

SF NEW DEAL

2020 Annual Report

Reflecting on our first year of impact



Letter from our founders

On March 23rd, 2020 we launched SF New Deal in an effort to support small businesses and food insecure neighbors in the face of a burgeoning and terrifying pandemic. Since then, we've built a network with the collective power to support small businesses and care for neighbors in need, and are proud to announce that we've disbursed over \$20,000,000 to the community here in San Francisco. Together, with the 184 small businesses we serve, we've delivered 1,867,195 meals for neighbors in need.

The past year has brought unprecedented difficulty, but it has also provided new opportunities for connection, learning, and growth. We are inspired by what we have been able to accomplish, and know that there is so much more to be done. Food insecurity and the challenging realities faced by

small businesses in San Francisco were not brought on by the pandemic. Both have been exacerbated by the events of this past year, and will continue to persist through recovery and into the future.

We remain committed to bringing local business owners, workers, community leaders, and neighbors in need together, to focus on providing immediate relief for San Francisco's most impacted communities, while working to address the root causes of inequity.

In the year ahead, we're focusing on providing sustained support through reopening, and laying the foundation for a more sustainable future by:

1. Supporting essential workers by providing immigration assistance, workforce development opportunities, and language classes.
2. Helping our city's small business

owners by offering emergency grants, providing continued revenue through our programs, and advocating for the development of affordable housing.

3. Connecting participants in emergency feeding programs to reliable, long term support.

4. Building coalitions with community leaders, and with public and private partners to advocate for solutions that will address the root causes of hunger.

2020 was an unconventional year, and this report is no exception. Please note that the financial information below reflects our 2020 fiscal year ending on December 31st, 2020. The narrative portion of our first impact report reflects our first full year (52 weeks) in operation, through March 21st, 2021.

As we continue to look towards the future, we know that we must continue to center

the needs and voices of those closest to harm and work with the same urgency and focus that have brought us to this point. Thank you for being a part of this journey, and for helping us to build a new model of community care.

- Lenore Estrada and Jacob Bindman



Mission Statement

SF New Deal provides supportive services and financial opportunities for small businesses in San Francisco.

We work to address both the symptoms and root causes of inequity by building pathways which connect local business owners, workers, community leaders, and neighbors in need, for the benefit of the entire city.



Our Vision

A new model of community care

Our Values

SF New Deal strives to be:

Empathetic

We listen to and seek to understand the needs of our community, holding space to hear the challenges of those we serve.

Responsive

Through direct service, advocacy, and coalition building, we turn empathy into action and create collective frameworks that address San Francisco's most persistent challenges for both immediate and lasting impact.

Collaborative

Our work is guided by trusted partnerships with individuals, advocates and organizations that have spent decades working to support San Francisco's most vulnerable populations.

Accountable

We strive to be accessible and accountable to all community stakeholders. We are committed to being transparent into how, where, and why SF New Deal operates and where resources are being directed.

Centering the Community

We are committed to driving change which amplifies voices of those closest to harm. The wisdom of their lived experience informs our decision making and builds solutions for lasting impact.

Timeline

Mayor Breed announces SF's Shelter in Place Order. Small business revenue drops by 90%, jobs are cut overnight and food insecurity spikes.

March 16th, 2020

SF New Deal launches service operations with \$1,000,000 personal contribution from Emmett Shear. Co-founders Lenore Estrada & Jacob Bindman deliver 100 sandwiches to Citywide Case Management, which provides mental health services in front of their clinic.

March 23rd, 2020

SF New Deal partners with the SF African American Faith Based Coalition and SF Human Rights Commission to expand delivering quality service that centers the specific needs of the communities being served. Together, we distributed **20,000 meals per week.**

March 30th, 2020

SF New Deal begins participating on the Food Security Task Force, contributing recommendations to the City about how to increase food access for residents.

May 4th, 2020

SF New Deal is selected by the City as a service provider for Great Plates Delivered & meals for city-run congregate housing sites. SF New Deal transitions from being exclusively privately funded.

May 11th, 2020

SF New Deal publishes a six month impact report. Data from our restaurant partners shows that **20% of workers have been rehired** through SF New Deal programs.

October 8th, 2020

SF New Deal reaches **1,000,000 total meals** delivered with over \$10,000,000 disbursed in direct relief to 120 small businesses.

October 11th, 2020

Serving our commitment to address the root causes of inequity, SF New Deal's multilingual call center makes 316 calls to provide information to seniors on vaccination appointments and locations.

February 11th, 2021

SF New Deal turns 1! **1,867,195 meals delivered** and \$20,000,000 in financial relief disbursed to 184 small businesses.

March 23rd, 2021

SF New Deal simultaneously partners with Unidos en Salud, Calle 24 and the San Francisco African American Faith Based Coalition to register **over 800 restaurant workers for their first vaccine doses.**

SF New Deal's path to impact

Financial Support



- Reliable recurring revenue for small businesses
- Collaborative funding solutions for Community Based Organization partners to provide meals in conjunction with other critical community care services

Community



- We center the needs of those we serve, creating open and actionable feedback loops to provide high quality and culturally competent service

Resources



- Technical assistance and business advising networks for small businesses
- Removing barriers to access information and opportunities

Impact



- Direct financial relief to restaurants that keep businesses in business and protect wage worker jobs
- High quality, culturally competent meals (along with essential care services) delivered to food insecure neighbors
- Building a trusted, networked ecosystem of residents, small businesses, city agencies, and community leaders
- Elevating the 'dignity of choice' in conversations around food insecurity

Our programs



COMMUNITY BASED ORGANIZATIONS (CBO)

Our CBO program pays restaurants to deliver meals to neighbors in need through distribution partnerships with long-serving community based organizations who have deep experience serving their own populations. This effort was launched by SF New Deal in March 2020, just days after Mayor Breed announced the pandemic Shelter in Place Order. Private donations and grants provide program funding to purchase the meals which are delivered by restaurants with support from volunteer drivers and Cruise Automation.



FEED + FUEL CHINATOWN

Feed and Fuel is an innovative public-private partnership that safeguards the health of Chinatown seniors and families living in single room occupancies (SRO), while also providing vital economic relief to Chinatown small businesses and their workers. The Feed + Fuel program operates in partnership with the Chinatown Community Development Center (CCDC) and with support from the City of San Francisco's Human Services Agency. The collective effort reaches thousands of residents and ensures that the iconic and beloved Chinatown neighborhood is positioned for a swift recovery from the prolonged crises caused by COVID-19 and xenophobia.



MERCY HOUSING FOOD ACCESS ASSESSMENT

This project carries SF New Deal's efforts beyond direct service. In anticipation of a forthcoming affordable housing development, SF New Deal is working with Onside Partners, Urbane Development and Mercy Housing to understand and assess the food access experience for current area residents who are food insecure. Community members will be engaged in group conversations and surveys to inform recommendations and subsequent plans for site use to bring in small business and green grocer opportunities and lower barriers to access to healthy, fresh, and affordable food.

Our programs

CONGREGATE HOUSING SITES

In response to COVID-19, the City of San Francisco established a number of congregate housing sites to provide shelter and meals to people who are in quarantine or who were previously unhoused. Through this city funded program which began in May 2020, SF New Deal restaurants provide culturally competent breakfast, lunch, and dinner meals three times per day, seven days per week to 12 congregate sites. Meals are delivered by participating restaurants and by Cruise Automation.



GREAT PLATES DELIVERED

Launched in May 2020, Great Plates Delivered is a FEMA funded, state-run program that delivers meals to homebound seniors and provides economic relief for restaurants. The program is administered locally by San Francisco's Department of Disability and Aging Services (DAS). As a service provider selected by the City, SF New Deal works with local restaurants to provide home delivered meals to eligible seniors across every district in the City. Meals are delivered by local courier services and volunteer drivers.



Community partners

COMMUNITY BASED ORGANIZATION RAFIKI COALITION FOR HEALTH AND WELLNESS

As part of their work to eliminate health inequities in SF's Black and marginalized communities, Rafiki Coalition has been one of SF New Deal's outstanding partner organizations. Rafiki facilitates integrated wellness support and hot lunches for the elderly, disabled, those with small children and those living with HIV/AIDS, cancer and other underlying health conditions in Portrero Hill and the Southeast neighborhoods.



“The community has loved the SF New Deal meals and are very grateful for them, expressing extreme gratitude. It means the world to us to be able to offer this small token of our love and support and we wish we could do more!”

Dr. Monique LeSarre

Executive Director Rafiki Coalition
for Health and Wellness

RESTAURANT PARTNER: WASHINGTON BAKERY AND RESTAURANT



“Being a part of the SF New Deal program has allowed us to rehire some of our employees as well as help people in the community who face food insecurity. It has brought in consistent revenue for our small business during a time when there is so much uncertainty.”

Chelsea Hung

Owner, Washington Bakery and Restaurant

Washington Bakery and Restaurant has been serving Hong Kong style cuisine and baked goods in Chinatown for over 20 years. Like many local restaurants, Washington Bakery and Restaurant's purpose goes beyond serving delicious meals. It aims to be a place where friends and family can gather and find comfort in community.

Community partners

DELIVERY DRIVER: ROSSY MARIN

Rosy has been delivering meals prepared by Mission Language and Vocational School to our Great Plates clients at their residences across the city. Since starting in October, she has personally delivered 1,990 meals to neighbors in need.

She enjoys getting to connect with her clients as she delivers meals. “The clients have been very kind to me and are very nice, grateful people. They appreciate that someone brings them food and many of them always come out and thank me. Some look out the window and show their appreciation. I know they feel happy to receive the meals.”

Rosy feels safer with the financial security that her work with SF New Deal provides.

“I have a child and I am a single mother so it has given me a lot of time with my little boy in the middle of the pandemic. The hours are perfect for me and I have an income now after having completely lost my job.”

Rosy Marin
Mission Language and Vocational School



MEAL RECIPIENT: MS. D.T

Ms. D.T. and her husband are seniors who have been receiving meals through SF New Deal’s Great Plates Delivered program since May 2020. Ms. D.T. wrote to us to share how the meal delivery has helped her and her husband during the pandemic.

“The program has tremendously helped us during the pandemic last year and in 2021. We don’t know where we’d be if SF New Deal didn’t exist. The program is so well structured from the friendly call center support to the restaurant teams and the food and delivery folks. Thank you again SF New Deal for all that you do and continue doing for seniors in the SF community. We love you!!”

Ms. Denise



Community partners

DONOR: PENELOPE LIN-CONRAD

Penelope is SF New Deal's youngest donor at age 10. Penelope saved up her allowance for a few weeks and decided to donate the money to fund SF New Deal's programs early in the pandemic. Penelope, a self-proclaimed food lover, was inspired by SF New Deal's mission to provide meals to neighbors in need.



Penelope Lin-Conrad gave \$12 of her saved allowance money.

VOLUNTEER: PAUL BURNS



"I've shared a masked smile with shut in seniors, gotten to know church communities through bringing much needed and appreciated meals and met hard working restaurant staff throughout the city."

Paul Burns

Paul has been volunteering with SF New Deal since the early days of the pandemic and in multiple capacities. He has volunteered in our call center and has spent over 65 hours talking with meal recipients on the phone to help with client support. He's also personally delivered 4,000 meals from restaurants to individuals and community organizations. Paul began volunteering after reading a news article describing the struggle of restaurants to pay their employees without their regular revenue from dining.

The pandemic's toll

Nationally, 1 in 5 small businesses has closed since the beginning of the pandemic.* Like other small businesses, restaurants suffered severe economic shock because of the pandemic and shelter in place orders.

In San Francisco alone, 1 in 3 restaurants have closed since the beginning of the pandemic.** We surveyed our restaurant partners to understand their economic situation. The statistics in this report reflect the survey findings from 106 restaurants, which represents 80% of currently active program partners.

Revenue loss & job cuts

Immediately after the start of the first Shelter in Place order, restaurants were making just 27% of their normal revenue, triggering a collective \$7 million revenue loss per month from the local economy. Overall, the number of restaurants reporting losses increased sixfold. 40% of restaurants continue to report losses.

One direct consequence of reduced revenue in local restaurants is unemployment. More than 80% of restaurants have reduced the number of employees on payroll since the start of the pandemic. 64% of them were forced to cut more than half of their workers. In total, 60% of workers lost their jobs.

The survey results paint a stark picture even for our restaurant partners who currently receive income through SF New Deal's programs. The economic situation is even more dire for small businesses overall who do not have access to supplementary revenue streams from community feeding programs.

\$7M
total loss in monthly
revenue after the March 2020
Shelter in Place order

40%
of restaurants currently
report monthly losses

60%
of workers lost their
jobs due to cuts

* AP News/Womply

** Womply

Mounting debt & recovery

While small business loans through the Paycheck Protection programs (PPP), California Small Business Relief Fund and the COVID-19 Economic Injury Disaster Loan are available, the loans are not enough for restaurants to sustain their business through the pandemic.

88% of restaurant partners received loans but restaurants report that loans can only sustain less than half of a year of operations.

The number of restaurants facing debt as well as the amount of debt has increased significantly in the last year. 60% of restaurants are currently in debt, while only 34% of them were in debt before the start of the first Shelter in Place order. On average, debt increased from \$62,000 to \$114,000, nearly doubling the amount.

Restaurants are finding it increasingly difficult to pay rent. While some restaurants have received some form of rent relief, 39% of restaurant partners are currently behind on rent. About half of these restaurants are more than 5 months behind in rent.

Recovery appears daunting and uncertain for small businesses. 63% of restaurants expect recovery will take up to an entire year. More than a third of restaurants expect recovery to take years.

More than

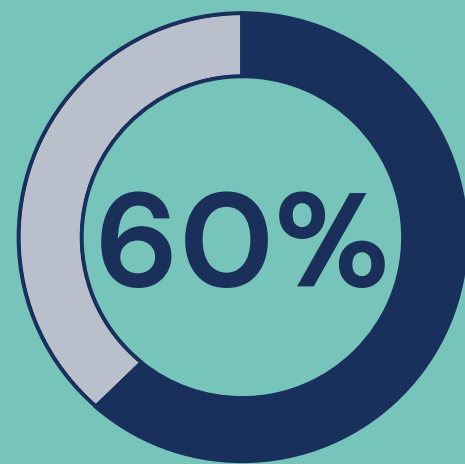
1/3

of restaurants expect recovery to take years

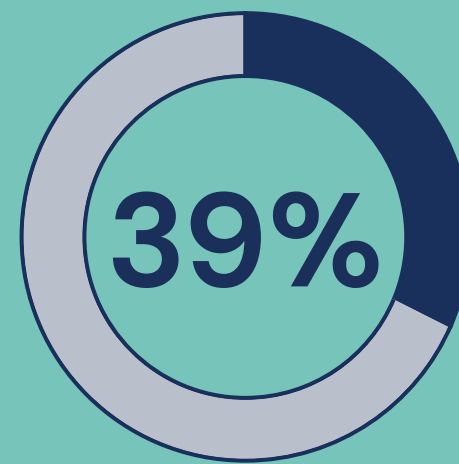
Restaurants face an average of

\$114,000

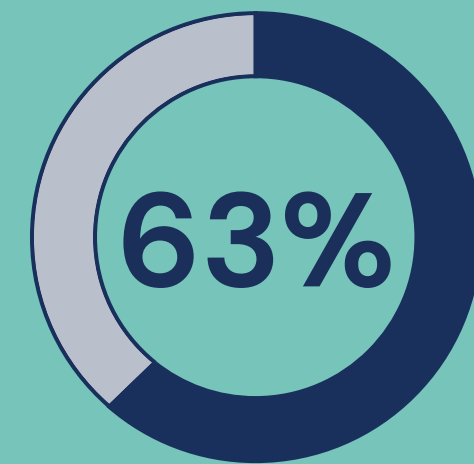
of debt



of restaurants are currently in debt



of restaurants are currently behind on rent even having received some forms of rent relief



of restaurants expect recovery will take up to an entire year

Our impact

SF New Deal is proud to provide immediate support to the restaurant industry at a time of unforeseen and significant need.

Over the past year, we've disbursed over \$20,000,000 directly to small businesses. This money has supported 184 businesses, helping them keep their doors open and fuel our local economy.

Currently, revenue from our programs is a significant source of income for our restaurant partners, accounting for 40% of monthly revenue.

Through their partnership with SF New Deal, restaurants were able to bring back employees, recovering 32% of lost jobs since the start of the pandemic.

To meet the diverse and varied needs across the city, we've established over 30 partnerships with community organizations, government, and private sector partnerships.

Together, we've delivered 1,867,195 meals to neighbors in need.

32%
of workers have been rehired
through our programs

40%
of their monthly revenue is
through SF New Deal's
programs

92%
of partners want to perma-
nently participate in our
programs

We've supported

184
small businesses. 81%
of these businesses
self-identify as BIPOC,
woman or LGBTQ+
owned

We've disbursed

\$20M+
directly to small
businesses

We've established

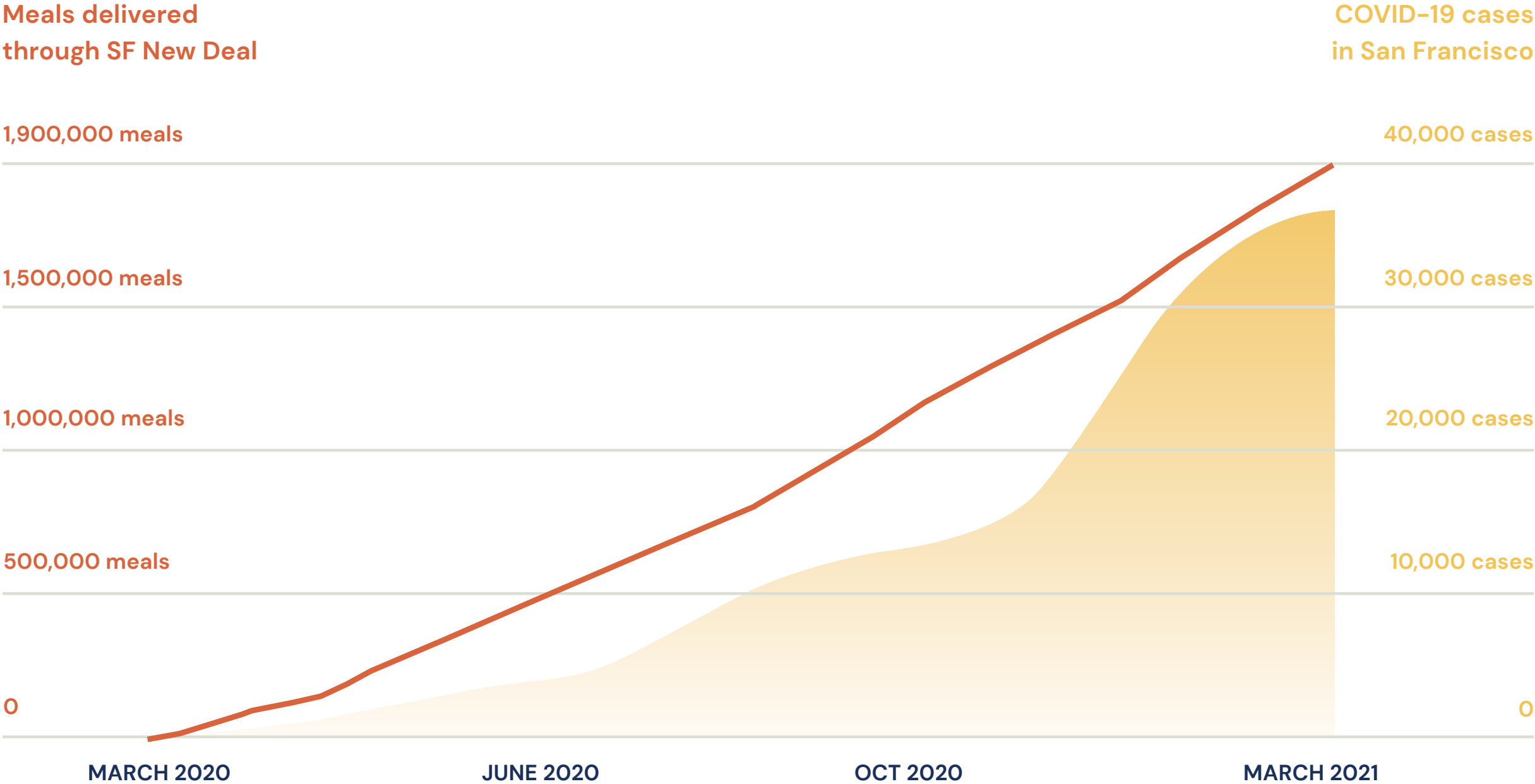
30+
community partnerships
collaborating for positive
change

We've delivered

1.8M+
meals to neighbors
in need

Scaling with urgency

As cases continued to rise in San Francisco and smaller businesses continued to see increasing hardship, SF New Deal continued to scale programs to support an increasing number of restaurant partners.



Recognition and ripple effects

“While many restaurants are seriously on the verge of failure during the COVID-19 pandemic, in San Francisco, they may be getting a lifeline that will help them stay open and feed the needy. It’s called SF New Deal.”

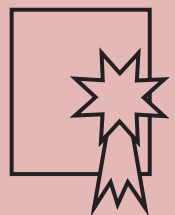
- CBS SF Bay Area

“SF New Deal has been a lifeline to many San Francisco small businesses and has provided immeasurable support to San Francisco residents during a time of tremendous challenges brought on by COVID-19. In D10 alone, residents have received nearly 200,000 meals made by local restaurants that have been supported by over 2.5 million dollars from SF New Deal. SF New Deal is a shining example of the resilience of San Francisco and the impact that community partnerships have had in ensuring an equitable recovery for all residents.”

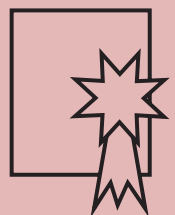
- Board of Supervisors President Shamann Walton, District 10 Supervisor



SF New Deal was awarded a **FEMA Citizen Service Corp Award** for our response to the COVID-19 public health crisis and for our work building resilience in the San Francisco community.



SF New Deal received a **Certificate of Recognition from Assemblymembers Phil Ting and David Chiu of the California State Assembly** in recognition of our work supporting small businesses and serving San Franciscans most impacted by the COVID-19 pandemic.



SF New Deal was awarded an **SF Board of Supervisors a Certificate of Honor** for outstanding service in recognition of our year long fight addressing food insecurity among the most vulnerable populations deeply affected by COVID-19, uplifting small businesses and serving the community.



To support other cities facing similar challenges, SF New Deal held training calls and made an organizational management guide publicly available so others could bring could bring New Deal style programs to their cities. With our guidance, similar programs were launched in Napa, Juneau, and Salt Lake City.

Our commitment to equity

In order to work towards our mission of addressing inequity at its core, we must acknowledge the systematic and deliberate lack of resources which have been provided to Asian and Pacific Islander, Black, disabled, female identifying, immigrant, Indigenous, Latinx, LGBTQ+, and low income communities in San Francisco and across the United States. Systems of oppression are varied and intersectional in their existence, and we recognize the extent to which individuals and communities have been impacted in nuanced and compounding ways.

Not all residents, small businesses and communities in San Francisco experience the same challenges. Overwhelmingly, the variations that exist are the direct result of systemic and structural oppression, injustice, and disempowerment, creating disparities with disproportionate impacts.

At SF New Deal, we aspire to be equitable in our focus and distribution of support. For us, that means explicitly and proportionately providing financial opportunity to workers and businesses from impacted communities, and

resources for residents who have historically and systemically been under-resourced. At its core, we believe that acting in pursuit of equity means centering individuals who are closest to harm.

We operate several programs, each with its own context and with a unique set of stakeholders, considerations, limitations, and opportunities. Across our programs, we are guided by a vision of San Francisco which provides an abundance of support, dignity, respect, gratitude, and appreciation for small businesses

and neighbors in need that results from dismantling systems that cause disproportionate harm.

We're committed to engaging in ongoing practices of accountability and recognize the responsibility we have to our stakeholders and within the community at large about how, where, and why we're spending dollars, operating programs, and providing support.



Our commitment to sustainability

Sustainability is central to building a new model of community care which can provide lasting support for those closest to harm. Our programs and projects align with the UN Sustainable Development Goals of Zero Hunger (goal 2), Promoting Sustained Inclusive Economic Growth and Decent Work (goal 8), and Reduce Inequality (goal 10).



Zero hunger

We address food insecurity through direct service and by informing policy. We provide direct service through our community feeding programs. We inform policy as participants on the SF Food Security Task Force and through our engagement in collaborative food access assessment projects.

Promoting sustained inclusive economic growth and decent work

We provide resources and opportunities to San Francisco's small businesses. Small business ownership is one of the few accessible pathways to create wealth among marginalized and under-resourced groups. In the last year, we have worked with 184 businesses, of which over 81% self-identify as BIPOC, woman or LGBTQ+ owned. Our programs provide reliable recurring revenue to help keep small businesses open and local workers employed (many of whom are undocumented immigrants ineligible for government aid).

Reduce inequality

We work to address both the symptoms and root causes of inequity. Our community feeding supports an entire ecosystem of businesses, workers, suppliers, and residents. These entities empower underrepresented stakeholders to advocate for their needs. Our programs maintain rigorous and high standards for quality. We have open feedback loops for clients to provide meal and service feedback, and we utilize a multi-layered quality control system to ensure that what is being delivered meets our standards across a matrix of nutritional and cultural competency requirements.

Environmental sustainability

We are pursuing efforts to mitigate the waste that is created through our community feeding programs. We recently completed waste reduction pilots with restaurants Voodoo Love and Eko Kitchen in partnership with Dispatch Goods, a closed loop reusable container service. We plan to expand our sustainability efforts to integrate reusable containers at more restaurants and distribution sites this year.



Our team

Board

Lenore Estrada – President
Simileoluwa Adebajo – Secretary
Ken Shear – Treasurer
Past board member: Michael Seibel

Team

Alison Chang
Becca Bower
Bella Mungoli
Bo-Lai Ng
Emily Daniel
Jacob Bindman
Jenais Zarlin
Jesse McKeen–Scott
Jessie Wesley
Kate Yachuk
Kenneth Fong
Kelsey Wordeman
Lenore Estrada
Madison Canale
Mateo Rojas
Nisha Gulati

Sarah Morris
Steven Lam
Tahira Ali
Vinny Eng
Winnie Zhang

All Star Volunteers

Ben Murray
Bonnie Schwartz
Cindy Dughi
Danielle Delancey
Florence Gong
Frank Chen
Genevieve Lawson
Jessica Kwok
Kate Lehman
Lina Garcia
Linda Lee Tao
Linda Liang
Mansheej Paul
Nicole Lin
Paul Burns
Sandeep Menon
Steve O’Connell
Natalie Schoch

Community, government & private sector partners

Community Based Organizations and Supportive Partners

Asian Pacific Fund Community
Foundation

Catholic Charities of San Francisco

Chinatown Community
Development Center

Chinatown YMCA

Coleman Advocates

Compass Family Services

The Center for Urban Education About
Sustainable Agriculture

Downtown Streets Team

Gum Moon Women's Residence

Homeless Youth Alliance

Korean Center, Inc.

Larkin Street Youth Services

Mission Housing Development
Corporation

Rafiki Coalition for Health and Wellness

San Francisco African American
Faith-Based Coalition

Tenderloin Housing Clinic

Tenderloin Community

Benefits District

Young Community Developers

Young Women's Freedom Center

Zuckerberg San Francisco General

Hospital Dept of Psychiatry

Government and private sector partners

City of San Francisco's Human Rights
Commission

Department of Disability and Aging
Services San Francisco

One Richmond SF

Refugees and Immigrant Supports in
Education San Francisco

San Francisco Dept of Public Health

San Francisco Human Services Agency

San Francisco Pretrial Diversion

San Francisco Produce Market

University of California San Francisco

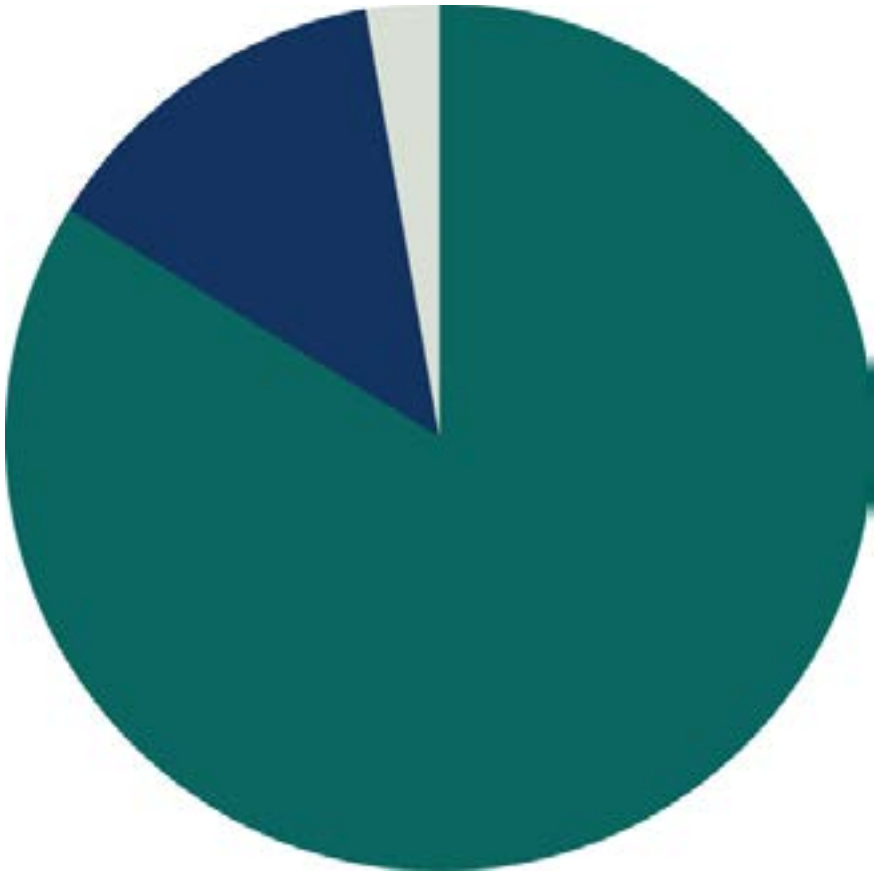
Citywide Case Management

Small Business Partners

3rd Cousin	Collective	Golden State Grill	Kam Po Kitchen	New Chef Hung	Prubechu	Tsing Tao
620 Jones	Canela Bistro	Gourmet Delight BBQ	Kantine	New Fortune	Radio Africa Kitchen	Twisted St Cafe
1601 Bar & Kitchen	Capital Restaurant	Gourmet Kitchen	Kasa Indian Eatery	New Golden Daisy	Reem's	Uma Casa
A16	Causwells	Grant Place Restaurant	Kitava	New Harmony	Replate	Utopia Cafe
Above & Beyond Catering	Chang's Kitchen	Great Eastern	Korean Village	New Hollywood Bakery and Restaurant	Rice Paper Scissors	V&J Cafe
Absinthe	China Live	Green Heart Foods	La Mediterranee		Rocketeer Couriers	Vegan Picnic
Acquolina	Chinatown Restaurant	Gumbo Social	Ladies Who Lunch	New Hunan Home	RT Rotisserie	VIP Cafe
All Good Pizza	City View Restaurant	Hang Ah Tea Room	Catering	New Lun Ting	Sam Wo	Voodoo Love
Amber India Restaurant	Dark Horse	Happy Chinese Restaurant	LaLe	New Moon	San Sun Restaurant	Washington Bakery & Restaurant
An Chi	Delicioso Creperie	Harbor Villa Restaurant	Little Baobab	New Regent Cafe	SF Chickenbox	
Andrea Baker Consulting	Dick Lee Pastry	Harborview	Little Skillet	New Woey Loy Goey Restaurant	SF Local Market	Washington Cafe
Asiento	Dim Sum Corner	Hawker Fare	Little Vietnam		Sixth Course	Wayfare Tavern
Auntie April's	Dragon River	Hayes Valley Bakeworks	Little Window	Newkirks	Sons & Daughters	Yee's Restaurant
B-Side	Eats	Hong Kong Clay Pot	Lord Stanley	Nia Soul	Soul Bowlz	Yemen Kitchen
Batter Bakery	Eden Plaza	Hops & Hominy	Lucky Creation Vegetarian Restaurant	Nico	Spicy King	Yes Pudding
Betty Zlatchin Catering	Eko Kitchen	House of Dim Sum		Nightbird	St. Francis Fountain	Yo Soy Ceviche
Bi-Rite Catering	El Buen Comer	House of Nanking	Ma's Dim Sum & Cafe	Noodle Girl	Sun Rise Restaurant	Yuet Lee Restaurant
Big H BBQ	Emmy's Spaghetti Shack	House Of Xian Dumpling	Metro Hong Kong Dessert	Nopa	Sunday Gather	Yummy BBQ Kitchen
Bini's Kitchen	Enjoy Vegetarian	Hwaro	Mission Bowling Club	Old Shanghai	Taco Thai	Yummy Dim Sum
Black Jet Baking	Far East Cafe	iCafe Bakery	Mission Chinese	Old Skool Cafe	Taqueria El Sol	Z Zoul
Boug Cali	Farming Hope	Imperial Palace	Mister Jiu's	Original Bakery	Tartine	Zuni Cafe
Bow Hon Restaurant	Fayala	IVSF Catering	Mixiote	Paramount Superstars	Tato	
Brick House	Fiorella	Jane the Bakery	MLVS	Peaches Patties	Teng Long	
Broadway Dim Sum Cafe	Fogcutter	Java Beach Cafe	Modern Courier	Peninsula Seafood Restaurant	The Dorian	
Cafe Alma	Frank Grizzly's	Jojo's Cafe	Mourad		The Morris	
Cafe Envy	Frisco Fried	Joyful Kitchen	My Good Pie	Pho Ga	The New Spot on Polk	
Cafe Guatemalteco	Golden Flower	K-Elements BBQ	Namu Stonepot	Pier 23	The Salad Place	
Candlestick Courier	Golden King	Kam Lok Restaurant	Nari	Pizza Squared	The Spicy Shrimp	

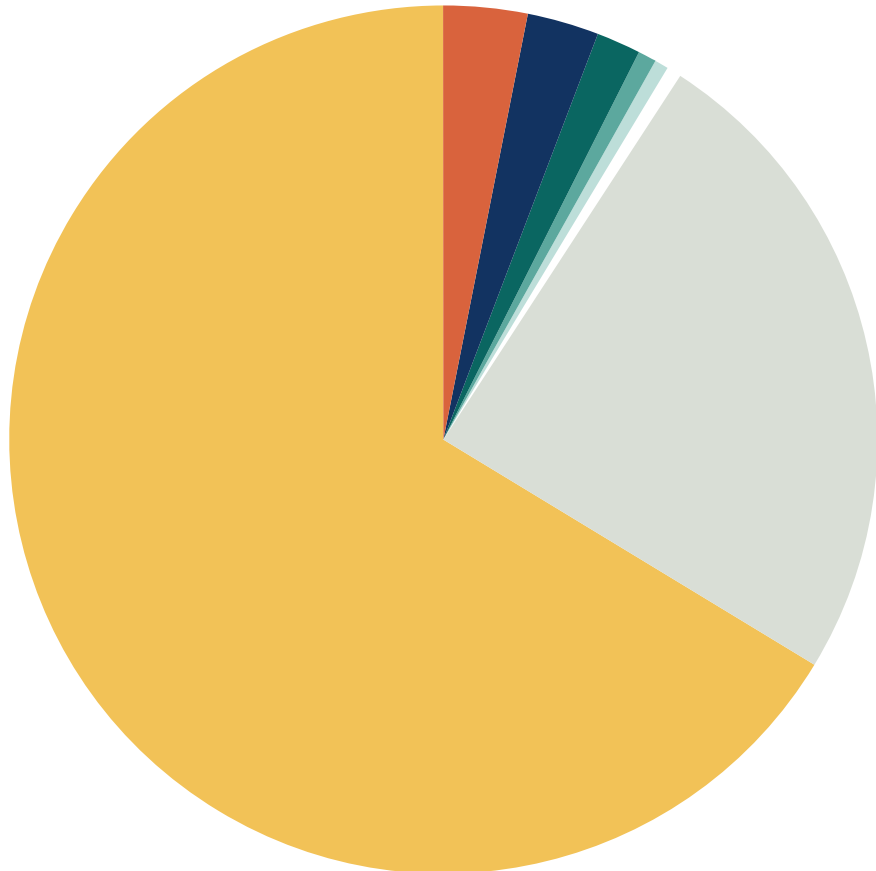
Financials

INCOME



- Meal services to the City of San Francisco (83.7%)
- Donations (13.6%)
- Contributed services & materials (2.6%)

EXPENSES



- Meal services costs (66.7%)
- Future initiatives & operations (24.6%)
- Delivery costs (3.1%)
- Contributed services & materials (2.6%)
- Payroll & staff expenditures (1.8%)
- Sales tax on meals (0.5%)
- Fiscal sponsor fees (0.5%)
- Other (0.2%)

Financials

INCOME & EXPENSE BY CATEGORY

Income

Meal Services to the City of San Francisco	\$17,765,892
Donations	\$2,886,985
Contributed Services & Materials	\$557,068

Total Income **\$21,209,946**

Expense

Meal Services Costs	\$14,146,095
Delivery Costs	\$658,324
Contributed Services & Materials	\$557,068
Payroll & Staff Expenditures	\$384,582
Sales Tax on Meals	\$108,257
Fiscal Sponsor Fees	\$99,025
Bank & Donation Processing Fees	\$13,339
Advertising & Marketing	\$8,776
Online Subscriptions	\$8,067
Insurance	\$5,986
Program Expenses	\$1,287

Total Expense **\$15,990,806**

Please note that our financial information reflects our 2020 fiscal year ending on December 31st, 2020.

SF New Deal's efficiencies in meal and delivery services resulted in a surplus at the end of our fiscal year in December. The surplus is 94% earned income and unrestricted funding. SF New Deal is utilizing these funds to establish an operational reserve to sustain at least 3 months of operating expenses. The remaining funds have been allocated to develop future initiatives and programs that will provide long term solutions that serve the community. 6% of our year end surplus is restricted funding for specific program delivery in 2021.

Thank you to our funders

Private donations catalyzed SF New Deal’s launch in March 2020 and allowed us to scale with urgency and speed. Our rapid operational response helped us to receive mass feeding contracts from the City to serve even more neighbors in need. We continue to rely on private donations from individuals to meet the needs of neighbors closest to harm not served by existing City programs. The support of our donors has been critical to our impact and success and there is still so much more work to do as we build our vision for a new model of community care. We extend deep and heartfelt appreciation to everyone that rose to meet the moment with us in 2020 and continues to support our efforts into the future.

Anonymous (25)	Alanna Hanson	Allison Caccoma	Andrew Ho	Anna Wedekin	Ashur Aiwase	Benoit Menendez
Anonymous – in honor of fnnch	Alayna Ketner	Allison Manzari	Andrew Jordan	Anne Clarkin	Ashwin Kedia	Bernadette Kristaponis – in honor of Christian Ciscle
Anonymous – in honor of Jessica Blough	Albert Yankulov	Allison Tse	Andrew Kaplan	Anne and James Morse – in honor of Elizabeth Morse and Sylvain Nuz	Aston Motes	Bernice Bindman
A Thampy & E Deepa Thomas – in honor of Emerald Yeh	Aleksandra Ponomareva	Allison Zentmayer	Andrew Kivel and Susan Goldstein	Anne Bolla	Audrey Tang	Beth H Rader – in honor of Erin Velez
Aaron Hoyos	Alex Burnham	Alysoun Quinby	Andrew Lee	Anne Campanella	Aurelien Joucla	Beth N O’Brien
Aaron Schwartz – in honor of Vinny Eng and Jenais Zarlin	Alex Edelstein	Alyssa Koo	Andrew McCarthy	Anne Cullen	Austin Diec	Beth Rader
Aaron Tidman	Alex Hong	Amanda Guzman	Andrew Mitchell	Anne Hong – in honor of Tim Hong and Mary Robinson	Austin Hughes	Beth Sheofsky – in honor of Ronald Sheofsky
Abigail Hawkins – in honor of Lenore Estrada	Alex Kleiman	Amanda Klimek	Andrew Myshin	Anne Mercogliano	Austin Johnsen	Bethany Reyes
Abigail Post	Alex Lewin Charitable Fund	Amanda Pinsker	Andrew Nourafshan	Anne Sauer	Autumn Johnson	Betty Hood-Gibson
Abigail Presar	Alex Novet	Amanda Sonenberg	Andrew Rauch	Annemarie Everett	Avery Millard	Betty Lim
Abigail Woodworth	Alexander Daniels	Amanda Sorensen	Andrew Reitz	Annick Ma	Aylin Oncel	Beverly Pachner
Achel Johnson	Alexander Duncan	Amazon	Andrew Tremblay	Annie Doud	Azra Crnogorcevic	Bilal Mahmood
Adam Al-Harbi	Alexander Zaslavsky	Ambika Acharya	Andrew W Rivin	Annie Wu	Azra Panjwani	Bill H Watson Payne
Adam Alpern	Alexandra Dwyer	Amie Fishman	Andrew Wasserman	Anthony Fish – in memory of Sam DuVall	Bai Park	Bill Hsu
Adam Ever Hadani	Alexandra Molveig	Amir Arabkheradmand	Andrew Wong	Anthony Jones	Bailey Davidson	Billy Marks
Adam Freilich	Alexandra Phillipis	Amir Sattari	Andy Weyer	Anthony Roberts	Barak Kassar and Kristin Weiderholt	Blake Goodwyn
Adam McChane	Alexandra Scolieri	Amrit Ayalur	Angeja Family Charitable Fund	Antony Courtney	Barbara Berkeley	Blake McConnell
Adam Sinensky	Alexandra Smith	Amy Heng	Angela Chan	Anurupa Jain	Barbara Chaffe	Bobby Hollis
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Adekunbi Adeyemo	Alexandra Zousmer	Amy Klatzkin	Angela Kilduff	Apoorva Anupindi	Barbara Kruse	Boramy Khloth
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Adriana Kolev	Alexis Limberakis	Amy Winthrop	Angelina Piccini	Ara Parikh	Barbara Yang	Braden Davis
Adriene Harrison	Alexis Ohanian	Amy Yang	Angelina Rodriguez	Aravind Ramanathan	Baron Bautista	Bradley Dunn
Adrienne Dreyfus	Alexis Rouda	Amy Young	Angelique Dickson – in honor of good colleagues	Ariane Gras	Bayley Diamond	Bradley Krimm
Adrienne Plaskett	Alexis Williams	Ana Langone	Angelo Dipietrantonio	Ariel Lyons	Beatrice Breart	Brandon Fischer
Adrienne Voltaggio	Alfredo Martinez	Ana Roth	Angelo Severino	Armida Adams	Beatriz Perez	Brandon Leahy
Aerin Lim	Ali Nahm	Anant Gupta	Anita Crotty – in honor of Marcia Gagliardi’s birthday	Armin Haken	Becky Christian	Brandyn Gabel
Agatha Bacelar	Alice Cravens	Anant Vinjamoori	Anita Desai	Armin Hakin	Belal Aftab	Breanna Allen
Ahmed Ajayi – in memory of Idowu S. Ajayi	Alice Kassinger	Andre and Kristin Peche	Ann and Frederic Kotas	Aroon Vijaykar	Belinda Presser	Brenda Willoughby
Aimee Haeussler	Alison Bing	Andrea Davidson	Ann Marie Wilson	Arta Zygielbaum	Ben Gould	Brenda Brass
Aimee Haeussler	Alison Dame-Boyle	Andrea Ruble	Ann Miller	Arturo Montalvan Buendia	Ben Rosenfeld	Brett Barbour
Aislinn Marron	Alison Kibrick	Andrew Bindman	Ann N Kotas	Aryé Elfenbein	Ben Shaw	Brett Dobbs
Akhilesh Mohan	Alison Pachynski	Andrew Bloom	Anna Bernardi	Ashleigh Norman	Bene Lochtenberg – in honor of Wendy Smith and Simon Lewis	Brett Smith
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Alan Malek	Alissa Anderson	Andrew Bullen	Anna Moniuszko	Ashley Chandler	Benjamin James	Brian Bowen
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Kelsey Lee	Laura Guido–Clark	Lily Carter	Magali Stretton	Marissa Allen	Matthew Fust	Michael Chen
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Natalie K Gunn	Page Piccinini	Prachi Banga	Rick Champion	Ryan Forsha – in memory of my grandmother, Myrtle Cain	Sarah Kelly	Sherry Huang
Natalie Overton	Pam Lin	Prachi Banga	Rikki De Wit	Riley Marsh	Sarah Kunkle	Sherry Liu
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Stephanie Rose	Suzanne Rynning	Thomas Li	Vlad Georgescu	Zhe Shen
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