

# **Legacy Business Program Annual Report Fiscal Year 2016-17 (April 2016 through March 2017)**

**June 1, 2017**



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# EXECUTIVE SUMMARY

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This Legacy Business Program Annual Report for fiscal year 2016-17 (April 2016 through March 2017) is the first annual report on the Legacy Business Program of the City and County of San Francisco. It summarizes activities of the Legacy Business Program, including the following: major accomplishments, the Legacy Business Registry, business assistance services, the Legacy Business Historic Preservation Fund, the Program budget and major upcoming activities. Highlights are included below.

## Major Accomplishments

- Revised the Legacy Business Registry application and translated it into three languages.
- Hired a full-time Legacy Business Program Manager.
- Revised the Legacy Business Program website.
- Added 76 Legacy Businesses to the Legacy Business Registry.
- Issued the Business Assistance Grant for Legacy Businesses and approved 51 applications totaling \$399,000.
- Issued the Rent Stabilization Grant for landlords of Legacy Businesses.

## Legacy Business Registry

The Legacy Business Program received 154 nominations from the Mayor and members of the Board of Supervisors through March 31, 2017. The Program received 103 applications, and 76 businesses were added to the Legacy Business Registry.

<b>Fiscal Year</b>	<b>Number of Nominations Received</b>	<b>Number of Applications Received</b>	<b>Number of Businesses Listed on the Legacy Business Registry</b>
Fiscal Year 2015-16	71	31	0
Fiscal Year 2016-17 through March 31, 2017	83	72	76
<b>ANNUAL REPORT TOTAL</b>	<b>154</b>	<b>103</b>	<b>76</b>

## Business Assistance Services

The Legacy Business Program has been working with a team of technical assistance providers including the San Francisco Small Business Development Center (SBDC), Working Solutions and the Lawyers' Committee for Civil Rights (LCCR) to assist businesses in need of lease negotiation, real estate assistance, one-on-one business consulting and other small business challenges. In total, the Legacy Business Program has provided technical assistance to 26 unduplicated clients for a total of 273 hours. Additionally, the Legacy Business Program has worked with the SBDC to make business training workshops available to all Legacy Business clients, free of cost. Topics included, but were not limited to, marketing, financial management, QuickBooks training, access to capital and technology.

## Legacy Business Historic Preservation Fund

The Legacy Business Program approved Business Assistance Grants to all 51 of the 64 eligible Legacy Businesses that applied for the grant. The total amount approved for all grantees was \$399,000, and the average grant award was \$7,823.53 per grantee.

Business Assistance Grant	Number of Full-Time Equivalent Employees	Grant Amount
Total	798	\$399,000
Count	51	51
Average	15.65	\$7,823.53
Median	8.00	\$4,000.00

The Legacy Business Program received 2 Rent Stabilization Grants from landlords of Legacy Businesses through March 31, 2017. The grant applications totaled \$34,200.

Rent Stabilization Grant	Grant Amount Requested
Total	\$34,200
Count	2
Average	\$17,100

## Program Budget

Following is the estimated Legacy Business Program budget through fiscal year 2018-19. The level of interest in the Business Assistance Grant and Rent Stabilization Grant programs has been high. If the trend continues, grant awards may be lower than the allowable maximum beginning in fiscal year 2018-19 to accommodate the high demand.

Budget Year	Estimated Revenue	Estimated Expenses	Difference Between Revenue and Expenses	Carryforward to Next Fiscal Year
Fiscal Year 2016-17	\$1,273,623	\$695,469	\$578,154	\$501,850
Fiscal Year 2017-18	\$1,803,925	\$1,632,805	\$171,120	\$171,120
Fiscal Year 2018-19	\$1,483,650	\$1,483,650	\$0	\$0

## Major Upcoming Activities

- Marketing and branding for the Legacy Business Registry.
- Hiring of a full-time Business Assistance Project Manager at the SBDC.
- Issuing and processing Business Assistance Grants for fiscal year 2017-18.
- Processing Rent Stabilization Grants.
- Analyzing the impacts of, and addressing the demand for, the Legacy Business Program grants.
- Transferring the Legacy Business Program database into a custom-made database.
- Providing resources and training to Legacy Businesses for succession planning.
- Providing real estate technical assistance for Legacy Businesses.

# BACKGROUND

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The Legacy Business Program is a groundbreaking initiative to recognize and preserve longstanding, community-serving businesses that are valuable cultural assets to the City. San Francisco businesses – including retailers, restaurants, service providers, manufacturers, nonprofit organizations, and more – are the places that give the city its character. They're the bedrock of our communities and a draw for tourists from around the world. Preserving our legacy businesses is critical to maintaining what it is that makes San Francisco a special place.

## Background of the Legacy Business Program

A 2014 report by the City's Budget and Legislative Analyst's Office showed the closure of small businesses had reached record numbers in San Francisco. Commercial rents in most neighborhoods had risen significantly. The report drew connections between the city's high level of commercial evictions and skyrocketing rents. While rent control laws shield many residents from exorbitant rent hikes, no such laws exist for businesses. State law does not allow restrictions on commercial leases. An alternative effort to assist the city's legacy businesses was needed. Inspired by programs in cities such as Buenos Aires, Barcelona and London, Supervisor David Campos proposed legislation and a ballot proposition that would become the Legacy Business Program. It was introduced in two phases.

Phase one, which unanimously passed the Board of Supervisors in March 2015 and was signed by the Mayor on March 19, 2015, created the San Francisco Legacy Business Registry. To be listed on the Registry, businesses must be nominated by the Mayor or a member of the Board of Supervisors and determined by the Small Business Commission, after a noticed hearing, as having met the following criteria:

1. The business has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years.
2. The business has contributed to the neighborhood's history and/or the identity of a particular neighborhood or community.
3. The business is committed to maintaining the physical features or traditions that define the business, including craft, culinary or art forms.

Phase two asked voters to create the Legacy Business Historic Preservation Fund, first-of-its-kind legislation that provides grants to both Legacy Business owners and property owners who agree to lease extensions with Legacy Business tenants.

Proposition J, establishing the Legacy Business Historic Preservation Fund, was approved by voters in November 2015, with 56.97 percent in favor and 43.03 percent opposed.

## The Legacy Business Program in the San Francisco Administrative Code

In the San Francisco Administrative Code, the Legacy Business Registry and the Legacy Business Historic Preservation Fund are addressed in sections [2A.242](#) and [2A.243](#), respectively.

# MAJOR ACCOMPLISHMENTS

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Following are major accomplishments for the Legacy Business Program from April 1, 2016, through March 31, 2017:

- Revised the Legacy Business Registry application and had it translated into Spanish, Chinese and Tagalog.
- Hired a full-time Legacy Business Program Manager, Richard Kurylo, who began working on July 5, 2016.
- Revised the Legacy Business Program website: <http://sfosb.org/legacy-business>.
- Began reviewing Legacy Business Registry applications and added 76 businesses to the Registry.
- Issued the Business Assistance Grant for Legacy Businesses, reviewed and approved 51 applications totaling \$399,000, set up applicants as vendors with the City and County of San Francisco and processed and paid grants.
- Issued the Rent Stabilization Grant for landlords of Legacy Businesses, received applications to be reviewed and set up applicants as vendors with the City and County of San Francisco.

# LEGACY BUSINESS REGISTRY

The purpose of the Legacy Business Registry is to recognize and preserve longstanding, community-serving businesses that are valuable cultural assets to the City. The Registry is a tool for providing educational and promotional assistance to Legacy Businesses to encourage their continued viability and success.

Nominations for the Registry are made by the Mayor or a member of the Board of Supervisors on an ongoing basis. Nominations are limited to a total of 300 businesses per fiscal year (July 1 through June 30). Businesses that are nominated for inclusion on the Registry and wish to be included on the Registry must pay a one-time non-refundable administrative fee of \$50 to offset the costs of administering the program.

## Nominations, Applications and Business Listed on the Registry

The following table shows the number of nominations received, the number of applications received and the number of businesses listed on the Legacy Business Registry for fiscal year 2015-16 and the first three quarters of fiscal year 2016-17.

### EXHIBIT 1: Number of Nominations, Applications and Legacy Businesses by Quarter

Quarter	Number of Nominations Received	Number of Applications Received	Number of Businesses Listed on the Legacy Business Registry
2015 Quarter 3: July through September	0	NA <sup>1</sup>	0
2015 Quarter 4: October through December	2	NA <sup>1</sup>	0
2016 Quarter 1: January through March	21	NA <sup>1</sup>	0
2016 Quarter 2: April through June	48	NA <sup>1</sup>	0
<b>Subtotal Fiscal Year 2015-16</b>	<b>71</b>	<b>31</b>	<b>0</b>
2016 Quarter 3: July through September	22	28	19
2016 Quarter 4: October through December	37	29	45
2017 Quarter 1: January through March	24	15	12
<b>Subtotal Fiscal Year 2016-17 Through March 31, 2017</b>	<b>83</b>	<b>72</b>	<b>76</b>
<b>ANNUAL REPORT TOTAL</b>	<b>154</b>	<b>103</b>	<b>76</b>

Note:

<sup>1</sup>Data by quarter is not available for fiscal year 2015-16.

## Legacy Businesses

The following table indicates the 76 Legacy Businesses that were placed on the Legacy Business Registry through March 31, 2017. The businesses are in alphabetical order, and only their main business addresses are listed. For a current list of all Legacy Businesses, including multiple San Francisco business locations for applicable businesses, please visit the Office of Small Business' website at <http://sfosb.org/legacy-business/registry>.

### EXHIBIT 2: Legacy Businesses as of March 31, 2017

Legacy Business	Main Business Address	District	Nominator	Date Placed on Registry
Acción Latina	2958 24th St.	9	Edwin Lee	3/27/2017
Anchor Oyster Bar	579 Castro St.	8	Scott Wiener	11/14/2016
Arrow Stamp and Coin Company	2395 21st Ave.	4	Katy Tang	12/12/2016
ArtHaus Gallery, LLC	411 Brannan St.	6	Jane Kim	2/27/2017
Bay Area Video Coalition, Inc.	2727 Mariposa St., Second Floor	9	Edwin Lee	11/28/2016
Blue Bear School of Music	2 Marina Blvd.	2	Mark Farrell	11/28/2016
Books Inc.	1501 Vermont St.	10	Mark Farrell	2/27/2017
Booksmith, The	1644 Haight St.	5	London Breed	10/3/2016
Bo's Flowers Stand	1520 Market St.	5	Jane Kim	11/28/2016
Boudin Bakery	50 Francisco St., Suite 200	3	Edwin Lee	3/27/2017
Brazen Head, The	3166 Buchanan St.	2	Mark Farrell	8/22/2016
Britex Fabrics	146 Geary St.	3	Aaron Peskin	12/12/2016
Brownies Hardware	1563 Polk St.	3	Aaron Peskin	1/9/2017
Café du Nord	2170 Market St.	8	Scott Wiener	11/28/2016
Café International	508 Haight St.	5	London Breed	11/14/2016
Caffe Trieste	601 Vallejo St.	3	Aaron Peskin	11/28/2016
Cartoon Art Museum of California	781 Beach St. <sup>2</sup>	2	Edwin Lee	11/28/2016
Castro Country Club	4058 18th St.	8	Scott Wiener	11/28/2016
City Lights Booksellers and Publishers	261 Columbus Ave.	3	Aaron Peskin	11/14/2016
Clarion Music Center	816 Sacramento St.	3	Aaron Peskin	12/12/2016
Cole Hardware	956 Cole St.	5	London Breed	11/28/2016
Community Boards	601 Van Ness Ave., Suite 2040	5	London Breed	8/8/2016

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Legacy Business	Main Business Address	District	Nominator	Date Placed on Registry
Cove on Castro, The	434 Castro St.	8	Scott Wiener	12/12/2016
Dance Brigade	3316 24th St.	9	David Campos	12/12/2016
Doc's Clock	2575 Mission St.	9	David Campos	8/22/2016
Dog Eared Books	900 Valencia St.	9	David Campos	10/3/2016
EROS: The Center for Safe Sex	2051 Market St.	8	Jane Kim	11/14/2016
Escape From New York Pizza	1737 Haight St.	5	London Breed	10/24/2016
Faxon Garage	545 Faxon Ave.	7	Norman Yee	3/27/2017
FLAX art & design	Fort Mason Center, 2 Marina Blvd, Building D	2	Jane Kim	2/13/2017
Galeria de la Raza (Galeria Studio 24)	2851 24th St.	9	Edwin Lee	11/28/2016
Gilmans Kitchens and Baths	228 Bayshore Blvd.	9	David Campos	8/8/2016
Golden Bear Sportswear	200 Potrero Ave.	10	Edwin Lee	11/28/2016
Golden Gate Fortune Cookies	56 Ross Alley	3	Aaron Peskin	12/12/2016
Good Vibrations	603 Valencia St.	9	David Campos	1/9/2017
Green Apple Books	506 Clement St.	1	Eric Mar	10/3/2016
Gypsy Rosalie's Wigs & Vintage	1457 Powell St.	3	Aaron Peskin	10/24/2016
Hamburger Haven	800 Clement St.	1	Eric Mar	12/12/2016
Henry's House of Coffee	1618 Noriega St.	4	Katy Tang	10/3/2016
Image Conscious	147 Tenth St.	6	Jane Kim	8/22/2016
Instituto Familiar de la Raza	2919 Mission St.	9	David Campos	11/14/2016
Joe's Ice Cream	5420 Geary Blvd.	1	Eric Mar	1/9/2017
Lone Star Saloon	1354 Harrison St.	6	Jane Kim	8/8/2016
Luxor Cab Company	2230 Jerrold Ave.	10	Jane Kim	11/14/2016
Macchiarini Creative Design and Metalworks	1544 Grant Ave.	3	Aaron Peskin	8/8/2016
Mission Neighborhood Health Center	240 Shotwell St.	9	David Campos	8/22/2016
Moby Dick	4049 18th St.	8	David Campos	8/22/2016
Navarro's Kenpo Karate Studio	860 Geneva Ave. <sup>3</sup>	11	David Campos	12/12/2016

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Legacy Business	Main Business Address	District	Nominator	Date Placed on Registry
Oddball Films	275 Capp St.	9	David Campos	10/24/2016
Pacific Café	7000 Geary Blvd.	1	Eric Mar	8/8/2016
Papenhausen Hardware	32 West Portal Ave.	7	Norman Yee	11/14/2016
Pier 23 Café	Pier 23 The Embarcadero	3	Aaron Peskin	8/22/2016
Precita Eyes Muralists	2981 24th St.	9	David Campos	8/8/2016
Project Open Hand	730 Polk St.	6	Jane Kim	12/12/2016
Real Food Company	2140 Polk St.	3	Rescinded on 2/23/17; Formerly Aaron Peskin <sup>4</sup>	2/13/2017
Retro Fit Vintage	910 Valencia St.	8	David Campos	3/27/2017
Rolo San Francisco, Inc.	1301 Howard St.	8	Scott Wiener	2/13/2017
Roxie Theater	3125 16th St.	8	Scott Wiener	8/22/2016
Ruby's Clay Studio & Gallery	552A Noe St.	8	Scott Wiener	8/22/2016
Sacred Grounds Café, The	2095 Hayes St.	5	London Breed	12/12/2016
Sam Jordan's Bar	4004 3rd St.	10	Edwin Lee	12/12/2016
Sam Wo Restaurant	713 Clay St.	3	Aaron Peskin	11/14/2016
Sam's Gill and Seafood Restaurant	374 Bush St.	3	Aaron Peskin	11/28/2016
San Francisco Heritage	2007 Franklin St.	2	Mark Farrell	11/28/2016
San Francisco Prosthetic Orthotic Service	330 Divisadero St.	5	London Breed	12/12/2016
SF Party	939 Post St.	6	Jane Kim	8/22/2016
Specs' 12 Adler Museum Café	12 Saroyan Place	3	Aaron Peskin	8/8/2016
St. Francis Fountain	2801 24th St.	9	David Campos	11/14/2016
Stud Bar, The	399 9th St.	6	Jane Kim	11/28/2016
Toy Boat Dessert Café	401 Clement St.	1	Eric Mar	8/8/2016
Twin Peaks Auto Care	598 Portola Dr.	7	Norman Yee	8/22/2016
Two Jack's Nik's Place Seafood	401 Haight St.	5	London Breed	8/8/2016
Valencia Whole Foods	999 Valencia St.	9	David Campos	12/12/2016

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Legacy Business	Main Business Address	District	Nominator	Date Placed on Registry
VIP Coffee and Cake Shop	671 Broadway	3	Aaron Peskin	12/12/2016
Zam Zam	1633 Haight St.	5	London Breed	12/12/2016
Zeitgeist	199 Valencia St.	8	David Campos	10/3/2016

Notes:

<sup>2</sup>The original business address of Cartoon Art Museum when added to the Registry was 275 5th Street, Suite 303 in District 6.

<sup>3</sup>The original business address of Navarro's Kenpo Karate Studio when added to the Registry was 3470 Mission St. in District 9.

<sup>4</sup>The nomination for Real Food Company was rescinded by the nominator after the Legacy Business was placed on the Registry. Rescinding a nomination after placement on the Registry does not remove a Legacy Business from the Registry.



*The Stud Collective, May 2017. (Photo Credit: Shot in the City)*

### Legacy Businesses Per Nominator

The following table indicates the number of nominations for each nominator for the 76 Legacy Businesses that were placed on the Legacy Business Registry through March 31, 2017. The table lists the nominators from greatest to least number of nominations.

#### EXHIBIT 3: Legacy Businesses Per Nominator as of March 31, 2017

Nominator	Number of Legacy Businesses
Supervisor David Campos	15
Supervisor Aaron Peskin	13
Supervisor Jane Kim	10
Supervisor London Breed	9
Mayor Edwin Lee	7
Supervisor Scott Wiener	7
Supervisor Eric Mar	5
Supervisor Mark Farrell	4
Supervisor Norman Yee	3
Supervisor Katy Tang	2
Rescinded; Formerly Supervisor Aaron Peskin	1
<b>TOTAL</b>	<b>76</b>
<b>AVERAGE</b>	<b>7</b>

### Legacy Businesses Per District

The following table indicates the number of Legacy Businesses per supervisorial district for the 76 Legacy Businesses that were placed on the Legacy Business Registry through March 31, 2017. The table lists the district for the main business address for each Legacy Business even if the Legacy Business has multiple locations included on the Registry.

#### EXHIBIT 4: Legacy Businesses Per District as of March 31, 2017

Supervisorial District	Number of Legacy Businesses
1	5
2	5
3	15
4	2
5	10

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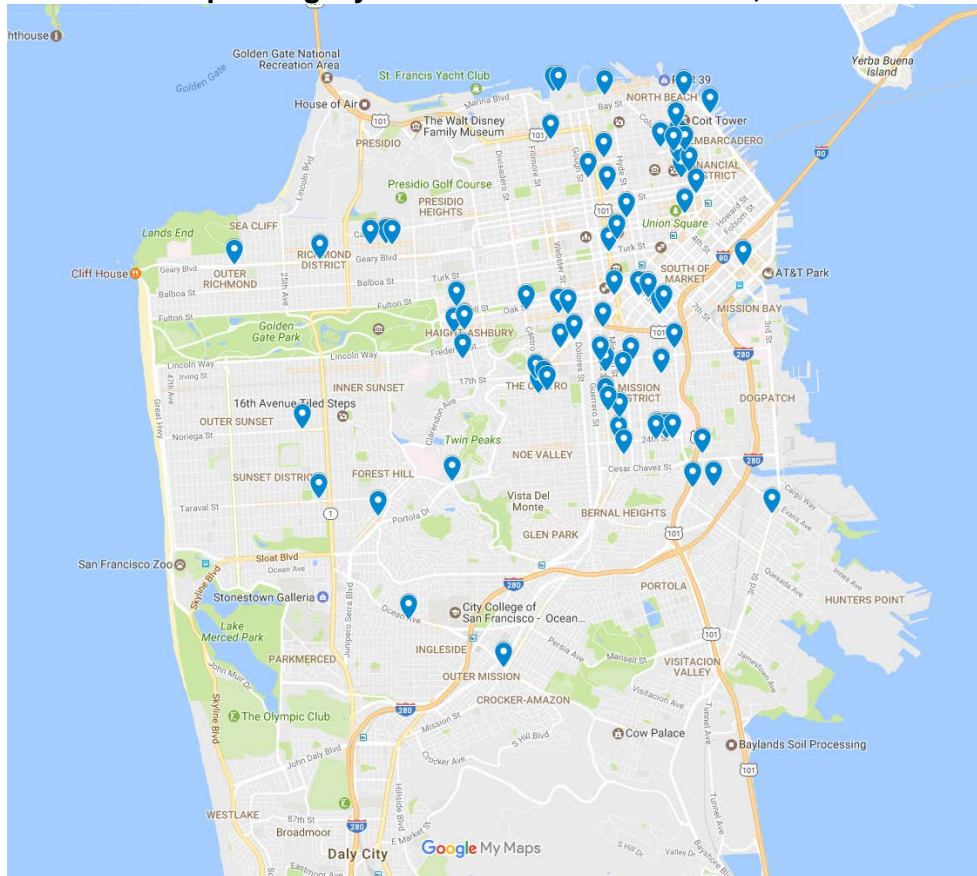
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Supervisory District	Number of Legacy Businesses
6	6
7	3
8	11
9	14
10	4
11	1
<b>TOTAL</b>	<b>76</b>
<b>AVERAGE</b>	<b>7</b>

### Map of Legacy Businesses

The following map shows the main locations for the 76 Legacy Businesses that were placed on the Legacy Business Registry through March 31, 2017. For a current map of all Legacy Businesses, please visit the following website: [https://drive.google.com/open?id=1frl3u5gtCKQYyck-hgkaQ45\\_nlo&usp=sharing](https://drive.google.com/open?id=1frl3u5gtCKQYyck-hgkaQ45_nlo&usp=sharing)

**EXHIBIT 5: Map of Legacy Businesses as of March 31, 2017**



# BUSINESS ASSISTANCE SERVICES

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## SUMMARY OF SERVICES

### Summary

The Legacy Business Program has been working with a team of technical assistance providers including the San Francisco Small Business Development Center (SBDC), Working Solutions and the Lawyers' Committee for Civil Rights (LCCR) to assist businesses in need of lease negotiation, real estate assistance, one-on-one business consulting and other small business challenges. In total, the Legacy Business Program has provided technical assistance to 26 unduplicated clients for a total of 273 hours. Additionally, the Legacy Business Program has worked with the SBDC to make business training workshops available to all Legacy Business clients, free of cost. Topics included, but were not limited to, marketing, financial management, QuickBooks training, access to capital and technology.

### EXHIBIT 6: Business Assistance Provided through March 31, 2017

Number of Unduplicated Legacy Businesses Provided Business Assistance	Number of Unduplicated Legacy Applicants Provided Business Assistance	Hours of Assistance Provided
21	5	273

### Client Needs

Businesses were referred to partner agencies to receive assistance with their Legacy Business application. Businesses were paired with an advisor to complete the form, collect back-up documentation, complete the business narrative and submit the complete packet for review. Similarly, businesses were referred to technical assistance providers to help clients complete and submit their Legacy Business Assistance Grant application.

Other businesses were referred to partner agencies due to immediate challenges threatening business operations, including the risk of displacement, insufficient cash, low revenue, poor cash flow and legal challenges. Such business were often paired with a team of advisors to address multiple threats at once. For example, some businesses worked with a marketing advisor to help increase sales, a financial management consultant to help with financial planning and cost control, a real estate agent to help relocate the business and a legal expert to help with legal threats. Other areas of need include business plan assistance, human resource support and accounting.

Some Legacy Business clients sought out technical assistance without a direct referral. These businesses attended SBDC's training workshops or requested one-on-one consulting from technical assistance providers. Training workshops are provided free of cost and cater to existing businesses looking to grow or implement proper business practices that promote long-term sustainability. Other businesses requested one-on-one consulting services from technical assistance providers to address specific concerns, including marketing, financial management, navigating city agencies, accounting, strategy, real estate assistance, lease negotiation, access to capital or assistance with the Legacy Business Program.

**EXHIBIT 7: Business Assistance Provided by Working Solutions as of March 31, 2017, for Legacy Business Registry Applications and Legacy Business Program Grants**

Legacy Business or Legacy Business Registry Applicant	Type of Assistance Provided	Hours of Assistance Provided
Bo's Flower Stand	Registry Application: Narrative Assistance	2.00
Brownies Hardware	Registry Application: Narrative Assistance and Media Compilation	1.50
Cal's Automotive Center	Registry Application: Narrative Assistance	2.50
Canessa Gallery	Registry Application: Narrative Assistance	1.00
Ermico Enterprises	Registry Application: Narrative Assistance	4.00
Gino and Carlo	Registry Application: Narrative Assistance	2.00
Good Vibrations	Registry Application: Narrative Assistance	1.50
Great American Music Hall	Registry Application: Narrative Assistance	2.00
Long Boat Jewelry	Registry Application: Narrative Assistance	2.50
Navarro's Kenpo Karate Studio	Registry Application: Narrative Assistance; Rent Stabilization Grant Assistance	2.00
Rolo San Francisco	Registry Application: Narrative Assistance and Media Compilation	2.50
Sam Jordan's Bar	Registry Application: Narrative Assistance; Business Assistance Grant Assistance	2.50
San Francisco Eagle Bar	Registry Application: Narrative Assistance	2.50
SB40/Carmen's	Registry Application: Narrative Assistance	4.00
Zam Zam	Registry Application: Narrative Assistance	2.00
	<b>TOTAL</b>	<b>34.50</b>

## CASE REPORTS

### Case Report: Navarro's Kenpo Karate Studio

#### *It's a Family Affair*

For the last 51 years, the Navarro family has been an anchor in the Mission District. Their Navarro Kenpo Karate Studio, commonly known as Navarro's Martial Arts Academy, has taught thousands of students – both youth and adults – over all those years. It's no wonder that when Carlos and his daughter Rubie walk down the streets of the Mission they are warmly greeted by people they know.

Carlos Navarro, a Supreme Great Grand Master and a high level black belt in Kenpo Karate, started his business in 1966 out of his garage. He soon outgrew the garage as word of mouth began to spread. Carlos moved to a location in the Mission in the 1970s where the Navarro studio grew quite quickly and became well known within the world of martial arts. The Academy teaches Kenpo Karate, Muay Thai, Eskrima, cardio kickboxing, weightlifting, aerobics, yoga, Zumba, Self-Defense for Women and Jiu-Jitsu.

Carlos is known as the “Professor,” and some of his family members have appeared in movies and music videos. They even did voiceovers for some television episodes of Sesame Street. Some of Carlos’ students have gone on to become masters and perform as stuntmen in movies or work in security protecting celebrities or have joined the police force.

Other Navarro family members are involved in the business, making it truly a family affair. Elba, Carlos’ wife, does the bookkeeping. His son Frank is an instructor, and his daughter Elvira produces the awards for the many competitions Navarro’s students participate in.

Throughout his career, Carlos has worked with youth to teach them fitness, discipline, respect and confidence, and keep them away from drugs and gang activity. His hard work has not gone unnoticed. Mayors Joseph Alioto, Dianne Feinstein and Frank Jordan; Supervisors Harvey Milk and David Campos; State Assemblymember David Chiu; State Senator Mark Leno and others have honored Carlos for the work he has done within the community. Recently, on May 8, 2017, Carlos was honored again by the University of San Francisco’s School of Management with the Gellert Award which is bestowed on family-owned businesses who have done outstanding work within the community.

The Navarro studio had occupied two Mission Street locations and was forced out of its last location due to an incredibly high rent increase in December 2016. At one point, Carlos and Rubie thought they would have to close the business. Thanks to the Legacy Business Program, the SF Shines program, the hard work of Working Solutions’ Iris Lee and John Rodriguez, and the SBDC’s Jim Nguyen and Valerie Camarda and its Director Angel Cardoz, Navarro’s is back on track to continue its good work in the community. Now, happily ensconced at 960 Geneva Ave., the brand new studio shines with a beautiful new well-equipped studio. New students are lining up to enroll, while past students are re-enrolling and bringing their own children to reap the benefits Navarro’s has to offer.

### **Case Report: Zam Zam**

#### *The Legendary Martini on Haight Street*

Zam Zam is a Haight Street cocktail establishment featuring a curved bar serving classic cocktails complete with a vintage cash register, mural and jukebox. The bar has a distinct Persian theme to it and has been operating in the Upper Haight District of San Francisco since 1941.

As a long-term cocktail bar feeling the pressures of increasing rents in San Francisco, Zam Zam sought out to be listed on the Legacy Business Registry in order to take advantage of available funds and also gain recognition through the program. Zam Zam was connected to the Retention & Relocation Program at Working Solutions to assist with their Legacy Business Registry application.

Zam Zam has a very thorough and storied history in the Upper Haight District and was a natural fit for the Legacy Business Program. When completing the application, it became apparent that some extra work needed to be put into the Historical Narrative section, which details the story and legacy of the establishment and makes the case for its inclusion on the Registry. Working Solutions assisted the client with compiling the Historical Narrative by sitting down with owner Robert Clarke and discussing the history and significance of the bar and outlining reasons why the Upper Haight’s character would be forever changed without it.

Once the Historical Narrative was completed, the application was submitted to the Legacy Business Program for review. Zam Zam’s application received a positive recommendation from the Historic Preservation Committee and was added to the Legacy Business Registry by the Small Business



Commission on December 12, 2016. Zam Zam is eligible to apply for an annual Business Assistance Grant, and their landlord is eligible to apply for a Rent Stabilization Grant if Zam Zam is provided with a long-term lease.

### **Case Report: The Stud**

#### *Here to Stay*

One of San Francisco's oldest and legendary gay bars, The Stud, was on the verge of closing last summer when their building was sold, and the business owner, Michael McHelhaney, faced a 300 percent rent hike. After decades of managing the business, Michael decided to sell the business and move out of the city.

In response to community outcry, a collective of 15 members, including artists, performers, business managers and community members, came together to help overcome the business challenges and save the iconic bar. The team worked tirelessly to establish a worker-owned cooperative, secure funding, negotiate a lease and purchase the business. Their efforts would not only help combat the economic forces that are forcing many small businesses out of San Francisco, but they would also help preserve a historic and valuable anchor business for the Tenderloin/SOMA LGBT Heritage District while retaining existing jobs in the community.

The Stud worked closely with the San Francisco Small Business Development Center (SBDC) and Working Solutions to help overcome many of these challenges. The SBDC paired The Stud with a Financial Management advisor to help the collective develop a financial plan, identify capital needs and support management with financial decisions. The Stud was also paired with a Business Plan and a Human Resources advisor to help the team write a business plan and better understand the regulatory requirements when hiring employees. Finally, The Stud worked with consultants from Working Solutions to help The Stud negotiate a lease, apply for the Legacy Business Registry and navigate the local license and permits process.

Thanks to the collective's passion, hard work, and wholehearted commitment to keeping the 50-year legacy alive, the team was able to secure the funding necessary to purchase the business, negotiate a new lease and help current employees keep their existing jobs. Moreover, the team was able to secure their Legacy Business status, which will help The Stud access local grants to further their business retention efforts.

The Stud continues to work with the SBDC and Working Solutions to help ensure the long-term sustainability of the business. It is their spirit of collaboration, artistry, community and perseverance, which is so uniquely San Francisco, that has helped the business overcome many challenges in the past and will help the collective continue their legacy for many more years to come.

# **LEGACY BUSINESS HISTORIC PRESERVATION FUND**

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The purpose of the Legacy Business Historic Preservation Fund is to maintain San Francisco's cultural identity and to foster civic engagement and pride by assisting long-operating businesses to remain in the city.

Long-operating businesses in San Francisco foster civic engagement and pride as neighborhood gathering spots, and contribute to San Francisco's cultural identity.

In San Francisco's current economic climate, many otherwise successful, long-operating businesses are at risk of displacement, despite continued value to the community and a record of success.

In recent years, San Francisco has witnessed the loss of many long-operating businesses because of increased rents or lease terminations.

To the extent that property owners have little incentive to retain longstanding tenants, a long-operating business that does not own its commercial space or have a long-term lease is particularly vulnerable to displacement. A viable strategy for securing the future stability of San Francisco's long-operating businesses is to provide incentives for them to stay in the community, and incentives for their landlords to enter into long-term leases with such businesses.

Through the Legacy Business Historic Preservation Fund, Legacy Businesses on the Registry may receive Business Assistance Grants of \$500 per full-time equivalent employee per year, while landlords who extend the leases of such businesses for at least 10 years may receive Rent Stabilization Grants of \$4.50 per square foot of space leased per year. The business grants are capped at \$50,000 annually; the landlord grants are capped at \$22,500 a year.

## **BUSINESS ASSISTANCE GRANT**

Business Assistant Grants are used to promote the long-term stability of Legacy Businesses and help them remain in San Francisco. The grant pays up to \$500 per full-time equivalent employee (FTE) per year up to a maximum of 100 FTEs.

“Full-time equivalent employees” are defined as the number of employees employed in San Francisco by a Legacy Business as of the immediately preceding June 30, which is determined by adding, for each employee employed as of that date, the employee's average weekly hours over the preceding 12 months (July 1-June 30), dividing the result by 40, and rounding to the nearest full employee.

For fiscal year 2016-17, the Business Assistance Grant application deadline was extended from September 30 to December 15, which increased the number of eligible applicants from 19 to 64. Of the 64 Legacy Businesses as of December 15, 2016, a total of 51 applied for a Business Assistance Grant. The average applicant had 15.65 FTEs and received a grant of \$7,823.53, totaling \$399,000 for all grantees.

For more information about the Business Assistance Grant, please visit <http://sfosb.org/legacy-business/businessgrant>.

## Business Assistance Grant Awards

The following indicates Business Assistance Grant awards for fiscal year 2016-17, including the name of the recipient, the number of FTEs, the grant amount and the proposed use of funds.

### EXHIBIT 8: Business Assistance Grant Awards for Fiscal Year 2016-17

Legacy Business	Number of FTEs	Grant Amount	Proposed Use of Funds	
Anchor Oyster Bar	11	\$5,500	Tenant Improvements	\$5,500
Arrow Stamp & Coin Co.	1	\$500	Inventory	\$500
Bay Area Video Coalition, Inc. <sup>5</sup>	25	\$12,500	Rent	\$12,500
Blue Bear School of Music <sup>5</sup>	9	\$4,500	Marketing/Promotion	\$4,500
Booksmith, The	10	\$5,000	Equipment/Technology	\$5,000
Bo's Flower Stand	1	\$500	Rent	\$500
Brazen Head	11	\$5,500	Rent	\$5,500
Cafe International	1	\$500	Rent	\$500
Caffe Trieste	7	\$3,500	Tenant Improvements	\$3,500
Cartoon Art Museum <sup>5</sup>	3	\$1,500	Human Resources	\$1,500
City Lights Booksellers and Publishers	17	\$8,500	Façade Improvements Marketing/Promotion	\$7,929 \$571
Clarion Music Center	3	\$1,500	Rent	\$1,500
Cole Hardware	75	\$37,500	Rent	\$37,500
Community Boards <sup>5</sup>	2	\$1,000	Marketing/Promotion	\$1,000
Doc's Clock	3	\$1,500	Tenant Improvements	\$1,500
Dog Eared Books	11	\$5,500	Tenant Improvements	\$5,500
EROS: The Center for Safe Sex	6	\$3,000	Marketing/Promotion	\$3,000
Escape from New York Pizza	76	\$38,000	Tenant Improvements	\$38,000
Gilman's Kitchens and Baths	12	\$6,000	Rent	\$6,000
Golden Bear Sportswear	22	\$11,000	Human Resources	\$11,000
Golden Gate Fortune Cookies	2	\$1,000	Equipment/Technology	\$1,000
Green Apple Books	32	\$16,000	Associate Membership Rent Tenant Improvements	\$2,100 \$233 \$13,667
Gypsy Rosalie's Wigs and Vintage	1	\$500	Façade Improvements	\$500
Hamburger Haven	5	\$2,500	Rent	\$2,500
Henry's House of Coffee	8	\$4,000	Tenant Improvements	\$4,000

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Legacy Business	Number of FTEs	Grant Amount	Proposed Use of Funds	
Image Conscious	10	\$5,000	Façade Improvements	\$5,000
Lone Star Saloon	2	\$1,000	Rent	\$1,000
Luxor Cab Company	22	\$11,000	Marketing/Promotion Rent	\$1,000 \$10,000
Macchiarini Creative Design and Metalworks	3	\$1,500	ADA Improvements Archiving Tenant Improvements	\$250 \$250 \$1,000
Mission Neighborhood Health Center <sup>5</sup>	100	\$50,000	Tenant Improvements	\$50,000
Moby Dick	8	\$4,000	Equipment/Technology Human Resources	\$3,000 \$1,000
Navarro's Kenpo Karate Studio	1	\$500	Rent	\$500
Oddball Films	2	\$1,000	Equipment/Technology	\$1,000
Pacific Café	9	\$4,500	Rent	\$4,500
Papenhausen Hardware	8	\$4,000	Equipment/Technology Marketing/Promotion Tenant Improvements	\$1,400 \$1,000 \$1,500
Pier 23 Café	38	\$19,000	Tenant Improvements	\$19,000
Precita Eyes Muralists <sup>5</sup>	5	\$2,500	Rent	\$2,500
Project Open Hand <sup>5</sup>	97	\$48,500	Façade Improvements Tenant Improvements	\$23,500 \$25,000
Roxie Theater <sup>5</sup>	10	\$5,000	Rent	\$5,000
Sacred Grounds Café	4	\$2,000	Rent	\$2,000
Sam Jordan's Bar	3	\$1,500	Tenant Improvements	\$1,500
Sam Wo Restaurant	19	\$9,500	Marketing/Promotion Tenant Improvements	\$6,300 \$3,200
Sam's Grill and Seafood Restaurant	23	\$11,500	Rent	\$11,500
San Francisco Prosthetic Orthotic Service	13	\$6,500	Human Resources	\$6,500
SF Party	16	\$8,000	Tenant Improvements	\$8,000
Specs 12 Adler Museum & Café	3	\$1,500	Tenant Improvements	\$1,500
St. Francis Fountain	11	\$5,500	Tenant Improvements	\$5,500
Toy Boat Dessert Café	4	\$2,000	Façade Improvements Tenant Improvements	\$1,000 \$1,000

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Legacy Business	Number of FTEs	Grant Amount	Proposed Use of Funds	
Valencia Whole Foods	6	\$3,000	Façade Improvements	\$3,000
Zam Zam	2	\$1,000	Tenant Improvements	\$1,000
Zeitgeist	25	\$12,500	Equipment/Technology	\$12,500
<b>TOTAL</b>	<b>798</b>	<b>\$399,000</b>		<b>\$399,000</b>
<b>COUNT</b>	<b>51</b>	<b>51</b>		
<b>AVERAGE</b>	<b>15.65</b>	<b>\$7,823.53</b>		
<b>MEDIAN</b>	<b>8.00</b>	<b>\$4,000.00</b>		
<b>FOR-PROFIT AVERAGE</b>	<b>12.72</b>	<b>\$6,360.47</b>		
<b>NONPROFIT AVERAGE</b>	<b>31.38</b>	<b>\$15,687.50</b>		

Note:

<sup>5</sup>Nonprofit organization.

### Proposed Use of Funds

Consistent with the purpose of the Legacy Business Historic Preservation Fund as set forth in Administrative Code section 2A.243(a), Business Assistance Grant funds shall be used only to promote the long-term stability of Legacy Businesses or to help Legacy Businesses remain in San Francisco. The following table is a summary of how applicants intend to use the grant funds to support the continuation of their businesses as a Legacy Businesses.

### EXHIBIT 9: Proposed Use of Business Assistance Grant Funds for Fiscal Year 2016-17

Proposed Use of Funds	Amount	Percent of Total
Archiving	\$250	0.06%
Associate Membership	\$2,100	0.53%
Equipment/Technology	\$23,900	5.99%
Façade Improvements	\$40,929	10.26%
Human Resources	\$20,000	5.01%
Inventory	\$500	0.13%
Marketing/Promotion	\$17,471	4.38%
Rent	\$103,733	26.00%
Tenant Improvements	\$189,867	47.59%
<b>TOTAL</b>	<b>\$399,000</b>	<b>100.00%<sup>6</sup></b>

Note:

<sup>6</sup>Percentage does not sum to 100 percent due to rounding.

# RENT STABILIZATION GRANT

The Rent Stabilization Grant (<http://sfosb.org/legacy-business/rentgrant>) is used to provide an incentive for landlords to enter into long-term leases with Legacy Businesses.

Per San Francisco Administrative Code section 2A.243(c)(1), “Subject to the budgetary and fiscal provisions of the City Charter, the Office of Small Business shall award an annual grant to a landlord that, on or after January 1, 2016, enters into an agreement with a Legacy Business that leases real property in San Francisco to the Legacy Business for a term of at least 10 years or extends the term of the Legacy Business's existing lease to at least 10 years, for each year of a lease entered into on or after January 1, 2016, or each year that was added to an existing lease on or after January 1, 2016 (e.g., an existing five-year lease that is extended to 20 years on January 1, 2016 would entitle the landlord to 15 years of grants).”

The Rent Stabilization Grant was issued on Monday, February 27, 2017. The following table indicates Rent Stabilization Grant applications received as of March 31, 2017. Grants will be processed in the fourth quarter of fiscal year 2016-17.

## EXHIBIT 10: Rent Stabilization Grant Applications Received as of March 31, 2017

Landlord of Legacy Business	Address of Legacy Business	Date Received	Grant Amount Requested
EROS: The Center for Safe Sex	2051 Market Street	March 13, 2017	\$22,500
Navarro’s Kenpo Karate Studio	960 Geneva Ave.	March 28, 2017	\$11,700
<b>TOTAL</b>			<b>\$34,200</b>
<b>COUNT</b>			<b>2</b>
<b>AVERAGE</b>			<b>\$17,100</b>



*Working Solutions Invest In Dreams Breakfast, May 2017. Pictured from left to right: Emily Gasner, John Rodriguez and Iris Lee, Working Solutions; Rubie Navarro and Carlos Navarro, Navarro’s Kenpo Karate Studio; Regina Dick-Endrizzi and Richard Kurylo, San Francisco Office of Small Business; Victor Wong, Working Solutions.*

# PROGRAM BUDGET

## Fiscal Year 2016-17

The following table indicates estimated revenue and expenses for the Legacy Business Program for fiscal year 2016-17.

### EXHIBIT 11: Legacy Business Program Budget for Fiscal Year 2016-17

Budget Item	Estimated Revenue	Estimated Expenses	Difference Between Revenue and Expenses	Carryforward to Next Fiscal Year
<b>Staffing</b>				
9774: Legacy Business Program Manager + Fringe Benefits	\$143,037	\$143,037	\$0	\$0
9772: Business Assistance Project Manager + Fringe Benefits	\$96,586	\$20,282	\$76,304	\$0
<b>Subtotal Staffing</b>	<b>\$239,623</b>	<b>\$163,319</b>	<b>\$76,304</b>	<b>\$0</b>
<b>Program Expenses</b>				
Translation Services	\$28,000	\$5,473	\$21,039	\$21,039
Marketing (Branding; Collateral)		\$1,488		
<b>Subtotal Program Expenses</b>	<b>\$28,000</b>	<b>\$6,961</b>	<b>\$21,039</b>	<b>\$21,039</b>
<b>Application Fees</b>				
Carryforward Application Fees (From Fiscal Year 2015-16)	\$1,400	\$0	\$1,400	\$1,400
Application Fees	\$4,600	\$0	\$4,600	\$4,600
<b>Subtotal Application Fees</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>
<b>Grants</b>				
Business Assistance Grant	\$1,000,000	\$399,000	\$474,811	\$474,811
Rent Stabilization Grant		\$126,189 <sup>7</sup>		
<b>Subtotal Grants</b>	<b>\$1,000,000</b>	<b>\$525,189</b>	<b>\$474,811</b>	<b>\$474,811</b>
<b>TOTAL</b>	<b>\$1,273,623</b>	<b>\$695,469</b>	<b>\$578,154</b>	<b>\$501,850</b>

Notes:

<sup>7</sup>Based on 7 applications: 2 received by March 31, 2017; 3 received after March 31, 2017; and 2 anticipated by June 30, 2017, with the anticipated applications calculated as \$4.50 per square foot with an average of 4,000 square feet.

## Fiscal Year 2017-18

The following table indicates estimated revenue and expenses for the Legacy Business Program for fiscal year 2017-18.

### EXHIBIT 12: Proposed Legacy Business Program Budget for Fiscal Year 2017-18

Budget Item	Estimated Revenue	Estimated Expenses	Difference Between Revenue and Expenses	Carryforward to Next Fiscal Year
<b>Staffing</b>				
9774: Legacy Business Program Manager + Fringe Benefits	\$147,524	\$147,524	\$0	\$0
9772: Business Assistance Project Manager + Fringe Benefits	\$129,351	\$129,351	\$0	\$0
<b>Subtotal Staffing</b>	<b>\$276,875</b>	<b>\$276,875</b>	<b>\$0</b>	<b>\$0</b>
<b>Program Expenses</b>				
Carryforward Program Expenses (From Fiscal Year 2016-17)	\$21,039	\$41,439	\$0	\$0
Translation Services	\$20,400		\$0	\$0
Marketing (Branding; Collateral)			\$0	\$0
<b>Subtotal Program Expenses</b>	<b>\$41,439</b>	<b>\$41,439</b>	<b>\$0</b>	<b>\$0</b>
<b>Application Fees</b>				
Carryforward Application Fees (From Fiscal Year 2016-17)	\$6,000	\$10,800	\$0	\$0
Application Fees	\$4,800 <sup>8</sup>		\$0	\$0
<b>Subtotal Application Fees</b>	<b>\$10,800</b>	<b>\$10,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Grants</b>				
Carryforward Grants (From Fiscal Year 2016-17)	\$1,474,811	\$0	\$0	\$0
Business Assistance Grant		\$951,051 <sup>9</sup>	\$171,120	\$171,120
Rent Stabilization Grant		\$352,640 <sup>10</sup>		
<b>Subtotal Grants</b>	<b>\$1,474,811</b>	<b>\$1,303,691</b>	<b>\$171,120</b>	<b>\$171,120</b>
<b>TOTAL</b>	<b>\$1,803,925</b>	<b>\$1,632,805</b>	<b>\$171,120</b>	<b>\$171,120</b>

Notes:

<sup>8</sup>Eight applications per month at \$50 per application.

<sup>9</sup>Calculated as \$515 per FTE (\$500 plus an estimated 3.00 percent Consumer Price Index increase) with an average of 15.65 FTEs per Business Assistance Grant applicant for a total of 118 applicants (the number of Legacy Businesses expected through September 30, 2017).

<sup>10</sup>Calculated as \$4.64 per square foot (\$4.50 plus an estimated 3.00 percent Consumer Price Index increase) with an average of 4,000 square feet per Rent Stabilization Grant applicant for 19 applicants (10 percent of the 190 Legacy Businesses expected through June 30, 2018).



## Fiscal Year 2018-19

The following table indicates estimated revenue and expenses for the Legacy Business Program for fiscal year 2018-19.

### EXHIBIT 13: Estimated Legacy Business Program Budget for Fiscal Year 2018-19

Budget Item	Estimated Revenue	Estimated Expenses	Difference Between Revenue and Expenses	Carryforward to Next Fiscal Year
<b>Staffing</b>				
9774: Legacy Business Program Manager + Fringe Benefits	\$153,056	\$153,056	\$0	\$0
9772: Business Assistance Project Manager + Fringe Benefits	\$134,274	\$134,274	\$0	\$0
<b>Subtotal Staffing</b>	<b>\$287,330</b>	<b>\$287,330</b>	<b>\$0</b>	<b>\$0</b>
<b>Program Expenses</b>				
Carryforward Program Expenses (From Fiscal Year 2017-18)	\$0	\$0	\$0	\$0
Translation Services	\$20,400	\$20,400	\$0	\$0
Marketing (Branding; Collateral)			\$0	\$0
<b>Subtotal Program Expenses</b>	<b>\$20,400</b>	<b>\$20,400</b>	<b>\$0</b>	<b>\$0</b>
<b>Application Fees</b>				
Carryforward Application Fees (From Fiscal Year 2017-18)	\$0	\$0	\$0	\$0
Application Fees	\$4,800 <sup>11</sup>	\$4,800	\$0	\$0
<b>Subtotal Application Fees</b>	<b>\$4,800</b>	<b>\$4,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Grants</b>				
Carryforward Grants (From Fiscal Year 2017-18)		\$0	\$0	\$0
Business Assistance Grant	\$1,171,120	\$892,636 <sup>12</sup>	\$0	\$0
Rent Stabilization Grant		\$278,484 <sup>13</sup>		
<b>Subtotal Grants</b>	<b>\$1,171,120</b>	<b>\$1,171,120</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$1,483,650</b>	<b>\$1,483,650</b>	<b>\$0</b>	<b>\$0</b>

Notes:

<sup>11</sup>Eight applications per month at \$50 per application.

<sup>12</sup>Calculated as \$266.53 per FTE with an average of 15.65 FTEs per Business Assistance Grant applicant for a total of 214 applicants (the number of Legacy Businesses expected through September 30, 2018).

<sup>13</sup>Calculated as \$3.66 per square foot with an average of 4,000 square feet for the 19 prior year Rent Stabilization Grant applicants and \$0 for any new applicants. Total does not multiply to \$278,484 due to rounding.

## MAJOR UPCOMING ACTIVITIES

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Following are major upcoming activities for the Legacy Business Program for the fourth quarter of fiscal year 2016-17 and for fiscal year 2017-18:

- Marketing and branding for the Legacy Business Registry including logo development, brand identity, branding, website design and marketing to promote Legacy Businesses.
- Hiring of a full-time Business Assistance Project Manager at the Small Business Development Center to provide business technical assistance to Legacy Businesses.
- Issuing and processing the Business Assistance Grant for fiscal year 2017-18, which will be translated into Spanish, Chinese and Tagalog.
- Processing Rent Stabilization Grants.
- Developing policies to measure and analyze the impacts of the Business Assistance Grant and Rent Stabilization Grant, and developing protocols to address the growing demand for the grants.
- Transferring the Legacy Business Program database into a custom-made Salesforce database to improve customer relationship management.
- Providing resources and training to Legacy Businesses for succession planning in partnership with the San Francisco Small Business Development Center, the Democracy at Work Institute and the University of San Francisco's Gellert Family Business Resource Center.
- Providing real estate technical assistance and researching new opportunities for assisting Legacy Businesses with the purchase of commercial buildings and commercial spaces.

# CONTACT INFORMATION

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Irene Yee Riley, Commissioner  
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