

SOUTH SAN FRANCISCO

# Racial & Social Equity Commission Report



**ADOPTED BY COMMISSION JULY 21, 2021**

**PRESENTED TO SOUTH SAN FRANCISCO CITY COUNCIL AUGUST 25, 2021**

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## Letter from the Chair

*“We cannot seek achievement for ourselves and forget about progress and prosperity for our community... Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own.”*

*-Cesar Chavez, Civil Rights Activist*

We began this journey as have many others around the nation, with the clear intention to search for healing and positive change. We knew that the killings of unarmed black men tore our hearts and opened our minds. And through that tragic lens we found more pain; a need for social justice for many, a need to reform what we call public safety, and a need to embrace equity over equality in access to health, education, and opportunity. A big plate for a relatively small body of volunteers. But we decided that the important thing was to start.

The South San Francisco Commission on Racial and Social Equity was formed to ensure our City would take the first steps to identify systems that further inequity and create pathways for change. This report is a chronicle of our process as it outlines our vision and approaches to this great challenge. The report is also a written commitment for today and the future, as we build upon these initial steps. We believe that if inequities can be baked into our traditional institutions, strategies can also be constructed to remove those inequities.

I am proud to have served as Chair of this body. I am most proud of our determination to learn from the residents of South San Francisco, as we asked tough questions of ourselves and our governmental peers.

Will this report solve all issues related to race, class, and social inequities? No. But the people who remain committed to eliminating racial and social inequities will keep the spirit of our goals alive and the steps toward our desired outcomes at the forefront.

Working with City leaders, City Staff, volunteers, and members of this great community, we have initiated tangible action steps toward effecting change in public safety, mental health, education, and economic disparities. We have set a foundation from which additional solutions can be launched. And most importantly, we have set in motion a higher level of awareness of the broader meaning of “community” in South San Francisco.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Flor Nicolas', with a long horizontal flourish extending to the right.

Flor Nicolas, Councilmember  
Commission Chair

# Introduction

The death of George Floyd accelerated broader support for the Black Lives Matter movement in South San Francisco and created an opportunity for new alliances and a call to action. The South San Francisco Commission on Racial and Social Equity was created to address that call. The Commission created an opportunity to bring community members together to determine priorities to advance racial and social equity. During their time together, Commissioners had the opportunity to get to know each other, ask hard questions, review data, engage in tough conversations, and bring a critical racial and social equity lens to the table. Their collective commitment centered around improving the lives of those in South San Francisco who have experienced inequities, building bridges of understanding, and collaboratively identifying actions for change.

The Commission's work took place against the backdrop of the worldwide COVID-19 pandemic and the continued killings of unarmed black people throughout the United States. Members were limited to working virtually, via Zoom meetings, and unable to share ideas and build relationships in-person. Despite those challenges, they met thirteen (13) times over twelve (12) months. This report chronicles the planning process and highlights each step of the Commission's work:

## 1. Launching the South San Francisco Commission for Racial & Social Equity

The unique composition of the Commission included members with deep knowledge of the community of South San Francisco, as well as representatives from City government and community leadership. The Commission established the foundation for their work by reviewing key definitions and their chosen decision-making processes. As a group, they shared their hopes and adopted group agreements, guiding principles, and a framework for levers of change.

## 2. Creating an Opportunity to Listen and Learn

Valuable input from the South San Francisco community was collected and prioritized to address identified needs of South San Francisco community members. The combination of Commission leadership and community engagement enabled rapid assessment and successful movement forward in the creation of an agenda to identify and address racial and social inequities.

## 3. Advancing Equity in South San Francisco

The South San Francisco Commission identified areas for immediate and ongoing institutional and structural change. During the planning process, action steps were identified and include actions to take immediately, actions that build on current work already underway, and action steps to take over the coming year and beyond. This work successfully built on the initiatives that the City of South San Francisco already had developed to address racial and social inequities, and are in alignment with the mission, vision, and goals of the South San Francisco Commission.

## 4. Sustaining & Accelerating Change

The City of South San Francisco and its leadership are dedicated to creating a better community for those impacted by racial and social inequities. As many cities and municipalities around the country work to address a legacy of racial and social inequity, South San Francisco has turned the ideals of equity into tangible recommendations. The South San Francisco Commission outlines an important new course to explicitly and proactively advance racial and social equity. The new course is articulated in the first year of action.



To assist the South San Francisco Commission in this planning process, the City of South San Francisco partnered with Raimi + Associates to gather data, facilitate meetings, and document the Commission's work. Lisa Costa Sanders served as liaison with city staff, provided city government insight, and prepared Commission meeting minutes. Myra Jolivet supported the Commission's efforts in strategic communications and approach to advancing diversity, equity, and inclusion. Sharon Watts served as City of South San Francisco Graduate Fellow in community-based organizational development and issues of racial and social equity.



# Launching the South San Francisco Commission

From the beginning, the South San Francisco Commission on Racial and Social Equity was distinct. Commission members were selected to reflect the diversity of South San Francisco, bringing a range of expertise and lived experiences to Commission discussions, and to ensure that community members would lead and inspire the Commission's work. Multiple commissioners, for example, speak languages other than English as their first language, and all the commissioners have spent many years (decades in most cases) living and working in the City. In addition, and perhaps most unique about this Commission, however, is the Commission composition. Commission membership includes City Council members, key City staff and community members. This unique combination of deep knowledge of South San Francisco, and connection to both the City of South San Francisco and community leadership positioned the Commission to quickly and successfully move forward an agenda to address racial and social inequities in South San Francisco.

The first step of the Commission's work involved convening Commission members to review the purpose and mission outlined in the Commission charter, and to establish how to best work together as a group.

## The Commission Members

Every member of this commission shared their talents and gave countless hours of their time to improve South San Francisco. Commissioners shared their expertise and experiences and provided valuable insights. This Commission would not have been successful without this dedication. We want to extend our deepest appreciation to each of the commissioners for their passion and commitment to advance racial and social equity in South San Francisco.

City Councilmember Buenaflor Nicolas, Commission Chair

City Councilmember Mark Nagales

Edith Arias

Jeff Azzopardi, Police Chief

Gladys Balmas, San Mateo County Aging & Adult Services

Norm Faria

Mike Futrell, City Manager

Cheska Ibasan, Youth Advisory Council

Vanessa McGovern

Hermes Monzon

Patricia Murray, SSFUSD Board of Trustees

Kayla Powers

Liliana Rivera, Change SSF

Bobby Vaughn

Alternate: Andrea Fernández



## The Purpose

This Commission set out on an ambitious course which included the following aims.

### **The Commission worked to achieve the following objectives:**

1. Develop a shared understanding and knowledge of institutional racial and social inequities in key areas;
2. Examine police presence and relationships with respect to communities of color in order to build trust;
3. Build trust and strengthen partnerships among local community-based organizations, community health organizations and agencies, and social justice organizations;
4. Collaborate with the community and other institutions to develop and offer opportunities for change and elevate successful models and best practices; and
5. Develop recommendations for action to the South San Francisco City Council to eliminate racial and social inequities.

## The Mission and Vision of the Commission

The charter outlined the following mission for the Commission:

**The South San Francisco Commission on Racial and Social Equity aims to proactively advance equity in the City's internal and external processes, as well as to recommend policy and program changes to overcome institutional inequities in education, policing, healthcare (including mental health and addiction services), and other social services.**

Through the process of working together, members of the Commission developed a vision statement for the work:

**Government and other institutions within the city proactively address structural racism and promote social equity. This will create a community in which all Black, Hispanic/Latinx, other residents of color, and historically disenfranchised community members are safe, feel a sense of belonging, have abundant opportunities, and reach their full potential.**



## The Process

The Commission's charter outlined three phases of work:

**Phase 1: Listen + Learn (August-October 2020).** This phase ensured that Commissioners had a common understanding of racial and social inequities and the local landscape so they could identify effective ways to address these issues at the local level. To understand the context and impact of structural racism, the Commission heard presentations from regional and national experts, city staff, representatives of local jurisdictions, and community members. The culmination of this phase set priorities and focus for Phase 2.

**Phase 2: Identify + Hone Solutions for South San Francisco (November 2020-April 2021).** Phase 2 included the identification and crafting of specific solutions. This phase provided Commission members with legal and financial regulations to ensure that decisions were legally and financially feasible. Commissioners also heard presentations from other jurisdictions to consider and inform prioritized strategies.

**Phase 3: Get Specific About Action (May-July 2021).** The third and final phase of the Commission's work focused on finalizing recommendations and developing a final report and implementation plan.

### *City Council Resolution:*

### *South San Francisco's Commitment to Racial and Social Equity*

In August of 2020, South San Francisco City Council also passed a resolution underlining the City's ongoing commitment to racial and social equity. The resolution highlights the following:

- City leaders realize the direct and indirect connections of racism and economic disadvantage to public health and education crises.
- The City Council vowed to stand with communities of color, the working class, and all of those disadvantaged by social or physical disability, in efforts to reverse the effects of historically unfair policies and practices.
- The resolution specifically acknowledges that Black Lives Matter and to build pathways to equality and justice for all, it must be recognized that targeted communities are most at risk, and while statements are important, action is critical.





## Roles and the Decision-making Structure

The Commission emphasized the importance of making decision-making transparent. This table outlines key points and sources of information.

Key Decision Points	Expert Input	Final Approval
Selection of Commissioners	City Council, City Staff	Mayor and Designated Appointing Entities
Guiding Principles, Group Agreements, Framework	Commission, City Staff	Commission
Identification of Findings and Preliminary Recommendations	Commission, City Staff, County, School District, and South San Francisco Residents/Members of the Public, Regional and/or National Experts and Representatives of Outside Agencies Invited to Share Information with the Commission	Not applicable To be developed into Final Recommendations
Final Recommendations for Action (i.e., Recommended Policy and Program Changes)	Commission, City Staff, County, School District, and South San Francisco Residents/Members of the Public	Commission
Implementation Actions and Plans	Commission, City Staff, Public input	City Council, School Board, County Board of Supervisors, and potentially other authorizing bodies

## Voting

In the first Commission meeting, the group designed their collaborative and approval processes.

- Votes can only take place when there is a quorum of at least eight of the 14 commissioners in attendance. Commissioners were the only participants allowed to vote.
- An approval represented a majority Commission vote. If a majority supported an adjustment to an item, a vote could go forward with the assumption that the adjustment would be included as part of the approval.



## Shared Language and Guiding Principles

### Key Definitions

Early in the planning process, the Commission members identified key terms to establish shared language that would inform their work.

#### **Racial Equity**

As an outcome, we achieve racial equity when race can no longer be used to predict life outcomes and outcomes for all racial groups are improved. As a process, those most impacted by racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

#### **Social Equity**

The goal of achieving fair outcomes for all populations, which requires offering diverse populations the type and level of services appropriate to their needs.

#### **Equality**

Providing all people with the same thing; different from equity, which encourages giving each person or population what they need to succeed.

#### **Structural Racism**

A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

#### **Institutional Racism**

Policies, practices, and procedures that work better for white people than for people of color, whether intentionally or unintentionally.

#### **Individual Racism**

Pre-judgment, bias, or discrimination based on race by an individual.

#### **Implicit Bias**





Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.



## Group Agreements + Guiding Principles

The Commission identified planning principles and group agreements to ensure clear communication. The agreements and principles enabled the group to have difficult but constructive conversations, encourage active listening, clarity, and a solution-oriented focus.

### Group Agreements

 <p><b>Focus on Our Common Goal</b></p>	<ul style="list-style-type: none"> <li>• We care deeply about our community. We want our community to flourish, and grow up healthy and supported.</li> <li>• We focus on identifying specific and actionable areas of change/ways to reduce inequities.</li> </ul>
 <p><b>Build and Strengthen Partnerships and Community Relationships</b></p>	<ul style="list-style-type: none"> <li>• We focus on the common goal and the ideas (not the individuals involved) when people disagree or have different perspectives.</li> <li>• We want to strengthen trust by showing up and sharing experiences and ideas.</li> <li>• We commit to working together respectfully and speaking from our own experiences and expertise.</li> <li>• Have fun! (whenever possible)</li> </ul>
 <p><b>Be Open to New Ideas and Perspectives</b></p>	<ul style="list-style-type: none"> <li>• We commit to remember that multiple perspectives can coexist and be valid, even when they seem to be in conflict.</li> <li>• We will work to understand others' perspectives (including assumptions, priorities, concerns, and possibilities) while paying attention to power dynamics and privilege. When we hear something that we disagree with, we will take time to reflect on it and will try to understand (instead of arguing or dismissing).</li> <li>• We know that participants are diverse in a range of ways (including race, ethnicity, cultural background, immigration status, sexual orientation, gender identity, gender expression, religion), and we will strive not to assume, work to avoid making assumptions about the values, life experiences, or feelings of other participants.</li> </ul>
 <p><b>Participate and Be Self-Aware</b></p>	<ul style="list-style-type: none"> <li>• We invite you to share your expertise and perspectives!</li> <li>• We commit to being aware of how much an individual is talking compared to other participants.</li> <li>• We commit to being aware of how each of us is acting when others are talking.</li> </ul>

### Calling In as a Practice to Support Group Agreements


- We recognize that everyone can (and does/will) make mistakes.
  - We want to continue to grow and improve -- and we know that mistakes are opportunities to learn.
  - Calling In is about inviting others to learn and grow.
- To “call in,” focus on the behavior. Be clear around what specific behavior this person engaged in, rather than any assumptions, projections, or judgements around their motivations or personality.



## Planning Principles

Principles	Planning Practices
 <p>Recognize Systemic Racism + Social Inequities</p>	<ul style="list-style-type: none"> <li>• The South San Francisco Commission on Racial and Social Equity aims to proactively advance equity in the City’s internal and external processes, as well as to recommend policy and program changes to overcome institutional inequities in education, policing, healthcare (including mental health and addiction services), and other social services. The Commission recognizes that each of these areas has a direct impact on the other. The issues are interrelated and there is a need to develop solutions to address each area of concern. Below are approaches to support an effective planning practice:                             <ul style="list-style-type: none"> <li>○ Acknowledge how racism and social inequities impact residents in South San Francisco</li> <li>○ Recognize complex factors that maintain systemic racism and social inequities</li> <li>○ Recognize historic trauma</li> <li>○ Engage multiple sectors and diverse perspectives to identify solutions</li> </ul> </li> </ul>
 <p>Support Learning + Innovation</p>	<ul style="list-style-type: none"> <li>• Develop a thorough knowledge of institutional racial and social inequities in the areas of education, policing, healthcare (including mental health and addiction services), and other social services, identifying cumulative impacts of institutional and structural inequities, as each area relates to South San Francisco</li> <li>• Examine police presence and relationships with respect to communities of color in order to build trust</li> <li>• Focus on information gathering, including presentations by regional and national experts, city staff, outside agencies, and the public, to gain the requisite base knowledge to understand the complexities surrounding current conditions and determining areas where meaningful change is possible (Phase 1).                             <ul style="list-style-type: none"> <li>○ Be curious</li> <li>○ Promote data-driven processes and decisions</li> <li>○ Honor evidence-based practice and practice-based evidence</li> </ul> </li> </ul>
 <p>Promote Transparency</p>	<ul style="list-style-type: none"> <li>• Build trust and strengthen partnerships with local community-based organizations, community health organizations and agencies, and social justice organizations                             <ul style="list-style-type: none"> <li>○ Make decision-making process transparent</li> <li>○ Recognize project limitations/constraints (e.g., timeline, hours)</li> <li>○ Communicate clearly and make materials accessible</li> <li>○ Be consistent and dependable</li> <li>○ Do not over-promise</li> <li>○ Recognize existing power dynamics and support just and fair participation</li> <li>○ Engage people with different amounts and types of power</li> </ul> </li> </ul>



 <p>Focus on Action + Systems Change</p>	<ul style="list-style-type: none"> <li>• Collaborate with the community and other institutions/partners to develop and offer opportunities for change relating to racial and social inequities exploring and elevating successful models and best practices.</li> <li>• Submit recommendations for action to the South San Francisco City Council designed to reduce or eliminate racial and social inequities within the scope of the areas of inquiry and help the City of South San Francisco better serve a diverse community and staff.</li> <li>• Focus on solutions, refining and stress testing various options, engaging stakeholders, analyzing financial and legal constraints, and collaboratively arriving at a set of draft recommendations for policy and program changes (Phase 2).</li> <li>• Focus on refining recommendations, developing implementation plans and production of final report (Phase 3)             <ul style="list-style-type: none"> <li>○ Maintain the focus on our common goal: that all community members in South San Francisco can flourish</li> <li>○ Help build buy-in</li> <li>○ Balance feasibility and vision</li> <li>○ Focus on systems, institutions, structures, and policies (not individuals)</li> <li>○ Engage diverse sectors and non-traditional partners</li> </ul> </li> </ul>
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### Levers of Change Framework

Commissioners agreed to three levers of change - programs, policies, and practices/culture as a framework for identifying opportunities to address racial and social inequities in each of these areas.



### Programs

- The services provided



### Policies

- Regulations
- Institutional procedures
- How resources are distributed/targeted to neighborhoods and residents



### Practices, Approach, and Culture

(organizational culture within departments, programs, organizations)

- How services are provided
- When/why and how community engagement happens
- Recruitment, hiring, and professional development



# The Opportunity to Listen and Learn

In addition to the initial work to launch and convene the Commission, the first phase also focused on listening to community member experiences and needs as well as experts in other communities to ensure that recommendations were innovative as well as specific to the needs of community members in South San Francisco. Commissioners reviewed South San Francisco demographic and contextual data, along with local, regional, and national best and emerging practices.

## Phase 1: Overview of Meeting Goals and Guest Speakers

During this period, seven Commission meetings were held. The table below outlines the meeting goals for each of the meetings, along with guest speakers and the total number of meeting participants.

Meeting	Goals	Guest Speakers	Number of participants
<b>Phase 1</b>			
Meeting 1: Aug 8	<ul style="list-style-type: none"> <li>● <b>Review purpose of the Commission</b></li> <li>● Get to know one another</li> <li>● Identify hopes for the Commission and possible challenges</li> <li>● Review decision-making process and key terms</li> <li>● Review and adopt Group Agreements, Guiding Principles, and Framework</li> <li>● Confirm timeline and topics for Phase I Commission meetings</li> <li>● Hear public comment</li> </ul>	Shireen Malekafzali, Senior Manager Policy, Planning, and Equity for San Mateo County Health	147 participants  90 views of recording on YouTube
Meeting 2: Aug 19	<ul style="list-style-type: none"> <li>● <b>Review context of inequities in <u>health and social services</u></b></li> <li>● Review example approaches to addressing Inequities</li> <li>● Discussion and preliminary prioritization of approaches for further investigation</li> <li>● Hear public comment</li> </ul>	Jeff Azzopardi, Chief of South San Francisco Police Department  Srija Srinivasan, Deputy Chief, San Mateo County Health	163 participants  16 views of recording on YouTube



Meeting	Goals	Guest Speakers	Number of participants
Meeting 3: Sep 2	<ul style="list-style-type: none"> <li>• <b>Understand South San Francisco landscape for <u>community safety and policing</u></b></li> <li>• Review opportunities to reduce structural/institutional racism and racial inequities related to community safety and policing</li> <li>• Gather Commissioner feedback on example approaches</li> <li>• Optional: Identify 1-2 approaches to advance for investigation during Phase I</li> <li>• Hear public comment</li> </ul>	<p>Jeff Azzopardi, Chief of South San Francisco Police Department</p> <p>César “ché” Rodríguez, Professor SFSU and member of CHANGE SSF</p>	<p>228 participants</p> <p>179 views of recording on YouTube</p>
Meeting 4: Sep 16	<ul style="list-style-type: none"> <li>• <b>Understand South San Francisco landscape for <u>education</u></b></li> <li>• Review opportunities to reduce structural/institutional racism and racial inequities related to education</li> <li>• Gather Commissioner feedback on example approaches</li> <li>• Optional: Identify 1-2 approaches to advance for investigation during Phase I</li> <li>• Hear public comment</li> </ul>	<p>Shawnterra Moore, Superintendent, SSFUSD</p> <p>Valerie Sommer, Director, South San Francisco Library and Sharon Ranals, Assistant City Manager and Director of the South San Francisco Parks and Recreation Department</p>	<p>171 participants</p> <p>16 views of recording on YouTube</p>
Meeting 5: Oct 7	<ul style="list-style-type: none"> <li>• <b>Understand South San Francisco landscape for <u>economic development and housing</u></b></li> <li>• Review opportunities to reduce structural/institutional racism and racial inequities related to economic development and housing</li> <li>• Gather Commissioner feedback on example approaches</li> <li>• Optional: Identify 1-2 approaches to advance for investigation during Phase I</li> <li>• Hear public comment</li> </ul>	<p>Nell Selander, Deputy Director, South San Francisco Economic &amp; Community Development</p> <p>Jan Stokely, Executive Director, Housing Choices</p> <p>Ricardo Nuñez, Sustainable Economies Law Center</p>	<p>125 participants</p> <p>78 views of recording on YouTube</p>
Meeting 6: Nov 4	<ul style="list-style-type: none"> <li>• <b>Gather Commissioner feedback on <u>example approaches</u></b></li> <li>• Hear public input about approaches reviewed by Commission to-date</li> </ul>	<p>No guest speakers</p>	<p>67 participants</p> <p>58 views of recording on YouTube</p>
Meeting 7: Dec 2	<ul style="list-style-type: none"> <li>• <b>Review input from Commissioners and Community about <u>top 12 approaches</u></b></li> <li>• Hear public input about top 12 approaches</li> <li>• Prioritize top 12 approaches for first year of implementation</li> <li>• Report on community survey</li> </ul>	<p>No guest speakers</p>	<p>60 participants</p> <p>59 views of recording on YouTube</p>





## In Their Own Words:

Listening and learning began with hearing from Commissioners about their hopes for the Commission and concerns related to addressing racial and social equity in South San Francisco.

- “My passion for racial and social equity comes from my own experiences and my communities’ experiences around me. Coming to the commission was a natural instinct for me because it’s the first time in a long time that we see civic engagement happening in South San Francisco, and I think a lot of it has to do with the work that community members have started with the demonstrations and the walks for Black Lives Matters, and it was just a moment for me to stand up and come to the table with our community members. [The goals] I have for this commission [include seeing] realistic, systemic change amongst our communities to develop an approach where we can have multilingual, multigenerational civic engagement in SSF. I am excited to reconnect with my hometown around these issues that are very meaningful to me. It’s been a while since I’ve lived in South City but it’s a special place to me and my family. One of my hopes for the Commission is to get a sense for what the issues are as voiced by those impacted. What are underrepresented communities feeling and saying in South City? I’m listening [and] I’m interested in addressing those concerns in concrete ways.”
- “My biggest hope for this Commission is to push forth legislative and systemic changes aimed towards reinvesting in our community.”
- “I have three children who I’ve raised in SSF and they’re now young adults. We have lived here for 17 years and are very involved in the community at different levels. One of my hopes being on this Commission is to support underrepresented residents in the communities whose voices are not silent because when you do come into those communities you hear what they need to say. My hope is to be a bridge between the groups that I support in SSF, such as the Spanish-speaking support groups here in the district and in the community.”
- “I have lived in South City’s Old Town area for about 17 years. I’ve been active in the neighborhood and am honored to be on this Commission. I hope we can achieve certain changes, and I would like to see that what we say we totally do. When we ask for input and concerns, write it down and see that what we put on the paper goes into action.”
- “My one hope for the Commission is for us to be able to learn and share the power that we have, to have the courage to share that power, to see the communities as equal, and to make decisions that impact the community.”
- “I hope on this Commission, that I can build relationships with people... And I can listen; my ears are open throughout this whole process. I may not agree with everything I hear, and everybody might not agree with everything that I say. But I promise you that I’m here to listen, learn, and our ultimate goal is to get better and serve our residents in the best way that we can.”
- “I would hope that we can bring more people from the community into these efforts who traditionally may not have had as much awareness or concern... fundamentally just changing people’s hearts and world views.”



- “My hope for this taskforce... is to bring forth the voice of the people who are not currently given a seat at the table.”
- “I’ve been a South City resident for over 30 years. The one hope that I have for this Commission is that we have an open and frank dialogue where we come with real solutions from the ground up.”
- “I live in SSF with my family. My one hope is that we actually come up with concrete changes that we can implement and make a real difference in the quality of life of people in SSF. I hope we can do that by reimagining the delivery of public services and the interconnectedness between health care, education, and police. And reimagine how all of those fit together to create a more equitable and effective solution.”
- “It’s easy for us at the City or in the community to talk about what we do well. We have to look at and address what we are not doing well so we can address the inequities.”
- “I too have attended South City schools. I raised three children here in SSF. One of the things COVID has highlighted is the inequities in our communities. I look forward to listening and learning and bringing about meaningful change.”
- “I am an 8-year resident of SSF. I am a new mother and I’m building my family in SSF. One hope that I have is that we can implement concrete, actionable, positive changes within SSF. We can take other people’s ideas and turn those into actions that can just lead to a better SSF. I hope the Commission’s work and conversation also brings light to inequities, inspires future conversations that we have, and influences others within our community to consider racial and social equity in all their decisions and interactions.”
- “Now that we have heightened awareness of racial and social equity around us, I hope and will make sure that we come up with feasible and concrete solutions that will lead to the minimization and hopefully eradication of inequities in our community.”

Commissioners also identified concerns about engaging in this work, underlining the importance of identifying ways to take action and make meaningful change to address racial and social inequities in South San Francisco. *A few concerns noted by Commissioners include:*

- Limited resources and time
- Disappointments in the past
- Balancing legal and other limitations
- Finding creative approaches, and not providing more resources for racist systems
- Bias and assumptions can be barriers
- How to build common ground when we disagree
- Difficulties having the tough conversations in a group setting





## Community Voices

Members of the community expressed early interest in a range of approaches to address racial and social inequities in South San Francisco. Many of the strategies that were identified in those early conversations were ultimately prioritized for the first-year implementation.

### Recognizing Racial and Social Inequities in South San Francisco

- “I have been a resident for 22 years; there are historic inequities throughout SSF, which are being exacerbated by COVID-19.”
- “Barriers exist in Old Town including racial and social inequalities.”

### Involving Mental Health Experts in Response to Crises

- “I suggest looking at [example approaches in the Bay Area when there is a] call for help to use mental health professionals rather than law enforcement.”
- “I am concerned that police are involved in health and social services. These needs should be addressed by medical and mental health professionals. Shift funds...to mental health professionals.”
- “I am concerned with the police response to [mental health] calls and making unnecessary arrests.”
- “I feel that mental health services are very important for the community, especially for the Latino community.”

### Establishing a Community Safety Advisory Board

- “I [would like] meetings to be more accessible; and the Commission should look into establishing a Police Commission.”
- “I strongly agree with data being accessible to the community and understand how the data is gathered. [I have] respect for police but [believe that] some issues can be improved. I have seen benefits from implicit bias training.”
- “I am concerned with a lack of accountability with police and would like to see a civilian oversight board.”
- “The current state of policing is killing black people and people of color. We have the largest social movement right now and need to address racism and power.”
- “Implicit bias training is useful. I advocate for a citizen oversight board and want to see police accountability.”
- “Data is not just numbers --we need to listen to community members.”
- “[We] need to be open to hearing experiences and foster good communication.”
- “[We] need to listen to stories and past actions.”





## Providing Racial and Social Equity Oversight and Accountability with a Clearly Communicated Plan for Action

- “The approaches discussed are valuable, and I would like to see a higher-level social justice plan that looks at every aspect of the City’s development and services and has a plan to close the gap with short-term and long-term approaches--a comprehensive plan.”

## Providing Support for Educational Opportunities

- “[There] is a need for an expanded SSF preschool program through Parks and Recreation, since the waiting list is currently 3-4 years long.”
- “Expand ethnic studies in a genuine way, rooted in sociology. San Francisco State has a good model to build upon.”
- “I would like to see ethnic studies expanded and not just from a white person’s perspective. Racial equity needs to include training staff and expanding ethnic studies. Need to shift people’s mindsets.”
- “What is being done to promote literacy during distance learning and making sure kids have access to books? [Response: The library is open and doing curbside pick-up for books, mailing items and books to families, and providing more access to digital books.]”
- “There is a lack of resources for students of color. We need more counselors and mental health professionals. I prefer funding programs that would benefit students and not police officers on campus.”
- “[Educational] issues are identified at earlier grades without programs to address them. [We] need intervention and treatment programs that holistically include families. Officers on campus are not addressing the issues.”

## Addressing the Housing Crisis

- “I appreciated the presentations, and [think that the Commission] should look into community land trusts in SSF to create affordable housing. I also support providing assistance directly to renters in need in light of COVID and not funds to landlords.”
- “I appreciated the presentations and support the idea of community land trusts. With the General Plan, I would like to see high density housing distributed in the city and not just in the east side. I have a concern with resident displacement and would like to see renter assistance and not landlord assistance. Further home ownership for people of color.”
- “I would like to see more high-density housing and am concerned with traffic and displacement. I would like to address affordability of housing through partnerships. Preserve Old Town. More funding and partnerships with biotech industry to help address housing.”

## Expanding Economic Opportunities

- “We need to look at a policy to raise wages for workers. Use funds for partnerships for job training and internships.”



# Selected Data on Demographics and Inequities in South San Francisco

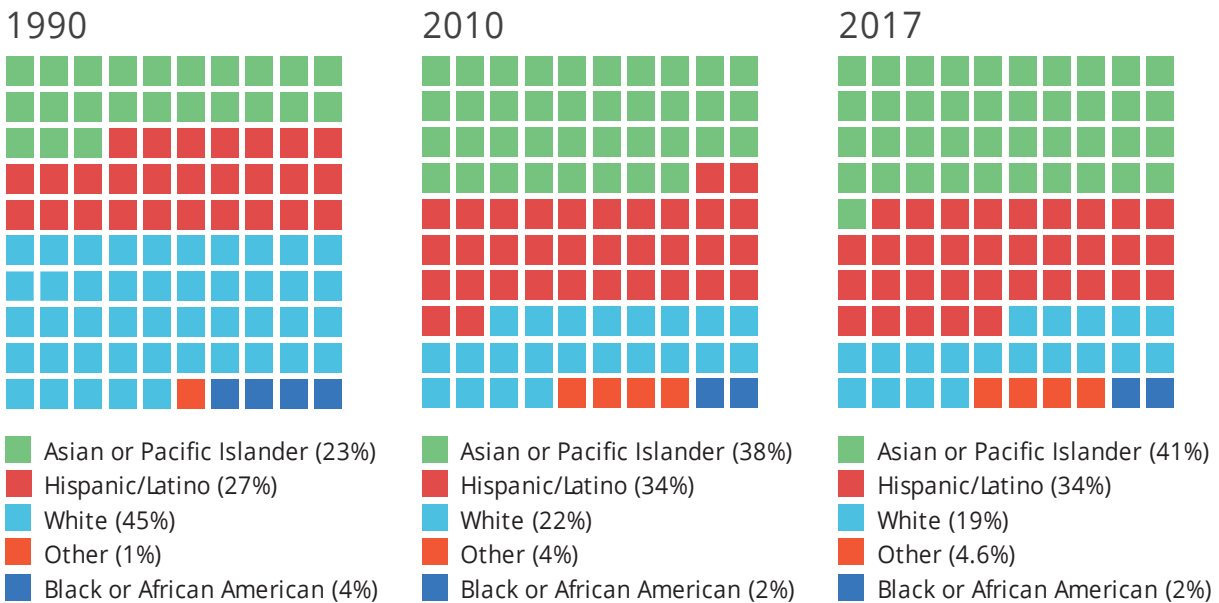
Highlights from the data presented during Phase 1 meetings, including information about South San Francisco’s residents and many examples of racial inequities, are presented below. These data helped set the stage for Commissioners to identify areas for change.

## The City’s Demographics

Understanding the demographic context of South San Francisco is critical to identifying and prioritizing goals, strategies and action steps that address specific racial and social inequities in South San Francisco. A brief overview of key South San Francisco demographics is presented below.

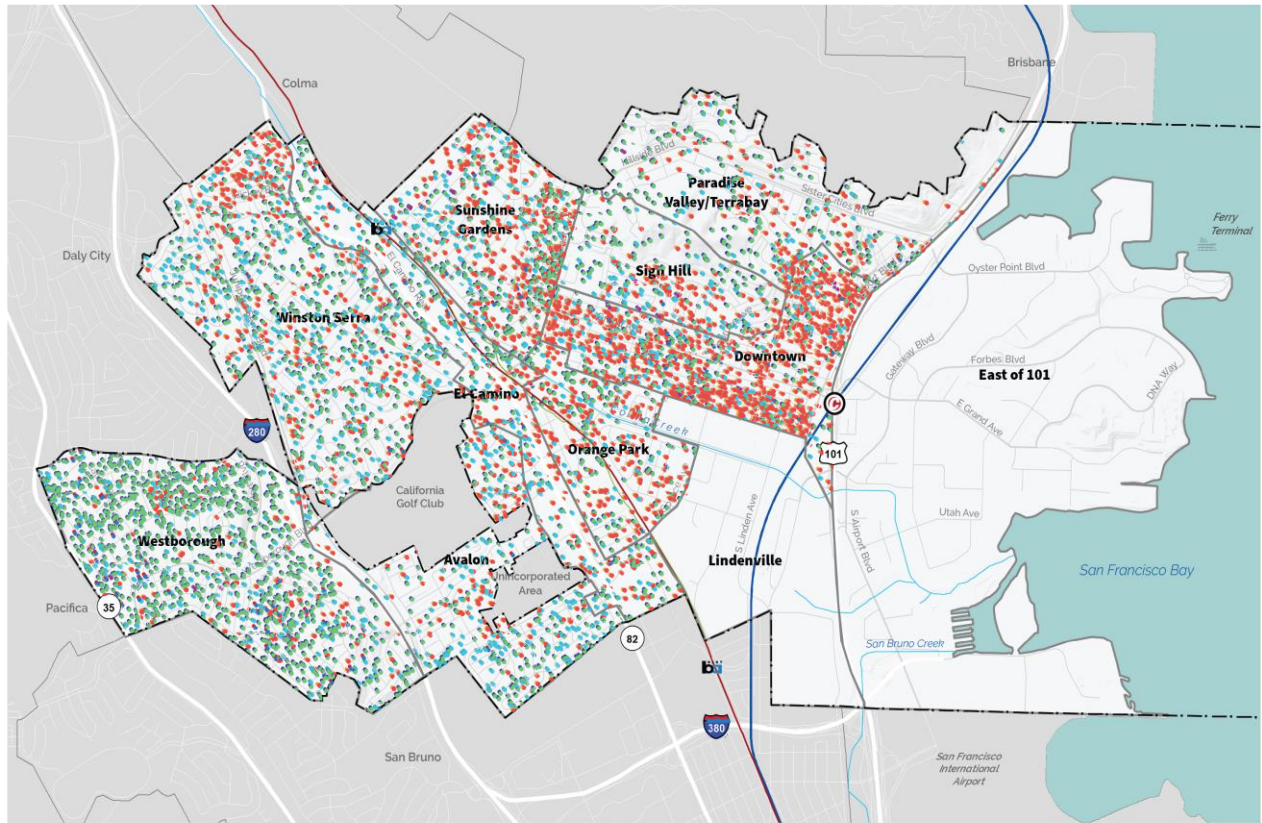
### Four Out of Five South San Francisco Residents are People of Color

Since 1990 there have been some significant changes in the race/ethnicity of the population of South San Francisco. The percentage of White residents has decreased from 45% to 19% while the percentage of Asian/Pacific Islander (API) residents has increased from 23% to 41%, Latinx residents have increased from 27% to 34%, and Black/African American residents have decreased from 4% to 2%.



Even as South San Francisco has become more racially diverse, some neighborhoods lack diversity and have residents of one racial/ethnic group. The three South San Francisco neighborhoods with the greatest number of residents are Westborough, Downtown, and Winston Serra. Westborough is predominantly Asian or Pacific Islander (API), downtown is predominantly Latinx, and Winston Serra is approximately one third API, one third Latinx, and one third White.

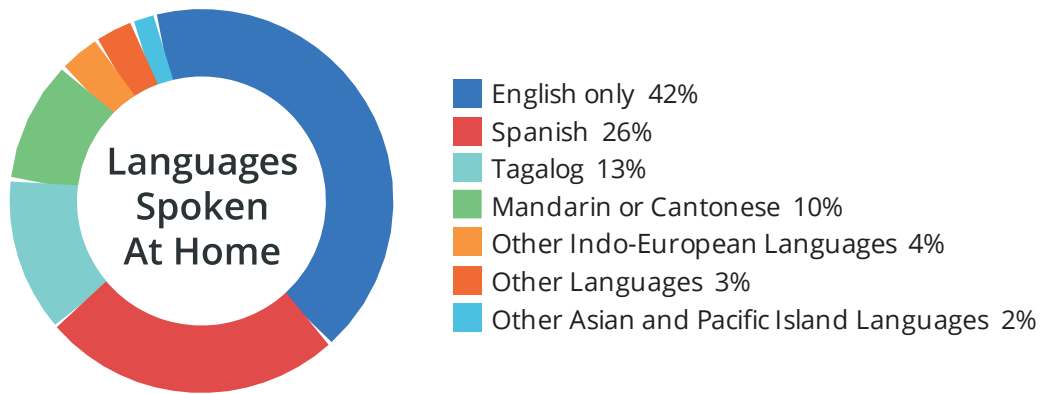
## 2010 Population Density in South San Francisco and Distribution of Residents of Different Racial/Ethnic Groups



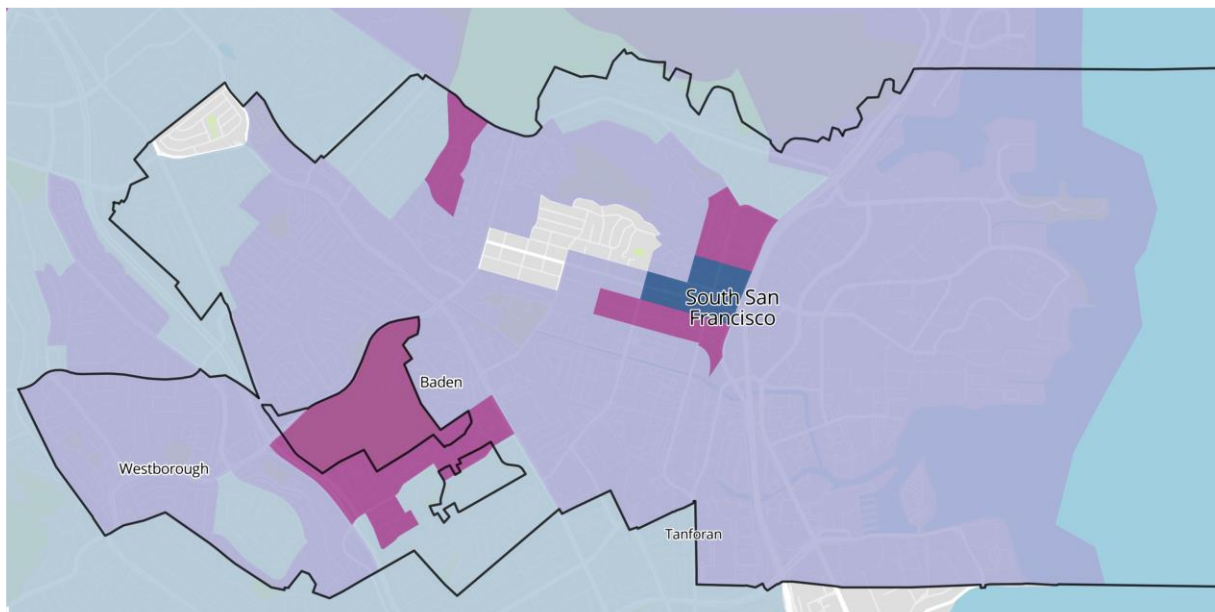
### More than Half of South San Franciscans Speak Non-English Languages

Three out of five South San Francisco residents speak a language other than English at home. Approximately one quarter speak Spanish at home. Tagalog and Chinese are the second most commonly spoken languages in South San Francisco. In parts of Downtown and Westborough, 30-40% of households are “linguistically isolated” which means no one in the household who is 14 or older speaks English fluently. In most of the other neighborhoods in South San Francisco, 10-19% of households are linguistically isolated.

Primary Languages of South San Francisco Residents, 2013-2017



Linguistically Isolated Households by Neighborhood, 2013-2017



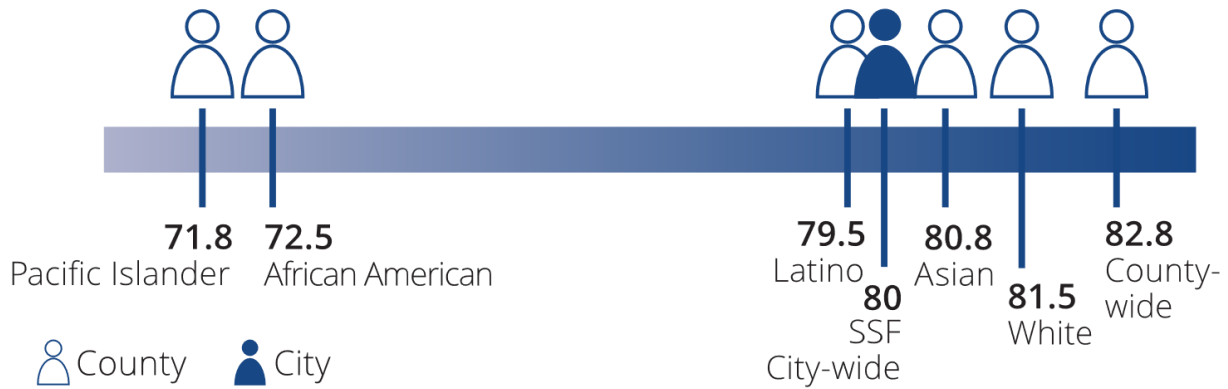
## Inequities in Health

### Racism Shortens the Lives of People of Color

Structural racism impacts health. Environmental, economic, and social barriers caused by racial injustice greatly impact access to quality health care. The racism that permeates every aspect of our society directly influences the quality and type of care a person of color receives.

Life Expectancy in San Mateo County by Race/Ethnicity, 2007-2011

In San Mateo County, a Pacific Islander or African American child is **likely to live 9-10 years less** than an Asian child



## Inequities Related to Community Safety and Policing

### San Mateo County Incarcerates Black and Latinx People at Much Higher Rates than White People

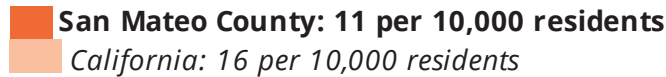
Structural racism impacts people of color at every step in the criminal justice system: arrest, prosecution, sentencing (whether through plea bargaining or conviction), and reentry. Black, Latinx, Pacific Islander, and Indigenous people are more likely to be treated more harshly than white people in the same circumstances. Black people are incarcerated at much higher rates than people in other racial/ethnic groups for similar offenses--more than 21 times the rate for White people in San Mateo County. This inequity is aligned with state and national inequities throughout the criminal justice system. San Mateo County incarcerates Black people at a similar (though slightly higher) rate than the state-- even though it has a significantly lower incarceration rate than California for White and Latinx people. Additionally (and despite having a lower rate in the County than for the state), the incarceration rate for Latinx people in San Mateo County is more than double the rate for White people.

#### Incarceration Rates in San Mateo County by Race/Ethnicity, 2012-2016

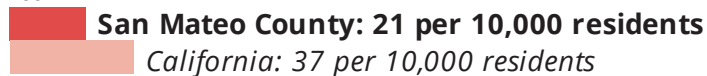
White



Other



Latinx



Black



### Arrests and Traffic Citations in South San Francisco

National and state data has consistently shown that Black and Latinx people are more likely to be arrested than white people for the same situations. For example, although white people use illegal drugs at similar and often higher rates than Black and Latinx people, Black and Latinx people are much



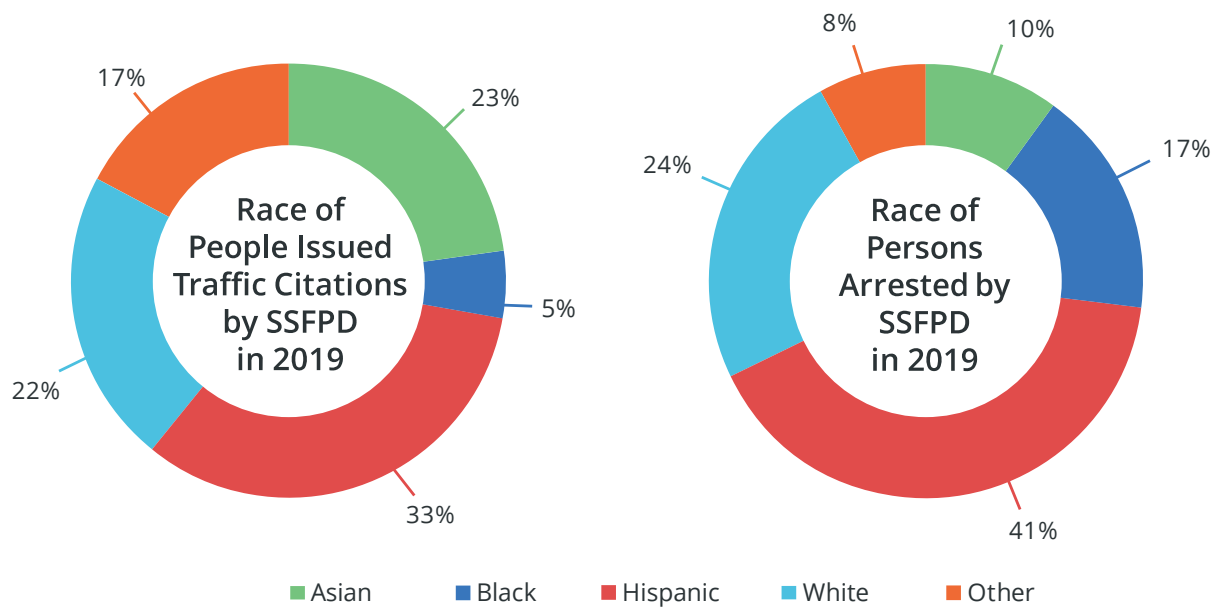


more likely to be arrested and/or incarcerated for drug possession. Structural racism has also established a nationwide experience of Black people being stopped due to “driving while Black.”

The percent of Black, Hispanic, and White people issued traffic citations is fairly close to the demographics of South San Francisco. The percent of Asians issued traffic citations is nearly half of their proportion of the City overall, while a much higher percent of people classified as “other” for race/ethnicity were issued citations compared to the city’s population.

Of the more than 60,000 interactions they have each year, SSFPD officers made an arrest in approximately 3% of their interactions with community members. Two out of five (41%) of the arrests SSFPD made were of Hispanic people, one out of four (25%) were of white people, one of five (17%) were of Black people. Approximately 40% of arrests that SSFPD made each year are of South San Francisco residents, while the other 60% are of non-residents (including residents of other parts of San Mateo County, other Bay Area counties, and beyond). Given this, racial disproportionalities should compare the demographics of people arrested by SSFPD to the demographics of everyone who spends time in South San Francisco each year (whether as a resident, worker or for one brief visit) – however, that information is not tracked. Compared to the demographics of South San Francisco residents, a higher percent of arrests is of Black/African American people (17% of arrests, 2% of South San Francisco residents), Hispanic or Latino people (41% of arrests, 33% of residents), people classified as “other” for race/ethnicity (8% of arrests, 4% of residents), and White people (24% of arrests, 20% of residents). Only Asians are arrested at a lower rate than their percent of the city’s population (10% of arrests, 41% of residents).

### SSFPD Arrests + Traffic Citations by Race/Ethnicity of Person Arrested or Issued Citation, 2019



## Law Enforcement Officers in San Mateo County Are More Likely to Use Force on Black and Latinx Residents Compared to Other Racial/Ethnic Groups

Centuries of structural racism shape implicit and explicit biases – and White people and even non-Black people of color in the U.S. are more likely to perceive Black people as dangerous or threatening compared to other people. This is true in schools (where Black students are more likely to be suspended for the same behavior as peers who are not suspended) as well as in policing (nationally, Black men are much more likely to be killed by or experience other law enforcement use of force).

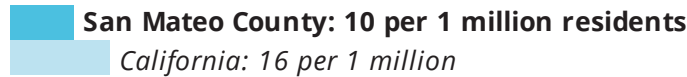
While the rate of law enforcement “use of force” incidents involving civilians (i.e., people who are not detained or incarcerated in a jail or prison at the time of the incident) in San Mateo County are low compared to other counties (with an average of 32 civilians involved each year), the racial inequities that exist in San Mateo County are clear and problematic. Black civilians in San Mateo County are nearly ten times as likely as White civilians to experience law enforcement use of force -- and are more likely to experience use of force in San Mateo County compared to their peers throughout California. Latinx civilians in San Mateo County are more than twice as likely to experience law enforcement use of force compared to White civilians.

### Annual Average Number of Civilians Involved in Law Enforcement Use of Force in San Mateo County per 1,000,000 People, 2016-2018

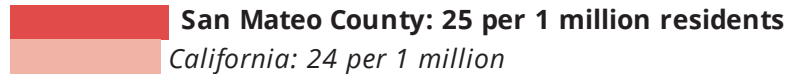
Asian & Pacific Islander



White



Latinx



Black



## South San Francisco Police Department Solutions

The South San Francisco Police Department (SSFPD) formally adopted the Eight Can't Wait framework, as the department's policies and procedures already aligned with seven of the eight policies and have followed the eighth policy in practice. These eight policies have been shown to reduce killings and use of force by police.

### Eight Can't Wait Policies

The project Campaign Zero analyzed data from the 100 largest U.S. cities related to police use of force policies and police killings in 2016 and identified eight police department policies restricting officer use of force that are associated with lower rates of police killings. Departments that had adopted many of these policies had significantly fewer police-involved killings compared to departments that had adopted fewer of these eight policies. Police departments that have adopted these policies also have better outcomes around officer safety. Campaign Zero developed the #8cantwait campaign to encourage police departments to adopt all eight of these policies.

More information about these policies is available at <https://8cantwait.org/>.



## Inequities related to Education

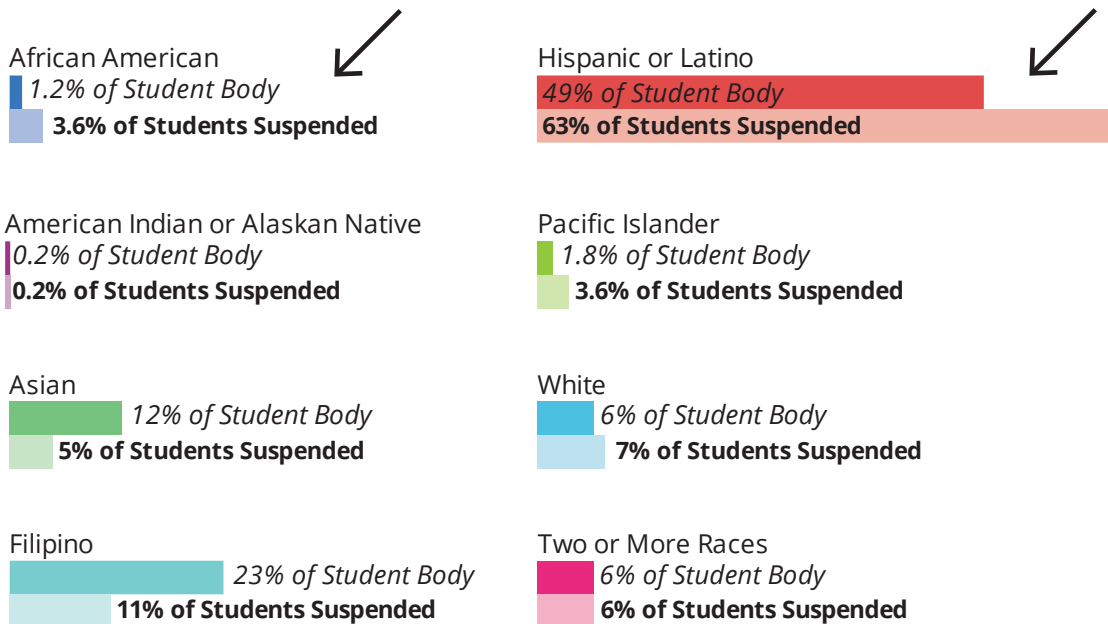
### Students of Color and Students in Other Disadvantaged Groups are Less Likely to Have Access to Higher Performing Schools and Are More Likely to Face Discrimination in Schools

Structural racism shapes where people live and therefore where children attend school. It also impacts property values—and therefore the financial resources available to different schools. Throughout California, school district boundaries were established to separate lower-income families from higher-income families and to separate residents of color from white residents—and those decisions continue to shape the educational landscape in California today. Structural and institutional racism also impact how teachers and school administrators treat students of color, as well as the content of curricula and what is considered important for children to learn.

During the 2018-2019 school year, South San Francisco Unified School District (SSFUSD) was slightly below the state's academic standard for English Language Arts and considerably below the state's academic standard for Mathematics -- and disadvantaged student groups are often even farther from meeting these academic standards. Disadvantaged student groups include Black, English Learners, Latinx, Pacific Islander, socioeconomically disadvantaged students, students with disabilities, foster youth, and those who are homeless.

### Black & Latinx SSFUSD Students Are Disproportionately Suspended

Racial Disproportionalities in SSFUSD Students Suspended in 2018-2019  
(8,771 students enrolled; 473 students suspended)

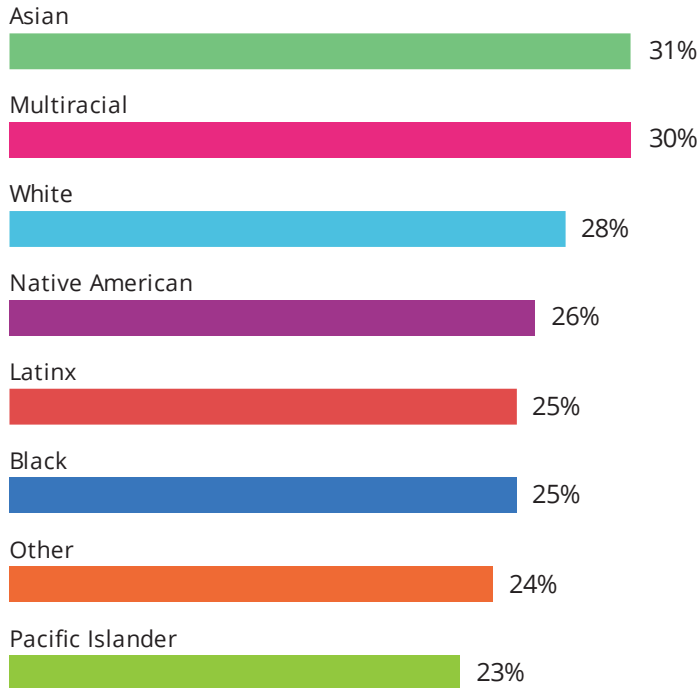


Although 5% of SSFUSD students were suspended in 2018-2019, 16% of all African American students at SSFUSD, 11% of Pacific Islander students at SSFUSD, and 7% of Hispanic or Latino students at SSFUSD were suspended during the school year. Asian and Filipino students at SSFUSD are underrepresented among students with suspensions. Additionally -- and although SSFUSD has been suspending fewer students overall -- these racial disproportionalities continue to follow the same pattern year after year. Nationally, studies have shown that implicit biases shape how teachers and principals perceive and treat students of color, and in turn how these students are disciplined.

### **Black & Latinx Children Are Underrepresented in Early Childhood Education**

High quality early childhood education sets children up for success and has a profound impact on brain development. Although 31% of Asian children and 28% of White children are enrolled in early childhood education in San Mateo County, only 25% of both Latinx and Black children and 23% of Pacific Islander children are able to benefit from this important educational opportunity.

#### Fewer Native American, Latinx, Black, and Pacific Islander Children in San Mateo County are Enrolled in Early Childhood Education, 2016-2017

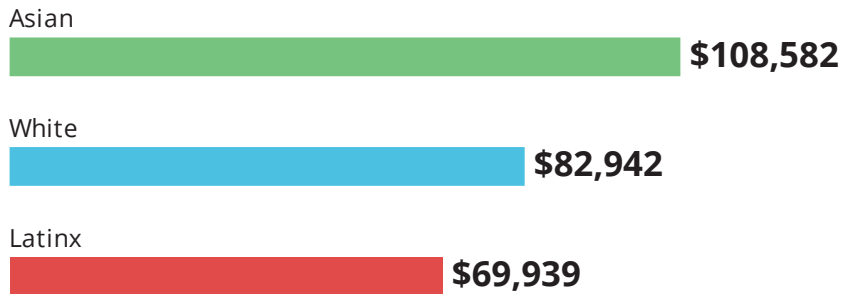


## Inequities related to Housing and Economic Development

### Latinx Households in South San Francisco Have Significantly Lower Median Household Income than Asian and White Households in the City

Within South San Francisco, the median income for Latinx households is less than two-thirds (64%) of the median income for Asian households and only 84% of the median income for White (non-Hispanic) households. The annual median household income for South San Francisco families is lower than San Mateo County (\$92,074 for South San Francisco, \$105,667 for San Mateo County overall), and the median household income for White and Latinx families in South San Francisco is also lower than the median income for these groups countywide. Asian residents of South San Francisco have a higher income than their peers elsewhere in the county (median income of \$108,582 for Asian families in South San Francisco compared to \$73,617 for Asian families countywide). This pattern is consistent with statewide median household income data for different racial/ethnic groups.

#### Annual Median Income for South San Francisco Households, 2013-2017



### Poverty is Concentrated In a Few Neighborhoods

While 7% of South San Francisco residents live below the federal poverty level (the same percent as residents countywide who are in poverty), most households making poverty wages live in a few neighborhoods – and some neighborhoods do not have any resident families in poverty. Given the high cost of living in San Mateo County and the broader Bay Area, the poverty level is typically approximately half (or less) than the income required for families to make ends meet and provide for basic needs – meaning that many more families are economically insecure.



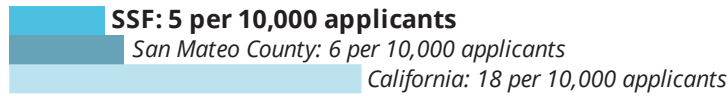


## Subprime Mortgage Loans Made to Residents, 2010-2014

Latinx



White



Pacific Islander



Asian



Black



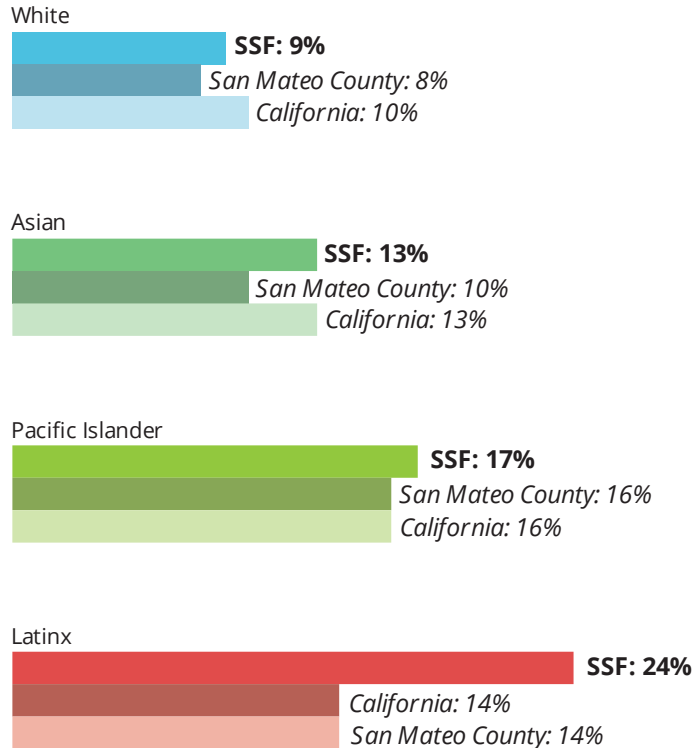
### Latinx Residents are More than Twice as Likely to have Their Mortgage Application Denied Compared to White Residents

Across racial/ethnic groups, South San Francisco residents are more likely to have their mortgage application denied than applicants countywide—but this is most pronounced for Latinx residents in South San Francisco. The disparity between mortgage application denials to White and Latinx residents of South San Francisco is also wider than for either the County or the state (a 15-percentage point difference in South San Francisco, a 6-percentage point difference in San Mateo County, and a 4-percentage point difference in California).





## Mortgage Application Denials by Race/Ethnicity of Applicant, 2011-2015



### Most Housing Discrimination Complaints Involve Disability and/or Race

A guest speaker from the local non-profit organization Housing Choices presented data on housing discrimination, disability, and race to the Commission. The most common protected class for housing discrimination complaints in 2019 was disability (a protected class in approximately 60% of complaints), followed by race (a protected class for approximately 20% of complaints).<sup>2</sup> Furthermore, housing discrimination complaints against people with disabilities most frequently involve a person who has an intellectual disability, a developmental disability, or a mental illness.

### Latinx and Asian South San Franciscans Are Less Likely to Own Businesses

Reflecting the City’s innovative and hard-working reputation, South San Francisco has a higher rate of business owners than either San Mateo County or California. Nonetheless, supporting business

<sup>2</sup> Disability was consistently the protected class most commonly identified in housing discrimination complaints (per data on 2019 complaints recorded by the National Fair Housing Alliance, U.S. Department of Housing and Urban Development (HUD), and the U.S. Department of Justice). Race was the second most common protected status for the 2019 complaints recorded by the National Fair Housing Alliance and HUD, while complaints recorded by the U.S. Department of Justice had sex as the second most common protected status and race as the third most common status.



owners of color is an important way to increase economic security for communities of color and economic stability in South San Francisco. The rate of business ownership for white South San Francisco residents is almost twice the rate for the state and notably higher than for San Mateo County. While the rate of Asian business owners in South San Francisco is lower than the rate of white business owners, it is nonetheless notably higher than San Mateo County and slightly higher than for the state. Latinx people in South San Francisco have a much lower rate of business ownership—lower than both the state and county rates and less one-tenth the rate of white people in South San Francisco.

### Business Owners per 1,000 Residents of Racial/Ethnic Group, 2012

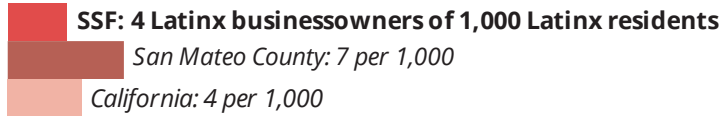
White



Asian



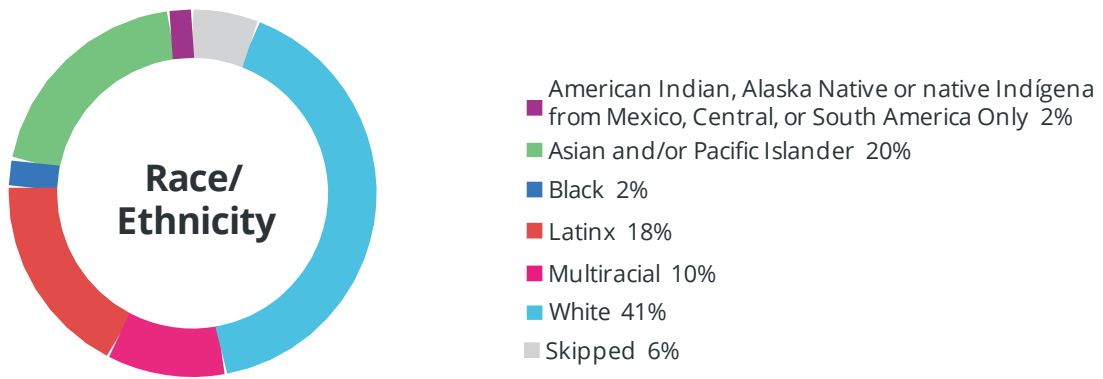
Latinx



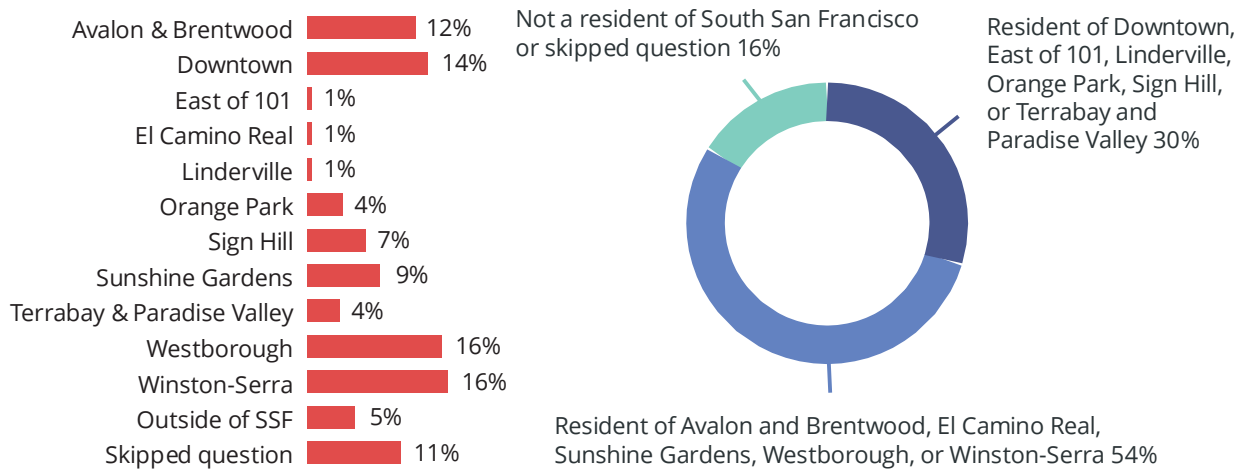
# Summary from Community Survey Responses

To gather information from the broader community and inform priorities for action, the Commission developed an online Community Survey in the fall of 2020. The Community Survey presented a range of approaches identified by the Commission and asked community members to rank their top priorities. A total of 164 community members responded and a summary of findings from the Community Survey is included below.

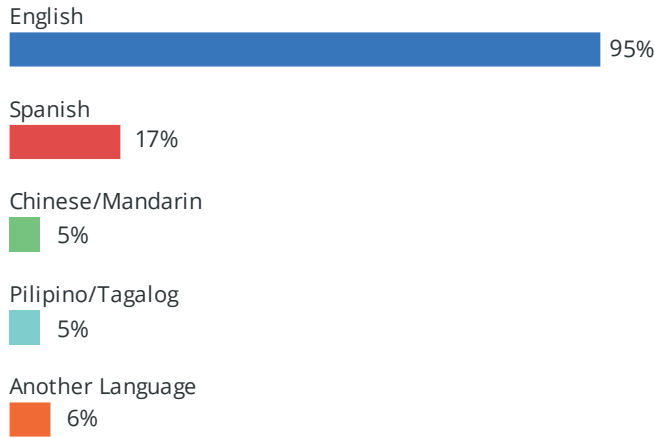
## Community Survey Respondents



## Where Survey Participants Live



## Primary Languages



## General Comments from Community Survey

- “It’s important to incorporate what this commission is doing into the general City Council meetings so it is not forgotten in the public eye... it is important that we continually define, evaluate, and address what is racist and what is anti-racist. If these policies are going to work, they will need periodic checkpoints that evaluate where the policies’ original intentions are still being met.”
- “Our city is a wonderful place to live when one has the ability to feel that our families are safe and have all the basic needs met. However, those [whose basic needs are not met] rarely have open opportunities to have informal conversations to share their lived experiences in our community. ”
- “Hopefully, we can achieve goals that will benefit everybody. We love our city and thank you, everybody, for all your efforts. Let our differences bring us together for a better outcome. ”





## Community Feedback on Example Approaches to Reduce Racial and Social Inequities in South San Francisco

### Related to Community Safety Advisory Board

- “We strongly suggest creating a community advisory board to provide data and recommendations to our policing issues.”
- “Determining who will be on [a community safety advisory] board and how they will be chosen and what powers they have to effect change will be the critical questions... Definitely voices of SSF youth should be front and center on any boards or other advisory groups. Advisory groups should reflect [the City’s] diversity.”

### Related to Expanding Ethnic Studies

- “Ethnic Studies really laid the foundation for me in how I look at culture, race etc. I think looking at including an ethnic studies course in high school or ever offering it through parks and rec could be beneficial to this community. I have confidence in our police force but if they could have an ethnic studies type training, I think it would help.”
- “...integrating ethnic studies into the SSFUSD’s curriculum will have rippling positive effects in the community. I only had a chance to study Ethnic Studies in college and it expanded my understanding of how the government and other institutions are actively working against Black, Indigenous, Latinx, Asians, and other marginalized groups. Once others are taught and understand that as well, I’m sure we will all be more active in combating racial & social inequity and just be nicer people in general.”

## Additional Approaches Suggested by Community Members

Some survey participants suggested new approaches for the Commission to consider. These included:

- “Form an Office of Racial Equity within the city government and hold city leaders accountable for equity outcomes.”
- “Raise funds to pilot Universal Basic Income and provide UBI to BIPOC specifically.”
- “Expand communication between local officials and people of color in need of services and supports. The opportunities for these two bodies are minimal and restricted by official paperwork or protocols to follow. There needs to be a structured informal and consistent way for city officials to hear the stories of those most marginalized in our city.”
- “SSF should look into GARE training through the County of San Mateo.”
- “Address hate crimes committed against Asians [and] take bullying of Asian kids in schools more seriously.”
- “With regards to connecting low income/ families of color to resources, perhaps having ‘Community Resource Centers’ on some, perhaps Title 1 and High School (SSFHS) campuses.”



# Overview of Commission Actions During Phase 1

During Phase 1, Commissioners voted to begin investigating several approaches.

## Approaches Commission Voted to Begin Investigating During Phase 1

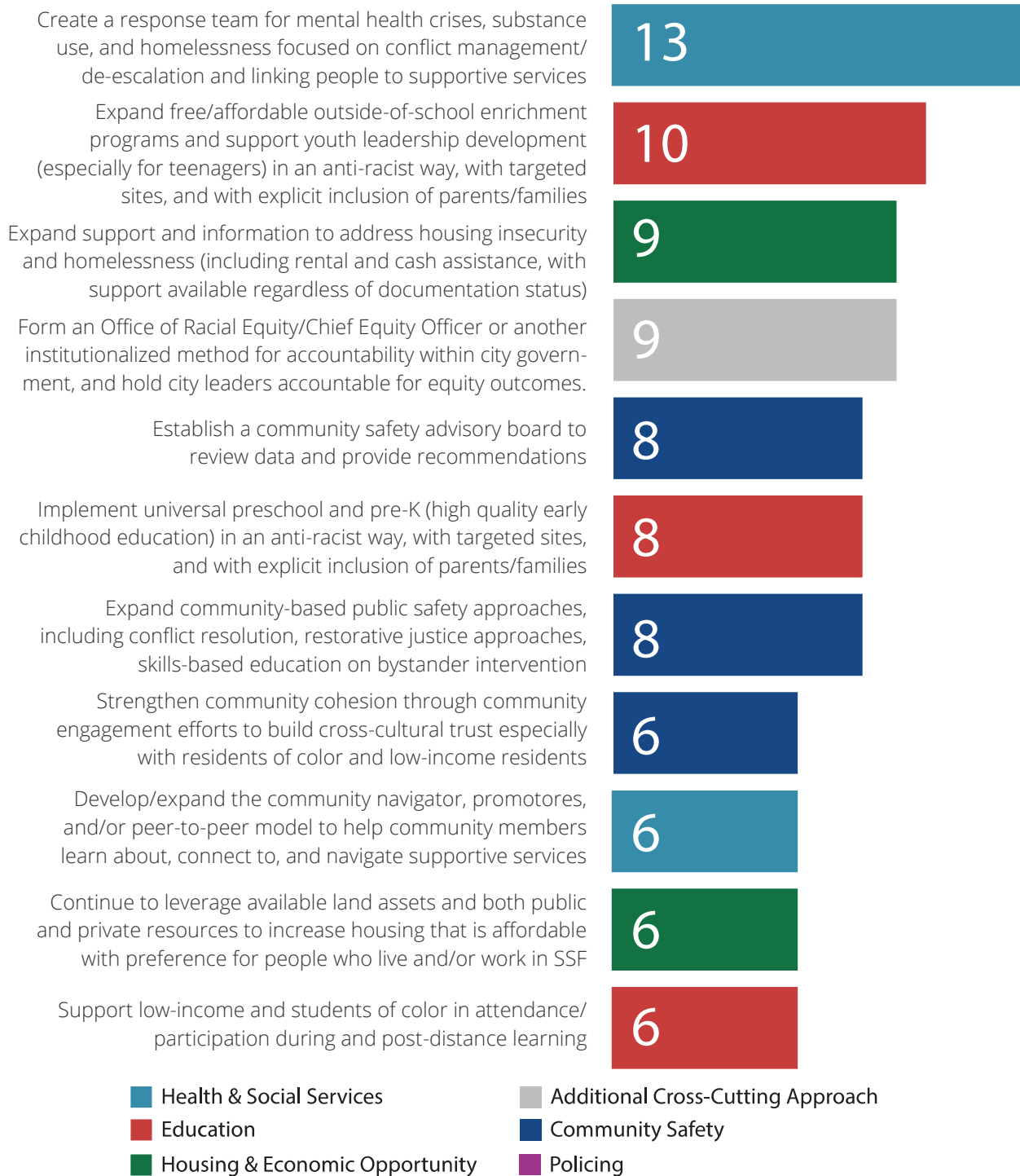
Meeting	Approaches Advanced for Investigation Beginning Immediately/During Phase 1
<p>Meeting 2: Aug 19 <b>Health and social services</b></p>	<ul style="list-style-type: none"> <li>● <b>Create a response team for mental health crises, substance use, and homelessness</b> focused on utilizing conflict management/de-escalation and motivational interviewing to connect community members to appropriate supportive services</li> <li>● <b>Reduce barriers to resources that disproportionately impact communities of color by developing/expanding the community navigator, promotores, and/or peer-to-peer model</b> to help community members learn about, connect to, and navigate supportive services</li> </ul>
<p>Meeting 3: Sep 2 <b>Community safety and policing</b></p>	<ul style="list-style-type: none"> <li>● <b>Establish a community safety advisory board to review data and provide recommendations</b></li> <li>● <b>Expand community-based public safety approaches</b>, including conflict resolution, restorative justice approaches, and skills-based education on bystander intervention</li> </ul>
<p>Meeting 4: Sep 16 <b>Education</b></p>	<ul style="list-style-type: none"> <li>● <b>Expand free/affordable outside-of-school enrichment programs and support youth leadership development</b>, especially for teenagers in an anti-racist way, with targeted sites, and with explicit inclusion of parents/families</li> <li>● <b>Expand ethnic studies and culturally responsive practices and content in standard school curricula</b> with explicit engagement/inclusion of parents/families<sup>3</sup></li> </ul>
<p>Meeting 5: Oct 7 <b>Economic development and housing</b></p>	<p>Since this was the last of the topic-specific Commission meetings, the Commission expressed support for all of the example approaches that were presented rather than voting for 1 or 2 approaches to begin investigating for this topic. This work informed the South San Francisco City Council's initiative to reduce poverty in South San Francisco (specifically focusing on the first three of the approaches below).</p> <ul style="list-style-type: none"> <li>● <b>Expand career pipelines</b> linking residents of color in key neighborhoods and with disabilities with careers with sustainable wages</li> <li>● <b>Support residents of color and low-income residents in starting and retaining small businesses</b></li> <li>● <b>Expand support for low-income residents to receive available high-value benefits that increase household self-sufficiency</b> (e.g., Earned Income and Child Poverty Tax Credits, CalFresh), including by integrating these into existing paperwork and procedures)</li> <li>● <b>Strengthen existing policies to increase support for low-income renters</b></li> <li>● <b>Expand support and information to address housing insecurity and homelessness</b> (including rental and cash assistance, with support available regardless of documentation status)</li> <li>● <b>Continue to leverage available land assets and both public and private resources to increase housing that is affordable</b> with preference for people who live and/or work in South San Francisco</li> <li>● <b>Leverage school district assets to provide housing that is affordable</b> for teachers and school district employees in SSFUSD</li> </ul>

<sup>3</sup> As the Commission on Racial & Social Equity planning process progressed, SSFUSD was also actively considering ways to increase equity for students. Therefore, the Commission did not focus on education strategies limited to SSFUSD.



## Commissioner Vote on Approaches to Focus on in the First Year

The bar charts on this and the following page show the results of the December 2020 Commission vote on approaches to focus on in the first year. The numbers on each bar reflect the number of Commissioners who identified the approach in their preferred ten approaches to prioritize. The eleven approaches on this page were prioritized to focus on in Phase II (during which the Commission would identify implementation actions related to these approaches).



Expand career pipelines linking residents of color in key neighborhoods and with disabilities with careers with sustainable wages	5
Expand implicit bias training for SSFPD	5
Invest in mental health and wellness programs to promote real safety and healing for SSF youth	5
Strengthen existing policies to increase support for low-income renters	5
Support residents of color and low-income residents in starting and retaining small businesses	5
Identify alternate SSFPD response to misdemeanor offenses and infractions	3
Reduce documentation required to participate in services or receive resources	3
Provide essential resources prioritizing low-income families and predominantly communities of color disproportionately impacted by COVID	3
Expand preventative and health services (e.g., dental) available to underserved City residents	2
Track and review data on client/patient trajectories and outcomes by race/ethnicity and take action to address where disparities/disproportionality increases	1
Leverage school district assets to provide housing that is affordable for teachers and school district employees in SSFUSD	1
Expand support for low-income residents to receive available high-value benefits that increase household self-sufficiency, including by integrating these into existing paperwork and procedures	1
Ensure training and performance reviews related to mitigating and minimizing impact of providers' individual-level racism on service provision	1
Analyze and publicly present selected SSFPD data, (e.g., on traffic stops and arrests by demographics and location)	1
Construct another licensed preschool facility in the Westborough neighborhood and other neighborhoods in an anti-racist way, with targeted sites, and with explicit inclusion of parents/families	1
Expand ethnic studies and culturally responsive practices and content in standard school curricula with explicit engagement/inclusion of parents/families	1





# Advancing Equity in South San Francisco

**In the first phase of the planning process**, the Commission set out to listen and learn about community experiences and needs, review data, and prioritize ways to effectively address individual, institutional, and structural racism through programs, policies, and practices. By the end of Phase 1, the Commission had successfully identified and prioritized draft approaches for the first year of implementation.

Making sure that each approach addressed specific racial and social inequities within South San Francisco, however, required taking a closer look.

## The Strategic Process

**Phase 2:** From January through May of 2021, Commission meetings were structured to present best and promising practices, review additional data and information, gather Commissioner and community input, and to finalize goals. This time marked the process of moving from draft approaches to developing a final set of strategies, with a focus on ensuring that each strategy was designed to meet the specific needs of South San Francisco.

To do this, the Commission invited local, regional, and national leaders to provide in depth information about similar successful strategies implemented in other areas. The Commission also gathered financial and legal information from City staff about how to tailor and implement each strategy in South San Francisco. During this time, some approaches were combined into one strategy. In other cases, City staff prepared full staff reports outlining detailed implementation considerations. For all strategies, City staff began identifying action steps, leads and timelines for year 1 implementation (see Action Plan for more detail).



Meeting	Goals	Guest Speakers	Number of participants
<b>Phase 2</b>			
Meeting 8: Jan 25	<ul style="list-style-type: none"> <li>Review accomplishments from Phase I and provide overview of Phase II</li> <li>Review draft goals, strategies, and action steps (developed from Phase I approaches)</li> <li>Identify considerations to ensure the strategies focus on racial + social equity</li> </ul>	No guest speakers	92 participants 76 views of recording on YouTube
Meeting 9: Feb 17	<ul style="list-style-type: none"> <li>Review updates and draft actions for strategies related to the equity and inclusion officer, engagement to support community cohesion, and expanding educational resources</li> <li>Identify considerations to ensure the strategies focus on racial + social equity</li> </ul>	Cheska Torres Ibasan, Ethan Mizzi, Youth Advisory Council	58 participants 69 views of recording on YouTube
Meeting 10: Mar 17	<ul style="list-style-type: none"> <li>Review updates and additional information related to the Community Safety and Equity Advisory Board</li> <li>Identify recommendations to ensure the strategy is focused on racial + social equity</li> </ul>	Tony DuVoix, Shaina Pomerantz, Brody Sargent-Portland Police Equity Council  Graham Young, Captain, National City Police Department	67 participants 26 views of recording on YouTube
Meeting 11: Apr 21	<ul style="list-style-type: none"> <li>Review updates and additional information related to expanding support to address housing insecurity for those who experience inequities, and increasing housing that is affordable</li> <li>Identify recommendations to ensure the strategies are focused on racial and social equity</li> </ul>	Nell Selander Deputy Director Economic & Community Development  Eric Yurkovich, Raimi + Associates South San Francisco General Plan Update	50 participants 37 views of recording on YouTube
Meeting 12: May 19	<ul style="list-style-type: none"> <li>Review accomplishments from Phase I + Phase II and provide overview of Phase III</li> <li>Review + gather Commissioner feedback on updated vision statement</li> <li>Gather feedback on draft rationales and outcomes for Goals 1 + 2</li> </ul>	No guest speakers	56 participants 62 views of recording on YouTube



## The Process of Developing Goals

During Phase 2, the Commission emphasized the importance of making sure that all strategies and action steps were designed and implemented to meet the needs of people of color and historically disenfranchised community members in South San Francisco. Commissioners confirmed aspirational goals to achieve its mission and vision. Each of the Commission's goals is presented below along with a corresponding rationale about the goal's importance to advancing racial and social equity in South San Francisco.

### **GOAL 1: Ensure ongoing oversight and accountability to advance racial and social equity in South San Francisco**

#### **Why is Goal 1 important for South San Francisco?**

Eliminating structural and systemic racism and other inequities requires a thoughtful, systematic approach and sustained, coordinated efforts across communities and sectors. Commissioners and other South San Franciscans are excited about the strategies developed by the Commission and want these strategies to be implemented in order to make meaningful change. Accountability -- keeping the community updated about how strategies are implemented, progress, and challenges -- is critical to strengthening trust in the City's commitment to promoting racial and social equity. One way to ensure that racial and social equity initiatives are coordinated and address structural and institutional root causes of racial and social inequities is to establish a position that coordinates and oversees this work.

### **GOAL 2: Ensure the safety of community members of color by eliminating racist practices and policies in the criminal justice system**

#### **Why is Goal 2 important for South San Francisco?**

The killing of George Floyd catalyzed people in South San Francisco and throughout the nation to advocate for addressing structural racism and re-imagining public safety. Re-imagining public safety must include ways to support people in crisis instead of criminalizing them. Transparency and accountability related to police department policies, procedures, and data can increase community members' trust in the City's government and provide an important opportunity to identify and address inequities. Positive relationships between community members are critical to feeling and being safe--and strong relationships between local government and historically disenfranchised communities promotes community safety for all.

## **GOAL 3: Target resources and support to residents of color to reduce gaps created by structural inequities**

### **Why is Goal 3 important for South San Francisco?**

In San Mateo County, structural racism and other inequities have been woven throughout its systems for centuries. These systemic harms and barriers to success have created wide opportunity gaps in employment, economic, and educational opportunities. Systemic inequity denies access to supportive resources for those targeted by racial and social discrimination. In addition to addressing root causes, eliminating inequities requires recognizing and rectifying cumulative harms. Within the context of the COVID-19 pandemic, it has been crucial for providers to be mindful of communities with limited resources to meet their needs and to build trust.

## **GOAL 4: Ensure local land use planning increases access to resources and opportunities for people of color and other historically disenfranchised community members**

### **Why is Goal 4 important for South San Francisco?**

The mismatch between housing costs and income throughout the Bay Area and the insufficient number of housing units available for very low income, lower income, and middle-income households is the result of decades of national, regional, and local policy decisions. Communities of color are disproportionately burdened by extremely high housing costs and are also more likely to experience housing instability as a result. The federal government has provided support primarily to white families to purchase their homes, and these families have often then been able to use the asset of the home's value to access more opportunities (e.g., higher education, opening a business). In contrast, people of color have had numerous barriers to buying and maintaining the value of their homes, ranging from being denied loans because of redlining to being more likely to receive subprime loans. The City's process to update its General Plan (the City's long-range guidance for land use, growth, and development: for more information see <https://shapessf.com/>) started before the Commission was convened and will be completed after the Commission sunsets, providing an important opportunity to promote racial and social equity in South San Francisco over the next few decades.

# Identifying Specific Strategies for South San Francisco

CRSE Planning Terms & Definitions

- **Approaches:** Recommended ways to address racial and social equity in South San Francisco (e.g., supported by Commission and community input as well as evidence and/or best or promising practices) considered in Phase I
- **Goals:** Aspirational areas of change identified by the Commission
- **Strategies:** Developed from approaches, tailored to address racial and social inequities in South San Francisco

Commissioners recommended grouping similar approaches into a single strategy. Commissioners also gave feedback on draft goals and strategies presented at the January 2021 Commission meeting, and the goals and strategies were revised based on that feedback along with conversations during subsequent Phase 2 Commission meetings.

## Moving from draft approaches to a final strategy for Goal 1

Draft Approaches with Commission Support→	Strategy
<p><b>Bold</b> = one of 11 approaches Commissioners voted to focus on in first year of implementation</p>	
<p><b>Form an Office of Racial Equity or other institutionalized method for accountability within the city government and hold city leaders accountable for equity outcomes.</b></p> <p>Approaches related to using data and/or trainings that should be coordinated by the office or staff person focused on accountability and racial equity:</p> <ul style="list-style-type: none"> <li>● Ensure training and performance reviews related to mitigating and minimizing impact of providers’ individual-level racism on service provision</li> <li>● Expand implicit bias training for SSFPD</li> <li>● Track and review data on client/patient trajectories and outcomes by race/ethnicity and take action to address where disparities/disproportionality increases</li> </ul>	<p><b>Strategy 1.1: Establish a dedicated staff position (e.g., an Equity and Inclusion Officer) to institutionalize accountability, advance equity initiatives and monitor equity-related outcomes throughout South San Francisco.</b></p>



## Moving from draft approaches to final strategies for Goal 2

<p>Draft Approaches →</p> <p><b>Bold</b> = one of 11 approaches Commissioners voted to focus on in first year of implementation</p>	<p>Strategies</p>
<p><b>Create a response team for mental health crises, substance use, and homelessness focused on conflict management/de-escalation and linking people to supportive services</b></p>	<p><b>Strategy 2.1: Create a community wellness and crisis response team for mental health crises, substance use, and homelessness focused on conflict management, de-escalation and linking people to supportive services</b></p>
<p><b>Establish a community safety advisory board to review data and provide recommendations</b></p> <p>Approaches identified as being within the scope of the Community Safety and Equity Advisory Board’s work:</p> <ul style="list-style-type: none"> <li>• <b>Expand community-based public safety approaches, including conflict resolution, restorative justice approaches, and skills-based education on bystander intervention</b></li> <li>• Analyze and publicly present selected SSFPD data, (e.g., on traffic stops and arrests by demographics and location)</li> <li>• Identify alternate SSFPD response to misdemeanor offenses and infractions</li> </ul>	<p><b>Strategy 2.2: Establish a community safety and equity advisory board to review data, provide recommendations, and build trust</b></p>
<p><b>Strengthen community cohesion through community engagement efforts to build cross-cultural trust especially with residents of color and low-income residents</b></p>	<p><b>Strategy 2.3: Strengthen community cohesion through community engagement efforts to build cross-cultural trust with a focus on residents of color and low-income residents</b></p>



## Moving from draft approaches to final strategies for Goal 3

<p><b>Draft Approaches →</b></p> <p><b>Bold</b> = one of 11 approaches Commissioners voted to focus on in first year of implementation</p>	<p><b>Strategies</b></p>
<p><b>Develop/expand the community navigator, promotores, and/or peer-to-peer model to help community members learn about, connect to, and navigate supportive services</b></p> <p>Reduce documentation required to participate in services or receive resources</p> <p>Provide essential resources prioritizing low-income families and predominantly communities of color disproportionately impacted by COVID</p>	<p><b>Strategy 3.1: Expand linkage and navigation support for people of color and other historically disenfranchised communities and build trust between community members and the City</b></p>
<p>Expand career pipelines linking residents of color in key neighborhoods and with disabilities with careers with sustainable wages</p> <p>Support residents of color and low-income residents in starting and retaining small businesses</p> <p>Expand support for low-income residents to receive available high-value benefits that increase household self-sufficiency, including by integrating these into existing paperwork and procedures</p>	<p><b>Strategy 3.2: Expand economic opportunities for people of color and other historically disenfranchised communities</b></p>
<p><b>Expand support and information to address housing insecurity and homelessness (including rental and cash assistance, with support available regardless of documentation status)</b></p> <p>Strengthen existing policies to increase support for low-income renters</p>	<p><b>Strategy 3.3: Expand information and support to address housing insecurity for people of color and other historically disenfranchised communities</b></p>
<p><b>Expand free/affordable outside-of-school enrichment programs and support youth leadership development (especially for teenagers) in an anti-racist way, with targeted sites, and with explicit inclusion of parents/families</b></p>	<p><b>Strategy 3.4 Expand educational resources for people of color and other historically disenfranchised communities</b></p>



<p><b>Implement universal preschool and pre-K (high quality early childhood education) in an anti-racist way, with targeted sites, and with explicit inclusion of parents/families</b></p> <p><b>Support low-income and students of color in attendance/participation during and post-distance learning</b></p> <p>Construct another licensed preschool facility in the Westborough neighborhood and other neighborhoods in an anti-racist way, with targeted sites, and with explicit inclusion of parents/families</p> <p>Expand ethnic studies and culturally responsive practices and content in standard school curricula with explicit engagement/inclusion of parents/families</p>	
<p>Expand preventative and health services (e.g., dental) available to underserved City residents</p> <p>Invest in mental health and wellness programs to promote real safety and healing for South San Francisco youth</p>	<p><b>Strategy 3.5: Expand physical health and mental health services for people of color and other historically disenfranchised communities</b></p>

### Moving from draft approaches to a final strategy for Goal 4

<p><b>Draft Approaches</b> →</p> <p><b>Bold</b> = one of 11 approaches Commissioners voted to focus on in first year of implementation</p>	<p><b>Strategy</b></p>
<p><b>Continue to leverage available land assets and both public and private resources to increase housing that is affordable with preference for people who live and/or work in South San Francisco (e.g., workforce housing, developing housing on church owned property)</b></p> <p>Leverage school district assets to provide housing that is affordable for teachers and school district employees in SSFUSD</p>	<p><b>Strategy 4.1: Leverage available land assets to expand housing affordable to people of color and other historically disenfranchised communities</b></p>

During each of the Commission meetings in Phase 2, Commissioners were asked to identify considerations to ensure that each strategy is tailored to address racial and social equity in South San Francisco during implementation. These considerations are included in the Action Plan (see pg. X). Commissioners provided feedback on draft outcomes and measures for selected strategies.





# Customized Strategies for South San Francisco

Creating opportunities for communication across sectors and with community members proved to be one of the strongest sources of insight for Commission members. During the process of moving from draft approaches to final strategies, Commissioners considered how to expand work to address racial and social inequities already taking place in South San Francisco.

In many cases, the City has already made remarkable progress on selected strategies because work was underway before the Commission was seated. This section includes updates on the progress already being made by the City.

## Information and input that shaped the strategy for Goal 1

### Strategy 1.1

**Establish a dedicated staff position (e.g., Equity and Inclusion Officer) to institutionalize accountability, advance equity initiatives and monitor equity-related outcomes throughout South San Francisco.**

#### What do we know from best or promising practices?

- Diversity, Equity, and Inclusion (DEI) initiatives within local governments ensure accountability, support decision making informed by the needs and priorities of communities of color and enhance the quality of service delivery. These initiatives also aim to increase representation and reallocate resources to promote equitable outcomes to improve the lives of those who have been systematically disenfranchised and to prevent unintentional “blind spots” in legislation that ultimately harm communities of color.
- Over the last several years, jurisdictions in Oakland (2015), Minneapolis (2017), San Francisco (2019), and most recently Redwood City (2021) have established DEI offices along with Diversity, Equity, and Inclusion positions. These offices and positions have varied agendas but have primarily focused on adopting racial equity frameworks and serving as agents of accountability and oversight of the implementation of racial equity action plans to help advance local racial equity goals and outcomes.
- The creation of an Equity and Inclusion Officer as a city staff position in South San Francisco would ensure that a City staff member is dedicated to addressing issues related to bias, systemic racism, diversity, equity, and inclusion, and ensure all City activities are viewed through this lens.
- An Equity and Inclusion Officer can bring an understanding of successful policies and best practices around racial equity, analytical and organizational skills, and be able to work effectively and collaboratively with a variety of City staff as well as members of the public. The Officer can inspire teams and work inter-departmentally and strengthen communication and collaboration between the City of South San Francisco and South San Francisco’s diverse communities.



### In Their Own Words

- “What [we are] talking about is a Diversity [and Inclusion position]. Someone who would be tasked with the ongoing engagement and assessment of these efforts and with a community engagement piece. Sort of a point person office so once this commission’s work is done, someone will be checking in with all of the various agencies of the City to make sure... we are staying on track. Housing... these initiatives in one central office would make a lot of sense.”
- “I was thinking about some of these cross-cutting ideas that pop up in each category like data, community voice, and thinking about structures within the City that can enable that long-term like a racial equity office or director where all of these initiatives live and there’s someone accountable for them and who can hold other people accountable as well. [It is important to consider] these issues that don’t really fit in a specific vertical but are super important and critical to make sure that all the initiatives actually happen.”

- South San Francisco Commissioners



### Strategy 1.1: Where are we now?

- City of South San Francisco created a job description for the Officer position at the City
- Recruited and hired a management fellow to serve as an Equity and Inclusion Officer for the City
- The Officer will begin working July 2021 for the City

## Information and input that shaped the strategies for Goal 2

### Strategy 2.1

#### **Create a community wellness and crisis response team for mental health crises, substance use, and homelessness focused on conflict management, de-escalation and linking people to supportive services**

##### What do we know from best or promising practices?

- Inadequate mental health services across the country have meant that police are usually the first to respond to someone in a mental health and/or substance use crisis. Nationally, it is estimated that 20% of police calls are related to mental health and/or substance use crises. Annually, South San Francisco responds to approximately 360 calls that involve someone with a connection to mental illness.
- Data show that linking people with mental health issues to the justice system is ineffective and inefficient, and that people experiencing mental health crises are more appropriately served through the mental health care system. Unfortunately, due to lack of behavioral health services, law enforcement has been identified as the first responders to individuals in crisis. This lack of resources reduces the level and quality of care that a person in crisis receives and further strains the relationship between law enforcement and community.
- The work of the Commission is a driving force for the creation of the Community Wellness and Crisis Response Team (CWCRT) pilot program in South San Francisco. CWCRT is a streamlined community health response to those experiencing a mental health crisis. Individuals experiencing mental health crisis are often suffering from a range of traumatic experiences, including but not limited to racism, discrimination, poverty, homelessness, abuse, and/or substance use, identified mental health diagnosis and/or co-occurring disorders.
- People of color and marginalized populations are less likely to be diagnosed or identified to have a mental illness and less likely to access mental health treatment, which leads to increased contact with law enforcement.
- The CWCRT collaboration would interrupt this pattern and provide needed mental health services for a person in crisis instead of involving them in the criminal justice system.



### In their Own Words:

- “We would like to... improve mental health and emotional and social resilience.”  
- Community member
- “[We] need more preventative measures [to deal with mental health crises].”
- “As a police department we’re always trying to get better... we know that there’s room for improvement.”  
- South San Francisco Commissioners

### Strategy 2.1: Where are we now?

- San Mateo County established the community wellness response team as a 2-year pilot program with various cities across the county. As part of this program, there will be a full-time mental health clinician on-site in South San Francisco to respond with law enforcement to assist individuals in mental health crises.
- In addition to responding to mental health crises, the clinician will also be able to conduct follow-ups with individuals, collaborate with the outreach services and provide mental health related training to first responders.
- The Gardner Center/Stanford University will be evaluating the program and will identify metrics and collect relevant data to report program outcomes and effectiveness.



## Strategy 2.2

### Establish a Community Safety Advisory Board

#### What do we know from best or promising practices?

- **Community Safety Advisory Boards (CSA)** are multi-stakeholder collaboratives designed to facilitate communication between community members, police, and other city public safety employees. The aim is to improve public confidence, promote and ensure transparency, foster accountability, and encourage community input into improving public safety. CSAs are effective in identifying and highlighting systemic racism within public safety practices and procedures.
- Examples of various types of community safety advisory boards include the advisory council in Portland, Oregon and the Community and Police Relations Commission in National City.
- **Portland, Oregon Police Equity Advisory Council.** The City has an Equity and Inclusion Office within the Police Chief's office. They are responsible for forwarding equity work throughout the bureau. The goals of the Police Equity Advisory Council (PEAC) are to have open and honest feedback and contribute to current and future work. PEAC meetings are open to the public, have presentations and hear from the community on how efforts are addressing equity. The meetings are informal in order to receive community feedback and are structured to be open and inclusive spaces for the community. They are also results driven. Portland also has a five-year Racial Equity Plan.
- **National City Police Department.** The National City Community and Police Relations Commission provides a forum for citizens to voice concerns about police conduct, practices, and policies. The forum examines police practices and policies as they pertain to conduct issues and identifies opportunities to mediate adversity between the Police Department and citizen complaints. A Final Internal Affairs report is submitted to the Commission for review and the Board may request further review of a case. Decisions of the Board are advisory and non-binding.

#### Possible Responsibilities for an Advisory Board in South San Francisco

- Review and recommend changes to policies and procedures
- Gather community input on policies and procedures to inform their recommendations
- Identify policies and procedures to consider in the bargaining process
- Educate community about complaint process, receive complaints, refer complaints to investigation process, and track trends around complaints

#### In their own words:

- "The Community Advisory Board should forge relationships with other boards to share best practices and learn together, and the Equity Officer should have a role in forming and working with the Advisory Board."

- “There needs to be a review to ensure goals are being met in a timely manner.”
- “[We need to] ensure the youth voice is at the table and continue to work with YAC.”
- “Our underrepresented communities do have voices and it’s our job if we have a seat at the table to elevate those voices for the sake of the greater good.”

- South San Francisco Commissioners

## Strategy 2.2: Where are we now?

After reviewing models of Community Safety Advisory Boards from across the United States and the legal limitations placed on South San Francisco as a General Law city, a hybrid community safety advisory board is recommended for South San Francisco, to be named the **Community Safety and Equity Advisory Board (Advisory Board)**.

Focusing on a holistic approach to community safety which includes housing, education, social services, and policing.

The Advisory Board aims to:

- Achieve transparency, accountability and a reduction in fear and misconduct associated with law enforcement, while offering enhanced safety nets that support communities previously harmed by isolation and systemic injustice.
- Build trust to restore dignity and equity in community participation and decision making.
- Apply an equity lens to provide a sense of safety through strengthening partnerships that aid in crime reduction, and fair treatment through investment in arenas that promote and create safe, healthy, and thriving communities.
- Provide a safe space for residents to raise issues of racial and/or social equity which impact all areas of our city, including public safety, and will provide an environment for making recommendations for change.
- Review and recommend changes to policies and procedures and gather community input on policies and procedures to inform their recommendations.
- Educate the community about the complaint process, receive complaints, refer complaints to the investigation process and track trends around complaints.

### Strategy 2.3

## **Strengthen community cohesion through community engagement efforts to build cross-cultural trust with a focus on residents of color and low-income residents**

### **What is South San Francisco currently doing?**

- CERT (Community Emergency Response Team) training participant manual is available in Spanish and Chinese.
- South San Francisco CERT currently working with Spanish-language faith community to engage community members

### **In their own words:**

- “We need to ensure that community members who do not speak English as their first language are engaged, feel welcome, and programs/activities meet their needs.”
- “There is a need for improved outreach to strengthen community cohesion.”
- “There is a need to coordinate with the expanded promotores program [to increase engagement and build trust].”
- “We need to identify additional programs and efforts (beyond CERT) to ensure that community cohesion and trust increases among SSF residents.”

- South San Francisco Commissioners

### **Strategy 2.3: Where are we now?**

The program is expanding to include targeting CERT offerings in specific neighborhoods (Old Town), creating a teen CERT program and expanding workplace CERT training.



## Information and input that shaped the strategies for Goal 3

### Strategy 3.1

#### **Expand linkage and navigation support for people of color and other historically disenfranchised communities and build trust between community members and the City**

##### **What do we know from best and promising practices?**

Promotores and Community Navigators:

- Provide essential resources to low-income families and predominantly communities of color disproportionately impacted by COVID
- Support residents to navigate, access, and utilize complex and often confusing service systems
- Reduce language and literacy barriers that keep residents from learning about available resources (and therefore from utilizing them)
- Support low-income residents to receive available high-value benefits that increase household self-sufficiency

##### **What has worked in South San Francisco?**

- Utilizing bilingual, bicultural City staff helping to connect residents with supportive resources
  - Lifeline Transportation project
  - Job Connect and Community Learning Center (CLC) Computer Lab Services
- Promoting culturally responsive, linguistically appropriate community engagement
  - Census 2020 Outreach
  - Equity Lanes Project

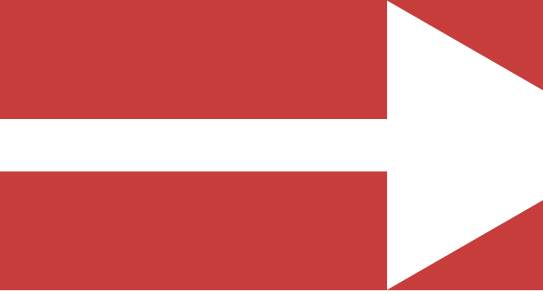
##### **In their own words:**

- “[We need to serve] residents with language barriers and provide better access to services.”
- “Residents may have difficulty accessing services and [may feel] fear if undocumented.”

- South San Francisco Commissioners & Community Members







### **Strategy 3.1: Where are we now?**

- South San Francisco is currently identifying and engaging bilingual South San Francisco City staff for participation as promotores
- To reduce language barriers, the City can provide interpreters who translate community and City Council meetings conducted in English for both participants and attendees.

### **Strategy 3.2**

#### **Expand economic opportunities for people of color and other historically disenfranchised communities**

##### **What do we know about South San Francisco community needs?**

- The following issues emerged from the extensive community input process for the Community Collaboration for Children’s success project in South San Francisco:
  - Lack of high-paying jobs for youth
  - Lack of housing for families
  - Unaffordable rent
  - Too much poverty
  - Too much gentrification

##### **How is South San Francisco responding to these needs?**

- Small business & entrepreneurship resource center
  - Provided by Renaissance Entrepreneurship Center
  - \$467,000 contract approved by Council on April 14, 2021 to serve 200+ businesses
- Workforce development services
  - Provided by JobTrain
  - \$404,000 contract approved by Council on April 14, 2021 to serve 100+ individuals
- South San Francisco City Council is currently considering a Basic Income program

### Strategy 3.3

## Expand information and support to address housing insecurity for people of color and other historically disenfranchised communities

### How is South San Francisco currently addressing housing insecurity?

- Federal, State, and County COVID-related renter assistance now delivered through one portal: [HousingisKey.com](https://housingiskey.com)
- Technical assistance + City renter assistance available through YMCA: [ymcasf.org/community-resource-center-ymca](https://ymcasf.org/community-resource-center-ymca)
- Legal help through Legal Aid & Project Sentinel: [RenterHelp.net](https://renterhelp.net)
- City Red-tag Ordinance (assistance to those displaced when housing is deemed uninhabitable)
- Reaching out to people of color and other historically disenfranchised communities about resources during the pandemic by:
  - Sending postcards in 4 languages to renter-occupied households
  - Sending fliers to local organizations and businesses in 4 languages
  - Providing updates via eblasts and social media
  - Providing updates on simple URL: [ssf.net/RenterHelp](https://ssf.net/RenterHelp) (with Translate button for site)



**Strategy 3.4:****Expand educational resources for people of color and other historically disenfranchised communities****How is South San Francisco currently supporting and expanding educational resources for people of color and other historically disenfranchised communities?**

## Examples of Current South San Francisco Programs that promote equity

- Minimizing documentation required to participate in programs to reduce barriers for immigrant and migrant worker families
- Keeping fees low and leveraging outside subsidies to reduce costs further for low-income families
- Enrollment in summer camps is in-person to enter a lottery and payment can be made in installments
- Ensuring program employees speak languages of participants
- Targeting programming and other resources (e.g., free books, food, robust park improvements) to specific neighborhoods

## Current South San Francisco Programs that Address Opportunity Gaps

- Full-day preschools (7:30am-6:00pm year-round)
- After School Education and Safety (ASES) afterschool at Title I elementary schools at no cost to families
- Project Read's Learning Wheels Van
- Expanded (and free!) access to STEAM equipment (e.g., robots, 3D printers) and programming
- Targeted in-person programming to address academic and social-emotional learning (loss or slow-down) during COVID
- Free laptop use and internet access

## Current Ways South San Francisco is Reducing Barriers to Participation

- No library late/overdue fees for children or teens – to be expanded soon to all ages
- Multilingual preschool and family story times
- Partnership with SSFUSD and SMCOE to issue library cards to all students

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- Targeted support for families in need for technology and tech literacy to address distance learning
- Distributed 300 free laptops to low-income residents, along with one-year free internet service, as part of the *Technology Access Program* funded by the City
- Coming soon: inclusive and interpretive playground on campus for new Main Library and Community Center

South San Francisco established indoor and outdoor public wi-fi locations including:

Indoors at:

- City Hall
- Community Learning Center
- Municipal Services Building
- Main Library
- Magnolia Senior Center

As of September 2020, SSFUSD

- Distributed 2,637 hotspots to schools
- Distributed 4,640 Dell Chromebooks to schools
- Loaned 135 Dell Chromebooks to staff
- Loaned 35 MacBooks to staff
- Loaned 35 hotspots to staff

Outdoors at:

- Orange Memorial Park
- Westborough Park



## Information and input that shaped the strategy for Goal 4

### Strategy 4.1

#### **Leverage available land assets to expand housing affordable to people of color and other historically disenfranchised communities**

##### **What is currently happening in South San Francisco?**

South San Francisco is in the process of updating the housing element. This process is:

- An opportunity every 8 years to plan for how much housing South San Francisco needs and where it should go
- A key part of the General Plan with specific requirements, including review and certification by the state
- A response to projected growth as determined by the state and region

##### **What do we know about housing needs in South San Francisco?**

The following themes emerged from community engagement for the South San Francisco General Plan Update:

- Need for more housing, particularly affordable housing
- Need for ownership housing to enable wealth building
- Housing unaffordability has led to overcrowding
- Desire to equitably distribute growth
- Need more renter protections to address housing displacement and gentrification
- Concern about single family zoning as an exclusionary practice
- Need to address homelessness crisis
- Need for creative solutions (e.g., community land trust)

# Sustaining & Accelerating Change

This section outlines recommendations for moving forward with this important work.

## The South San Francisco Racial Equity Action Plan

This Racial Equity Action Plan presents the goals, strategies, outcomes, and metrics for year one Implementation. It is intentionally ambitious, and balances building on existing work while also identifying new areas of work that the Commission believes will result in critical change. The first year of implementing this Action Plan focuses on areas of work that will be led by the City of South San Francisco (along with recent funding dedicated to local organizations that are leading work in key areas).

This Action Plan is designed to be updated over time to reflect additional strategies and action steps that include more local organizations and institutions also working to increase racial and social equity in South San Francisco. In future years, the aim is to expand collaborative efforts (e.g., with local organizations and institutions) that align with the priorities identified by the Commission in order to have a coordinated and therefore deeper impact. By working together, these efforts will be more effective and make a bigger impact than if carried out by one person or a single organization.

**“I don’t want what we do to be an empty gesture. I want what we decide as a committee to have real meaning and purpose.”**

*- South San Francisco Commissioner at the August 8, 2020 Commission Meeting*

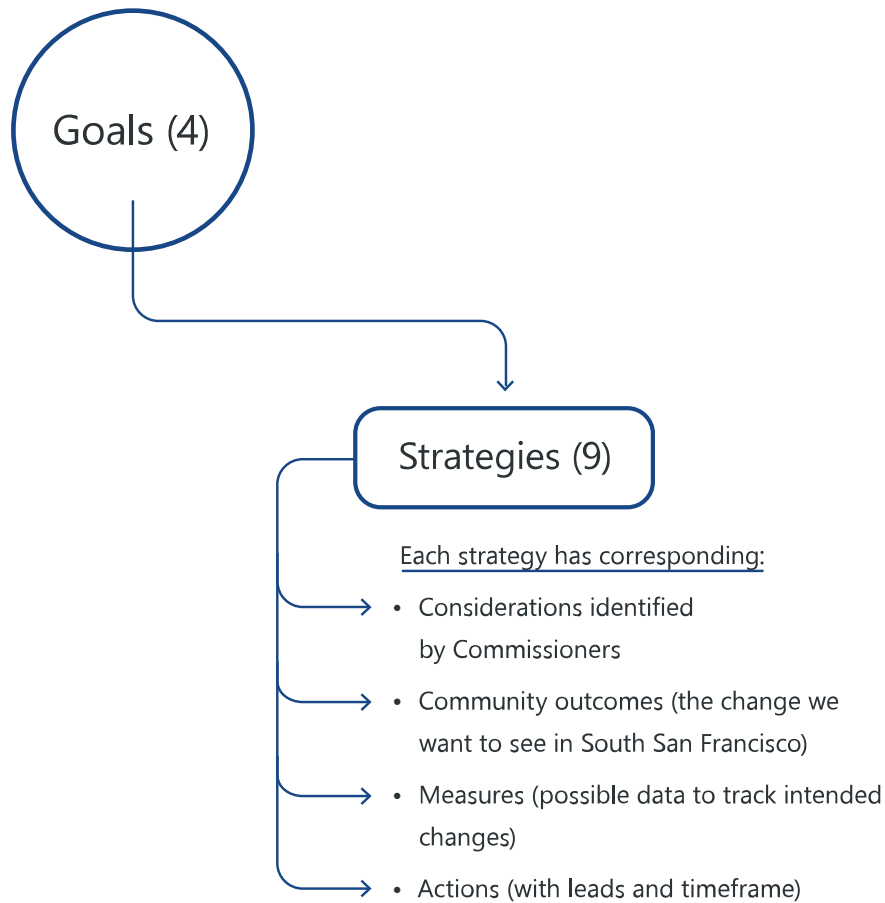
**“This work is so important, and I’m really energized and inspired by it.”**

*-Community Member at the May 19, 2021 Commission Meeting*

This first year will set the stage for continuing the work into the future. This has been a community effort—take a look at what the Commission has done. We invite you to join us in the critical journey to broaden and deepen racial and social equity in South San Francisco.



## How the South San Francisco Racial Equity Action Plan is Organized



The strategies identified in the South San Francisco Racial Equity Action Plan evolved from best and promising practices that were presented as example approaches at Phase I Commission meetings held August-November 2020 (for more information, please see “The Opportunity to Listen and Learn,” page 14). The strategies included here reflect Commissioner priorities for the first 12 months of implementation (for an explanation of how the approaches presented in Phase I evolved into the strategies presented in the Action Plan, please see “Advancing Equity in South San Francisco,” page 41). The Commissioner-identified considerations presented in this Action Plan emerged from focused conversations on each of the strategies. These conversations were facilitated during Phase 2 Commission meetings held January-April 2021 (for more information, see “Advancing Equity in South San Francisco,” page 41).

Actions were identified in collaboration with City departments taking the lead on each strategy and based on the status of the strategy (e.g., existing program with practices to be modified).



## First Year Action Plan Strategies

**This Action Plan focuses on those strategies that Commissioners prioritized for the first year of implementation (August 2021-July 2022). The prioritized strategies are shown below.**

**GOAL 1:** Ensure ongoing oversight and accountability to advance racial and social equity in South San Francisco

**Strategy 1.1:** Establish a dedicated staff position (e.g., an Equity and Inclusion Officer) to institutionalize accountability, advance equity initiatives and monitor equity-related outcomes throughout South San Francisco.

**GOAL 2:** Ensure the safety of community members of color by eliminating racist practices and policies in the criminal justice system

**Strategy 2.1:** Create a community wellness and crisis response team for mental health crises, substance use, and homelessness focused on conflict management, de-escalation and linking people to supportive services

**Strategy 2.2:** Establish a Community Safety and Equity Advisory Board to review data, provide recommendations, ensure accountability, and build trust

**Strategy 2.3:** Strengthen community cohesion through community engagement efforts to build cross-cultural trust with a focus on residents of color and low-income residents



**GOAL 3:** Target resources and support to residents of color to reduce gaps created by structural inequities

**Strategy 3.1:** Expand linkage and navigation support for low-income, people of color and other historically disenfranchised community members and build trust between community members and the City

**Strategy 3.2:** Expand economic opportunities for people of color and other historically disenfranchised community members

**Strategy 3.3:** Expand information and support to address housing insecurity for people of color and other historically disenfranchised community members

**Strategy 3.4:** Expand educational resources for people of color and other historically disenfranchised community members

**GOAL 4:** Ensure local land use planning increases access to resources and opportunities for people of color and other historically disenfranchised community members

**Strategy 4.1:** Leverage available land assets to expand housing affordability to people of color and other historically disenfranchised community members

# GOAL 1

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Ensure ongoing oversight and accountability to advance racial and social equity in South San Francisco

To lead a systematic effort to advance racial and social equity throughout the City of South San Francisco, the Commission on Racial and Social Equity prioritized one key strategy:

**Strategy 1.1: Establish a dedicated staff position (e.g., Equity and Inclusion Officer) to institutionalize accountability, advance equity initiatives and monitor equity-related outcomes.**



accountability  
equity

## Strategy 1.1

Establish a dedicated staff position (e.g., an Equity and Inclusion Officer) to institutionalize accountability, advance equity initiatives and monitor equity-related outcomes throughout South San Francisco.

The South San Francisco Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 1.1 is implemented in a way that effectively promotes racial and social equity.

### CONSIDERATION 1

- **Prioritize the skills and experience that the Equity and Inclusion Officer should have:**

The Commission stressed the importance of hiring an empathetic person with a track record of effectively and proactively forming trusting relationships with residents of color and with members of other historically disenfranchised communities; someone who has a clear understanding of historic and current racial and social inequities and has successfully implemented strategies to promote racial and social equity at the local government level. Commissioners also recommend that the qualifications include being bilingual and culturally responsive.

### CONSIDERATION 2

- **Develop and implement the South San Francisco Racial and Social Equity Action Plan:**

The primary responsibility of the Equity and Inclusion Officer will be to coordinate implementation of this South San Francisco Racial and Social Equity Action Plan. This Action Plan reflects the priorities identified by the Commission and South San Francisco community members, and lays out a plan of action that includes new programs, activities, and initiatives that amplify racial and social equity in South San Francisco.

## CONSIDERATION 3

- **Infuse diversity, equity, inclusion, and anti-racism throughout South San Francisco:**

To ensure that diversity, equity and inclusion are systematically implemented throughout South San Francisco, the Equity and Inclusion Officer will begin by working closely and collaboratively with South San Francisco City department leads. The Equity and Inclusion Officer will support the leads to identify opportunities to increase racial and social equity in internal and external practices, programs, and policies. A central component of this work requires a focused effort to build trust and strong relationships with leaders and employees across South San Francisco departments. This work will involve identifying how racial inequities impact people differently (e.g., economic status, age) and therefore will require specific approaches to address these differences.

## CONSIDERATION 4

- **Engage community members most impacted by racial and social inequities:**

Effective implementation of this Action Plan requires that those who are most impacted by and bear the burden of inequities are involved in how these strategies are implemented. It also requires that those most impacted by inequities are invited to review progress and provide feedback along the way. Gathering feedback will require expanding and deepening community engagement efforts (e.g., with promotores, see Strategy 3.1) and ensuring that diverse community voices are centered.

## CONSIDERATION 5

- **Engage young community members of color:**

Young people in South San Francisco must be included in this work. In order for this to happen, the Equity and Inclusion Officer should work closely with youth and provide meaningful opportunities for them to lead. An example might include working closely with the Youth Advisory Committee (YAC).

CONSIDERATION 6

- **Track progress towards racial and social equity goals:**

The Commission recognizes the importance of identifying meaningful and realistic metrics to track progress. While a number of outcomes and measures have been identified, the Commission recommends reviewing, confirming, and adding to the metrics below once the Equity and Inclusion Officer has been selected (e.g., develop and implement a City survey on racial and social equity every 2-3 years). Once metrics are confirmed, it will be critical to set up mechanisms to track those data systematically. These data will help the City and broader community understand more about the progress being made and where or how adjustments should be made to the strategies and action steps.

CONSIDERATION 7

- **Provide regular progress status updates to the South San Francisco community:**

The Commission recommends that the Equity and Inclusion Officer provides regular updates to the community and City Council on the progress, challenges, and adjustments related to the strategies and action steps. The Commission also recommends providing these updates at the Community Safety and Equity Advisory Board should provide regular updates to the City Council (see Strategy 2.2).



## Strategy 1.1 Implementation Actions

- |                                                                                                                                                                                                                                                                                                 |          |                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------|
| <p>① Hire a City management fellow to be South San Francisco Equity and Inclusion Officer to lead this work.</p>                                                                                                                                                                                | <p>→</p> | <p><b>LEAD</b><br/>City Manager's Office</p> <p><b>TIMELINE</b><br/>July 2021</p>                           |
| <hr/>                                                                                                                                                                                                                                                                                           |          |                                                                                                             |
| <p>② Conduct a racial equity audit (i.e., review South San Francisco City practices and policies to identify barriers, opportunities, and recommendations).</p>                                                                                                                                 | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Equity and Inclusion Officer</p> <p><b>TIMELINE</b><br/>TBD</p>      |
| <hr/>                                                                                                                                                                                                                                                                                           |          |                                                                                                             |
| <p>③ Connect with/network with similar positions in other jurisdictions to stay informed about emerging best/promising practices and new resources.</p>                                                                                                                                         | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Equity and Inclusion Officer</p> <p><b>TIMELINE</b><br/>TBD</p>      |
| <hr/>                                                                                                                                                                                                                                                                                           |          |                                                                                                             |
| <p>④ Coordinate and facilitate conversations/listening sessions with South San Francisco City Departments representatives, leaders of community organizations, and community members; and present findings to the Community Safety and Equity Advisory Board to review and discuss further.</p> | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Equity and Inclusion Officer</p> <p><b>TIMELINE</b><br/>TBD</p>      |
| <hr/>                                                                                                                                                                                                                                                                                           |          |                                                                                                             |
| <p>⑤ Launch and coordinate the Community Safety and Equity Advisory Board (see Strategy 2.2).</p>                                                                                                                                                                                               | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Equity and Inclusion Officer</p> <p><b>TIMELINE</b><br/>TBD</p>      |
| <hr/>                                                                                                                                                                                                                                                                                           |          |                                                                                                             |
| <p>⑥ Collect and analyze key data for all South San Francisco City Departments to track progress (e.g., race/ethnicity, zip code) and to establish baseline data and comparisons for the future.</p>                                                                                            | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Equity and Inclusion Officer</p> <p><b>TIMELINE</b><br/>Annually</p> |

- 
- ⑦ Make recommendations based on findings from South San Francisco City Department data (see task 6 above) to increase racial and social equity. → **LEAD**  
South San Francisco Equity and Inclusion Officer  
**TIMELINE**  
Annually
- 
- ⑧ Develop and conduct racial and social equity training/s for all City staff (e.g., implicit bias, include related competencies in performance reviews). → **LEAD**  
South San Francisco Equity and Inclusion Officer  
**TIMELINE**  
Every 2 Years
- 
- ⑨ Make recommendation for including metrics related to racial and social equity in performance review. → **LEAD**  
South San Francisco Equity and Inclusion Officer  
**TIMELINE**  
Once Officer is Hired
- 
- ⑩ Oversee community engagement efforts (targeted to those most impacted by racial and social inequities in South San Francisco) to ensure participation in the Community Safety and Equity Advisory Board. → **LEAD**  
South San Francisco Equity and Inclusion Officer  
**TIMELINE**  
TBD

# Outcomes & Measures for Strategy 1.1



## Outcomes

*The change we want to see in South San Francisco*

Increase coordination and collaborations between City departments, community organizations, and community members to address racial and social inequities in South San Francisco

Increase community engagement (especially with community members most impacted by racial and social inequities) to advance racial and social equity in South San Francisco

Increase systematic data collection and analyses related to racial and social equity in South San Francisco

## Measures

*Possible data to track intended changes*

Implement and update the South San Francisco Racial and Social Equity Action Plan annually

Develop a standardized approach to tracking data to address racial and social disparities

Increase the number and types of South San Francisco policies and procedures that explicitly address racial and social equity

Prepare and present annual community information reports (e.g., report on data collected, progress on implementing strategies) related to achieving racial and social equity in South San Francisco



# GOAL 2

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Ensure the safety of community members of color by eliminating racist practices and policies in the criminal justice system

The Commission on Racial and Social Equity was created to gather community input, in particular, related to policing and community safety and to identify ways to increase safety for community members of color in South San Francisco. The following strategies were prioritized by the South San Francisco Commission for the first year of implementation to promote racial and social equity in South San Francisco related to this overarching goal.

**Strategy 2.1: Create a community wellness and crisis response team for mental health crises, substance use, and homelessness focused on conflict management, de-escalation and linking people to supportive services**

**Strategy 2.2: Establish a community safety and equity advisory board to review data, provide recommendations, and build trust**

**Strategy 2.3: Strengthen community cohesion through community engagement efforts to build cross-cultural trust with a focus on residents of color and low-income residents**



## Strategy 2.1

Create a community wellness and crisis response team for mental health crises, substance use, and homelessness focused on conflict management, de-escalation and linking people to supportive services

The Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 2.1 is implemented in a way that effectively promotes racial and social equity.

### CONSIDERATION 1

- **Hire a South San Francisco mental health clinician for the community wellness and crisis response team:**

The Commission recommends a bilingual, Spanish speaking person of color and/or culturally responsive person and ideally someone who has lived in South San Francisco/knows South San Francisco well is selected for this position. This position will focus on de-escalating crises and creating the conditions for people of color in South San Francisco to feel more supported/safer, especially during an emergency response. The mental health clinician will partner with members of the Police Department to build commitment and understanding of this new program; and ultimately to provide timely mental health support for community members in crisis.

### CONSIDERATION 2

- **Support training for the community wellness and crisis response team:**

In order for the crisis response team to be successful and to develop a common understanding across roles and professional training, the Commission recommends developing and conducting trainings for all members of the response team. Topics should include a focus on racial and social equity, the range of symptoms related to mental health crises, de-escalation techniques, culturally sensitive response tactics, anti-bias awareness and skills, among others; trainings should take place on an annual basis.

### CONSIDERATION 3

- **Ensure that response procedures center community needs:**

The Commission recommends that the primary language spoken by the person in crisis be identified at the time of the dispatch call in order to best meet the person's needs by communicating with them in their native language.

CONSIDERATION 4

- **Ensure that the evaluation assesses racial and social equity outcomes (both positive impacts and unintended consequences):**

The Commission recommends that the Gardner Center work closely with the Equity and Inclusion Officer (and the Community Safety and Equity Advisory Board) to ensure that racial and social equity are central in the design, implementation and analysis of the evaluation and evaluation data. An example includes tracking key demographics of people who are diverted from arrest as well as those who are arrested (e.g., race/ethnicity, age).

CONSIDERATION 5

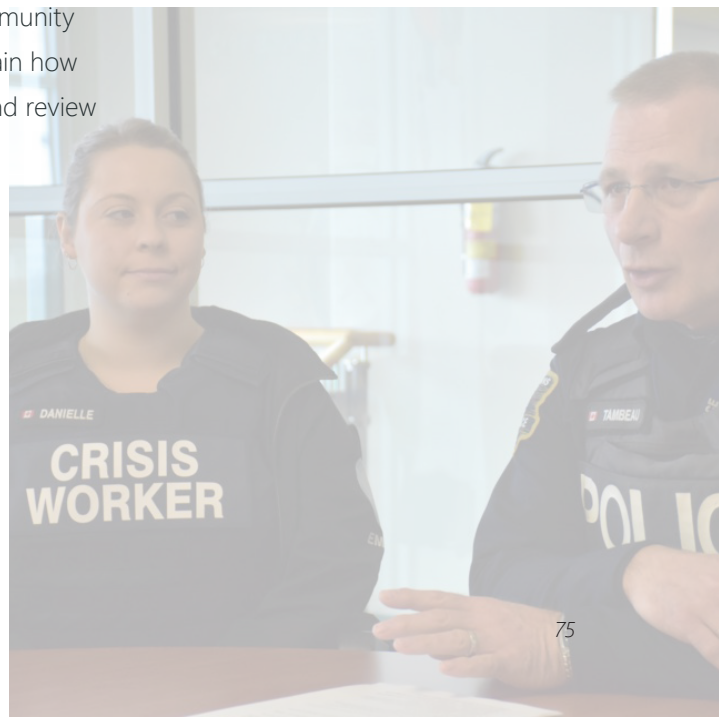
- **Establish clear parameters for accountability:**

The Commission believes that this program will only be successful if clear parameters are established related to accountability and the parameters are shared and discussed with community members. For example, identifying a clear response process, documenting the steps taken in a crisis response, and sharing the approach with the community will help increase an understanding of how the program will work. The Commission also recommends identifying procedures for any unexpected or unsuccessful outcomes, including what happens in the case that there is a difference between the mental health clinician and police officer in the recommended approach to take in a crisis situation.

CONSIDERATION 6

- **Regularly update community members and City Council on progress:**

The Commission recommends establishing regular updates to community members and City Council (e.g., 2 times per year, annually) to explain how the program will work, describe the roles of each team member, and review evaluation measures and findings.



## Strategy 2.1 Implementation Actions

- 
- ① Develop Memorandum of Understanding between City and County to share costs and clarify roles and responsibilities for pilot program. → **LEAD**  
City Manager's Office, City Attorney, and City Council working with County  
**TIMELINE**  
Jan 2021
- 
- ② Identify staffing for Community Wellness & Crisis Response Team 2-year pilot program. → **LEAD**  
County of San Mateo (BHRS) for clinician, SSFPD for law enforcement  
**TIMELINE**  
Sept-Dec 2021
- 
- ③ Develop Procedure Manual. → **LEAD**  
TBD  
**TIMELINE**  
Sept-Dec 2021
- 
- ④ Train Police and Dispatchers. → **LEAD**  
TBD  
**TIMELINE**  
July-Sept 2021  
(repeated annually)
- 
- ⑤ Work with Stanford University's Gardner Center to identify evaluation metrics and to collect data for Gardner Center to analyze to evaluate effects and identify appropriate adjustments. → **LEAD**  
TBD who from South San Francisco will coordinate with Gardner Center  
**TIMELINE**  
Develop metrics  
Sept-Dec 2021  
Ongoing evaluation 2021-2023

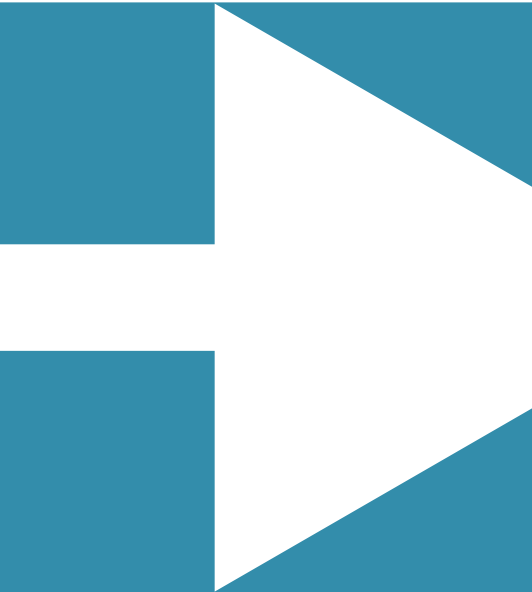
- 
- ⑥ Launch Community Wellness and Crisis Response Team program. → **TIMELINE**  
Sept 2021

---
  - ⑦ Mental health clinician responds with law enforcement to assist individuals in mental health crisis. → **LEAD**  
Mental Health Clinician  
**TIMELINE**  
Ongoing once program is launched

---
  - ⑧ Follow up with clients and provide counseling, referral services. → **LEAD**  
Mental Health Clinician  
**TIMELINE**  
Ongoing once program is launched

---
  - ⑨ Develop Memorandum of Understanding between City and County to share costs and clarify roles and responsibilities for pilot program. → **LEAD**  
Mental Health Clinician  
**TIMELINE**  
Ongoing once program is launched

## Outcomes & Measures for Strategy 2.1



### Outcomes

*The change we want to see in South San Francisco*

Increase timely and proactive access to appropriate behavioral health resources for those in crisis, especially for people of color in South San Francisco

Increase knowledge of mental health conditions

Increase effective intervention strategies among law enforcement personnel

Decrease certain types of police calls and police interactions/response with community members when not required (e.g., decrease calls requiring police response)

### Measures

*Possible data to track intended changes*

Percent of 911 calls related to mental health, substance use, and/or homelessness responded to by team

Key demographics (e.g., race/ethnicity, age, zip code of residence) of people who are diverted from arrest as well as those arrested

## Strategy 2.2

Establish a Community Safety and Equity Advisory Board to review data, provide recommendations, and build trust

The Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 2.2 is implemented in a way that effectively promotes racial and social equity.

### CONSIDERATION 1

- **Ensure diverse membership on Advisory Board:**

The membership of the Advisory Board should include significant representation from those communities within South San Francisco that are most burdened by structural inequities, with a focus on people of color and other historically disenfranchised community members.

### CONSIDERATION 2

- **Conduct targeted and strategic outreach to key community members to ensure that the Community Safety & Equity Advisory Board (CSEAB) hears the perspectives of residents most burdened by structural racism and other inequities:**

- The Commission recommends that community outreach be done proactively and strategically to ensure that diverse community members attend and participate in Advisory Board meetings, especially community members who are from historically marginalized and disenfranchised communities within South San Francisco (e.g., people of color and other historically disenfranchised community members).
- Commissioners recommend outreach efforts be coordinated with promotores (see Strategy 3.1) to successfully engage Spanish-speaking Latinx community members in South San Francisco (both in written form and verbally) and others to ensure that outreach materials will be easily understood and accessible.
- The South San Francisco Commission recommends that the CSEAB use a range of methods to invite community member engagement and conversations about issues, needs, and solutions related to public safety. Since the formality of public government meetings (e.g., to ensure that the Brown Act and other regulations are followed) can be intimidating and unintentionally discourage the participation of many residents, the Advisory Board might host community forums, organize listening sessions at existing community meetings (e.g., school English Learner Advisory Committees (ELAC), faith communities) to reduce barriers to participation and so that Advisory Board members stay apprised of community concerns and recommended solutions to community-identified issues.

## CONSIDERATION 3

**• Create a community-friendly and safe place for community members to build trust:**

- As part of establishing a welcoming meeting culture and modeling transparency, the Commission recommends that the Advisory Board develop clear guidelines (e.g., bylaws) with a racial and social equity lens to guide how the Advisory Board works together, including identifying roles and responsibilities as well as the board's approach to decision making. Commissioners recommend that the Advisory Board operate with a trauma-informed approach and that meetings support meaningful bi-directional conversation (e.g., involving both Advisory Board members and members of the public).
- The Commission also recommends the Advisory Board help create opportunities for community members and members of the police, fire, and other community safety departments to have conversations related to the diverse lived experiences of community members related to public safety and policing. Commissioners believe that this Advisory Board should focus on promoting positive police-community relations with the ultimate aim of providing improved services.
- The Commission supports having the Advisory Board provide a confidential way for community members to submit complaints about alleged police misconduct, in addition to existing complaint processes related to alleged misconduct by City employees.
- Commissioners also recommend that the Advisory Board be leveraged to support effective and timely communication between emergency responders and community members. In particular, the Advisory Board could keep the police department, fire department, and other emergency response departments up-to-date on community needs and recommendations. Emergency response service representatives (e.g., police, fire fighters, etc.) could also proactively educate community members about the function and role of emergency services.



CONSIDERATION 4

• **Identify possible changes to specific policies and practices that will reduce structural inequities and increase safety for residents of color and members of other historically disenfranchised communities:**

- The Commission supports establishing an Advisory Board charged with making recommendations to improve equity, diversity, and inclusion related to the emergency services offered in South San Francisco, including making recommended changes related to public safety policies and procedures.
- The Equity and Inclusion Officer (see Strategy 1.1) will lead a review of policies and practices in South San Francisco that prioritize early intervention strategies that minimize involvement of youth in the criminal justice system. The Equity and Inclusion Officer will present a summary of this review to the Advisory Board in order for the Board to make recommendations.
- Both the Equity and Inclusion Officer (see Strategy 1.1) and the Advisory Board will identify recommendations that expand community-based public safety approaches (e.g., expanding conflict resolution and restorative justice approaches, offering skills-based education on bystander de-escalation and intervention tactics).

CONSIDERATION 5

• **Emphasize accountability and transparency:**

- Working closely with the Equity and Inclusion Officer, the Advisory Board should regularly review local and national best and promising practices related to reimagining public safety and the roles and focus of the Advisory Board.
- The Advisory Board should review and make recommendations for how to track progress/evaluate the Advisory Board’s work.
- The Advisory Board should also reflect on data and track trends related to the effectiveness of the Advisory Board, and use those data to inform recommendations for the future.

CONSIDERATION 6

• **Recommend additional considerations regarding membership composition:**

- Commissioners recommend that a member of the City Council (or bridge to City Council) participate on the Advisory Board to establish a clear line of communication and help ensure that results and recommendations from the Advisory Board move forward.



# Commission Recommendations for Community Safety and Equity Advisory Board

- Volunteer Advisory Board
- 9 members and 1 alternate member
- Members appointed by City Council
- Four-year terms
- Board should reflect South San Francisco's demographics

Members should be residents of South San Francisco and demonstrate knowledge of experiences of:

- Limited-English speakers
- People who are unhoused
- People living with mental illness and/or substance use disorders

## One or more member(s) from the following communities

- Indigenous and First Nation
- African American
- Latinx
- Asian
- Immigrant and/or refugee
- LGBTQ
- Youth
- Faith
- Small business owners with connections to low-income, people of color, and other historically disenfranchised communities
- Justice impacted (e.g., people who have been arrested, youth whose parents were incarcerated)
- Expertise in the law and/or labor relations

## Strategy 2.2 Implementation Actions

- 
- ① The Equity and Inclusion Officer will begin by drafting rules of conduct, bylaws, etc. with a racial and social equity lens to guide the work of the Advisory Board. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD
- 
- ② Led by the Equity and Inclusion Officer, the Advisory Board will design and oversee targeted and effective community outreach to stay apprised of community concerns. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD
- 
- ③ Led by the Equity and Inclusion Officer, the Advisory Board will begin by initiating and leading courageous and honest conversations that increase South San Francisco employee and community awareness and accountability to issues of race, privilege, and inequity. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD
- 
- ④ In coordination with the Equity and Inclusion Officer, the Advisory Board will review policies and practices, and advocate for early intervention strategies that minimize involvement of youth in the criminal justice system. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD
- 
- ⑤ In coordination with the Equity and Inclusion Officer, the Advisory Board will act as a conduit between the community, law enforcement, City Council, and other Boards and Commissions. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD

6 In coordination with Equity and Inclusion Officer, the Advisory Board will keep the Police Chief apprised of the community's need for police services, and assist in informing the community of public safety services, disaster preparedness, and function and role of the SSFPD. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD

---

7 In coordination with Equity and Inclusion Officer, the Advisory Board will work to promote positive police-community relations in an effort to provide better services and expectations from the community and police. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD

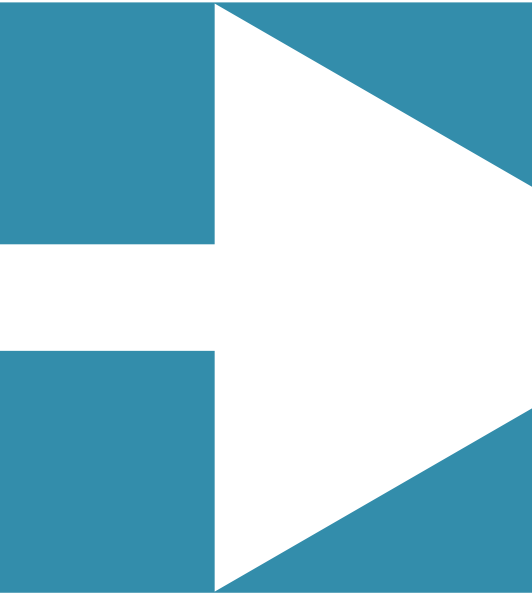
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8 In coordination with Equity and Inclusion Officer, the Advisory Board will make recommendations to assist in identifying areas to improve equity, diversity, and inclusion in all areas, including public safety. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD

---

9 In coordination with Equity and Inclusion Officer, the Advisory Board will recommend appropriate changes of public safety policies and procedures toward the goals of safeguarding the rights of persons and promoting higher standards of competency, efficiency, and justice in the provision of community public safety services. → **LEAD**  
Equity and Inclusion Officer  
**TIMELINE**  
TBD

# Outcomes & Measures for Strategy 2.2



## Outcomes

*The change we want to see in South San Francisco*

Increase civic engagement and sense of belonging among community members

Increase community dialogue about public safety, with a focus on transparency and accountability

## Measures

*Possible data to track intended changes*

Track demographics of Community Safety Advisory Board members and participating community members to ensure that the Advisory Board is engaging with persons of color and historically disenfranchised community members

## Strategy 2.3

**Strengthen community cohesion through community engagement efforts to build cross-cultural trust with a focus on residents of color and low-income residents**

There are a number of current efforts in place in South San Francisco focused on strengthening community cohesion through community engagement efforts, including the expanded promotores program (see Strategy 3.1) and the Community Emergency Response Team (CERT) program.

Currently, the CERT program:

- Offers the training participant manual in English, Spanish, and Chinese
- Works with Spanish-language faith community to engage community members

The Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 2.3 is implemented in a way that effectively promotes racial and social equity. The Commission on Racial and Social Equity recommend ensuring that the CERT program prioritizes:

### CONSIDERATION 1

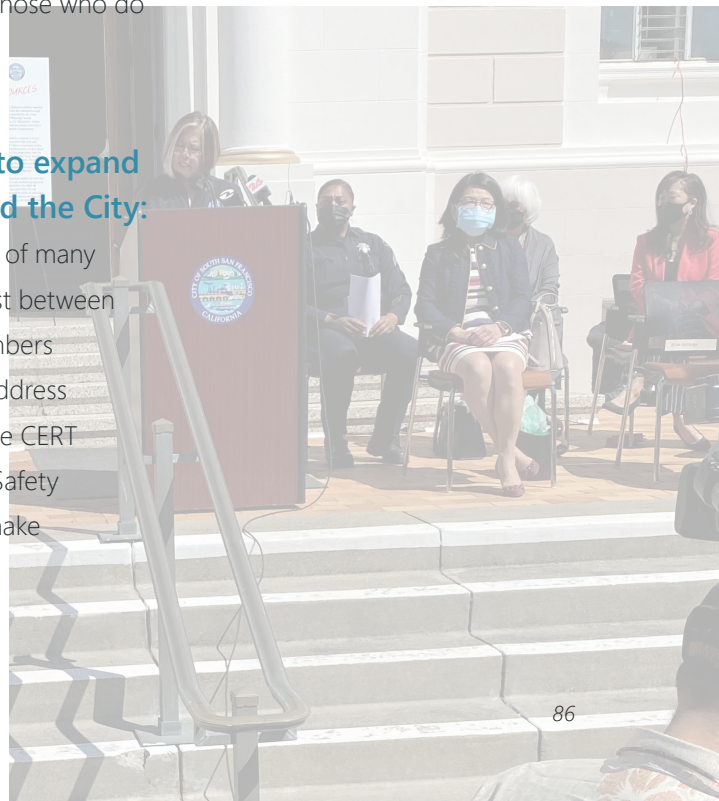
- **Work closely with the promotores program:**

The Commission recommends that the CERT program collaborate closely with the promotores program (see Strategy 3.1) in order to deepen and expand relationships and partnerships with community members and organizations that serve diverse South San Francisco community members including those who do not speak English as their first language.

### CONSIDERATION 2

- **Continue to have explicit conversations about how to expand and deepen trust between community members and the City:**

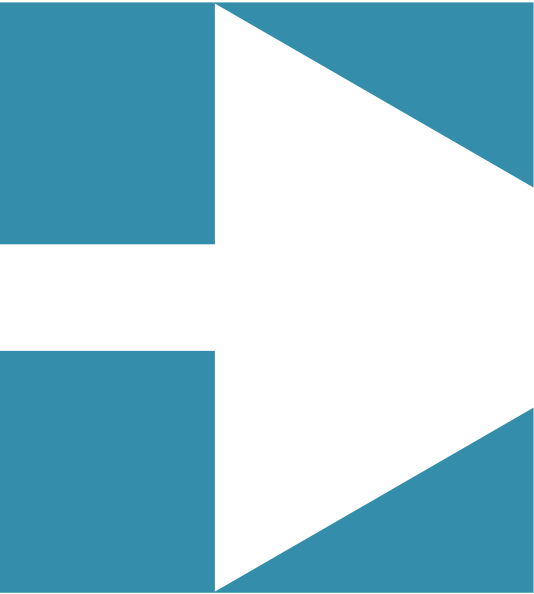
Commissioners recognize the CERT program as an example of one of many programs and opportunities that can help expand and deepen trust between community members and the City. To ensure that community members have ongoing opportunities to feel heard and engage in ways to address racial and social equity, the Commission recommends discussing the CERT program implementation and outreach further at the Community Safety and Equity Advisory Board (see Strategy 2.2) to gather input and make corresponding recommendations.



## Strategy 2.3 Implementation Actions

- |                                                                                                                                                                                                                                      |          |                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------|
| <p>① Target outreach for South San Francisco CERT offerings in specific South San Francisco neighborhoods (e.g., Old Town).</p>                                                                                                      | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Fire Department</p> <p><b>TIMELINE</b><br/>TBD</p> |
| <hr/>                                                                                                                                                                                                                                |          |                                                                                           |
| <p>② Coordinate with expanded promotores program (see Strategy 3.1).</p>                                                                                                                                                             | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Fire Department</p> <p><b>TIMELINE</b><br/>TBD</p> |
| <hr/>                                                                                                                                                                                                                                |          |                                                                                           |
| <p>③ Work with promotores program (See Strategy 3.1) to expand engagement to Latinx and faith-based communities.</p>                                                                                                                 | <p>→</p> | <p><b>LEAD</b><br/>SSF Fire Department and promotores</p> <p><b>TIMELINE</b><br/>TBD</p>  |
| <hr/>                                                                                                                                                                                                                                |          |                                                                                           |
| <p>④ Partner with library to ensure that key populations have access to information about CERT and other South San Francisco programs and resources.</p>                                                                             | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Fire Department</p> <p><b>TIMELINE</b><br/>TBD</p> |
| <hr/>                                                                                                                                                                                                                                |          |                                                                                           |
| <p>⑤ Coordinate with the Community Safety and Equity Advisory Board (Strategy 2.2) to ensure that conversations continue to take place related to community cohesion, how to continue to find opportunities to build trust, etc.</p> | <p>→</p> | <p><b>LEAD</b><br/>Equity and Inclusion Officer</p> <p><b>TIMELINE</b><br/>TBD</p>        |

# Outcomes & Measures for Strategy 2.3



## Outcomes

*The change we want to see in South San Francisco*

Increase participation of people of color and residents fluent in languages other than English in the South San Francisco Community Emergency Response Team (CERT) program

## Measures

*Possible data to track intended changes*

Key demographic data of CERT participants  
(e.g., race/ethnicity, zip code, age)



# GOAL 3

---

## Target resources and support to residents of color to reduce gaps created by structural inequities

People of color and members of other historically marginalized and disenfranchised communities have experienced the most harm from the COVID-19 pandemic's health and economic impacts due to centuries of cumulative, multi-generational structural racism and other inequities. Especially in the short term, supportive resources and services are critical to prevent disparities from growing--but such resources are only effective if they reach the communities most burdened by structural inequities. The following strategies were prioritized by the South San Francisco Commission for the first year of implementation to promote racial and social equity in South San Francisco related to this overarching goal.

**Strategy 3.1: Expand linkage and navigation support for people of color and other historically disenfranchised community members and build trust between community members and the City**

**Strategy 3.2: Expand economic opportunities for people of color and other historically disenfranchised community members**

**Strategy 3.3: Expand information and support to address housing insecurity for people of color and other historically disenfranchised community members**

**Strategy 3.4: Expand educational resources for people of color and other historically disenfranchised community members**



resources  
support

## Strategy 3.1

Expand linkage and navigation support for people of color and other historically disenfranchised community members and build trust between community members and the City

The Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 3.1 is implemented in a way that effectively promotes racial and social equity.

Expanding linkages and navigation support through promotores and community navigators is a cross cutting strategy that is connected to many other strategies identified in this Action Plan. Promotores and community navigators will help ensure that many other strategies in this action plan are implemented in a culturally responsive way (see Strategies 2.2, 2.3, 3.2, 3.3, 3.4).

### CONSIDERATION 1

- **Recruit and hire diverse and responsive promotores and community navigators:**

To ensure that linkage and navigation support are culturally responsive and effective, the Commission recommends that South San Francisco residents who bring strong community relationships, trust and connections be recruited and hired as promotores and community navigators.

### CONSIDERATION 2

- **Provide ongoing training for promotores and community navigators:**

Once the navigators and promotores are hired, ongoing trainings must be provided to ensure that they are knowledgeable about requirements to access and how to navigate services and service systems.

### CONSIDERATION 3

- **Reduce documentation to increase access to services:**

The Commission recommends minimizing the documentation required to access supportive resources (e.g., driver's license, lease, pay stubs) to reduce barriers to seeking and utilizing services, including eliminating requirements whenever possible.

## CONSIDERATION 4

- **Increase trust between community members and South San Francisco City services:**

The expanded promotores and community navigator programs should focus on identifying trusted, multi-lingual, culturally responsive community promotores and navigators to help residents of color learn about, connect to, and navigate supportive services.

## CONSIDERATION 5

- **Address fear and stigma related to accessing services:**

The Commission believes it is critical to address commonly felt stigma related to accessing services (e.g., mental health services) among those most impacted by racial and social inequities, as well as community concerns (e.g., that accessing supportive services will trigger deportation proceedings).

## CONSIDERATION 6

- **Expand and target outreach to hard-to-reach populations:**

The program should encourage open dialogue and provide opportunities to inform people of color and other historically disenfranchised community members in South San Francisco about the range of supportive services and resources that exist, as well as helping people connect with specific services. Expanding outreach might include continuing to provide outreach materials in multiple languages and using both paper and digital approaches (e.g., fliers and posters in key locations including Grand Ave). Expanding outreach could also include deepening partnerships with SSFUSD, faith communities, and other institutions and organizations that work with hard-to-reach communities.

CONSIDERATION 7

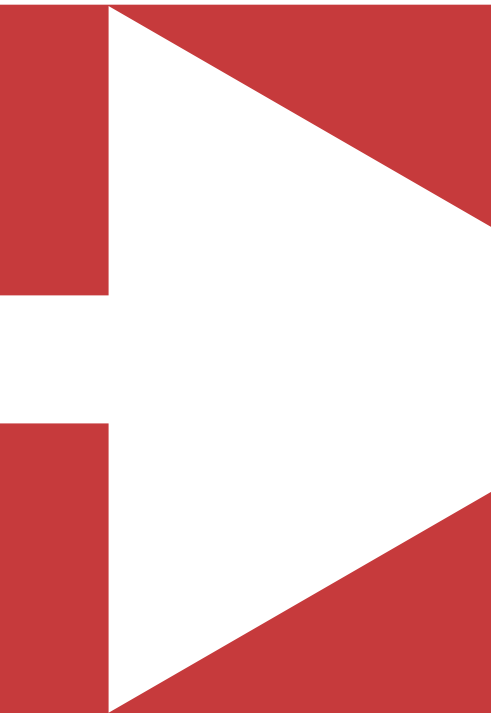
- **Build on work done during the COVID-19 pandemic:**

The City of South San Francisco has focused on providing essential resources to low-income families and communities of color that are disproportionately impacted by COVID-19 (i.e., ensure that these residents access/utilize available support). The expansion program should build on lessons learned to continue to best meet emerging needs of low-income families of color in South San Francisco.

CONSIDERATION 8

- **Focus on tracking progress and impact:**

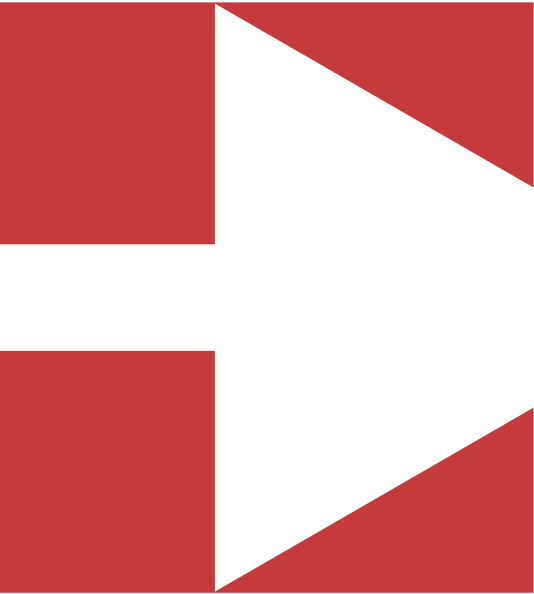
The South San Francisco Commission recommends tracking the demographics of program participants before the launch of these expanded promotores and health navigator programs in order to track change and impact over time. The Commission also recommends that the program evaluate which resources and referrals are utilized and the outcomes that result from accessing these services.



## Strategy 3.1 Implementation Actions

- 
- |                                                                                                                          |   |                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------|
| ① Identify and confirm program funding.                                                                                  | → | <b>LEAD</b><br>CLC/SSF Library staff<br><b>TIMELINE</b><br>April-June 2021                               |
| <hr/>                                                                                                                    |   |                                                                                                          |
| ② Meet and engage with community agencies for resource training.                                                         | → | <b>LEAD</b><br>Library, Economic & Community Development Department<br><b>TIMELINE</b><br>July-Sept 2021 |
| <hr/>                                                                                                                    |   |                                                                                                          |
| ③ Identify and engage bilingual South San Francisco city staff for participation.                                        | → | <b>LEAD</b><br>Library, Economic & Community Development Department<br><b>TIMELINE</b><br>July-Sept 2021 |
| <hr/>                                                                                                                    |   |                                                                                                          |
| ④ Implement outreach strategy for informing community about navigators.                                                  | → | <b>LEAD</b><br>Library, Economic & Community Development Department<br><b>TIMELINE</b><br>July-Sept 2021 |
| <hr/>                                                                                                                    |   |                                                                                                          |
| ⑤ Develop customer service surveys to use to evaluate program.                                                           | → | <b>LEAD</b><br>Library, Economic & Community Development Department<br><b>TIMELINE</b><br>July-Sept 2021 |
| <hr/>                                                                                                                    |   |                                                                                                          |
| ⑥ Soft launch of services with review of evaluation findings from initial 3 months and adjustments to program as needed. | → | <b>LEAD</b><br>CLC/SSF Library staff<br><b>TIMELINE</b><br>April-June 2021                               |

# Outcomes & Measures for Strategy 3.1



## Outcomes

*The change we want to see in South San Francisco*

- Inform, educate, and empower the community through targeted outreach and education efforts
- Ensure culturally and linguistically appropriate approaches are used in civic engagement opportunities
- Increase use of supportive services by residents of color

## Measures

*Possible data to track intended changes*

- Demographic data for all people utilizing resources and services
- Track utilization of key services by South San Francisco residents who are eligible
- Track levels of fear in accessing health and social services

## Strategy 3.2

### Expand economic opportunities for people of color and other historically disenfranchised community members

Since the launch of the Commission in August of 2020, the Commission has inspired the City of South San Francisco to make important commitments to increase racial and social equity in South San Francisco by focusing on those populations in South San Francisco which are most impacted by racial and social inequities (i.e., low-income, people of color and other historically disenfranchised community members). One example is the City Council’s initiative to break the cycle of poverty in South San Francisco by providing increased funding for wraparound services. This is an overarching and multi-pronged approach and the City Council has dedicated \$2,210,000 to align with priorities and approaches discussed at the Commission on Racial and Social Equity.

**The Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 3.2 is implemented in a way that effectively promotes racial and social equity.**

#### CONSIDERATION 1

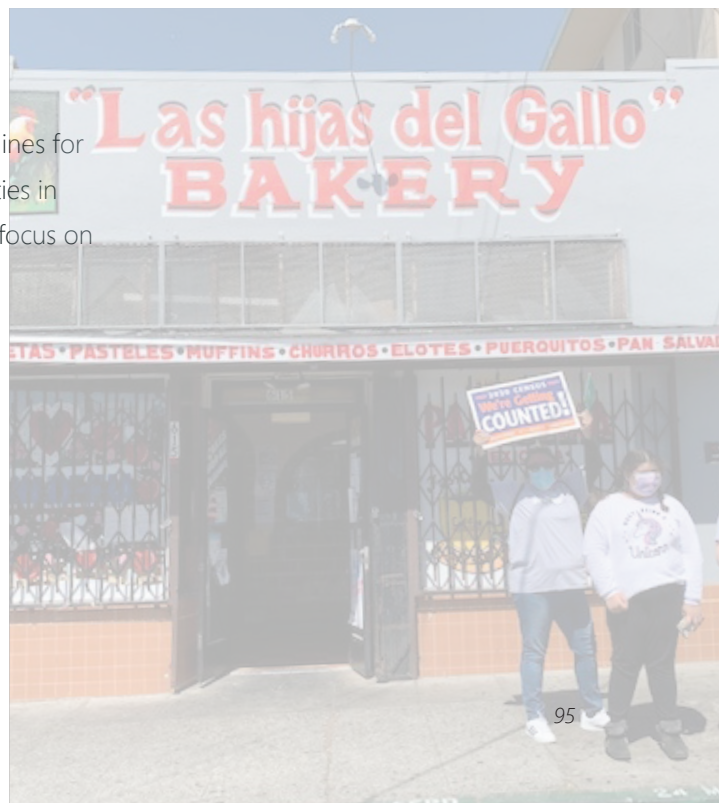
- **Support residents of color and low-income residents in starting and retaining small businesses:**

The Commission understands that supporting residents to start and retain small business assists in securing ongoing income and the diversity of small, local businesses.

#### CONSIDERATION 2

- **Expand career pipelines for residents of color and low-income residents:**

The Commission recommends creating and expanding career pipelines for residents of color, low-income residents, and residents with disabilities in key neighborhoods to support the development of careers (with a focus on sustainable wages).

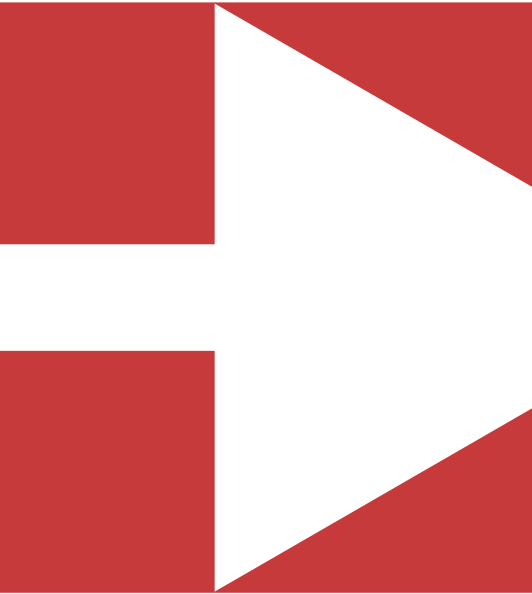


## Strategy 3.2 Implementation Actions

- |                                                                                                              |          |                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>① Establish and open a Community Resource Center in Downtown where multiple services will be offered.</p> | <p>→</p> | <p><b>LEAD</b><br/>South San Francisco Economic &amp; Community Development</p> <p><b>TIMELINE</b><br/>December 2021</p>                                                        |
| <hr/>                                                                                                        |          |                                                                                                                                                                                 |
| <p>② Provide funds for small business and entrepreneurship resource center.</p>                              | <p>→</p> | <p><b>LEAD</b><br/>Renaissance Entrepreneurship Center (City Council approved contract of \$467,000 contract to serve 200+ businesses)</p> <p><b>TIMELINE</b><br/>July 2021</p> |
| <hr/>                                                                                                        |          |                                                                                                                                                                                 |
| <p>③ Provide workforce development services, including job training.</p>                                     | <p>→</p> | <p><b>LEAD</b><br/>JobTrain (City Council approved \$404,000 4/14 to serve 100+ individuals)</p> <p><b>TIMELINE</b><br/>July 2021</p>                                           |
| <hr/>                                                                                                        |          |                                                                                                                                                                                 |
| <p>④ Establish 2 full-time Community Navigators (see Strategy 3.1 for more information).</p>                 | <p>→</p> | <p><b>LEAD</b><br/>Library, Economic &amp; Community Development Department</p> <p><b>TIMELINE</b><br/>TBD</p>                                                                  |
| <hr/>                                                                                                        |          |                                                                                                                                                                                 |
| <p>⑤ Establish 3 part-time Promotores (see Strategy 3.1 for more information).</p>                           | <p>→</p> | <p><b>LEAD</b><br/>Library, Economic &amp; Community Development Department</p> <p><b>TIMELINE</b><br/>TBD</p>                                                                  |
| <hr/>                                                                                                        |          |                                                                                                                                                                                 |
| <p>⑥ Continue to provide support for rental/food assistance.</p>                                             | <p>→</p> | <p><b>LEAD</b><br/>TBD</p> <p><b>TIMELINE</b><br/>TBD</p>                                                                                                                       |
| <hr/>                                                                                                        |          |                                                                                                                                                                                 |
| <p>⑦ Consider a Basic Income program (to increase income for key populations).</p>                           | <p>→</p> | <p><b>LEAD</b><br/>TBD</p> <p><b>TIMELINE</b><br/>TBD</p>                                                                                                                       |



# Outcomes & Measures for Strategy 3.2



## Outcomes

*The change we want to see in South San Francisco*

- Increase income for people of color and other historically disenfranchised community members
- Increase in small, local businesses owned by residents of color (especially Latinx residents)

## Measures

*Possible data to track intended changes*

- Key demographics of program participants to ensure programs are reaching/engaging people of color and other historically disenfranchised community members

## Strategy 3.3

### Expand information and support to address housing insecurity for low-income, people of color and other historically disenfranchised community members

The City's work to address housing insecurity is another example of how the Commission has inspired the City of South San Francisco to expand efforts to address racial and social equity and housing costs. The City's approach to reducing housing insecurity involves three overlapping and related areas: 1) increasing income for key populations (see Strategy 3.2); 2) keeping people housed who are at risk of homelessness; and 3) ensuring that residents can still afford to live in South San Francisco. While the action steps are also interrelated, they are organized into two areas as outlined in the table of actions below.

**In addition to the action steps outlined below, the Commission identified the following considerations to ensure that Strategy 3.3 advances racial and social equity in South San Francisco:**

#### CONSIDERATION 1

- **Coordinate closely with promotores and community navigators:**

Commissioners believe that leveraging the promotores and health navigators (identified in Strategy 3.1) will ensure that key community members have up to date information and are able to access and navigate available services. Promotores and community navigators can also identify ways to reduce stigma related to seeking out supportive resources.

#### CONSIDERATION 2

- **Target outreach to neighborhoods where low-income, people of color and other historically disenfranchised community members live including:**

The Commission recommends that resources to keep residents housed should:

- Continue to build on the effective outreach that is working for the COVID-19 vaccine education
- Focus on key community locations (e.g., Old Town residents, the Community Resource Center, at public transit stops/stations and on transit)
- Ensure that meetings and community events are offered in multiple languages and/or provide translation services and childcare

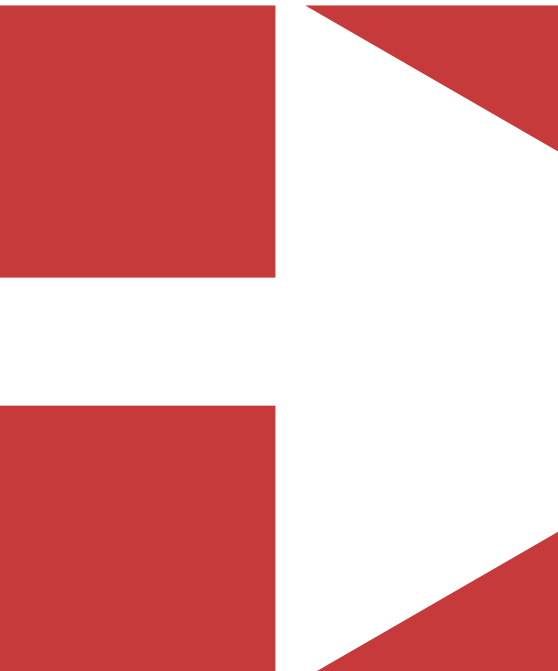
- Continue to be distributed in a wide range of modes (e.g., printed materials, radio, and virtual outreach materials, as well as through conversations with the promotores and community navigators)

CONSIDERATION 3

- **Partner with local organizations and institutions to increase outreach opportunities:**

Commissioners recommend partnerships include:

- Local universities (e.g., Skyline)
- SSFUSD/schools (especially since sites are being used for COVID testing and vaccinations, food distribution, etc.)
- Local organizations that work in and with people of color and other disenfranchised communities in South San Francisco
- Landlords (to educate them about their legal obligations and tenant right)
- Faith communities



## Strategy 3.3 Implementation Actions

### To keep people housed who are at risk for becoming unhoused/homeless

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- ① Provide technical assistance + City renter assistance available through YMCA: [ymcasf.org/community-resource-center-ymca](http://ymcasf.org/community-resource-center-ymca)



**LEAD**  
South San Francisco  
Economic & Community  
Development  
**TIMELINE**  
TBD

- ② Provide legal help through Legal Aid & Project Sentinel: [RenterHelp.net](http://RenterHelp.net)



**LEAD**  
South San Francisco  
Economic & Community  
Development  
**TIMELINE**  
TBD

### To ensure that residents can still afford to live in South San Francisco

---

- ③ Continue to grow and expand South San Francisco City housing funds (from inclusionary fees).



**LEAD**  
South San Francisco  
Economic & Community  
Development  
**TIMELINE**  
TBD

- ④ Ensure people of color and other historically disenfranchised community members have access to minor home repair programs for low-income owners.



**LEAD**  
South San Francisco  
Economic & Community  
Development  
**TIMELINE**  
TBD

- ⑤ Coordinate with promotores and community navigators (Strategy 3.1) to ensure that key populations know about existing support and information (e.g., South San Francisco City Housing line that offers referrals/assistance in Spanish, rental and cash assistance programs).



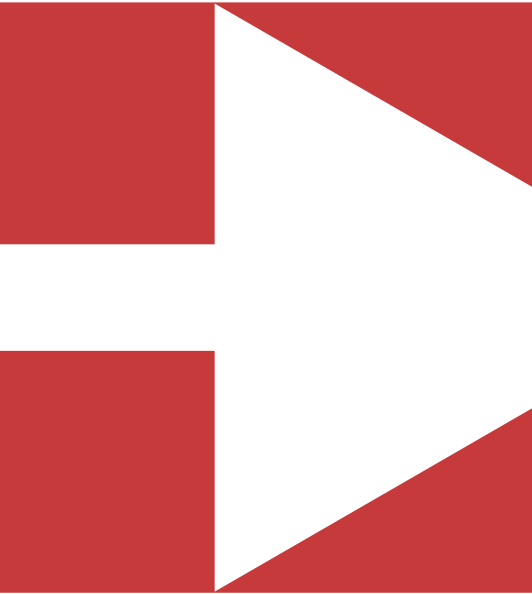
**LEAD**  
Communications Dept.  
**TIMELINE**  
TBD

- ⑥ Continue to provide Federal, State, and County COVID-related renter assistance now delivered through one portal: [HousingisKey.com](http://HousingisKey.com)



**LEAD**  
South San Francisco  
Economic & Community  
Development  
**TIMELINE**  
TBD

# Outcomes & Measures for Strategy 3.3



## Outcomes

*The change we want to see in South San Francisco*

- Increase upward economic mobility for residents of color
- Keep people housed who are at risk of homelessness
- Ensure that residents can still afford to live in South San Francisco

## Measures

*Possible data to track intended changes*

- Key demographics of small businesses receiving funds (e.g., race/ethnicity, location of business)
- Key demographics of individuals receiving workforce development/job training (e.g., race/ethnicity, disability)

## Strategy 3.4

### Expand educational resources for people of color and other historically disenfranchised community members

Educational opportunities and resources include not only the K-12 school system (primarily addressed by the South San Francisco Unified School District), but also early childhood education, adult education and lifelong learning opportunities, and out-of-school “enrichment” programming (e.g., sports teams, activities involving the arts, leadership development programming) that supports holistic development. Socioeconomic inequities interact to create an opportunity gap, with children and youth from higher income families able to participate in holistic enrichment programs (which are rarely available in California’s public schools--especially ones serving predominantly low-income students) and children and youth from lower income families missing out. In addition to this inequity, structural racism and other structural inequities create additional barriers to academic success (e.g., curricula that centers whiteness and does not reflect students’ identities or culture, disparate access to reliable technology to participate in distance learning).

**The Commission prioritized three approaches for the City to focus on in order to reduce educational inequities:**

- Implement universal preschool and pre-K (high quality early childhood education) in an anti-racist way, with targeted sites, and with explicit inclusion of families,
- Support low-income and students of color at SSFUSD in attendance/participation during and post-distance learning, and
- Expand free/affordable outside-of-school enrichment programs and support youth leadership development (especially for teens) in an anti-racist way, with targeted sites, and with explicit inclusion of families.

The Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 3.4 is implemented in a way that effectively promotes racial and social equity.

CONSIDERATION 1

• **Expand early childhood education for families of color and low-income families in South San Francisco and/or establishing universal preschool:**

- Continue exploring possible funding to establish and maintain universal preschool or to establish universal preschool for lower-income families.
- Explore facilities to expand or establish new early childhood education, preschool, and pre-K programs in key neighborhoods (e.g., Old Town) and along high frequency transit lines (especially those that connect with key neighborhoods) -- this may include opportunities to develop/build new facilities or to renovate/re-purpose existing buildings.
- Advocate in support of state and federal funding and programs that subsidize or expand early childhood education.

CONSIDERATION 2

• **Support students around attendance and participation at SSFUSD:**

- Identify specific resource gaps (e.g., wifi access, digital literacy) that make it more challenging for low-income students, students of color, and other historically disenfranchised community members (e.g., students with disabilities, English language learners) to participate in classes and meaningfully engage; and pilot approaches to addressing specific resources gaps or barriers.
- Identify and pilot new ways to engage students and their families in school engagement and learning.

CONSIDERATION 3

• **Ensure that City-run enrichment programs promote racial and social equity:**

- Ensure that young people—and especially youth of color and youth from other historically disenfranchised communities—are involved in (and ideally leading) City-run enrichment programs.
- Identify and pilot new ways to engage young people and their families who have not previously participated in City-run enrichment programming -- and use these efforts to identify common reasons youth and families have not participated in these community resources.
- Use targeted locations and coordinate with existing programs/organizations to strengthen/expand youth development opportunities specifically for youth of color and youth from historically disenfranchised community members.



## Strategy 3.4 Implementation Actions

### Actions related to all 3 CRSE priorities for expanding educational resources

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① Review outreach/engagement process for existing resources, identify who is not being reached and how to address barriers to promote racial and social equity. → **LEAD**  
TBD  
**TIMELINE**  
TBD

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② Leverage community navigator program (Strategy 3.1) to conduct effective outreach in non-English languages both via in-person and printed/paper materials. → **LEAD**  
TBD  
**TIMELINE**  
TBD

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③ Ensure that staff, mentors, and presenters reflect community members' demographics. → **LEAD**  
TBD  
**TIMELINE**  
TBD



**To expand access to high quality early childhood education for families of color and low-income families in South San Francisco and/or implement universal preschool or pre-K:**

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- 4** City support for expanding eligibility birthdays for transitional kindergarten (TK) in low-income neighborhoods. → **LEAD**  
TBD  
**TIMELINE**  
TBD

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- 5** Develop criteria to select people from waitlist for City preschools (e.g., Siebecker) that further equity (e.g., prioritizing children of low-wage workers). → **LEAD**  
TBD  
**TIMELINE**  
TBD

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- 6** Explore possible new facilities in key neighborhoods to provide preschool/pre-K. → **LEAD**  
Parks and Rec  
**TIMELINE**  
TBD

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- 7** Develop and implement Childcare Master Plan. → **LEAD**  
TBD  
**TIMELINE**  
TBD

---
- 8** Build new childcare facility in Westborough; continue to explore childcare at Orange Avenue Library. → **LEAD**  
Parks and Rec  
**TIMELINE**  
TBD

**To support students of color and low-income students in attendance and participation at SSFUSD (both during and after distance learning)**

---

9 Add recurring agenda item and/or key questions focused on equity to existing regular collaborative meetings. → **LEAD**  
TBD  
**TIMELINE**  
TBD

---

10 Create a regular structured/systematic meeting between SSFUSD and City managers/leadership focused on proactively coordinating services to identify opportunity gaps and to identify other ways to reduce inequities. → **LEAD**  
TBD  
**TIMELINE**  
TBD

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11 Identify specific resource gaps (e.g., wifi access, digital literacy) and how to address them. → **LEAD**  
TBD  
**TIMELINE**  
TBD

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12 Identify and pilot new ways to engage students and their families who are not currently participating/connected; evaluate what is working, how, and with whom. → **LEAD**  
TBD  
**TIMELINE**  
TBD

**To ensure that City-offered enrichment programming promotes racial and social equity:**

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- 13** Identify how to get diverse books to people not visiting libraries (initially via summer reading program). → **LEAD**  
Library  
**TIMELINE**  
TBD

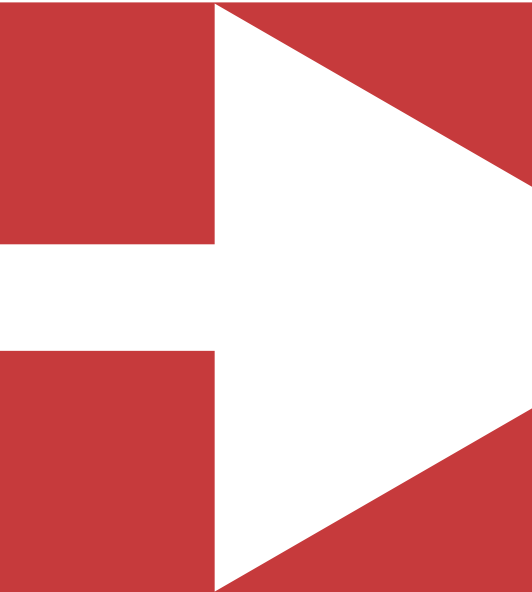
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- 14** Pilot summer youth/teen internship program within South San Francisco City departments with targeted recruitment to address opportunity gap via exposure to government. → **LEAD**  
HR  
**TIMELINE**  
TBD

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- 15** Convert South San Francisco Youth Advisory Council (YAC) to a Commission to increase influence on policy. → **LEAD**  
City Manager's Office  
**TIMELINE**  
TBD

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- 16** Support YAC in developing speaker series on business language, job and resume skills, etc. that features speakers who reflect demographics of South San Francisco youth. → **LEAD**  
City Manager's Office  
**TIMELINE**  
TBD

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- 17** Develop mentorship/job pipeline to address structural inequities/opportunity gaps. → **LEAD**  
TBD  
**TIMELINE**  
TBD

# Outcomes & Measures for Strategy 3.4



## Outcomes

*The change we want to see in South San Francisco*

- Increase enrichment opportunities for children of color in South San Francisco
- Increase youth development opportunities for youth of color in South San Francisco
- Increase participation among low-income young people and their families in enrichment programs/leadership development programs
- Reduce barriers to academic success

## Measures

*Possible data to track intended changes*

- Key demographics (e.g., race/ethnicity, socio-economic status) of participants in educational resource programming
- Types of programs available

# GOAL 4

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Ensure local land use planning increases access to resources and opportunities for people of color and other historically disenfranchised community members

Although land use planning has reinforced and exacerbated structural racism and economic inequities, it is also an important tool to encourage (or mandate) equitable development and to reduce displacement of low-income residents and people of color. The current housing affordability crisis is largely the result of decades of regional land use planning decisions -- and current changes to land use designations and the City's long-term General Plan provide an opportunity to proactively reduce structural inequities.

Recognizing both the current process to update the City's General Plan and the disproportionate burden that housing costs have on residents of color and lower-income residents, the Commission on Racial and Social Equity prioritized one key strategy to focus on in this goal:

**Strategy 4.1: Leverage available land assets to expand housing affordable to people of color and other historically disenfranchised community members.**



land  
opportunities

## Strategy 4.1

Leverage available land assets to expand housing affordable to people of color and other historically disenfranchised community members

The Commission on Racial & Social Equity identified the following considerations to ensure that Strategy 4.1 is implemented in a way that effectively promotes racial and social equity.

### CONSIDERATION 1

- **Engage the community using clear language:**

The Commission recognizes that the legal and regulatory constraints and requirements related to building new housing (especially housing at varied levels of affordability) is complex. To ensure that community members (especially those whose primary language is not English and those with less formal/academic education) are able to help shape these conversations, the Commission has emphasized the importance of using clear language to explain what “affordable housing” means, including defining area median income (i.e., half of families in a region earn more than the median and half earn less than the median) and explaining what this means for lowest income units.

### CONSIDERATION 2

- **Support lowest- and low-income families:**

The Commission recommends targeting support for down payments to low- and lowest-income families to ensure that these community members can remain in South San Francisco.

### CONSIDERATION 3

- **Collect key data to track progress:**

Collect and track demographics of people who buy and rent deed-restricted affordable housing units.



## Strategy 4.1 Implementation Actions

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- |                                                                                                                                                                      |   |                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------|
| <p>① Support work to establish City and former Redevelopment Agency land to be declared surplus and offered first to affordable housing developers.</p>              | → | <p><b>LEAD</b><br/>South San Francisco<br/>Economic &amp; Community<br/>Development Dept<br/><b>TIMELINE</b><br/>TBD</p> |
| <hr/>                                                                                                                                                                |   |                                                                                                                          |
| <p>② Align priorities identified by Commissioners with Housing Element and General Plan update.</p>                                                                  | → | <p><b>LEAD</b><br/>South San Francisco<br/>Economic &amp; Community<br/>Development Dept<br/><b>TIMELINE</b><br/>TBD</p> |
| <hr/>                                                                                                                                                                |   |                                                                                                                          |
| <p>③ Continue to work with SSFUSD to leverage school district assets to provide housing that is affordable for teachers and school district employees in SSFUSD.</p> | → | <p><b>LEAD</b><br/>South San Francisco<br/>Economic &amp; Community<br/>Development Dept<br/><b>TIMELINE</b><br/>TBD</p> |

# Outcomes & Measures for Strategy 4.1



## Outcomes

*The change we want to see in South San Francisco*

Decrease in costs for developing housing units that are affordable

Increase in housing units prioritized for people who already live and/or work in South San Francisco

## Measures

*Possible data to track intended changes*

Track demographics of South San Francisco community members who participate in programs





south san  
francisco  
commission  
on racial  
and social  
equity