendices that further develop program and policy recommendations with information related to cost, timeline, equity impact, and more.⁶ The Silicon Valley and San Mateo County reports were more comprehensive in the range of recommendations provided, with both reports including a suite of ideas and actions related to transit and mobility. The Silicon Valley report also focused on commercial corridor redevelopment, while the San Mateo County report also addressed strategies for promoting mental health and wellness and supporting distance learning and out-of-school care.

To reflect the unique assets and needs of each subregion, each report calls for support with an emphasis on different segments of their local economies. The San Francisco report emphasized the need to support the arts, culture, hospitality, and entertainment (ACHE) industries. Oakland primarily steered its support towards BIPOC-owned businesses and cultural arts organizations. The Silicon Valley report emphasized the needs of small businesses, including start-ups.

Lastly, while each subregional task force identified key partners or lead entities for its recommendations, the reports varied in specificity. In addition to indicating key actors throughout the report's recommendations, the Silicon Valley report's appendix includes a table with the recommendations organized by audience (public sector; nongovernmental sector; and community at-large). The Oakland report links recommendations to a key sector (local,

regional, or state government; business; philanthropy; non-profits; etc.) that is best positioned to lead. The San Francisco report recommendations call on specific city and county departments to carry out action items and also indicate where nongovernmental partners can be involved. The San Mateo County report outlines lead and support partners for each of its 125 recommendations, including public agencies, private sector, and community partners.

Local Efforts Underway

The nature of the pandemic's effects has required immediate and ongoing action. Even while local groups were convening to develop a response and recovery strategy, local governments, nonprofits, businesses, and philanthropy were taking early actions to meet the unprecedented types and scale of need. As such, each report included some information about efforts that had already been carried out or were underway during report development. Each subregional priority included in Section III, summarizes the set of related investments and activities described in each of the four reports. Additional information gathered via interviews is also included. The summaries provided are not an exhaustive list of efforts, as efforts are ongoing.

Shared Subregional Priorities

The four local task force reports illustrate that the region is aligned in its overarching priorities related to three key issues: 1) small business and workforce development; 2) supporting under-invested communities and 3) affordable housing and tenant protections. Within the small business and workforce category, priorities relate to small business (and nonprofit) stabilization services and capital access, along with worker safety and access to industry-informed programs for displaced workers. Policies and investments related to community development and resiliency address improving digital inclusion via access to internet connection and computers, increasing access to and availability of childcare services, and installing emergency and long-term cash assistance programs. Shared affordable housing priorities include rent assistance, accelerating hotel conversions, and development streamlining. In many of the identified priority areas, one or more localities have already taken early steps in advancing and implementing their task force's recommendations. However, there remains an opportunity to have greater reach and impact through aligned state and federal advocacy.⁷ Out of the several shared priorities identified within each key issue area, the Bay Area is well-positioned to build on the regional alignment identified for the following program and policy priorities:

Small Business and Workforce Development

1. **Culturally Competent Technical Assistance**
2. **Grants and (Forgivable) Loans**
3. **Worker Protections**
4. **Access to Good-Quality Jobs and Training**

Supporting Under-Invested Communities

5. **Cash Assistance and Guaranteed Income**
6. **Digital Inclusion – Internet Access**
7. **Digital Inclusion – Computer and Device Donations**
8. **Digital Inclusion – Digital Literacy Support Services**
9. **Universal Childcare Access**

Affordable Housing and Tenant Protections

10. **Forgivable Loans and Mortgage Forbearance**
11. **Project Homekey Hotel Conversions**

Drawing from the four local recovery reports, this section outlines the priorities that at least two of the subregions share, if not all four. Within each of the three issue areas, we begin with the key priorities

for advancement shared by all four subregions (listed above) and then turn to policies that are surfaced by two or more subregions. For each priority, we describe the various related policies, investments, or strategies that appeared in the local reports. The priorities and the related strategies included here are opportunities for coordinated advocacy, policy, and program design and implementation. where applicable, we note if regional priorities align with those outlined in the report by the Governor’s Task Force on Business and Jobs Recovery (State Task Force). See Appendix A for a summary table that indicates which recommendations in each report relate to the priorities outlined here. Lastly, for each priority, we note local implementation efforts that are underway. The policy and program activities included are not an exhaustive list of the numerous important efforts happening across the Bay Area.

SHARED SUBREGIONAL PRIORITIES:

Small Business and Workforce Development

Each report recognizes that the economic impact of the COVID-19 pandemic has most deeply affected low-wage, BIPOC workers and the Bay Area's small businesses and nonprofits, particularly those within the arts and service sectors. Unsurprisingly, there were several key areas of alignment in how the region can support local small business operators and workers. The following are shared priorities identified in the local reports.

Key Priorities for Regional Action

1. Culturally Competent Technical Assistance

Overview: All four subregional reports recommend that local governments provide small businesses and nonprofits with clear guidance and support for reopening safely; accessing local, state, and federal resources; expanding their networks to new contract opportunities and partnerships; transitioning to an online marketplace; and more.

Alignment with State Task Force: At the state level, the State Task Force, launched a campaign to connect businesses to information and advisory services to assist small businesses.

Local Actions Taken to Date: As COVID-19 has rapidly shifted many activities to online platforms, the City of Oakland worked with technical assistance providers to bridge the technology literacy gap and help business owners apply for stimulus funds online. In addition, to support specific industries hit hardest by the pandemic, the City has pursued strategies such as the East

Bay Oakland Relief Fund for individuals in the arts, a buy local campaign and online marketplace/B2B platform, and Right to Return Legislation for services workers. In San Francisco, current local efforts include providing an additional \$5 million in the current budget towards small business technical assistance; creating a one-stop city website for businesses and workers; and providing other capacity building support.

2. Grants and (Forgivable or Low-Cost) Loans

Overview: To support businesses with expenses such as payroll, vendor payments, and rent, all four subregions agree that loans and grants should be made available to small businesses in sectors that have been most affected by the shelter-in-place orders, as well as to small businesses in low-income census tracts. It is especially important, as emphasized in the Oakland report, that the funding be accessible to businesses owned by BIPOC. The San Mateo County report focuses on the creation and adoption of policies that support the local small business community, including expanding a geographically targeted small business grant program and creating a low-cost loan program for small businesses and new businesses using a combination of public, private, and foundation funds.

Alignment with State Task Force: Seeing the need for accessible funding options, the State Task Force initiated the creation of the California Rebuilding Fund, which is designed to provide capital access to very small businesses that faced barriers in applying for or receiving the federal Paycheck Protection Program (PPP). The Fund is a public-private partnership, “including a \$25 million anchor commitment and \$50 million guarantee allocation from the California Infrastructure and Economic Development Bank (IBank),” to be administered by 12 community development financial institutions (CDFIs) across the state.⁸

Local Actions Taken to Date: The City of Oakland and the ERAC worked together to create the Oakland Small Business Emergency Grant Program for low-income small businesses. Oakland City Council also leveraged private funds for assisting

BIPOC-owned small businesses. San Francisco has invested significantly in supporting small businesses and workforce development by establishing a series of grants, loan programs, and relief initiatives for supporting small businesses and individual artists. Some of the programs include: the African American Small Business Revolving Loan Fund; San Francisco Hardship Emergency Loan Program; Grants for the Arts; Arts & Artists Relief Initiative; and targeted workforce development initiatives. On January 12, 2021, the Mayor of San Francisco announced a \$62 million plan to grants and low or zero interest loans to small businesses struggling due to the coronavirus pandemic. In March 2020, the San Mateo County Board of Supervisors approved the creation of the San Mateo Strong Fund, with an initial investment of \$3 million. The fund is managed by the Silicon Valley Community Foundation and provides relief to residents, small businesses, and nonprofits impacted by COVID-19.⁹ The grant program, now closed, awarded \$1 million to approximately 100 small businesses across the county with grants of up to \$10,000.¹⁰

3. Worker Protections

Overview: All four reports recognize the need to support small businesses and community-based organizations adapting their operations and creating safe work environments. One key form of support is in providing clear, multi-lingual, culturally appropriate guidance for businesses modifying their operations to meet evolving public health orders and implementing practices for slowing the spread of the coronavirus. Each region also recommends finding ways to procure more personal protection equipment (PPE) to protect workers, with Oakland and Silicon Valley specifically recommending supporting local manufacturers in meeting the PPE demand. San Francisco, which emphasizes the need to protect low-income workers and those with high-risk/exposure jobs, recommends partnering with community organizations to connect businesses to PPE and safe operations practices. San Mateo County recommends finding solutions to address sector-specific barriers to business operations during health orders; expanding testing for employees to reassure customers; prioritizing testing for key sectors, such as grocery stores, childcare, homeless shelters, and frontline nonprofit service providers, as well as finding ways to procure more PPE. The Silicon Valley report recommends creating a team of county employees that can help businesses manage their internal contact tracing and testing.

Alignment with State Task Force: The State Task Force Report points to the continued need to increase production of PPE in the state; expand testing for workers; and give workers increased choices for keeping themselves, their workplace, and the public safe.

Local Actions Taken to Date: The City of Oakland has purchased 350 PPE kits for businesses in East and West Oakland, is working to produce 1,000 more, and has partnered with local organizations to produce over 32,000 face masks and 11,000 face shields. The city has plans to work with ethnic chambers and other organizations receiving CARES Act funding to aid businesses on safe reopening procedures. San Francisco allocated \$10 million for the Workers and Families First program to reimburse businesses with local employees for additional paid sick time for those employees. The city has also distributed one million surgical masks, 600,000 face shields, and 150,000 bottles of hand sanitizer bottles to businesses and workers in vulnerable communities. San Francisco has also put in place a temporary ordinance to ensure that certain employers offer right of return to employees laid off due to the coronavirus pandemic.

4. Access to Good-Quality Jobs and Training

Overview: All four subregions consider it a priority to create accessible workforce training opportunities to connect unemployed workers to good-quality jobs, particularly for those who worked in the hospitality, services, and arts industries. Silicon Valley recommends a collective impact model, through which local agencies and workforce training providers work with the region's large employers to identify high-opportunity job openings and develop training programs tailored to meet industry needs. Silicon Valley also notes that training investments should be paired with investments to expand recruitment in low-income neighborhoods. San Francisco recommends re-establishing a committee focused on workforce program coordination to enhance efficacy and create a single point of information / entry for job seekers. In addition, San Francisco points to the need to expand the existing subsidized employment program (JobsNOW!) and to improve outcomes for existing workforce inclusion policy (e.g., First Source Hiring Policy). San Mateo County's recommendations focus on reconvening a regional workforce development roundtable to gather intelligence on the job market; assessing sector-specific skill gaps; working with cross-sector job training organizations to survey career pathways, certification programs and training resources; partnering with academic, policy, and business experts to understand long-term implications of remote work; and identifying in-person jobs and working with employers to keep workers in the region. Following the research stage, the San Mateo County report recommends developing short-term and long-term job placement training programs to connect workers to "current and future quality jobs resulting from the pandemic."

Alignment with State Task Force: The State Task Force report emphasizes job quality standards and the need to provide workforce training that leads to good-quality jobs in California's growth industries. The State Future of Work Commission also recently released a report¹¹ outlining a new Social Compact for Work and Workers. The report outlines five priority recommendations for California, including ensuring there are jobs for everyone who wants to work, eliminating working poverty, creating a 21st century worker benefits model and safety net, raising the standard and share of quality jobs, and future-proofing California with jobs and skills.

Local Efforts Taken to Date: Oakland's ERAC has formed a racial disparity task force, with a focus on assessing discrimination in the workforce. The racial disparity task force's is focusing on the cannabis and tech industries within the city. San Francisco's Dream Keeper Initiative allocates \$4.8 million to creating a pipeline to employment with the city for Black residents and another \$6 million to support workforce training and development programs led by the Office of Economic and Human Resources Development.¹² The city has also invested \$5.5 million in Opportunities for All, a subsidized employment program for youth and young adults and \$1.7 million in other targeted workforce development initiatives.

Additional Shared Priorities

Commercial Tenant and Landlord Advisory Services

Overview: The Oakland and San Francisco reports recommend that negotiation and legal advisory services be available at no or low cost to small businesses and small commercial landlords to help both parties arrive at new lease terms. Negotiation services can help a tenant and landlord arrive at an arrangement that prevents businesses from being evicted and landlords from facing foreclosure. San Francisco's report emphasized the need to focus on ACHE industry businesses and BIPOC-owned businesses. Oakland's report calls on city government to partner with local nonprofits to provide such services. The Oakland report recommends services to reduce or defer commercial rent obligations, which complements their recommendation for local government to work with banks to craft forbearance policies and tax guidance for commercial landlords and small businesses. The idea of advocating for forbearance policies mirrors a policy priority to prevent residential evictions and foreclosures. The San Mateo County report recommends developing a model incentive program for negotiating a path forward to address unpaid commercial rent.

Alignment with State Task Force: N/A

Local Actions Taken to Date: As part of Oakland's immediate response to alleviate the stress of COVID-19 on local businesses, the Oakland City Council passed and later extended the commercial eviction moratorium. The ERAC also facilitated conversations between small business owners and property

owners to restructure leases. San Francisco implemented a temporary eviction moratorium for "non-payment of rent by commercial tenants directly impacted by the COVID-19 crisis."¹³

Equitable Banking Services

Overview: The Oakland and Silicon Valley reports align in wanting to improve the quality of financial services available to BIPOC. The Silicon Valley report calls on banks, credit unions, and financial technology companies to make permanent the reduced barrier services that they currently offer such as lowered ATM fees and provide equity-oriented services and products. The Oakland report calls upon state government to strengthen regulations to prevent predatory lending to business and property owners.

Alignment with State Task Force: N/A

Local Actions Taken to Date: N/A

Streamlined Permitting Processes

Overview: The Silicon Valley, San Mateo, and San Francisco reports recommend revamping local permitting systems and fees to lower barriers for businesses wanting to open up or expand in the region, as well as to facilitate new economic activity, including direct and indirect job creation. Amongst various strategies to encourage construction and local business

growth, both subregions also identify establishing concierge services that assist developers and businesses in navigating any regulatory processes. The Oakland report's recommendations related to permitting focus on adjusting zoning and permitting requirements to provide local businesses and artists greater flexibility in locating or configuring their operations. The San Mateo County report recommends suspending and/or decreasing city, county, and other permitting fees for local businesses.

Alignment with State Task Force: N/A

Local Actions Taken to Date: In June 2020, Oakland launched the Flex Street program which provided a streamlined process to acquire outdoor space and permits for street vending and vending in commercial or industrial zones. San Francisco has deferred business tax, registration and license fees through March 2021 and proposed relaxing zoning controls in neighborhood commercial corridors to spur activation of vacant storefronts.

Diversifying Procurement

Overview: The Oakland and Silicon Valley reports recommend increasing procurement and other contracting efforts with small businesses and BIPOC-owned businesses. Oakland encouraged the business community to partner with BIPOC-owned business through procurement as well as equity investment. Silicon Valley called on public and private sector actors to support the subregion's small business community as well as the local manufacturing sector through contracting and procurement.

Alignment with State Task Force: N/A

Local Actions Taken to Date: The Silicon Valley Leadership Group has partnered with procurement teams throughout the Silicon Valley to build a list of vetted, reliable suppliers.

SHARED SUBREGIONAL PRIORITIES:

Supporting Under-Invested Communities

Each of the local task forces emphasized the need to provide emergency assistance to vulnerable individuals and families during the pandemic, while also advancing policy and programs that provide long-term economic relief to historically marginalized residents. Policies focus on strengthening the social safety net available to residents, ensuring people have the digital tools and knowledge they need, and growing a robust and affordable childcare industry.

Key Priorities for Regional Action

5. Cash Assistance and Guaranteed Income

Overview: Ensuring that individuals and families across the region have the money they need to meet their basic needs is a shared priority across the region. Each subregion called out the need to secure immediate cash assistance for Bay Area residents. Oakland also notes the need to put in place infrastructure to distribute these funds. The San Mateo County report identifies the need for expanded rental assistance programs and recommends continuing to provide emergency rental assistance for qualified household impacted by COVID-19, as well as providing financial assistance for families in need of safe, affordable childcare. In addition, the San Francisco and Oakland reports uplift the need for universal basic income (UBI) as a long-term policy and called on local governments to advocate for UBI at the state and federal levels. Cities across the region, including Oakland and San Francisco, are exploring and piloting local UBI efforts.

Alignment with State Task Force: N/A

Local Actions Taken to Date: To assist residents in paying rents or mortgages, the City of Oakland has provided immediate cash relief. To help avoid economic and housing vulnerability in the long-term, the Mayor of Oakland has joined a coalition of mayors across the country advocating for guaranteed income. San Mateo County launched the Immigrant Relief Fund to provide \$1,000 grants to immigrant families left out of federal relief efforts.¹⁴ The County has also created an emergency financial assistance grant program in partnership with the Core Service Agencies in the county.¹⁵ In late February of this year, San Francisco allocated \$120 million for the Dream Keeper Initiative to improve outcomes for Black youth and families over the next two years. In the first year, the initiative will dedicate \$7 million towards a guaranteed income program.¹⁶

6. Digital Inclusion – Internet for All

Overview: With a shared understanding that access to reliable and free or affordable internet connections is key to economic mobility in the 21st century, the reports name making the internet available and accessible for all residents as a priority across the region. The Oakland and Silicon Valley reports point to the need for public Wi-Fi, particularly in low-income neighborhoods and “digital deserts.” The San Mateo County report recommends increasing Wi-Fi access countywide through partnership with community organizations, technology firms, and internet service providers. The San Francisco report calls for the longer-term investment of municipal fiber-to-home networks so that all households can have quality internet access. In the near-term, the San Francisco report recommends connecting public housing and affordable housing units to fiber and advocating for the expansion of the California Public Utilities Commission service and policies. San Francisco and Silicon Valley call on government to encourage internet service providers to create more financially accessible service options. Further, Silicon Valley recommends government adopt regulatory policies that increase competition in the private market to result in better quality and more affordable services, among other strategies.

Alignment with State Task Force: To address the immediate need for internet access, the State Task Force members worked with internet service providers to make low-cost services available. The State Task Force recommends the state continue to invest in increasing access to broadband. To facilitate this effort, the State Task Force used mapping analyses to identify the areas of greatest need in the state. It is unclear if, or which,

parts of the Bay Area were among those identified as areas of greatest need.

Local Actions Taken to Date: Oakland launched OAK WiFi using CARES Act funding, with its initial segments coming online in late 2020.¹⁷ In August 2020, San Mateo County launched a partnership with local school districts to connect students in rural communities and low-income households to high-speed internet.¹⁸ The pilot has subsidized internet service (through Comcast) and provided mobile wireless hotspots (through T-Mobile) to 650 students.¹⁹ As part of the SMC Public WiFi Project, San Mateo has launched 13 new public Wi-Fi locations at parks, community centers, and public buildings across the region and partnered with 12 libraries to extend their Wi-Fi networks, serving over 1,400 students withing a half-mile radius of these 25 locations.²⁰ The expansion was funded using CARES Act funding. In the Silicon Vallely, the City of San Jose, has established the \$24 million digital inclusion fund, a public-private initiative, to close the digital divide over the next 10 years through grants made to community-based organizations facilitating digital literacy training and access to internet service and devices.²¹ San Francisco has put \$1.5 million towards delivering fiber to affordable housing units and another \$275,000 to supporting digital equity access and connectivity in the Chinatown neighborhood.

7. Digital Inclusion – Computer and Device Donations

Overview: All four subregions recognize the importance of families and small business operators having access to computers and related devices to participate in the local economy more fully, particularly during the pandemic. The Oakland report recommends building on the success of previous fundraising and device donation efforts. The San Francisco and Silicon Valley reports highlight the opportunity to work with companies to collect and redistribute employees' old equipment. The San Francisco report recommends developing criteria or standards for equipment donations and preparing the infrastructure, including partnerships, to distribute devices to local users who would benefit. The Silicon Valley report recommends equipment distribution be part of a collective impact effort that pairs device donations with digital literacy services and resources. The San Mateo County report did not specifically address device donations but recommends providing financial assistance to small business for technology equipment and partnering with regional organizations working to close the digital divide to increase access to computers and internet service.

Alignment with State Task Force: The State Task Force report shared that the task force worked to secure and distribute digital devices and hot spots and calls for continued investment in these efforts.

Local Actions Taken to Date: The Santa Clara Office of Education (SCCOE), “has partnered with local government, philanthropic foundations, community-based organizations, businesses, and internet service providers to raise over \$14 million in in-kind goods or funds to purchase and distribute

computing devices, hotspots, and internet service to students in need,” since April 2020.²² In the summer of 2020, Tech Exchange, a grantee of San Jose’s Digital Inclusion Partnership hosted two drive-thru device donation days to support students.²³

8. Digital Inclusion – Digital Literacy Support Services

Overview: To ensure that individuals and small businesses can more fully access job opportunities, public health information, online marketplaces, and more, investing in multi-language digital literacy support services is a shared priority across the four subregions. Strategies include working with local digital literacy nonprofits and a volunteer base of professionals to implement a support services program. San Francisco recommends that support be phone-based. The Silicon Valley report notes an opportunity for local companies to engage in the effort by providing in-kind tools and services. The San Mateo County report calls out providing funding to community-based organizations and nonprofits to conduct culturally and linguistically appropriate technology training and referrals to affordable technology programs.

Alignment with State Task Force: N/A

Local Actions Taken to Date: The City of Oakland worked with businesses to increase their digital literacy, as part of an effort to increase their access to business assistance funding.

9. Universal Childcare Access

Overview: All four reports recognized childcare as a critical industry to support for working families, particularly for low-income parents and guardians who do not typically have the option to work from home. Local governments across the region, including San Francisco, opened up emergency childcare and youth centers for essential workers. While the Oakland and Silicon Valley reports made high level recommendations related to childcare, the San Francisco and San Mateo County reports outlines a range of ways that future funding could bolster the childcare industry. In San Francisco, recommendations include providing low-interest or forgivable loans to existing childcare providers to grow their operations; expanding the eligibility criteria for programs that make childcare financially accessible to low-income families; creating accessible workforce training programs; establishing job-quality standards for the industry; and providing income incentives to increase workforce retention, among others. The San Mateo County report recommends providing technical assistance to childcare providers and opportunities for providers to share best practices; forming a County Early Care and Education department to coordinate leaders in the field; expanding the industry's workforce and using existing community college childcare pathway programs; exploring ways to repurpose unused commercial spaces for childcare facilities, and supporting long-term and short-term advocacy and policy change efforts, including the classification of childcare providers as essential workers at the state level and securing hazard pay and health insurance coverage, among others.

Alignment with State Task Force: The State Task Force names childcare a key growth industry for which demand is poised to continue growing. In addition to calling on state leaders to secure federal funding to provide working families with affordable childcare, the State Task Force report refers to its Caring California proposal for further recommendations related to growing the childcare industry.

Local Actions Taken to Date: To further aid the needs of populations with greater COVID-19 exposure and health risks such as essential workers and seniors, Oakland provided safe childcare for essential workers. In July 2020, the San Mateo County Board of Supervisors allocated \$2 million of CARES Act funding to the Child Care Relief Fund that will go towards grants of up to \$10,000 for licensed childcare centers and family childcare homes negatively impacted by COVID-19.²⁴ San Francisco has opened emergency childcare youth centers for essential worker and low-income families.

Additional Shared Priorities

Universal Healthcare

Overview: The reports from Oakland and San Francisco recommend continued advocacy for universal healthcare coverage. Because our current system links healthcare coverage to employment, Oakland's report also includes a recommendation calling on local government to ensure that unemployed workers have access to uninterrupted healthcare coverage. While the Silicon Valley report does not specifically call for universal healthcare policy, it does acknowledge healthcare coverage as a basic need for individuals and families. Similarly, the San Mateo County report acknowledges lack of health insurance or loss of coverage due to job loss as a challenge in promoting mental health and wellness.

Alignment with State Task Force: N/A

Local Actions Taken to Date: N/A

SHARED SUBREGIONAL PRIORITIES:

Affordable Housing and Tenant Protections

Recovery reports for San Francisco, San Mateo County, and Silicon Valley included recommendations related affordable housing, tenant protection, and property owners. The Oakland report noted the crucial need for affordable housing and called for increased support for community-based organizations that provide housing services, but little else is mentioned about housing policy. The following are priorities that San Mateo County, San Francisco, and Silicon Valley shared regarding preserving existing rent-controlled units, protecting low-income and vulnerable tenants, and creating new affordable housing units.

Key Priorities for Regional Action

10. Forgivable Loans and Mortgage Forbearance

Overview: The San Mateo County, San Francisco, and Silicon Valley reports include recommendations for offering financial relief to property owners in exchange for tenant rent forgiveness, however they vary slightly in framing for the targeted stakeholder. In the San Francisco report, the focus is on small property owners with rent-controlled units. The Silicon Valley report recommendations are focused on landlords with extremely-low and low-income tenants. Silicon Valley also recommends providing landlords of low-income tenants with a tax incentive that then prohibits tenant evictions for a period of time. The San Mateo County report recommends targeting financial support to small “mom and pop” landlords who are dependent on rent to pay their mortgages; piloting an incentive program to help renters and property owners compromise on back rent; and identifying opportunities for long-term rental and mortgage assistance.

Alignment with State Task Force: N/A

Local Actions Taken to Date: As of October 2020, San Francisco has allocated funding to expand housing services such as affordable housing, tenant advocacy, and anti-displacement strategies. To keep residents housed, the city/county has granted \$15.1 million in eviction defense grants as well as issued a moratorium on tenant evictions. A total of \$37.6 million was distributed for the purpose of rental subsidies and emergency rental assistance. Furthermore, another \$4.5 million is reserved for housing assistance for populations with special needs, such as people living with HIV and transitional-aged youth.

11. Project Homekey Hotel Conversions

Overview: The San Francisco and Silicon Valley reports recommend leveraging the state’s Project Homekey Grant Program to acquire and convert more hotels, motels, and other underutilized buildings into housing. The San Francisco report specifically focuses on the opportunity to provide residents experiencing homelessness with permanent supportive housing via hotel conversions, while the Silicon Valley report indicates that the housing could also be made available to low-income and recently evicted residents. The Governor’s budget includes \$1.75 billion in one-time funding for the second round of the Project Homekey program to “further develop a broader portfolio of housing needed to end homelessness through continued acquisitions and creation of new units.”²⁵ While the San Mateo County report does not explicitly recommend expanding Project Homekey, it does indicate that the program’s local data is useful for local efforts to serve vulnerable populations.

Alignment with State Task Force: N/A

Local Actions Taken to Date: N/A

Additional Shared Priorities

Upzoning for Priority Project Types

Overview: To encourage more housing development, particularly of affordable and “missing middle” workforce housing units, the San Francisco and Silicon Valley reports recommend upzoning strategic areas. The San Francisco report is focused on encouraging more multifamily housing development in low-density areas through upzoning. The Silicon Valley report recommends upzoning and rezoning transit corridors and underutilized commercial corridors to encourage mixed use developments. It also points to the opportunity to scale the construction of accessory dwelling units through updated land use policies.

Alignment with State Task Force: N/A

Local Actions Taken to Date: N/A

commercial corridors and for splitting lots in low-density areas and developing an emergency COVID-19 housing and prioritized transportation plan for infrastructure funding from public, private, and philanthropic sources.

Alignment with State Task Force: Although housing affordability is one of California’s biggest challenges, the State Task Force report does not include much mention of housing, except in two key instances. One is to encourage state policymakers to secure federal funding for more housing. The other shares that the State Task Force advocated to streamline aspects of the administrative process to facilitate more affordable housing development.

Local Actions Taken to Date: N/A

Administrative Review for Priority Project Types

Overview: To help reduce development barriers for housing projects, both the San Francisco and Silicon Valley reports call for administrative review for priority project types. Streamlining entitlement processes with administrative review will help to shorten timelines and reduce risks, both of which increase development costs and threaten project feasibility. The San Francisco report recommends adopting administrative review for affordable housing projects, which could be defined as either 100% affordable or exceeding the local inclusionary requirement by 15%. The Silicon Valley report recommends administrative review for multifamily housing projects in underutilized

State and Federal Policies

California State Budget

Typical Process and Timeline

On January 10 of each year, the Governor of California is required to submit a balanced budget proposal to the Legislature, detailing the spending plan for the upcoming fiscal year, which spans July 1 through June 30. The California Constitution requires that the budget proposal be “introduced in both the Assembly and the Senate as identical budget bills.”²⁶ The Assembly Budget Committee and the Senate Budget and Fiscal Review Committee are responsible for reviewing and revising the budget proposal. These committees are split into subcommittees that focus on broad subject matters of the proposal, such as Education or Health and Human Services.²⁷ Starting in March, each subcommittee holds hearings on the details of the Governor’s proposals and potential alternatives, giving the public just a few months to comment on and influence the multi-billion dollar budget before its required adoption on June 15.²⁸

In Mid-May, the Governor revises the budget proposal based on actual revenues from January through April. Following the May Revise, the Senate and Assembly subcommittees generally have a week or so to finalize their revised budget bills. The public needs to engage subcommittees early on in the budget process, as there is little opportunity to influence the budget following the May Revise.²⁹

Adjustments in the 2021 Budget Process

The unique challenges the state has faced over the last year has shifted the traditional balance of power that exists in the budget process. In January 2021, the Governor announced that he would like the Legislature to act on a set of emergency response strategies before June. Given the urgency in issues and timelines, it is likely that the budget subcommittees will be hosting fewer public hearings before mid-March, severely limiting the public’s opportunities to access the budget making process and provide input on policy priorities. This shift in the process will likely result in a concentration of decision-making power with the Legislative leadership, including the leaders of both houses and the chairs of each budget committee. Amongst the Legislative leadership are the Chairs of budget committees in Assembly and Senate: Phil Ting and Nancy Skinner, respectively, who both represent Bay Area districts.³⁰

Areas of Note in the Governor’s Proposed Budget

Based on the shared priorities across the four reviewed subregions (see Section V or Appendix A), a few policy and investment areas surface as initial opportunities for coordinated advocacy. One area is small business relief. The state will invest \$500 million into its relief fund to provide small businesses with grants of up to \$25,000. The state will prioritize funding distribution to historically underserved business groups and marginalized communities, as well as to

regions and industries most affected by shelter in place orders. The Bay Area can work with the state to ensure that these grants reach Bay Area small businesses, particularly those that could not access the federal business relief funds. The budget also includes some one-time funding for the childcare industry, however additional funding would be beneficial given the short- and long-term importance of this industry in supporting inclusive local economies and working families.³¹

As part of a series of housing and homelessness related allocations including infill infrastructure grants and low-income housing tax credits, the Governor's budget includes \$750 million for additional Project Homekey acquisitions. Project Homekey would continue as a competitive grants program requiring a local match. The Governor's request for early action includes \$250 million for Project Homekey funding to support local efforts currently underway.³² The budget also allocates funding toward workforce development in industries such as construction and forestry. While there are some shortcomings related to Medi-Cal eligibility, notable funding is allocated to improving Medi-Cal to better serve recipients by acknowledging the value of preventative and holistic support services like housing transition services.³³

Some urgent recommendations outlined in the Governor's budget have already been implemented. On January 29, 2021, the Governor signed legislation to extend the statewide eviction moratorium through June 30, 2021. SB 91 prohibits landlords from evicting tenants that have paid 25% of their rent between September 2020 and June 2021. It also allocates \$2.6 billion of federal rental assistance funds that California will receive towards creating a state rental assistance program. The program allows landlords to receive funding for up to 80% of a qualified tenant's

unpaid rent from April 1, 2020, to March 31, 2021, if they agree to forgive the remaining 20%. For landlords who choose not to participate in the program, tenants may apply individually, but the program would pay only 25% of unpaid rent owed from September 2020 to March 2021.³⁴

Federal Coronavirus Relief

President Joe Biden signed the American Rescue Plan Act (H.R. 1319) into law on March 11, 2021. The \$1.9 trillion bill provides an estimated \$27 billion in state fiscal relief for California, and an additional \$18.5 billion for local governments.³⁵ In addition to this broad relief, the bill allocates an additional \$2.2 billion in emergency rental assistance, \$1.2 billion in homeowner assistance, \$590 million in homelessness assistance funding, and provides \$3.8 billion to stabilize California's childcare sector and make child care more affordable for families.³⁶

Conclusion and Next Steps

Although the coronavirus and its effects still rage on, the pandemic will end. The opportunity before us all is to ensure that our region recovers from this upheaval in ways that restructure our economy to advance racial and social equity and that center the needs of the most marginalized people in our society. Leaders across the region have already started to align on issues of small business support, digital inclusion, cash assistance, and affordable housing. As the State and Federal governments determine relief and recovery packages in the coming weeks and months, there are opportunities for us to align as a region behind key priorities and harness the region's collective power to rebuild and regrow a Bay Area where everyone can thrive.

APPENDIX A. Aligned Recommendations Summary Table

The table on the following page shows the recommendations referenced in each of the local task force reports that inform the shared regional priorities in Section V. For example, for the Silicon Valley report, ‘2a’ in the table below refers to the report’s Recommendation 2a: “Expand emergency financial assistance programs and better enable vulnerable communities to access available support.” The San Mateo County report is different in that its 125 recommendations are outlined in nine categories. In the table below, recommendations are preceded by a three-letter acronym for the category to which it belongs. For example, MEN 1.1 in the table below refers to Recommendation 1.1: “1.1. Continue to provide emergency rental assistance to qualifying households that have been adversely affected by COVID-19,” in the category “Meet the Essential Needs for the County’s Most Vulnerable Populations.”

Local Task Force Reports:		Oakland	San Francisco	San Mateo County³⁷	Silicon Valley	State Task Force	BAHR!! Investment Guide
A. Small Business and Workforce Development							
Key Priorities	1. Culturally Competent Technical Assistance	1.3 / 2.1 / 4.2 / 4.5	3.1	RTS 1.1 / 1.2	3a / 3c	-	X
	2. Grants and (Forgivable or Low-Cost) Loans	1.2	1.6	SLB 2.1 / 2.2 / 4.3	3a	X	X
	3. Worker Safety	3.1	3.1 / 3.3	SLB 1.2 / 1.4-1.8 / 7.3	1c / 3b	-	-
Additional Shared Priorities	4. Access to Quality Jobs	5.3	1.6 / 2.1-2.4	PWN 1.1-1.6 / 2.1 / 3.1 / 3.2	2e	X	-
	5. Commercial Tenant and Landlord Advisory Services	1.1	4.5	-	-	-	X
	6. Equitable banking services	4.2	-	-	2b	X	-
	7. Streamlined permitting processes	4.1	1.2 / 4.4	SLB 5.3	3c	-	-
	8. Diversifying Procurement	1.2 / 4.4	1.4	-	3b	-	X
B. Community Development and Resiliency							
Key Priorities	1. Cash Assistance and Guaranteed Income	5.1	1.6	MEN 1.1-1.3, / 1.6-1.7	2a	-	X
	2. Digital Inclusion – Internet for All	4.3	1.6 / 5.5	BDD 1.1	4i / 4k	X	X
	3. Digital Inclusion – Computer and Device Donations	4.3	5.4	BDD 2.1 / 2.2	4j	X	-
	4. Digital Inclusion – Digital Literacy Support Services	4.3	5.6	BDD 3.1, 3.2, 4.1	3e / 4i / 4j	-	-
	5. Universal Childcare Access	5.2	1.8	PQS 1.3-1.9 / 2.3 / 3.1-3.4	2e	X	-
Additional Shared Priorities	6. Universal Healthcare	5.2	1.6	-	-	-	-
C. Affordable Housing and Tenant Protections							
Key Priorities	1. Forgivable Loans and Mortgage Forbearance	-	6.2	MEN 1.1-1.7 / 3.1-3.2	2f	-	-
	2. Project Homekey Hotel Conversions	-	7.4	MEN 2.1-2.5	2g	-	-
Additional Shared Priorities	3. Upzoning for Priority Project Types	-	6.3	-	4a	-	-
	4. Administrative Review for Priority Project Types	-	6.4	-	4a / 4e	-	-

APPENDIX B. Summaries of Other Recovery Related Efforts in the Region

The Bay Area Regional Health Inequities Initiative (BARHII) COVID-19 Equity Investment Guide

The Bay Area Regional Health Inequities Initiative (BARHII) released the COVID-19 Equity Investment Guide as a roadmap to help local leaders achieve an equitable recovery for everyone in the region. The initiative is a collaborative effort among 11 public health departments and over 200 community-based organizations across the Bay area. The investment guide builds upon the 4Rs principles listed below, which BARHII previously published:

1. Require Basic Health Protections for Workers
2. Rebuild Financial Stability for Families, Small Business, and Social Enterprises
3. Reconnect Communities and Protect Mental Wellness
4. Revolutionize the Status Quo to Protect People of Color

For each principle, the investment guide specifies key health equity issues that need to be addressed. For each health equity issue, the guide articulates clear recommendations, investment priorities, and best practice examples. The priorities raised in the investment guide range from job quality standards and worker protections to small business preservation, homelessness prevention, digital inclusion,

mental health services, and cash assistance for families, among other policy areas.

Oakland COVID-19 Racial Disparities Task Force Final Report and Action Plan

The Oakland COVID-19 Racial Disparities Task Force convened in April 2020 to discuss actions for alleviating the disproportional impacts of the COVID-19 crisis on communities of color. The committee consists of elected officials representing Oakland residents and executive leaders from local social enterprises. Implementing the task force action plan has transitioned to the Oakland Thrives Leadership Council.

Twelve recommendations have been organized into three categories: equitable care; social cohesion and racial equity; and universal access to basic needs. Each recommendation has a transformational goal, and a more detailed description of a 12-month priority action. Each recommendation also indicates the champion(s) for implementation. Two recommendations name specific state-level bills that need to be passed, one for expanded healthcare access and the other for data disaggregation of state data to better inform resource allocation. A handful of recommendations related to supporting families and people in meeting their basic needs in food, housing, and healthcare through federal funding, better food security backbone infrastructure, homelessness prevention, and

guaranteed income, among other priorities. Other recommendations related to more equitable contracting for meeting local needs, worker safety and productions, and enhancing social cohesion through community volunteerism and leadership.

County Plan Summary

All 58 counties in California designed their own County Plan for Targeted Equity Investments. These plans are continuously updated as the pandemic progresses and are tools for counties to eliminate disparities in levels of COVID-19 transmission that are often predetermined by socioeconomic factors. Counties have adopted data-driven approaches to locate neighborhoods and populations in need of support.

Alameda County

Alameda County has identified five (5) priority neighborhoods, where about 50% of COVID cases were reported in the county through 10/14/20. The County Public Health Department further discovered that the five neighborhoods have high preexisting health needs. Alameda County primarily focuses on improving contact tracing and health education through collaborations with community-based organizations. Furthermore, the equity plan also developed isolation support and care kits for under-resourced households placed in quarantine.

San Francisco County

San Francisco County combined the Health Place Index (HPI) and demographic data to determine communities that need additional COVID-19 resources. The data has revealed a significant overlap

between places already experiencing public health burdens and Latinx communities. The County has developed a series of equity strategies that primarily target three areas: 1) enhancing testing and tracing capacity, 2) strengthening community engagement, and 3) meeting basic community needs. The County has deployed Latinx mobile testing vehicles and the tracing team model in areas that reported the highest case numbers. The County is also working closely with community-based organizations to develop community-informed and culturally sensitive outreach materials for health education. Moreover, the County has invested in providing basic needs assistance in housing and food for the most affected communities. It has provided support to workforce development and small businesses in these neighborhoods as part of the community stabilization measures.

Santa Clara County

Santa Clara County utilized the Health Place Index (HPI) data, which revealed that the census tracts placed among the 4th HPI quartile account for 49% of the cumulative cases reported in the county. As part of the plan, the County has also incorporated a strong focus on providing resources and culturally sensitive materials for Latino communities. The County's plan focuses on expanding testing and tracing capacities, providing public health education, and strengthening the role of data in COVID responses. The County of Santa Clara has committed to creating an equitable and accessible testing system regardless of insurance and income status. The county has also collaborated with community-based organizations to conduct contact tracing and isolation support. In addition to expanding testing capacity and case tracing, the County has also invested in filling data gaps and relying on data-driven methods to better understand communities at risk.

Select Uses of CARES Act Funding by County

Overall, the receipt and distribution of CARES Act funding has not been transparent. The following provides insights into a sliver of the total funding counties received.

Alameda County

Alameda County received an initial \$291,634,022.20 from the March 2020 CARES Act.³⁸ In November 2020, the Board of Supervisors redirected \$5 million in CARES Act funds to provide \$5,000 one-time grants to eligible small businesses in the county.³⁹

San Francisco County/City

The City of San Francisco received \$153,823,502.50 in the initial allocation from the first CARES Act relief bill.⁴⁰

The first CARES Acts in March 2020 authorized the US Department of Housing and Urban Development (HUD) to provide additional funds such as Emergency Solutions Grants (ESG) to entitlement communities like the City and County of San Francisco. San Francisco received \$5,501,459 of ESG CARES Act funding in an initial round of distribution and \$43,605,003 in a second round. The county planned to spend both rounds of funding on homelessness services, homelessness prevention, and COVID-related public services. Specific measures funded include expanding services and operations for emergency shelters, purchasing PPE for staff members working at the shelters, and operating shelter in place hotels. The second round of funding was used in its entirety to

support services and operations at shelter in place hotels. The goal for the second round of funding was to serve 468 people, with the assumption that the average shelter in place hotel costs an estimated \$255 per person per night.⁴¹

Santa Clara County

Santa Clara County received \$158,099,959.50 from the first CARES Act relief bill. The county has allocated its CARES Act fund to provide assistances to small businesses, rent relief, food access and food distributions.⁴²

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