

Assessing Health and Equity Impacts of the Proposed Reef Development Project in South Central Los Angeles:

Appendices



United Neighbors In Defense Against Displacement

U N I D A D • U N I T Y

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Appendix A. HIA Process and Methodology

HIA Process

HIA is a flexible process that typically involves six steps:

1. Screening involves determining whether or not an HIA is warranted and would be useful in the decision-making process.
2. Scoping collaboratively determines which health impacts to evaluate, the methods for analysis, and the workplan for completing the assessment.
3. Assessment includes gathering existing conditions data and predicting future health impacts using qualitative and quantitative methods.
4. Developing recommendations engages partners by prioritizing evidence-based proposals to mitigate negative and elevate positive health outcomes of the proposal.
5. Reporting communicates findings.
6. Monitoring evaluates the effects of an HIA on the decision and its implementation as well as on health determinants and health status.

Stakeholder engagement

Stakeholder engagement, including participation of community members who are directly impacted by the development, is a vital part of HIA. We engaged stakeholders primarily through participation in the Advisory Committee and through data collection.

Advisory Committee

The Advisory Committee consisted of representatives of member organizations in the UNIDAD Coalition and additional members, who are listed on the acknowledgements page of this report.

The advisory committee met by phone in July 2015 and in-person in Los Angeles in October 2015. The Advisory Committee advised HIA researchers on where to find specific data and research, organizing focus groups, how to communicate findings, the political context of the proposed development, review of the draft findings and the draft report, and regarding recommendations. The Advisory Committee represented the primary channel through which affected community members were engaged. The Advisory Committee also played a key role in disseminating the HIA findings and recommendations.

Data Collection

The need to gather data and research for HIA is one way to begin or start a discussion about the impacts a policy has on health. We engaged stakeholders for the following data collection tasks:

- *Focus Groups.* Esperanza, SAJE, CDTEch, TRUST South LA, and the St. Francis Center helped to organize the focus groups with residents of South Central Los

Angeles and with homeless and food bank clients from the area who are served by the St. Francis Center.

- *Subject Matter Expert Interviews.* Interviewees provided valuable context on the experiences of small business owners in South Central Los Angeles; the perspective of a representative of a school system in the area; the perspective of a church leader for a church that was originally established to serve the African American population in the area, but has since expanded to also provide services to the Latin@ population; and a researcher who is well-versed in the demographic, built environment, gentrification, and immigrant rights issues that are specific to Los Angeles.

Methods

The following methods were employed to describe existing conditions and make impact predictions related to residents and businesses of the South Central Los Angeles community. Human Impact Partners:

- Review of the scientific (peer-reviewed) and grey (non peer-reviewed) literature;
- Data collection from existing sources, such as the American Community Survey, and data from the Los Angeles County Department of Public Health;
- Focus groups with residents of the South Central Los Angeles neighborhood; and
- Subject matter expert interviews with small business owners, the principal of a local school, a researcher from the University of Southern California, and a pastor from a local church.

The data collection area used to define South Central Los Angeles was established through consultation with community partners that work in the area. Partners from Esperanza and SAJE identified census tracts to use, and a contact from the Los Angeles County Department of Public Health identified the community planning area most closely aligned with the collection of their data.

Additional data was obtained, analyzed, and utilized from a survey of South Central neighborhood residents conducted by SAJE and a survey of small business owners conducted by CDTech.

Literature Review

For the literature review we gathered empirical evidence using databases such as Google Scholar, general Internet searches, and other public health and sociological databases. Grey literature included reports produced by organizations and institutions such as Causa Justa, the Los Angeles County Department of Public Health, PolicyLink, the Robert Wood Johnson Foundation, the University of Southern California, the U.S. Department of Housing and Urban Development, the National Low Income Housing Coalition, the California Housing Partnership Corporation, the U.S. Conference of Mayors, the Los Angeles Homeless Services Authority, ChangeLab Solutions, and others.

Focus Groups

Five separate focus groups in Los Angeles consisted of a total of forty-one participants. Please see Appendix B for more information on the focus group methodology, including recruitment methods and discussion guides. Typed and recorded notes were taken during the focus groups and all participants granted permission to use quotes gathered for this report.

Interviews with Subject Matter Experts

Six interviews were conducted with subject matter experts (see page 3 for listing) with three small business owners in the area, the principal of Santee Education Complex located very near the proposed Reef Development location, a researcher from the University of Southern California Sociology department, and a pastor from the 2nd Baptist Church.

Advisory committee members identified subject matter experts to interview. Interviews with small business owners were coordinated and co-facilitated by a representative from CDTEch. For other interviews, Human Impact Partners staff sent an email and/or contacted the person by phone explaining the project and requesting an interview. All interviews were conducted in person except for the interview with Pastor Epps, which was conducted over the phone. Please see Appendix C for an example interview guides. Typed notes were taken during the interviews and all interviewees granted permission to use quotes gathered for this report.

Predicting the of Effects of the Reef Development Project on Gentrification, Financial Strain, and Displacement

When calculating the number of people at risk for financial strain and displacement as a result of the gentrification that would occur with the Reef Development Project, the buffer zones were selected based on an analysis of rising property values for homes in a low-income neighborhood adjacent to the planned Atlanta Beltline,¹ which provides evidence for the way that a large scale project could impact property values in a low income neighborhood. This analysis showed that property values increased the most when they were within 1/8 to 1/4 mile from the Beltline, and properties that were within ¼ to ½ mile from the Beltline also increased significantly. Smaller increases in property values were also experienced for properties between ½ mile and 2 miles from the redevelopment. The study also demonstrated that property value increases coincided with media coverage of the Beltline, years before actual construction.

The people most likely to be negatively impacted by increased property values are renters, particularly those who are already burdened by housing costs. The number of cost-burdened renter households within each buffer zone was calculated by census tract, based on whether the majority of a tract fell within the zone. Only census tracts identified as within the South Central study area were included (see the *About the Report* section of this report for more details).

We then estimated the number of people in these households based on the average renter household size in each tract, as shown in Table 4 of the report.

Many of these renters will have some protection against rising rents if they live in deed-restricted affordable housing or rent-stabilized units (and know the rights afforded to them under Los Angeles's Rent Stabilization Ordinance.) The most vulnerable renters will be those who live in units – such as detached single-family homes – that are not rent-stabilized and thus have little recourse if their landlords choose to raise rents.

Strengths and Limitations of this Methodology

We faced several limitations in conducting this assessment. For example, the timeline for conducting this study was only four months in length, so the scope of the project was limited to primarily just the impacts of gentrification on financial strain and displacement, though there are many other potential impacts of redevelopment that could also potentially impact the health and equity of community members. And while we collected qualitative data to describe the experience of living in the South Central Los Angeles community, these findings are not meant to compare residents of South Central Los Angeles to the City of Los Angeles as a whole, or to make claims about statistically significant differences. Also, definitions around the South Central community and the concept of community in general vary depending on differences in lived experience that produce individual and, at times, divergent ways of identifying with one's surroundings. Finally, with any study of how an intervention affects outcomes, there are myriad social changes in the residents who live in this community that also impact the outcomes of interest studied in this report.

Numerous strengths are evident as well. The participation of Advisory Committee members ensured that we included a variety of community perspectives and were able to access community members who might not otherwise have participated in this study. As a result, the voice of the community is strong in this report. Furthermore, their connections to small business owners, service providers, and community resources, provided us with access to meaningful and credible stories that provide additional context to our findings.

Appendix B. Focus Group Methodology

Five focus groups were conducted on August 25-27, 2015. Focus groups were conducted to answer questions where there were gaps in the literature and existing conditions data, to confirm findings from those sources, and to provide additional localized context and understanding to these topics. Partner organizations Esperanza Community Housing Corp. and SAJE were compensated for their services in recruitment and facilitation, as well as to provide stipends to each focus group participant, to supply food during the meetings, and to address any other barriers to participation through the provision of transportation or parking reimbursement, childcare services, and so on, as needed.

A critical case sampling selection strategy² was used to recruit critical populations where data was currently lacking: English and Spanish-speaking residents of the community directly surrounding the proposed Reef Development Project, including homeless populations and those of extremely low income who utilize community foodbank services.

Several partner organizations – Esperanza, SAJE, CDTech, TRUST South LA, and the St. Francis Center – recruited focus group participants for the five groups – through existing connections with their client base. Recruiters from each organization worked together to populate a spreadsheet of potential participants and establish estimates of potential demographic variables of interest, to attempt as much variation as possible. Such criteria included: primary language, gender, age, race/ethnicity, children living with them, etc.

All five focus groups had at least one or two facilitators and one note-taker. All focus groups had one staff member or consultant from one of the recruiting partner organizations and one or two staff members from Human Impact Partners. All five focus groups were held in Los Angeles. Participants all provided verbal assent to participate after receiving a detailed description of what would occur, how it would be recorded, and how the data would be used. All adult participants were sent the final quotes that were used in the report in advance, with an opportunity to have them deleted or modified if they felt it did not accurately reflect what they said. One focus group participant corrected one word of her quote before it was included, no other focus group participants selected to have their quotes modified in any way or deleted.

Detailed notes were collected at each focus group, in addition to audio recordings, which were used just to clarify specific quotes as needed. Following the guidelines of qualitative researchers Miles and Huberman³, a codebook was created prior to reading the data. The codebook was informed by theoretical constructs, literature review, and preliminary research gathered from stakeholder feedback during the early phases of the HIA process. The data from the focus group notes were then reviewed line by line by Human Impact Partners staff to identify segments of the text that could be coded according to these previously selected themes and categories. In addition, data that did

not fit into these themes and categories were categorized into their own “in vivo” codes, according to Strauss’s guidelines on codes that derive from the data itself.⁴ (Codebook is provided after interview guides.) Finally, the data were analyzed by reviewing all codes in the same category to derive and further summarize the codes that most clearly represented those overall concepts. Selected examples of these codes were incorporated into the final HIA report where they offered additional context, depth, validity, or original concepts to the critical concepts in the report.

Focus Group Questions and Probes

For each focus group, we prepared a set of questions to guide the conversation. We also included probes for some questions in case the focus group discussions needed extra direction. See questions on the following pages.

References

1. Immergluck D. Large Redevelopment Initiatives, Housing Values and Gentrification: The Case of the Atlanta Beltline. *Urban Stud.* 2009;46(8):1723-1745. doi:10.1177/0042098009105500.
2. Cohen D, Crabtree B. *Qualitative Research Guidelines Project*. Robert Wood Johnson Foundation; 2006. <http://www.qualres.org/HomeSamp-3702.html>.
3. Miles M, Huberman A. *Qualitative Data Analysis*. 2nd ed. Thousand Oaks, CA: Sage; 1994.
4. Strauss A. *Qualitative Analysis for Social Scientists*. Cambridge, UK: Cambridge University Press; 1987.

Focus Group Interview Guide

Warm up Questions:

- 1) What is your name and how long have you lived in South LA?
- 2) What kind of employment do you have or does your partner have?

Financial strain

- 3) What percentage of your income do you spend on your rent or mortgage?
- 4) How does the cost of rent or mortgage affect your ability to pay for other things you need? (Examples your: food, utilities, clothing, transportation, educational resources for children, and other necessities)
- 5) Is it stressful when you can't afford the things you need? What kinds of choices would you have to make if you couldn't afford everything you need?
- 6) How do you think those choices would affect your health?
- 7) How would those choices affect the health of your children and other family members?

Displacement

- 8) If the cost of rent or property taxes went up in your neighborhood, how likely are you to move to a different neighborhood? What neighborhood would you move to and why?
 - a) Do you think you would stay connected with the neighbors you've gotten to know here?
- 9) How would relocating/moving affect life in this neighborhood if people start to leave because they can't afford to live here?
 - a) What would happen to the businesses?
 - b) What would happen to the schools? (Ex: would children have to switch schools, less funding for schools etc)
- 10) How do you think those experiences (being evicted, losing your home, losing connection with friends/neighbors) would affect your stress level? Your health? The health or stress of your children and family?

Concluding questions

- 11) What kinds of changes would you like to see in your community? (ex: community resources, schools, retail, green space, safety, access to healthy foods, access to health resources etc.)
- 12) What makes you proud of your community? What are some of the things you enjoy doing in your community and/or with your family?
- 13) Is there anything else you would like to share regarding our discussion?

Guía para grupo de enfoque

Preguntas iniciales:

- 1) ¿Cómo te llamas y cuánto tiempo tienes viviendo en el sur de Los Angeles?
- 2) ¿En qué trabajas tú o tu pareja?

Problemas Financieros

- 3) ¿Qué porcentaje de tus ingresos gastas para la renta o hipoteca?
- 4) ¿Cómo afecta el costo de la renta o hipoteca tu habilidad de pagar otras necesidades? (Ejemplos: comida, utilidades o facturas de servicios públicos, ropa, transportación, recursos de educación, y otras necesidades)
- 5) ¿Es estresante cuándo no puedes pagar las cosas que necesitas? ¿Qué clase de decisiones tendrías que hacer si no pudieras pagar todas las cosas que necesitas?
- 6) ¿Cómo crees que estas decisiones afectarían tu salud?
- 7) ¿Cómo crees que estas decisiones afectarían la salud de tus hij@s y otros miembros de tu familia?

Desplazamiento

- 8) Si el costo de la renta o impuestos de propiedad suben en tu vecindad, ¿qué tan probable sería que te mudaras a otra vecindad? ¿A qué vecindad te mudarías y por qué?
 - i. ¿Crees que te quedarías en contacto con tus vecinos a quienes has llegado a conocer aquí?
- 9) Si la gente empieza a mudarse o reubicarse porque no pueden pagar el costo de vivir aquí ¿cómo afectaría la vida en esta vecindad?
 - i. ¿Qué le pasaría a los negocios?
 - ii. ¿Qué le pasaría a las escuelas? (Ejemplo: tendrían que cambiar de escuelas los estudiantes, habrían menos fondos para las escuelas etc.)
- 10) ¿Cómo crees que esas experiencias (ser desalojados, perder tu casa, perder conexión con amistades y vecinos) afectarían tu nivel de estrés? ¿tu salud? ¿la salud o estrés de tus hij@s y familia?

Preguntas conclusivas

- 11) ¿Qué clases de cambios te gustaría ver en tu comunidad? (Ejemplo: recursos comunitarios, escuelas, venta de al por menor, parques o espacios verdes, acceso de recurso de salud etc.)
- 12) ¿Qué te orgullece de tu comunidad? ¿Qué actividades disfrutas hacer en tu comunidad y/o con tu familia?
- 13) ¿Hay algo más que te gustaría compartir acerca de nuestra discusión?

Appendix C. Subject Matter Expert Interview Methodology

In addition to focus groups, six subject matter expert interviews were also conducted to provide additional localized context and understanding to the impacts of the proposed Reef Development Project on the South Central Los Angeles community.

Six subject matter expert interviews were conducted (see page 3 for listing) with three small business owners in the area, the principal of Santee Education Complex located very near the proposed Reef Development location, a researcher from the University of Southern California Sociology department, and a pastor from the Second Baptist Church.

Advisory committee members identified subject matter experts to interview. Interviews with small business owners were coordinated and co-facilitated by a representative from CDTEch. All other interviews were conducted by Human Impact Partners staff.

Specific interview questions can be found on the following pages.

Subject Matter Expert Interview – small business owners

Intro

Explain Reef project and research project

Background on the business

1. What did you do before you opened the business?
2. Can you tell me about your business? What services/products do you provide? Why (goals: serve community, provide a product/service, profit growth)?
3. How many people do you employ and what are your employment practices? (within the community?)
4. Who are your customers?
 - a. People from neighborhood? Race/ethnicity, gender, income? (Just describe them)
 - b. Do they live here? Work here? Both?

Neighborhood context for the business

5. Do you live in the neighborhood? What was the reason you started your business in this neighborhood? Does it matter to your customers that they know you?
6. What is your relationship with other businesses in the area?
 - a. Are relationships based on shared customer base? Shared cultural heritage?
7. How is the money from your business invested in the community?
 - a. Any other ways you “give back to community”? (sponsorships/donations/informal support)

Changes over time and Displacement

8. If the cost of rent went up in your neighborhood, how likely are you to move your business to a different neighborhood (or to close your business)? What neighborhood would you move to and why?
 - a. How does the cost of rent or mortgage affect your ability to pay for other things you need for your business? (Examples your: paying your staff, supplies/products, utilities, etc.)
 - b. What would happen if the residents and clientele in the neighborhood started to change? How would that affect the services/products you offer, the pricing, the staffing of your store, etc.
 - c. Where would current clientele be able to get the resources/services you offer if your business had to move?
9. Do you think you would stay connected with the customers and other business owners you’ve gotten to know here?
10. As a business, what are your needs? Are those needs met in the neighborhood?

Concluding questions

11. What kinds of changes would you like to see in this neighborhood? (ex: community resources, schools, retail, green space, safety, access to healthy foods, access to health resources etc.) What are the needs of your business?
12. What makes you proud to be a business owner in this neighborhood?
13. Is there anything else you would like to share that you would like to share regarding our discussion?

Entrevistas de informantes – propietarios de pequeñas empresas

Introducción

Explica el proyecto Reefy y el estudio

Antecedentes sobre la empresa

1. ¿Qué hacías antes de abrir tu negocio?
2. ¿Me puedes contar sobre tu negocio? ¿Qué servicios o productos provees? ¿Por qué? (meta de servir a tu comunidad, proveer productos o servicios, ganancias)?
3. ¿Cuántas personas trabajan aquí? ¿Viven en esta vecindad tus empleados?
4. ¿Quién son tus clientes?
 - a. ¿Son personas que vive en esta vecindad? ¿Trabajan aquí? ¿Los dos?

Contexto de la vecindad para el negocio

5. ¿Vives en esta vecindad? ¿Cuál es la razón por la que empezaste tu negocio en esta vecindad? ¿Es importante que tus clientes te conozcan?
6. ¿Cómo es tu relación con otros empresarios en la área?
 - a. ¿Tienen una relación por lo que comparten clientes? ¿Por qué comparten una cultura?
7. ¿Cómo inviertes en tu comunidad como empresarios?
 - a. De alguna manera devuelves a tu comunidad? Patrocinando, donaciones, apoyo informal

Cambios a través del tiempo y desplazamiento

8. Si el costo de la renta para tu negocio sube, ¿qué tan probable sería que mudaras tu negocio a otra vecindad (¿o cerrar tu negocio?). ¿A que vecindad te mudarías y por qué?
 - a. ¿Cómo afecta el costo de la renta de tu negocio tu habilidad de pagar para otras cosas que necesitas para tu negocio? (Ejemplos: pagar a empleados, materiales/producto, gastos etc.)
9. ¿Qué pasaría si los residentes y los clientes de la vecindad empiezan a cambiar? ¿Cómo afectaría los servicios/productos que ofreces, los precios, los empleados, etc.
 - a. ¿Dónde irían los clientes que tienes para los servicios y recursos que tu negocio ofrece si te tuvieras que mover?
10. ¿Crees que te quedarías conectad@ con los clientes y otros empresarios que haz llegado a conocer aquí?

Preguntas conclusivas

11. ¿Qué clases de cambios te gustaría ver en tu comunidad? (Ejemplo: recursos comunitarios, escuelas, venta de al por menor, parques o espacios verdes, acceso de recurso de salud etc.) ¿Qué son unas necesidades de tu negocio?
12. ¿Qué te orgullece de ser empresario en esta comunidad?
13. ¿Hay algo más que te gustaría compartir acerca de nuestra discusión?

Subject Matter Expert interview – Martin Gomez, principal,
Tuesday August 25, 2015 9:25-10:15AM
Santee Education Complex

Intro - Explain Reef project and research project

Background Questions

1. Could you start by telling me a little about your connection to the South LA community? Had you previously worked or lived here?
2. Why did you choose the field of education? Have you worked in other school districts? Housing conditions that students live in? Challenges to school/studying?

School Climate

3. What percent of students are bussed in from other neighborhoods?
4. As an educator, what is your perception of Santee High being 100% free & reduced lunch and having 100% black & brown students—94% Latino, 6% African American.
 - a. How do you think this will impact them when they go off to colleges, where that racial/ethnic composition is not the case?
5. How involved are the parents in their children's education? What are some sources of stress for Santee High Students? Their parents?
 - a. What are some impacts on their education status? Impacts on their health? (Asthma, diabetes, dental care) And what are ways they cope with stress?

Neighborhood

6. We've heard that South LA has a transient population – why do they move? Is it because of affordability of neighborhood? Work-related?
7. How much does housing stability in the area impact the students' attendance rates? Or any other challenges they may experience as a result of evictions, etc. How do people view Skid Row and being so close to it? Are there students who are homeless? If so, what percentage?
8. How would you describe the level of social cohesion in the neighborhood – if people are more likely to be transient, are there still strong social connections? What supports those social connections? What hurts them?
9. Are there any influences of the history of the neighborhood on current conditions? Political history? Cultural history?

Gentrification

10. Have you experienced, witnessed, or heard of any impacts of gentrification on the neighborhood in this area or other areas? Explain
11. What's your fear if gentrification happens?

12. Do you think there could be opportunities that might result from gentrification or the development?

Concluding questions

13. What kinds of changes would you like to see in this community? (ex: community resources, schools, retail, green space, safety, access to healthy foods, access to health resources etc.)

14. What makes you proud of this community?

15. Is there anything else you would like to share regarding our discussion?

Subject matter expert interview – Manuel Pastor
Wednesday August 26, 2015 12-1pm
950 W. Jefferson Blvd., JEF 102, Los Angeles, CA 90089

Intro - Explain Reef project and research project

- Mention focus groups and interviews being conducted in Spanish (he suggested this for USC HIA)
- Mention interviews with local business owners and focus on investment in local economy
- Will not be specifically studying economic impacts due to limited time and funds and need to streamline, but may be able to make some recs based on his thoughts on this topic

Neighborhood

1. What have been the socio-demographic and economic trends in south LA?
 - a. How have the demographics shifted? (African American to Latino communities – other shifts?)
 - b. How has the economy shifted?
 - i. Manufacturing, small businesses
2. You work on Black-Latino relations, is there anything we can learn from that that would be relevant to south LA, given the changing demographics over time?
 - a. Anything on history of displacement, about immigration status, about disempowerment/empowerment, about structural and systemic discrimination?
3. Can you speak to social cohesion in south LA?

Gentrification and equity

4. In thinking about the planned Reef Project and its potential impacts on the current residents of south LA, what are the potential impacts on equity, the economy/jobs, housing, health, social connections, culture, etc... of this project?
 - a. How might these effects impact the community?
 - b. What are some ways to counter those negative impacts?
 - c. Any positive impacts that might happen?
5. What are the opportunities to achieve or enhance social justice through the response to this proposed development? What do developers and community leaders need to know?
6. What are some issues around gentrification, population, culture, economy, etc. that people don't understand or don't think to ask about that we should consider?
7. What are your thoughts on balancing the needs for people in a particular neighborhood with the needs of a region overall? How can the need for housing at a regional level be balanced with the potential for displacement at a neighborhood scale?

Concluding questions

8. What kinds of changes would you like to see in the South LA community? (ex: community resources, schools, retail, green space, safety, access to healthy foods, access to health resources etc.)
9. Is there anything else you would like to share regarding our discussion?

Subject matter expert interview – Pastor Epps

Intro Explain Reef project and research project

Background on his church

14. What did you do before you began your service at 2nd Baptist Church?
15. Can you tell me about your church? How long has it been in this neighborhood?
What is the mission of this church?
16. Can you tell me about your congregants? Who comes to your church?
 - a. How many people?
 - b. Do they live in the neighborhood?
 - c. Age, race/ethnicity, gender, income? (Just describe them)
 - d. Have they changed over time?

Neighborhood context for the church

17. Do you live in the neighborhood? What was the reason you came to this church in this neighborhood?
18. What is your relationship with other churches and residents in the area?
 - a. What makes those relationships helpful?
 - b. What makes them challenging?
19. How does your church contribute to the neighborhood?
 - b. Any other ways you “give back to community”?
(sponsorships/donations/informal support)

Changes over time and Displacement

20. If the cost of rent went up in this neighborhood, how would that affect your church and its congregants?
 - a. Would you ever move the church to a different neighborhood because of rising costs? What neighborhood would you move to and why?
 - d. How does the cost of rent or mortgage affect your church? (Examples your: paying your staff, supplies, utilities, etc.)
 - e. What would happen if the residents in the neighborhood started to change? How would that affect your church?
 - f. Where would current congregants be able to go to church if your church had to move?
21. Do you think you would stay connected with the residents and other churches you’ve gotten to know here?
22. As a church, what are your needs? Are those needs met in the neighborhood?

Concluding questions

23. What kinds of changes would you like to see in this neighborhood? (ex: community resources, schools, retail, green space, safety, access to healthy foods, access to health resources etc.)
24. What makes you proud to have this church in this neighborhood?
25. Is there anything else you would like to share regarding our discussion?

Appendix D. CDTech Small Business Needs and Opportunities Survey