



# Reinvestment of San Francisco Police Department Budget to Support the African American/Black Community

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Community Engagement/Input  
Status Update  
July 2020

WORKING DRAFT  
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# Abstract

On June 4, 2020, Mayor London N. Breed and Supervisor Shamann Walton announced they would reallocate a portion of the San Francisco Police Department budget to better support the African American community. Mayor Breed and Supervisor Walton invited community members to share their ideas and input on the reinvestment of funding in a process facilitated by the San Francisco Human Rights Commission (HRC). In addition to circulating a survey citywide and accepting emailed comments, the HRC scheduled and hosted over a dozen meetings including on nights and weekends between June 23 and July 11 in an effort to gather comprehensive feedback from the public.

# Acknowledgements

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## INTRODUCTION

On June 4, 2020, Mayor London Breed and Supervisor Shamann Walton announced they would redirect funding from the San Francisco Police Department (SFPD) to the African American community by the close of the 2019/2020 budget cycle on August 1, 2020. This effort is part of an ongoing, multi-year strategy to decrease over-policing of the Black community and repair the legacy of racially disparate policies on health, housing, and economic outcomes for African American/Black people in San Francisco. Mayor Breed and Supervisor Walton invited community members to share their ideas and input on the redistribution of budget dollars to ensure a collaborative process that was both data-driven and informed by lived experiences. In addition to circulating a survey citywide and accepting comments emailed to the Human Rights Commission (HRC) Roundtable, the HRC hosted and facilitated thirteen meetings between June 23 and July 16, 2020.

The following report highlights recommendations, research and data relevant to the community input process to prioritize resources from SFPD to the African American community. Although across the nation people are requesting, and in many instances demanding that police departments be defunded<sup>1</sup> this process did not look at what resources, jobs or functions to eliminate or redirect in the SFPD. The intent of this report is to document the process, acknowledge and deliver the recommendations from a diverse group of stakeholders, while centering Black voices and experiences.

**“Do not get lost in a sea of despair. Be hopeful, be optimistic. Our struggle is not the struggle of a day, a week, a month, or a year, it is the struggle of a lifetime. Never, ever be afraid to make some noise and get in good trouble, necessary trouble.”**

**- CONGRESSMAN JOHN LEWIS**



## BACKGROUND

There is no shortage of reports or data on African American people and their outcomes in San Francisco, the articles and reports highlight wealth and income inequalities<sup>2</sup>.

Mayor Breed often talks about being a native and the inequity she has witnessed as a Black woman growing up in poverty in the City of San Francisco. Mayor Breed is motivated by the data reports, her lived experience merely confirms the data, and demonstrates there are structural inequities in San Francisco that continue to impact the African American community each and every day and should be addressed.

In January 2020, Supervisor Walton introduced a resolution calling for reparations, with plans to create legislation creating a task force. Supervisor Walton believes the redirection of SFPD dollars to the African American community helps advance reparations and notes, "This is a concrete, bold and immediate step towards true reparations for Black people<sup>2</sup>"



## GENERAL DATA REGARDING THE AFRICAN AMERICAN POPULATIONS

Approximately 5.9% of the San Francisco population is African American, according to the 2017 ACS survey.

### Education

In 2018, San Francisco Unified School District reported 53,855 students enrolled. African American students represent 7% of SFUSD population, approximately 3,769 students K-12. Yet:

- 34% of SFUSD high school suspensions are African American students
- 38% of SFUSD middle school suspensions are African American students
- African American students have the lowest performing proficiency rates in the state of CA
- 2018-2019 graduation rate for African American students reported as 53%

## **Economic Justice**

African Americans have the lowest median household income in San Francisco. The average income for a Black household is \$31,000, as compared with \$116,000 for white families.

30% of the Black/African American population lives below the poverty level, and 14% of the population is unemployed; prior to COVID, the white community had a 4% unemployment rate.

## **Health and Wellness**

Black/African Americans have the highest mortality rate for nine of the top ten causes of death in San Francisco.

African Americans have the highest rates of hospitalizations and emergency room visits due to asthma. Asthma is also exacerbated by stress, which is again worse for poor families, and for those experiencing racism.

High-income neighborhoods reported zero infant deaths in 10 years, while Bayview/Hunters Point, including lower income zip code 94124, reported over 20 infant deaths during this same timeframe.

Evidence is growing that experiences of racism are a risk factor for preterm birth, which may explain the persistence of this disparity despite other protective factors, such as higher educational attainment and socioeconomic status.

## **Mental Health**

In recent research, the experience of racism has been noted as a definable risk factor for cardiovascular disease (perhaps mediated through stress).

The workgroup highlighted the need to acknowledge and understand the impact of racism on health, confront implicit bias, create systems to ensure equitable care and service for B/AA residents and all residents.

## **Housing/Home Ownership**

African Americans have the lowest rate of homeownership in San Francisco at 31% and are the most likely to experience cost burden and severe cost burden as homeowners, spending greater than 30% or greater than 50% of their income, respectively.

## **Homelessness**

Black/African American individuals comprise 37% of the City's unhoused population, despite making up only 6% of the City's population as a whole.

## **Displacement**

The Black population is the only racial group in San Francisco to consistently decline in every census count since 1970



The HRC Civil Rights team's investigators note a trend of discriminatory practices amongst landlords who do not want to rent to Section 8 voucher holders, disproportionately Black women with children. The outcome is having to find housing outside of the City.

## **LGBTQ+**

Amongst the trans community, Black trans women disproportionately experience fatal violence, unemployment, poverty, and homelessness.

## **Justice Reform**

Despite a history of attempts to collaborate between community and the police, including the adoption of more than 270 recommendations from Mayor Ed Lee's Blue-Ribbon Panel on Transparency, Accountability, and Fairness in Law Enforcement in 2016, over policing of Black people in San Francisco persists. About 45% of all San Francisco Police Department use-of-force cases involved Black people in 2019 and Black drivers and pedestrians accounted for 22.9% of all SFPD stops during the last three months of 2019 and roughly 38.5% of nonmandatory searches.

As of July 2019, African Americans represent 46% of the people incarcerated in the county Jail system, 38% of the adults on probation. Juvenile Probation reported 55% of juveniles on probation were African American.

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<sup>1</sup> (Hawkins et al., 2020)

<sup>2</sup> (Stolle-McAllister et al., 2010)

<sup>3</sup> (ABC7, 2020)





# OUTREACH AND ENGAGEMENT

Mayor Breed and Supervisor Walton asked the Human Rights Commission to support collecting community ideas and input on the reallocation of SFPD dollars to support the African American/Black Community. A joint statement from Mayor Breed and Supervisor Walton directed people interested in the process to email [HRC-Roundtable@sfgov.org](mailto:HRC-Roundtable@sfgov.org). Mayor Breed also posted the information on her social media accounts and Supervisor Walton shared the information through his newsletter.

The Human Rights Commission documented emailed comments, hosted online meetings, and created a short survey for initial thoughts and feedback. More than 600 people participated in some capacity in the process.

## **SURVEYS**

A simple survey was designed to collect feedback on areas to prioritize and any comments respondents might want to share. The short survey asked for general information like name, email address, race/ethnicity and zip code. Additional questions asked if respondents live or work in San Francisco, if they think SFPD should be defunded, and where funds should be redirected to support the African American community. Lastly, respondents were invited to share any feedback or comments they wanted to share.

Between June 23 and July 14, the Human Rights Commission received 388 survey responses. 80% of respondents identified as Black or African American. 77% of respondents reported currently living in San Francisco. 95% of respondents believe funds should be reallocated to support the African American/Black community, 4% were unsure and 1% said no.

In addition to the aforementioned survey, a similar survey was shared with youth. Currently 235 youth have completed the survey. 73% identify as Black or African American. 89% currently live in San Francisco and 28% work in the City. 81% believe the funds should be allocated and 17% are unsure. 76% of youth respondents believe funding should support housing and homelessness, 75% identified education as a priority and 69% chose mental health as an area for reallocation within the Black community.

## **ELECTRONIC MAIL (EMAILS)**

Emails to the HRC Roundtable – over 300 people emailed the HRC-Roundtable to be included in the process. The comments were incorporated into the notes/recommendations, each person who emailed should have received a response with the link to the survey and to select and preregister for one of the online meetings.

## **FOCUS GROUPS/COMMUNITY SESSIONS**

Hundreds of people participated in a series of online meetings focused on gathering input and feedback. The initial meetings centered on Black voices and stakeholders. Four meetings on three dates engaged the Black community. Those meetings were meant to be a safe space for the Black community to speak honestly about needs and experiences. The meetings were on June 23, 24 and two meetings were held on the evening of June 29.

13 community meetings were held between June 23 and July 16. After the interruption and racist acts in a previous meeting additional steps were added to the participation process. One person noted they felt the process was prohibitive for them, other people had problems signing on when the passwords didn't work or were never received. Even with the challenges over 300 people participated in the five meetings. 132 people participated in multiple sessions and 250 people only attended one session.

There were three additional focus groups with youth, African American Faith Based Leaders and Hope SF stakeholders. These offered different perspectives into the process, surveys and recommendations.

DATE	AUDIENCE
June 23, 2020	MegaBlack SF*
June 24, 2020**	MegaBlack SF
June 26, 2020	HRC Community Roundtable
June 29, 2020, 5:30pm	African American Stakeholders Only
June 29, 2020, 6:30pm	African American Stakeholders Only
July 2, 2020	Open Community Input Session
July 7, 2020	Open Community Input Session
July 8, 2020	Open Community Input Session
July 10, 2020	Open Community Input Session
July 11, 2020	Open Community Input Session
July 14, 2020	Opportunities for All participants
July 15, 2020	Hope SF Stakeholders
July 16, 2020	African American Faith Based

\*MegaBlack SF is a collective of Black-led organizations and Black individuals fighting for visibility, sovereignty, dignity and justice for Black San Franciscans.

\*\*During the June 24, 2020 presentation, the virtual meeting was "zoombombed." Beyond discussing how the City might reinvest SF Police Department budget dollars into the Black community, we were also using the space to collectively mourn recent acts of racial violence, including the murders of George Floyd and Breonna Taylor.

## African American Faith Based Pastors

Engagement with the Faith-based community has not been as extensive as desired; outreach will continue over the next few months. It is important to include the Black Faith community for the role it has played in holding and maintaining institutional memory; serving as repository of knowledge of the music, song and hidden messages that slavery attempted to destroy in order to dehumanize and subjugate the slave.

In his book *The Negro Church*, E.E. Franklin posits the Black Church served as an invisible institution during slavery and after slavery served the community as a continuous Freedman's Bureau helping meet the needs of the recently freed slaves. The Black church became a nation within a nation, setting up schools, health care and even medical schools like Meharry Medical College in Tennessee. The Black church stepped into the gap to meet the needs of the Black community.

In San Francisco, The Black Church represents the last vestige of Black institutions, with historical memory, maintaining the culture of song and cadence of speech, creating a sense of belonging and often serves as a buttress of support for many community based organizations - providing, meals, meeting spaces and shelter.



The Black Church is most likely the largest representation of capital and land in the Black community, owning their properties for decades and in some cases centuries. We should support these institutions, the community can't lose these symbols of history, culture and refuge.

Less than 10 people participated in the survey, 40% believed that funds should not be directed away from the police department. 60% identified mental health, addiction treatment and food justice as a priority. The survey is still open and there is still time to include additional responses from the faith-based community.



## Youth

In an effort to include youth voice the survey was distributed to youth and youth serving agencies. 248 youth completed the survey. Over 70% of the youth respondents identified as Black/African American. 7% of the respondents left comments at the end of the survey.

The majority of the comments expressed support for allocating funds to the Black/African American community and one comment expressed concern over broadly saying defund, as it could be "more detrimental than beneficial to the City." Below are additional youth comments that represent the thought and strength in our youth.

*"The Elementary Education System needs a complete overhaul. The schools in the Black/African American Communities are failing at an abominable rate, especially when compared to school in other neighborhoods"*

*"Reparations are necessary...we can call it a "Recovery Act" or the like, but redistributing to fund new government priorities in light of the widespread reaction to the George Floyd uprisings. But not simple minded plans for checks, rather a permanent reparations program for Black San Francisco to be grandmothers/fathered in. Economic recovery is all that matters--solving one half of the police-community conflict is to fund the other half. Governments have funded the massive state police because that is what the Majority wanted. But now is time to reverse it. Fund neighborhoods, you will need fewer police."*



In addition to the survey youth participated in several of the input sessions, including HOPE SF.

Survey respondents identified homelessness and education (both 75%) as areas to invest funds to support the Black/African American community. Similarly in the breakout sessions youth highlighted education and housing as areas of interest.

<b>More passionate teachers of Color</b>	Education
<b>Representation of African American success</b>	
<b>More low income housing</b>	Housing
<b>Increase to access to home ownership</b>	Housing
<b>increase in access to job training</b>	Workforce
<b>Tutoring for youth</b>	Education
<b>Non profit leadership funding</b>	
<b>Neighborhood clean up</b>	
<b>Tutoring support for African American students</b>	Education
<b>Homeownership within the black community: Loan assistance programs including down payment assistance.</b>	Housing
<b>More low income housing</b>	Housing
<b>Pipeline to teaching for black kids to become black teachers</b>	Education
<b>Mentorship programs</b>	All categories
<b>Mental Health Resources</b>	Health & Wellness
<b>Senior Housing</b>	Housing
<b>Recreational Programs</b>	Education
<b>classes on money management and building credit etc</b>	Finance
<b>How does the message of what's available get out? Who is responsible?</b>	Oversight
<b>Free College Tours</b>	
<b>Early intervention and preventions courses</b>	
<b>Fund local programs such as after school programs and programs such as OFA</b>	
<b>food pantries</b>	

## Hope SF

HOPE SF is the nation's first large-scale community development and reparations initiative aimed at creating vibrant, inclusive, mixed-income communities without mass displacement of the original residents. Led by the Office of Mayor London N. Breed, the San Francisco Foundation and Enterprise Community Partners, HOPE SF is a public-private partnership with community residents.

On July 15, HOPE SF and the San Francisco Human Rights Commission (HRC) hosted a community feedback session to hear directly from HOPE SF providers and residents on their opinions and recommendations for reallocating SFPD budget dollars to the Black community. Eighty-eight people convened and provided feedback on the needs and priorities of the HOPE SF community. A mix of youth leaders, service providers and residents shared intentional, heartfelt comments connected to their lived experiences and the gaps in services and investments, not only with regard to their interaction with police but also the erasure and spatial segregation they have experienced living in HOPE SF housing. Participants also voiced concerns about opportunities to thrive and safely build community at HOPE SF sites.

Meeting attendees were invited to complete the citywide survey circulated by the HRC and also participated in breakout groups. What follows is a summary of the HOPE SF convening feedback. Many of the themes and ideas shared in this session mirror comments in other meetings. Although there were discussions around police training, it was not identified as an area to invest redirected police funds towards.

The table below connects the top three areas identified in the survey with the conversations in the large group discussion:

Survey	Theme from large discussion/chat box	Recommendation
Community	Community Centered	We need community councils consisting of elders, young adults and youth who are leaders in the communities that were formerly public housing sites.
Community	Community Led	No more over policing. We need to be able to practice conflict resolution on our own.
Community	Culture	black cultural centers in SD, HP, PH
Community	Education	More educational programs led by Black/ African American individuals. Programs like money management and budgeting classes, classes on understanding taxes and how to pay them. Community classes that teach about the rights every American has and situational training... the community understands how to respond in situations and how police protocol dictates they respond. Also there should be a bigger emphasis on addressing mental and physical health in the community.
Community	History	Let's remember where they came from, where the police originated. the police mentality is of slave patrols

<b>Mental Health</b>	Invest	In Black communities pay restorative practitioners equal to clinicians..\$100,000 for work and expansion on such practices
<b>Mental Health</b>	Restorative practices	Include cultural restorative practices to increase self preservation
<b>Workforce</b>	Re-entry	Where is the money to help with rent for x felonies
<b>Workforce</b>	Invest	Entrepreneurial Programming and resources
<b>Workforce</b>	Invest	We have to lift up our young entrepreneurs! They are all over Instagram selling everything! They need guidance to turn a side hustle to a lucrative business!
<b>Workforce</b>	Employment	Allocating the funds to help the younger youth who don't "qualify" for employment until a certain age, there are people who are 10-14 selling drugs in our community because that's all they know

Themes reflected from HOPE SF engagement were communicated with extreme passion and unapologetically honest. Similar to other conversations hosted by the HRC, there is serious frustration with the system/government response, as well as policy and systems leaders. A theme heard in every session, and communicated in the HOPE SF session with sincerity, respect and fervor, were calls for greater accountability.

"If funds would be given to the schools there should be a community oversight committee consisting of parents and teachers who are active in the school setting. Ask the parents, teachers and students what they need instead of telling them what they will get with the money that is supposed to be for them."

Amongst HOPE SF participants: nearly 90% of the survey respondents identified as Black/African American. 73% of respondents selected mental health as an area to invest funds to support the Black/African American community. 63% of respondents identified community based efforts and workforce development programs as strategies for investment to benefit the Black/African American community.

The survey responses strongly align with the conversations held in breakout groups and the collective discussion. See recommendations from breakout groups, chat conversations and additional community recommendations in the appendix.

# COMMUNITY RECOMMENDATIONS

Over 400 recommendations from the various engagement strategies were collected. The recommendations were compiled and are included in the appendix of this document.

## THEMES

After an initial review of comments from the survey, emails, and online meetings, the various recommendations were labeled and sorted. The themes were based on notes, commonalities and general understanding of the context/content based on discussions with community.

The initial sort identified the following themes, ideas or categories:

1. Advocacy
2. Arts and Culture
3. Capacity Building
4. Community Building
5. Community Engagement
6. Economic Justice
  - a. Small businesses
  - b. LGBTQ+
  - c. Nonprofits
  - d. Seniors
  - e. Churches + faith-based organizations
7. Education
  - f. Culturally affirmative education and programming
8. Funding Essential/Existing Services
9. Health and Wellness
  - g. Mental Health
  - h. Women's health
10. Housing security + homeownership
11. Homelessness
12. LGBTQ+
13. Justice Reform
14. Police Accountability
15. Outmigration + displacement
16. Youth



During the virtual meetings, many of the themes were merged to accommodate the breakout sessions. Many of the ideas were interconnected and represent the intersectionality of people.

## COMMON THEMES

Some scholarly articles suggests there is a lack of research or study on the ideas, recommendations and strategies impacting the Black community (Dymski, 2017; S. T. Gooden et al., 2017; Harper et al., 2019). Additional research and evaluation of efforts that support the advancement, education, community development and empowerment of African American communities, could help build capacity of organizations, validate best practices (Dymski, 2017; Goings & Bianco, n.d.; S. Gooden et al., 2018) and improve outcomes. Based on research and community discussions the Human Rights Commission, suggests funding be allocated to support research and evaluation of strategies, Black-led/Black serving organizations and the impact of funding allocations.

### Intersectionality

This engagement process demonstrated that our solutions and recommendations must recognize the expanse and intersections of community. As writer Audre Lorde notes, "we do not live single-issue lives"; this sentiment was affirmed by our participants. The Black community is not a monolith, and in this process, we must honor all types of Black people and their lived experience.

We uplift the frame of intersectionality which asserts that forms of oppression and inequality often operate together and exacerbate each other. Rather than seeing race inequality as separate from inequality based on gender, class, sexuality or immigrant status, for example, it recognizes that some people are subject to all of these, and the experience is not just the sum of its parts. People live at intersections. Our resources and recommendations acknowledge the range of our community, including those who are trans and queer, women and femmes, formerly incarcerated, immigrants, undocumented, unhoused, multi-lingual, disabled and low-income. By centering Blackness and recognizing intersectionality, we respect the identities that make up a whole person *and* validate the fullness and humanity of Black people.

The table below is not a comprehensive list, it is shared only for consideration and to highlight the impact of intersectionality on opportunities and outcomes. Consider a scenario if someone is represented in one of the boxes, what happens if they are represented in multiple spaces? Do they have to choose where and which services to access? Does one cancel out the other?

Table 1

AFRICAN AMERICAN	SENIOR	LGBTQ+	YOUTH	LOW-INCOME	HOMELESS	TRANS	MALE	FEMALE	CAREGIVER
Person raising grandchildren / multi-generational households									
Single parent working multiple jobs									
High school youth who has been kicked out of their home									

## Accountability

The word accountability was introduced early on in conversations with Black community members. Community members were passionate and emphatic about double standards when it comes to accountability. Black City workers consistently expressed a lack of accountability for nonblack employees and supervisors and communicated a belief that the system rewards racist behavior and punishes employees who advocate for themselves.

Similar sentiments and fury were shared by community-based organizations and community stakeholders. Many community-based organizations felt strongly City and County of San Francisco (CCSF) agencies underfund African American organizations, undervalue their contributions and set programs up for failure by policies out of touch with community needs. Community stakeholders were also frustrated by CCSF agencies lack of engagement with the neighborhoods or the community identified needs. People asked questions or made comments like: Who is making these decisions? How do they know we need or want that service? These agencies are not serving our youth or they don't even like Black people.

The comments consistently expressed a desire for greater accountability and transparency. The World Bank Glossary of Social Accountability Tools & Approaches (2011) offers ideas that could advance the accountability recommendations. Strategies for consideration include report cards, satisfaction surveys, a citizen jury, community scorecards, focus group discussions, information campaigns, integrity pact, participatory planning, hearings and audits. The accountability table outlines some of the definitions and connects terminology with recommendations.

A good deal of the discussion on accountability explored the need to hold city departments accountable. Similar to the social accountability tools shared from The World Bank, the Alturas Institute suggests a need to improve public dialogue and discussion, which includes listening (Adler, 2019). The article goes on to recommend being fair to one another and listening to opposing viewpoints. Studies on understudying of the impact of Black serving, Black-led organizations demonstrates the devaluing of Black people communicated in the online sessions. The implication that Black people's strengths and assets are not worth studying, underscores the perception that system and policy leaders have little regard or respect for the Black person's knowledge, experience and positions. Accountability should include putting people in leadership who will have meaningful discussions with the Black community, value their input and incorporate their feedback. In an interview researcher Phillip Tetlock, suggests people need to respect and not have perceived ideas about the views of the audience to whom they are accountable to be effective. This supports the general belief of the Black community – City leadership doesn't respect them and thus doesn't feel accountable.

Increasing accountability does not guarantee having a positive impact. Accountability influences people's decision making, but not always in a good way (Beck, 2017). Developing systems of accountability with "beneficial effects" requires what Tetlock describes as specialized and carefully crafted, strategies that encourage people to resist their cognitive bias and be more self-critical.

**“Glad to hear we’re being intentional about where money will be re-deployed. I agree we need also to have accountability for programs.”**

**- PARTICIPANT, JUNE 29**

**“There needs to be an oversight department to ensure that things allocated for the black community not only happen, but that the word gets out and people know it’s available.”**

**- YOUTH PARTICIPANT, JULY 14**

**“SFUSD needs to be held accountable for the mis-education / under-education of black kids.”**

**- PARTICIPANT, JUNE 26**

**“Accountability through transparent, easy-to-understand budgets and tools for citizens to understand where their tax dollars are going. A few criteria should be met so this works explains different funds and revenue sources.”**

**- PARTICIPANT**

Accountability Tools Table

	DEFINITION (Taken from the World Bank Glossary)	COMMUNITY RECOMMENDATION	ASSOCIATED COSTS
<b>Audits</b>	Process where information is collected, analyzed and shared publicly in a participatory manner. Community members help with research and investigation and findings are shared publicly.	See all the funding that comes from ALL the city departments. Results matter	Compensate community. CCSF staff time. Community Liaison/staff Printing
<b>Citizen Jury</b>	Selected group of community members who share feedback on proposals and/or actions with decision makers after a period of investigation.	List of organizations that are getting funding to help the Black community, but are not truly helping	Compensate community Community Liaison/staff
<b>Focus Group Discussions</b>	Informal consultation and discussion with community members.	Defining what it means to be qualified. Advocacy.	Staff time
<b>Hearings</b>	Local formal community level meeting with local officials and community members exchange information. Can be connected to audit or other tools.	Define accountability and qualifications. Review programs and departments	CCSF staff time Community organizer/liaison
<b>Information Campaigns</b>	Provide community with information on government plans and spending.	Data sharing and data sheets. Co designed with community based. Advocacy	Designer Outreach/engagement coordinator
<b>Integrity Pact</b>	Tool that allows community and public agencies to agree on specific contract expectations.	Have a level of oversight, ran by community. Ensure accountability on how money is distributed.	Designer Printing Evaluation Community partner Staff time
<b>Participatory Planning</b>	Diverse group of key stakeholders	We should define the results we want to see. Intentional about where money will be deployed	
<b>Redress Mechanism</b>		Stop giving funding to programs that are not successful	
<b>Report Cards</b>	Assessment of services by community	Accountability – results matter	
<b>Satisfaction Surveys</b>	Quantitative assessment of government services and community-based organizations – not just community partners		
<b>Scorecard</b>	Community-based monitoring tool	Taking notes and document. Results matter	
<b>Service Centers</b>	Access to information and services in one location.		

<sup>4</sup> (Carr, 2011)



## Advocacy

Some research links advocacy to empowerment – the ability to for people to take ownership to produce a desired outcome in areas of self-confidence and self-sufficiency. Furthermore, advocacy/empowerment offers the ability to support yourself and community in social, political and economic awareness. Black participants stressed the need to advocate for self and community without fear of retaliation.

**“Unpacking and dismantling white supremacy”  
“We need parity”  
“When Black people do better we all do better”**

## Affirmations

At the end of each of the online meetings, people expressed appreciation for the opportunity to participate in the process, contribute and hear from other people. Similarly, many of the emails and survey respondents shared notes of gratitude for the ability to contribute their ideas.

**“Thank you for collecting this feedback! I hope all possible solutions can be informed with an intersectional lens.”**

**“This is monumental and SF's Black residents deserve this!”**

## Art and Culture

The contributions of African Americans to San Francisco's art history is rich, but often forgotten or overlooked. The Fillmore district once known as Harlem of the West celebrated Black talent and style. Cultural contributions shaped movements and centered African Americans in the national fight for civil rights. Somewhere and somehow along the way the community feels the sense of pride, celebration and acknowledgement has been lost. There were numerous recommendations to create spaces for Black art, to host special events and to educate Black youth and the greater community on the amazing history and talent of African Americans in San Francisco, the nation, the world and throughout time.

## Broader Support

Many of the recommendations and suggestions were outside of the scope of this effort and were labeled as “Broader Support”. Broader support included providing resources to communities other the African American focus of this project, or discussions on police reform.

Of special note for broader support were Pacific Islander allies. Community members made specific mention of similar disparities in the Native American and Pacific Islander community and recognize their small population, contributing to their invisibility in data and prioritization.

## Capacity Building

Numerous comments from participants in the online meetings expressed frustrations with the tone and tenor of systems leaders in city government. Many nonprofits noted they were denied grant funding because they lacked the “capacity” and weren't trusted to do the work. At the same time the nonprofits believe they

are not adequately compensated to do the actual work and the administrative work required of funding agencies. City leaders should recognize that structural and systemic racism has created a deficit model in the African American community. Funding might be equally distributed, but that doesn't mean it is equitable. Communities facing challenges, should not be expected to meet greater needs with the same amount of support and resources as those with fewer barriers to success.

Studies show many minority-led organizations make do with less and pour more of their own time and resources into meeting community needs.

**Invest in Black-led organizations**  
**Direct Access to technical assistance (grant writing, strategic planning) for non profits serving the black community, with black executives)**  
**Larger admin costs for African American Community**  
**Remove barriers to public funding**  
**Invest in existing programs**

## **Community Building/Community Engagement**

A necessary component for community building and engagement, is building trust. Research suggests trust building requires intentional interaction focused on learning about the people, history and culture.

Cultural awareness programs can help build community as well improve intergroup relations. Innovative practices that provide opportunities for community members to share history and experiences can improve relationships, build trust, increase civic engagement and have positive impact in neighborhoods.

On several occasions participants mentioned the need to support Black churches as part of the heritage, history and culture of the Black community. The outmigration of Black residents outside of the City of San Francisco is impacting church attendance and finances. The Black church represents ownership and one of the first places where Black people could have autonomy.

**"Support to black churches"**  
**Black media + black storytellers matter**

## **Economic Justice**

Many participants highlighted a need to build wealth and invest in projects that address economic justice looking at how to support small businesses and nonprofits as well as vulnerable populations like the LGBTQ+ communities.

General recommendations look at grants for nonprofits or providing micro-loans and small business loans for start-ups and existing organizations. More specific recommendations, called out the need to fund workforce development programs for Black LGBTQ youth, formerly incarcerated people, and sex workers.

## **Seniors**

Recommendations for strengthening support systems for seniors, includes access to resources to stay in

their homes and addressing challenges to obtaining housing, As seniors age they might need to modify their homes to support aging in place, like installing chair lifts. In addition to the costs of making homes accessible for seniors, seniors might need financial support to meet basic needs or for homeowners funding to maintain their homes and pass down to their family to build wealth.

### **“Support for seniors who are longtime residents”**

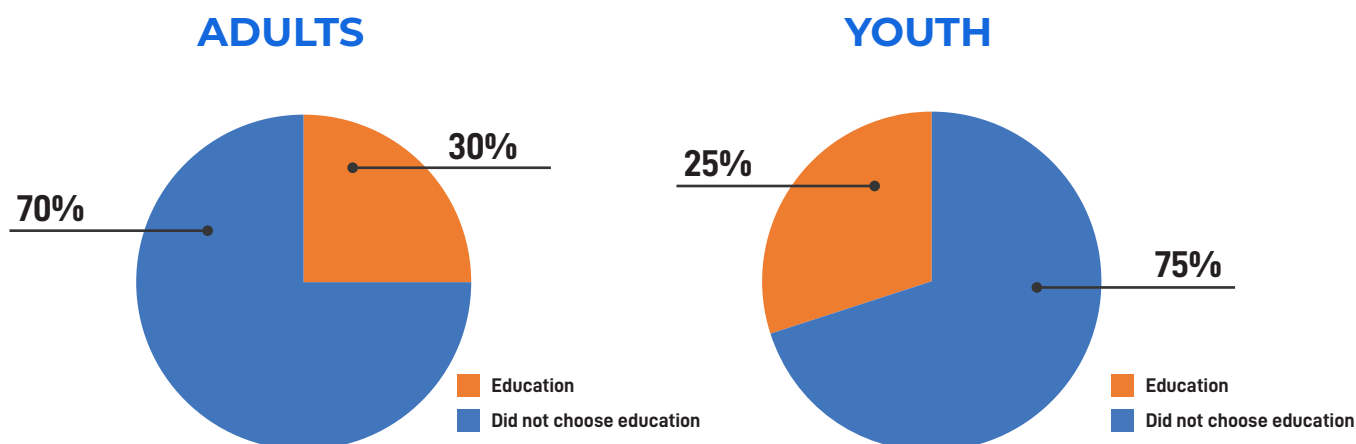
#### ***Pipeline programs help prepare youth for meaningful work and develop desired skills<sup>5</sup>***

### **Pipeline Programs**

Work-based learning programs provide youth with the opportunity to develop skills employers value<sup>6</sup>. Research suggests employers put greater value on socio-emotional skills and higher-order cognitive skills<sup>7</sup> and believe more should be done outside of the classroom to prepare youth for work.

### **Education**

Education was listed as a priority, in surveys and community meetings. Both the youth and adult surveys had over 70% of the respondents identify education as an area to invest funds for the African American community.



The battle of education is nothing new, from Jim Crow laws to integration and desegregation debates, education is an example of how community activism and socioeconomic impacted the movement<sup>9</sup>. In the book *Mainstreaming Black Power*, the author asserts that Jim Crow laws in Atlanta benefitted the Black serving schools, that were being supported and led by Black educated leadership, unlike the poor communities with fewer resources and advocating for desegregation and busing, because the support and resources needed didn't exist in their communities.

<sup>5</sup>(Kenny et al., 2016)

<sup>6</sup>(Cunningham & Villaseñor, 2016)

<sup>7</sup>(Cunningham & Villaseñor, 2016)

<sup>8</sup>(Symonds et al., 2011)

## **"Provide Scholarships: reduce future debt, increase likelihood of future employment"**

Designing solutions to address achievement gaps and academic needs requires innovative and diverse strategies. One study argues that predatory inclusion has reproduced racialized inequality. Recruiting and encouraging Black youth to attend college could potentially increase debt burdens, and be "prohibitively expensive" for those with limited access to economic resources<sup>10</sup>. Predatory inclusion suggests, the benefits of a college education are jeopardized by the cost to attend college, he added educational debt adds to the future household debt, and limits the students economic mobility and the ability develop future wealth. Providing scholarships could help increase household assets, decreasing debt.

## **Fund Black studies**

### **Funding Essential/Existing Services**

#### **Health and Wellness**

- Mental Health

#### **Housing**

From 1970 to 2010, the Black population of San Francisco decreased 50%, down to less than 49,000. The dwindling of the African-American population has happened for a variety of reasons, including an increasing cost of living and rents, the destruction of primarily-African American neighborhoods for urban renewal projects, redlining and rapid gentrification. Between 2000 and 2015, as housing prices rose, San Francisco lost nearly 3,000 low-income Black households—a 17% decrease—primarily in historically Black neighborhoods. Black applicants are roughly twice as likely to receive a subprime mortgage than White and Asian applicants, and Whites families own homes at nearly twice the rate of Black families in California. In the Bay Area, Black households are twice as likely as White households to live in neighborhoods that are at risk of gentrification. According to the 2017 Five-Year American Community Survey, Whites had the highest median household income at \$116,102, which is over three times higher than Black/AfricanAmericans, which had the lowest median household income at \$30,235. This wealth gap also perpetuates housing inequality. The compounding impacts related to foreclosure, rent burden, subprime mortgages have caused financial loss, a lack of generational wealth, and neighborhood instability for Black communities.

Given these disparities, access to housing and wealth building was a central issue for participants. Community members called for creating more housing - to build, preserve and purchase affordable housing specifically for Black communities and Black neighborhoods. They called for "Greenlining Black neighborhoods" with capital and credit, financial empowerment, and strengthening access to below market-rate homeownership. Interest was also shown in land trust and community-based ownership for land, homes and businesses. Participants also called for re-investing in public housing with new development and improving living conditions for current residents. One recommendation was to sell homes to Black families at pre-redevelopment rates to atone for years of disinvestment and redlining.



Community members also wanted to ensure that Black people stay housed in the first place. They advocated for the creation of a 'Black Preservation Fund' to prevent Black community from losing their homes and help off-set costs to prevent eviction or foreclosure. This should have an accessible application process with immediate access to funding for applicants. Lastly, to address wealth disparities in Black community by establishing a citywide rent-to-own program combined with financial support, initial subsidies and ongoing financial education for program participants.

## Homelessness

In San Francisco, the African American population is around 6%, but 37% of the growing homeless population is Black. This follows a national trend of systemic inequity; out of the nation's racial and ethnic groups, Black Americans have the highest rate of homelessness. Black people comprise 13% of the general population in the United States and account for more than 40% of the homeless population. Persistent cases of systemic bias and structural racism in housing, employment, criminal justice, and child welfare are directly linked to entry into homelessness. A 2018 report from SPARC (Supporting Partnerships for AntiRacist Communities) identified 5 key areas impacting people of color entering homelessness, including a lack of economic capital within social networks, a lack of safe housing options, being justice-involved, involvement in the child welfare and foster care systems, behavioral health issues and an increased exposure to violence.

For instance, Black people are more likely to get pushed into homelessness if they have had a past eviction. Eviction follows a racially disparate trend - approximately one in five African-American women renters report being evicted as some point in their life, while the equivalent rate for white women renters is one in 15. And as rents rise in San Francisco, evictions have become more frequent and exacerbated by the Ellis Act. Other issues include individuals and families having money to pay the rent, but can't afford the security deposit to move into a new place, or if a landlord doesn't accept Section 8 housing vouchers.

The community uplifted identifying and addressing the root causes of systemic racism that cause homelessness and keep people homeless. These barriers include addressing credit history reports, landlord discrimination and racial profiling, as well as criminal background checks. They also called for the dismantling the current structure of white-led, better funded organizations providing support to Black/POC unhoused folk and re-direct funding and capacity-building for Black-led and staffed (with lived experience with homelessness) to better serve Black unhoused community. Ensuring faster entry into permanent supportive housing, increasing the number of 24-hour shelters available, and respecting the dignity of Black people in the shelter system were additional recommendations.

Community asked the City to review racial disparities in the service provision of homelessness and disaggregate that by race. The questions we received were to find out: who's getting housed? How long does that take? What are the disparities as people exiting homelessness. Community members asked for the creation of a Black-led organization/fund that would act as a guarantor for AA unhoused individuals to solve for lack of credit history and their inability to attain rental housing. This fund could finance security deposits, moving costs, and first/last month's rent; and address cash flow problems when trying to get housing.

## Home Ownership

Economic mobility is often linked to a person's ability to purchase a home and the ability to build wealth.

## *Increase African American Homeownership*

### **LGBTQ+**

Financial Literacy Programs for Black LGBTQ

Fund Workforce Development Programs for Black LGBTQ youth, formerly incarcerated people, and sex workers

### **Justice Reform**

- Police Accountability
- Outmigration

### **Critical Themes**

- Urgency
- Responsibility

### **Missing Themes**

- Environmental Justice
- Transportation
- Caregivers/Families

## **Highlighted Examples**

Hundreds of recommendations were generated in multiple sessions and breakout groups. The Highlighted Recommendations Table highlights a few of the recommendations that came from the process and how one recommendation can impact different populations of African American/Black people, as well as touch multiple categories.

Below review themes and recommendations selected for highlighting. These examples are used for informational purposes and to suggest how they can serve multiple populations in the African American/Black Community. Additional examples are included in the appendix.

### ***Cultural Programming***

**“Free afterschool programming for Black children led by Black educators, community members...STEAM base” - PARTICIPANT, JUNE 24**

### ***Academic/College Scholarships***

**“Make the long term commitment to scholarships.”**

**“Provide scholarships”**

### ***Pathways and Pipelines***

**“Not enough Black representation in all levels of education. Students need to be guided into education as a career, skills and training pathways for careers in education: Principals, teachers, counselors.” - PARTICIPANT, JULY 11**

**Invest in Pipelines: A lot of industries are interested in greater representation however it can be difficult ... without additional funding and support. It would be great if the smaller organizations that are doing work in pipelines were connected on a larger scale. Centralized locations where employers/programs gain access to youth and vice versa<sup>16</sup>.**

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<sup>9</sup>(Davies, n.d.)

<sup>10</sup>(Seamster & Charron-Chénier, 2017)

	CULTURAL PROGRAMING	PROVIDE ACADEMIC/ COLLEGE SCHOLARSHIPS	DEVELOP PATHWAYS AND PIPELINES
<b>Community Recommendations</b>	Fund programs offering cultural programming on the weekends or after school for African American/ Black youth/ community	Provide scholarships to African American/ Black youth/community	Provide training programs that prepare and support African Americans/Black people entering specific industries: Education, Mental and Physical health
	<b>Benefits or outcomes</b>	<b>Benefits or outcomes</b>	<b>Benefits or outcomes</b>
<b>Economic Justice</b>	Paying mentors and community members to lead and facilitate. Additional funds to nonprofit partners.	Scholarship recipients report increased opportunities to obtain graduate funding and professional development opportunities. <sup>1</sup> Each additional year of college attendance correlates to a higher income. <sup>2</sup>	Likelihood of post-secondary success improves and ultimately increases potential future earnings. <sup>3</sup>
<b>Education</b>	Programs led by African Americans teach African American Youth to excel while being black. <sup>4</sup>	Allows youth to focus on studies and achieving goals. <sup>5</sup>	The ability to improve academic outcomes for youth. Increase culturally responsive educators in school
<b>Health and Wellness</b>	Better for minority child welfare – improved health outcomes compared to more traditional programming.	Eases the burden and stress of students and caregivers	Representation matters. The presence of African American providers reduces trauma on African American clients.
<b>Homelessness</b>		Best practices offer youth ongoing support (advisers and access to resources) and networking opportunities. <sup>6</sup>	
<b>LGBTQ+</b>		Help shape and inform cultural progress. Reduce challenges facing LGBTQ+ entering college. <sup>7</sup>	Support and resources to address the added barriers and challenges facing this community.
<b>Multigenerational</b>	Parents tend to trust community led programming and are more engaged.		
<b>Youth</b>		addresses immediate financial needs but has long term impact reducing future debt. <sup>8</sup>	Ability to improve self-esteem, reduce negative behavior and increase school attendance.

<sup>1</sup> (Gitterman et al., 2015),

<sup>2</sup> (Sasser Modestino & Paulsen, 2018)

<sup>3</sup> (Gooden et al., 2018)

<sup>4</sup> (Stolle-McAllister et al., 2010)

<sup>5</sup> (3 Reasons to Apply for Scholarships That Offer More Than Money | Scholarship Search Insider | US News, 2018)

<sup>6</sup> (Nitro, 2019)

<sup>7</sup> (Stolle-McAllister et al., 2010)

<sup>8</sup> (Office of the Mayor, 2020), page 13 and 19

## Commitment to Invest

Over the years, San Francisco has assessed, researched and explored the needs of the African American community - needs assessments, surveys, reports and data analysis. There are numerous documents, reports, and statements that affirm a history of harm and current inequity in San Francisco and within City government. The urgency and necessity of this work have been established through reports such as the "Out-Migration Trends from 1990-2000" prepared for the Task Force on African American Out-migration, to the "The Unfinished Agenda: The Economic Status of African Americans in San Francisco 1964-1990". Some people say the Black community has suffered from paralysis by analysis - lots of analyzing, but little action. The community is hopeful this process will bring meaningful movement and timely implementation of ideas and strategies. Unlike previous efforts, this time the policy leaders (Mayor Breed and Supervisor Walton) have identified a funding source, engaged more than a selected few and created an opportunity for real change.

## SUMMARY AND CONCLUSION

Participants clearly communicated throughout the outreach and engagement process that there should be a commitment to successfully advance this effort and make the impact long-lasting and sustainable. Many participants in the process referred to previous efforts like the Outmigration Task Force or reports like the Unfinished Agenda as symbols of a lack of commitment to the African American/Black community and challenged the City to do things differently this time around.

Based on community feedback the convenings and discussions should continue. The community convenings could provide space for discussion and feedback on the recommendations, the design and implementation of selected funding priorities as well as develop a mechanism for evaluation of the impact and success of identified goals and outcomes. This commitment could help to build trust and address concerns about accountability.

## Recommended Timeline

- **July 24** – submit working draft for community feedback
- **July 31** – share the updated draft with Mayor Breed and Supervisor Walton
- **August** – host two community meetings to gather additional feedback and recommendations to add to the report
- **September** launch monthly community meetings, to review progress on recommendations, build out implementation plans
- **September** – Create a working group
- **October** – launch quarterly meetings to share updates on the recommendations report

A best practice for accountability, beyond developing a mechanism for feedback is to have a body that can review and document the response and follow up to complaints and concerns. Given the comments and requests from the community, the Human Rights Commission recommends that funds support the creation of a working group or advisory committee to serve in this capacity. The advisory committee members should be compensated for their time and represent the Black/African American Community in addition to the themes identified through the outreach and engagement process.



Additionally, it is recommended that a portion of the funds be allocated to support each of the identified themes, and some of the recommendations. Money should be allocated in each of the common theme areas, even if additional time is used to develop and build out the recommendations. Future community meetings can help inform allocations as well as monitor progress of funding over the next six months to a year. Similarly, the working group could support the review of recommendations and implementation. Future convenings could provide opportunities to explore the recommendations and collaboration with community and other stakeholders including businesses and city agencies. Recent requests asked for no less than 105 million dollars be earmarked to support the Black/African American Community.

City leadership should examine and consider other departments where funding could be reallocated to better serve the African American Community. A common theme was to fund a position, or a community led effort to ensure that all city agencies are addressing the disparities and inequities in many instances they helped create, foster and in some cases advance. Additional suggestions include d an audit and the ability for this body to support the African American community in advocacy at the city level. It was stressed that the Police Department is one piece of the puzzle, but that other departments should be held accountable and there should be someone paid and designated to ensure that happens.

### **Office of Racial Equity**

The Office of Racial Equity was legislated in 2019 in response to the City's growing racial disparities, and as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems. Creating ORE was the result of successful advocacy and organizing by Black City workers, labor leaders and community advocates. In order to fulfill the needs of its mandate and to support the needs of the community, participants affirmed that the Office of Racial Equity will require additional full-time staffing and operational resources. Secondly, in order to ground and guide the Office of Racial Equity, the creation of a multiracial advisory council of citizen experts is recommended.

Table 2 – Example of quantifying funding

CATEGORY	POTENTIAL COSTS	TOTAL COSTS
<b>Academic/College Scholarships</b>	200 African American SFUSD high school graduates each year x 20k	\$400,000
<b>Accountability</b>	Pay community partners and teachers, resources. 10 programs x 100,000	\$1,000,000
<b>Advocacy</b> Evaluation, inventory and engagement around funded programs. Develop an accountability system. Strategic planning.	Fund a community led advisory group. Coalition building, centralized funding. Hire a community person to staff and pay organizers	\$250,000
<b>Art and Culture</b>	Black Arts Programming	\$500,000
<b>Capacity Building</b>	Provide support to churches, nonprofits and long-time residents (seniors) to maintain and upkeep their spaces, bring up to code. 300 units x \$10,000	\$3,000,000
<b>Community Engagement</b>	1000 x 500 people x 12 months	\$6,000,000
<b>Economic Justice</b>	Universal basic income.	
<b>Homeownership</b>	Subsidize purchases and down payment. Other suggestions about ability to pay 1940's rates for houses	\$10,000,000
<b>Pathways and Pipelines</b> First Responders, Education, Mental health Homelessness advocates	Employing or training a minimum of 40 people with salaries, benefits, uniforms, etc.	\$12,000,000
<b>Health and Wellness</b>		

# APPENDIX

## **Appendix A**

Survey Results

## **Appendix B**

Survey Results – Youth

## **Appendix C**

Community Meeting Slide Deck ([CONTENT](#))

## **Appendix D**

Hope SF Survey and comments Recommendations from Chat and Breakout Groups

HOPE SF SURVEY RESULTS

## **Appendix E**

Intersectionality Table

## **Appendix F**

Highlighted Examples

## **Appendix G**

Recommendations and comments from meetings, chats, survey and emails.

## **Appendix H**

Quantifying recommendations Draft Template

## **Appendix I**

Proposals and recommendations submitted via email that were extensive and too large to merge into the

## **Appendix J**

The unfinished agenda - [https://sf-hrc.org/sites/default/files/The\\_Unfinished\\_Agenda...%20%281%29.pdf](https://sf-hrc.org/sites/default/files/The_Unfinished_Agenda...%20%281%29.pdf)

The outmigration task force report - <https://sfmohcd.org/african-american-out-migration>

Summary recommendations from previous reports <https://docs.google.com/spreadsheets/d/1s6CUjfVjcgXeBvtEznTuk1yPW2zTNqvNhIMBUoRMC0M/edit?usp=sharing>

## **Appendix K**

A Framework for Reparations