



# Strategic Plan

*Policy & Budget Priorities Addressing the Needs and Displacement of San Francisco's Latino Community*

2018-2023

May 2018 – Presented To the Mayor's Office of Housing And Community Development



## Table of Contents

<b>EXECUTIVE SUMMARY</b>	3-4
<b>INTRODUCTION</b>	5-12
<b>STRATEGIC PLAN</b>	
<b>ARTS AND CULTURE</b>	13-14
<b>EDUCATION</b>	15-17
<b>HEALTH AND WELLNESS</b>	18-19
<b>IMMIGRATION</b>	20-21
<b>HOUSING</b>	22-23
<b>WORK FORCE</b>	24-25
<b>POLICY PRIORITIES</b>	26-27
<b>ORGANIZATIONAL CAPACITY</b>	28-30
<b>CONCLUSION</b>	31
<b>REPRESENTATIVES OF MEMBER ORGANIZATIONS IN ATTENDANCE OF 2018 RETREAT</b>	32

*Thank you to The San Francisco Foundation and the Mayor's Office of Housing and Community Development for their financial contributions for the planning process and development of this five-year strategy plan.*

This Strategic Plan puts forth a solid and concrete vision for how to enhance the lives of San Francisco's Latinos. Moreover, the Coalition argues that in enhancing life for Latinos we are enhancing the overall quality of our City for Latinos have been and are a core segment of San Francisco's population. We have endeavored to ensure that Latinos are considered a City asset, and thus created a foundational asset-centered platform for this plan that positions Latinos as such (as shown in subsequent pages). We all know that Latinos make significant contributions to our City. These contributions are perhaps best illustrated by those in the arts, and as seen in murals throughout the Mission; in cuisine, as the City embraces Latin American flair and flavors; in education; social and immigrant services; in entrepreneurship; business; and more. Let's us all remember –at all times—that the City's population composition is changing, and that Latinos are going to become 30 percent of the population, nationwide. **It is thus incumbent upon all of us to be unrelenting when striving towards:**

1. Building a thorough understanding of what the Latino community needs (which is fully outlined in this plan and in our March 2017 report to the City),
2. Creating and/or enhancing systems of service that work in unison to establish a solid platform for equity, parity, and opportunity, and
3. Seeks to recognize and gain from the talents and gifts that the Latino community has to offer.

As a result of a range of strategic discussions in early 2017, the San Francisco Latino Parity and Equity Coalition (SFLPEC) chose to concentrate on six important subjects to address disparities and formulate solutions: Arts and Culture, Education, Health, Housing, Immigration, and Workforce. Coalition efforts throughout 2017 and 2018 resulted in this five-year strategic plan, which the Coalition presents to the Mayor's Office for Housing and Community Development. San Francisco's Latino community is subject to disparities across the board –these disparities are solvable through concerted strategic action, and with sufficient funding. The strategies enumerated in this strategic plan derive from in-depth quantitative and qualitative analysis carried out last year and detailed in the report submitted to the Mayor's Office for Housing and Community Development in March 2017.

The Coalition puts forth an asset-centered platform, viewing Latinos as an integral part of the City's life, with important threads connecting the past, the present and the future. This platform argues that Latinos contribute to San Francisco's social, political, artistic, cultural, and economic fabric. Indeed, Latinos' resilience, perseverance, adaptability, and multicultural qualities enrich our City. Hence, and recognizing these attributes, the Coalition pursues a range of Game Changers that, when actualized, will result in gains for Latinos, and the City as a whole. These Game Changers are specific to each of the six subject areas and described elsewhere in this strategic plan. In essence, these Game Changers seek and speak of a future when Latinos will pursue their potential in an equitable City. Thus, Latinos will manifest their creativity and cultural expressions in well-funded venues; they will achieve high rates of educational attainment, live in adequate, safe, and affordable housing, and enjoy a range of employment opportunities –all in optimal health and wellness. At the same time, a robust Emergency Fund for Immigrants will provide a safety-net for the community.

While presenting Game Changers and related strategies to achieve goals is important, the Coalition also recognizes and addresses the wave of imminent nonprofit leadership transitions to take place in San Francisco's Latino community. More specifically, over the next five years, ten nonprofit executive directors will retire. This juncture in the Latino nonprofit landscape presents an opportunity to manage change strategically, and in a timely manner. Therefore, this strategic plan includes a series of goals and objectives specific to these leadership transitions. Through careful planning, and by building capacity as needed and appropriate, these transitions can lead to excellent outcomes, representing best practices for future transitions. These activities stem from a concerted effort to engage in legacy planning to recognize the achievements of these transitioning organizations, and to be strategically intentional about the future, while keeping the history, mission, and accomplishments of the past alive.

## Executive Summary

As shown below, this is a thorough and in-depth strategic plan, requiring a wide range of activities, and featuring specific goals and ambitious outcomes. In part, the extent of this strategic plan's successful implementation hinges on how it is organized, managed, and coordinated. The magnitude of this multi-year endeavor requires dedicated attention. The Coalition's leaders thus formulated an organizational capacity plan for the implementation of this strategic plan. The latter pages of this document feature the specifics of this plan, which requires the hiring of 2.5 FTEs as soon as the implementation phase begins.

The Coalition argues that the work formulated in this strategic plan can be successful if reinforced by policies that support the efforts to be carried out during the next five years. Thus, the Coalition includes a policy segment in this strategic plan, outlining its aspirations and vision for how policies can help achieve goals set forth for each of the six key subject areas, and their related Game Changers. A robust dual approach—Coalition work and reinforcing policies—can truly move the needle and have a multiplier effect to dismantle inequities impacting Latinos in San Francisco, and to bring about meaningful change. Policies include, for example:

- Acknowledging the significance of Latino arts and culture in San Francisco, and therefore allocating funds in the City's budget on an annual basis.
- Enhancing or creating policies that fully support multicultural capabilities for teachers and administrators and providing the necessary funding for related ongoing activities.
- Recognizing the critical importance of disease prevention and supporting Coalition efforts to direct soda taxes and Marijuana sales toward related efforts to support nutrition and disease prevention efforts, campaigns, and outreach, among other significant activities.
- Working with the Coalition in its efforts to reduce evictions and enforce practices to provide adequate, clean and affordable housing to low and moderate-income individuals and families.
- Directing financial support towards an Immigration Emergency Fund that should be fully funded and operational on an ongoing basis to respond to critical situations such as raid to assist those affected by these and other emergencies.
- Supporting Coalition endeavors to create and/or enhance workforce readiness programs that include STEM and STEAM training. Also, it will be key to support Latino entrepreneurship with funding for training programs and policies that facilitate the establishment of Latino businesses in the City. In addition, it is incumbent upon the City to take action on employment/labor laws as appropriate to support workers and their rights and minimize, if not fully eliminate unfair practices and abuses impacting Latino workers.

The Coalition presents a full description of its policy aspirations and goals in subsequent pages in this strategic plan.

Lastly, the Coalition leadership designed a three-phase evaluative process. They are; Phase I) 2018-2019, Phase II) 2020-2021, and Phase III) 2022-2023. Each of these phases has an action plan that includes goals, activities, resources needed, and specific outcomes. A detailed summary of this 5 year is attached on page 11.

Phase one will assess the Coalition's responsiveness to community needs, and readiness to carry out all activities in this strategic plan. Phase two will evaluate the five-year strategic plan's activities and the City's Latino Report to carry out Game Changer efforts that fully address critical needs. Phase three consists of a final evaluation of accomplishments. In addition, the final evaluation phase will identify any remaining and newly emerging needs in order to ascertain and secure adequate funding levels for future community-service endeavors.

### THE COALITION

The San Francisco Latino Parity and Equity Coalition is a broad-based, citywide coalition dedicated to ensuring Latinos living and working in San Francisco have abundant opportunities to access resources needed to reach their full potential and thrive. The Coalition includes members from leading non-profit organizations serving predominantly the Latino community, representative of housing, immigration, social service, arts/culture and advocacy groups.

San Francisco has undergone pronounced demographic shifts drastically changing the face and character of our City. Today, San Francisco has one of the most extreme socio-economic disparities of any major U.S. City, with the greatest inequities affecting people of color and immigrants. These economic disparities deeply affect Latinos living in San Francisco, who make up approximately 15% of San Francisco's population (122,000 residents). The San Francisco Latino population is facing significant and often insurmountable obstacles that impedes social and economic mobility, as well as profoundly impact the community's sense of security. As cited in Mayor's Office of Housing and Community Development 2017 Latino Community Profile, these obstacles include language barriers, low incomes, higher than average unemployment, health inequities, disproportionate representation within the criminal justice system, fragile immigration status, insufficient legal representation, food and housing insecurity, increased homelessness, and low educational achievement due to a widening opportunity gap. It is evident that these obstacles, which are based on both current and historical policies, have manifested as racial inequities in economic opportunity, mobility and advancement for our Latino population.

A strong network of essential services is urgently required, which includes structural and systematic changes designed to overcome these racial inequities. Our City government must comprehensively address the critical issues discussed in this strategic plan and together with the community, implement effective policies and create a safety net to halt and reverse the impact of historic and systemic racial and economic discrimination. If these issues are not immediately addressed, these inequities will continue to rabidly exacerbate, and our City will implicitly become a sundown town.

At the core of and compounding these interrelated obstacles is the fact that the cost of living in San Francisco has sharply increased over the past two decades, leading to a housing crisis in the Mission District and citywide. The result is widespread displacement of our low and moderate-income Latino residents, replaced with affluent, non-Latino residents. Due to these trends, nearly 50% of Latinos are housing-cost burdened, meaning they spend more than 30% of their income on rent; and, according to MOHCD's Latino Community Profile, Latinos are twice as likely to live in overcrowded housing conditions compared to other San Francisco residents.

The City established a commitment to diversity as a top value. Our City, viewed nationwide as a beacon of equality, with an unequivocal stance as a Sanctuary City, prides itself on welcoming newcomers worldwide. San Francisco must ensure its commitment to provide access for Latinos further from opportunity. In order for Indigenous communities to stay in The City we need to stabilize the land space situation, which includes not only preserving what Indigenous communities have but expanding into the areas where our communities are currently being displaced into. (i.e., hundreds of Maya families moving now from Mission to Tenderloin, thus creating an urgent need for space specifically for Maya families in the TL). Over the next few years, Latino youth will become the largest ethnic group enrolled in San Francisco Unified School District (SFUSD) schools. It is noteworthy to mention that this investment in our next Latino generation is an advantage to every community in the City.

San Francisco's Latino leadership coalesced and established the SFLPEC to seek solutions by conducting strategic outreach, securing financial investments and support, and actively advocating for public policy to improve the quality of life for Latinos.

*"In San Francisco, yesterday's public policies have shaped the racial landscape of today. If these policies are not reversed racial and economic inequities will continue to rabidly exacerbate, and our City will implicitly become a sundown town."*

*~ Santiago Ruiz, ED of Mission Neighborhood Centers*

The primary objective is to advocate for systematic change that will break down barriers and empower Latinos to achieve their potential. To sustain these efforts long-term and ensure a permanent, thriving Latino community in San Francisco, the Coalition is committed to developing the next generation of Latino leadership, which includes both organizational sustainability as well as equitable Latino representation on boards and commissions, and in governmental agencies.

### A LATINO ASSET-CENTERED PLATFORM

The San Francisco Latino Parity and Equity Coalition (also referred to as the Coalition in this document) believes and puts forth an asset-centered platform in its vision and effort: **Latinos are an asset in San Francisco, and across the nation.** The Coalition is committed to upholding this asset-centered narrative about San Francisco Latinos, which is more urgent than ever given the current negative national climate and unfortunate negative actions towards Latino immigrants. The Coalition asserts:

- Latinos are an integral part of San Francisco's past, present, and future. Latinos have, and continue to make major contributions across all sectors of the City, from government to business, community organizing, health, education, arts and culture, and more. Latinos are essential to what makes San Francisco a thriving, vibrant, dynamic and inclusive City. Furthermore, Latino small business owners are a driving force behind San Francisco's economy – which values and builds its identity around small, family-owned businesses.
- Latino families in San Francisco are resilient, persevering and determined. In the face of obstacles ranging from economic hardship to structural racism and discrimination, our Latino families endure and succeed. The common thread of seeking a better life and a brighter future drives family resiliency. Latino families have proven that when they are provided access to resources needed to succeed, they succeed.
- Latinos are the next generation of a capable and talented workforce that will continue to drive our local, state and national economy. National population growth trends show that Latinos will represent at least thirty percent of the nation's population by 2050. According to the California Department of Finance, Demographic Research Unity, from 2016 to 2060 the growth rate of the Latino population will be more than six times the growth rate of the non-Latino population. The Latino population in San Francisco will increase by 18.5% by 2030 (Source: MOHCD Latino Community Profile, 2017).
- Latinos are multi-ethnic, bilingual, and often multi-lingual, bringing important perspectives, skills and talents to diverse workplaces. We must invest in quality early childhood education, K-12, and higher education to provide our young Latinos with 21st century skills to have full access to the Bay Area job market.
- Latinos have a strong legacy of political action towards ensuring equity and inclusion in the face of social and economic structures that perpetuate inequity. The Mission District's history and current trajectory of community organizing and advocacy has been driven by Latino leaders not accepting the status quo that fosters a system in which only a few can benefit and prosper. Latinos have driven social change movements around immigration, affordable housing, the criminal justice system, education, environmental justice, and more. We must continue to cultivate Latino leadership as we pursue a more just and inclusive society.
- Latinos have, over decades, built and sustained a network of robust and effective non-profit organizations in San Francisco and the Mission District that are multicultural in nature. These organizations have and continue to be culturally responsive to the Latino community and provide a crucial set of services related to health, housing, education, family support, immigration, social and economic well-being, cultural preservation, and more. Focusing on supporting traditionally "marginalized" communities, even within the Latino community. This is especially true in an environment like the one we are living in today, where Indigenous communities are even more vulnerable than others to be displaced. With many of these Latino-led organizations based in the Mission District, families throughout San Francisco and beyond continue to access services in the Mission district, making the neighborhood's network

of Latino service providers a crucial citywide asset. Additionally, this network is innovative and cultivates capacity and sustainability for smaller nonprofits doing similar work in other neighborhoods where Latino populations are increasing, largely due to displacement, as in Mayan families migrating in the Mission to the Tenderloin.

### **THE WORK LEADING UP TO THE FORMATION OF THE STRATEGIC PLAN**

The Coalition sets forth an ambitious strategic plan based on in-depth qualitative and quantitative data and fueled by unyielding determination to reverse negative trends impacting our Latino community.

In January 2017, with funding from the Mayor's Office of Housing and Community Development, the Coalition hired a consultant, Mara Perez, Ph.D., to support the effort by conducting quantitative and qualitative research, which produced the March 2017 report that served to provide guidance on the process to design community events (such as focus groups and community conversations), and exercises for the strategic planning retreat. Dr. Perez participated in community events and collaborated with the Coalition and its Project Management Team in the development of this strategic plan. The Project Management Team is comprised of Lila Carrillo, SFLPEC Lead Coordinator, Mission Neighborhood Centers; Barbara Walden, Project Coordinator, Mission Neighborhood Centers; Angela Gallegos-Castillo, Ph.D., Community Builder/Planner, Road Map to Peace Initiative; Marco Montenegro, Director, Excelsior Works!; Oscar Grande, Lead Community Organizer, People Organizing To Demand Environmental & Economic Rights (PODER); Mario Paz, Executive Director, Good Samaritan; and Estela Garcia, Executive Directors, Instituto Familiar de la Raza.

In 2017, the Coalition achieved significant milestones in the work needed to produce a community-informed strategic plan. As a result of many meetings and discussions, the Coalition came to the conclusion to engage in in-depth analysis of five key subject areas (Education, Health and Wellness, Housing, Immigration, and Workforce), in five key neighborhoods where Latinos reside. Based on the Coalition's expertise and main areas of service, the decision was to focus on the hallmark and historically Latino Mission neighborhood, as well as the Tenderloin, Bayview-Hunter's Point, Excelsior and Visitacion Valley, where the Latino population has increased as a result of aggressive gentrification in the Mission District.

Subsequent efforts throughout 2017 included focus groups and strategic community conversations in all five neighborhoods, as well as Coalition-centered conversations. The Coalition created special questionnaires and facilitator guides for each community session in order to gather data in a systematic manner throughout the key neighborhoods and across the key subject areas previously mentioned. To manage the process, the Coalition and Project Management Team held regularly-scheduled meetings and produced summary reports, analysis, and follow-up agendas after each meeting and community event, ultimately informing the development of this strategic plan.

In January 2018, the Coalition held a daylong retreat at the Dominican University Campus in San Rafael, which was attended by twenty-seven prominent community leaders. By then, after discussions at membership meetings, the Coalition added a sixth subject area: Arts and Culture. This special gathering provided time for Coalition members to strategize and make substantive plans, while also creating the space and opportunity for comradery, motivation, and inspiration. Participants concluded the day reinvigorated, expressing confidence about the direction, collaboration, and vision set forth to uplift the Latino community in San Francisco.

### **LOOKING FORWARD – THE NEXT FIVE YEARS**

Coalition efforts will continue in 2018 and will span at least the next five years as we begin implementing the strategic plan. In February and early March, the Project Management Team held critical meetings to take the retreat's agreed-upon strategies and decisions and formulate the formal strategic plan. At the Coalition retreat, participants identified specific "Game Changers," for each of the six subject areas. The Coalition defines Game Changers as new factors that change a situation in significant ways, resulting in equity and success where before there was lack of opportunities to succeed. Each Game Changer is then broken down into goals, activities, and outcomes that will produce desired changes.

## Introduction

The Coalition’s vision is ambitious - each of the six key subject areas has a plan to effect change that will radically and positively affect lives and communities. The Coalition is focused on fundamentally transformative goals and it is structuring itself into committees to successfully implement its plans. With effectiveness and efficiency in mind, the Coalition is committed to engage with its partners and other players to augment impact where appropriate. Additionally, the Coalition will identify, assess, and pursue (when appropriate) opportunities for cost-saving measures such as shared services, mergers, partnerships, and other relevant possibilities. The Coalition and its member organizations enjoy high stature in San Francisco, providing fruitful conditions for effective partnerships. As the first-implementation year of the strategic plan gets underway, the Coalition will produce and review processes and measures to optimize resources and generate its desired outcomes. The Coalition will create an Exploratory Committee to examine results regarding partnerships and other related opportunities. Recommendations for action, partnerships/collaborations, and other actions by this and other Committees will be presented to the Coalition and will result in decisions by vote. If and when appropriate, the Coalition may engage legal counsel.

### INITIAL FUNDING FROM THE MAYOR’S OFFICE FOR HOUSING AND COMMUNITY DEVELOPMENT, ACHIEVEMENTS AND NEEDS

In 2017, the Coalition received a total of \$800,000 from the SF Mayor’s Office of Housing and Community Development (MOHCD) to address three (3) service needs priorities. The allocation of these funds was as follows: \$500,000 for a Family Resource Center model in Bayview neighborhood for a total of \$1,000,000 over a two year period. \$50,000 to support Coalition Community Building and Planning, for a total of \$100,000 over a two year period. \$150,000 to provide Emergency Services for a total of \$300,000 over a two year period and a one year grant in the amount of \$100,000 to provide BMR outreach services.

Here is a breakdown of services by organization:

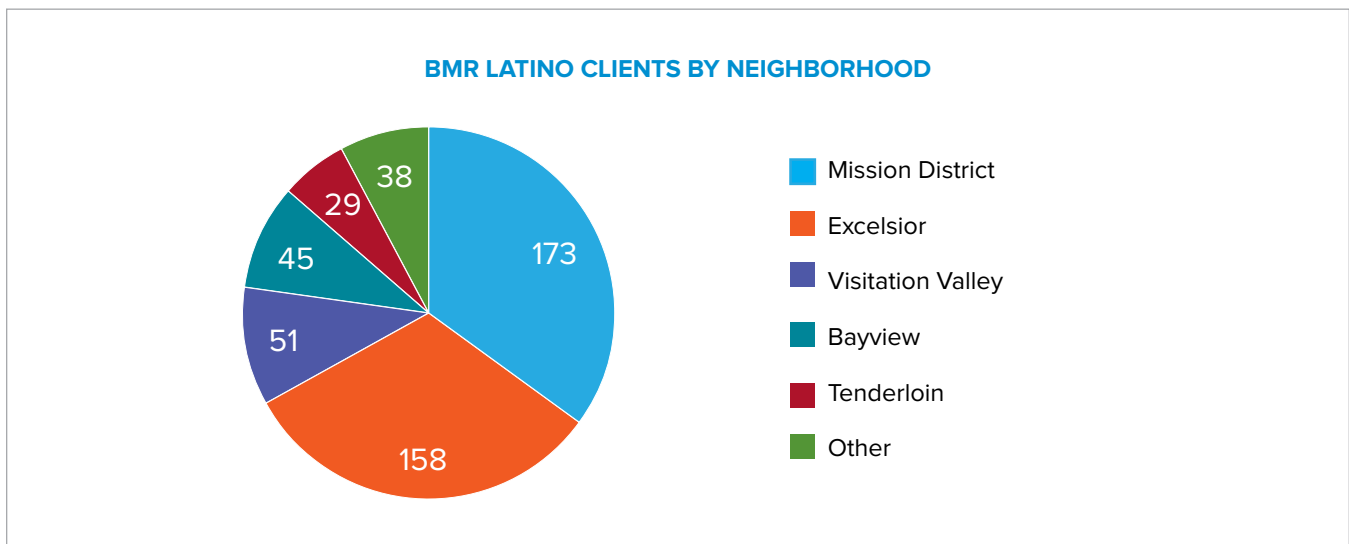
MEDA had a goal to serve 120 people, and it received 600 BMR applications. Thus far, MEDA has placed thirteen families in housing through this effort. In addition, MEDA has identified a need to provide housing coaching services for families selected in the housing lottery. There is an ongoing need for affordable housing within the Latino community in San Francisco, as shown by the numbers provided by MEDA:

HOUSING NEED AMONG LATINOS							
Number of Clients and Applications By Month							
	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	Total Undupl.
<b>Clients</b>	155	63	148	71	102	189	494
<b>Number of applications</b>	410	1221	186	1223	153	336	1329
<b>Avg. # of apps. for client served</b>	2.6	1.9	1.2	1.7	1.7	1.6	2.7



## Introduction

Furthermore, MEDA has tracked the neighborhoods from which clients have come through their housing promotora program. As shown below, the preponderance of clients came from Excelsior and the Mission District. We know from the data presented in the March 2017 report to the MOHCD that Excelsior has seen an increase in numbers in the Latino population. Simultaneously, Latinos are encountering increasingly dire housing circumstances in the Mission District due to gentrification and ever-increasing housing costs. This is MEDA's breakdown of housing clients served by their *promotora* program:



What do other organizations report as a result of the work they conducted with City funding? El Centro Bayview Family Resource Center report that since October 2017 it has enrolled 99 parent/caregivers and 25 children in its system.

Ramp up and implementation funding for Family Resource Services in Bayview from the Mayor's Office of Housing and Community Development/First 5 SF, has introduced safety net services to a neighborhood with isolated immigrant families, long neglected by government entities due to immigration status. Centro Bayview has successfully leveraged other funding opportunities, which includes, Mimi and Peter Haas Fund, the San Francisco Foundation and Kellogg Foundation. These new philanthropic investments are made possible due to base grant funding for our FRC model, providing enhanced support services by introducing staff and consultants that enable the FRC to:

- Extend free legal support in the areas of tenant and immigration services
- Establishing clinical supervision to provide social work, child and family therapy (we are exploring leveraging federal MediCal funds in near future)
- Expanding mental health services with an MFT intern for the high level of families experiencing trauma and crisis due to housing instability, immigration status, or experiencing parenting issues.

The FRC has developed new partnerships with nonprofit and private enterprise. These new relationships have afforded to provide Bayview Latino families with fresh produce, new clothing and the ability to create a support network that relieves some of the financial hardships our families experience daily by living in a highly gentrified city. Partners include Imperfect Produce, SF-Marin Food Bank, the GAP and Old Navy.

El Centro is also collaborating with a program of the Public Defender's Office to create an immigration-centered training effort for service providers in the Bayview neighborhood. This training effort is important as service providers in Bayview do not have the necessary multicultural capacity to support the immigrant population in this neighborhood.

## Introduction

El Centro Bayview Family Resource Center presents the following service data to date, as it pertains to funding received in 2017 from the MOHCD, and related services provided to the Latino community:

- Case Management and Family Advocacy: 14 clients receiving immigration assistance
- Basic Information and Referral: 73 clients
- Workshops: Conducted two immigration “Know Your Rights” workshops.

Even more individuals and families have benefited from funding from the MOCHD. Namely, as of April 10, 2018, Excelsior Works! has shown the following numbers:

BMR APPLICATIONS AND LOTTERY WINNERS	
Families applied for BMR Units	124
Number of Applications Submitted	502
Number of Lottery Winners	10

In all cases, it remains clear that there is a critical need for additional BMR housing for Latino families across the City of San Francisco, as well as emergency services. Additional funding from the MOHCD will be essential for Coalition member organizations to continue to provide services and augment their capacity for service, given the ongoing need for support by low and moderate-income individuals and families in San Francisco. The five-year strategic plan outlines need, planned activities, and ultimate expected outcomes in the pages that follow, as they relate to housing and other important services.

### STRATEGIC PLAN OVERVIEW

**Purpose:** The purpose of the San Francisco Latino Parity and Equity Coalition’s five-year strategic plan is multi-fold. First, it will serve as a guiding document for the Coalition to ensure our work aligns across agencies and sectors in service of the larger vision we set out to achieve. Second, it will create a mechanism for accountability for the Coalition, as well as local government agencies to determine progress against stated goals. Third, and of maximum importance, the Coalition posits that this strategic plan needs to be adopted by and reflected in the City’s work plan and budget so as to ensure that the critical activities contained herein are thoroughly and adequately funded over the course of the next five years. The strategic plan is community-driven and community implemented, and we seek to build a broad-base of public and private partnerships to fully resource the activities proposed. As the City prioritizes equity in its budgeting process, this strategic plan proposes solutions. The Latino Community Profile produced by Mayor’s Office of Housing and Community Development identifies disparities; this strategic plan serves as a roadmap for the MOHCD to strive towards, and ultimately achieve equity for the Latino community.

**Structure:** The strategic plan consists of six subject areas arranged as distinct sections: Arts & Culture Education, Immigration, Health, Housing, and Workforce. Each section outlines the Coalition’s collective vision, identifies Game Changers, goals, activities, and resources necessary to achieve the outcomes named in each subject area. In addition, this strategic plan provides data that points to inequities and disparities impacting the Latino community in San Francisco.

### The following structure is reflected in each of the six subject areas:

- 1. VISION:** A collectively defined vision of what will result if we are successful in implementing the plan.
- 2. GAME CHANGERS:** A newly introduced element or factor that changes an existing situation or activity in a significant way.
- 3. DISPARITIES:** Key data points showing inequities and disparities between Latinos and the larger population of San Francisco. Data extracted from the 2017 Latino Community Profile produced by the Mayor's Office of Housing and Community Development.
- 4. GOALS:** Milestones that the Coalition needs to achieve to get to the proposed Game Changers and Vision.
- 5. ACTIVITIES:** Work that the Coalition needs to carry out to achieve their proposed goals.
- 6. RESOURCES:** Resources needed to implement activities.
- 7. OUTCOMES:** What the Coalition intends to achieve by year five of the plan's implementation.

### Types of Goals – This strategic plan features three main activity engines across each of the six subject areas:

- 1. MAPPING:** Documentation of the landscape of opportunities and barriers, such as mapping of City-funded early childhood education spaces (including enrollment of Latino children), and a comprehensive evaluation of unoccupied housing units, to name a few. Each mapping deliverable will include all five neighborhoods.
- 2. ADVOCACY:** Track, review and discuss policies and organizational/institutional practices as well as the related gaps and opportunities. As a result, advocacy efforts may include presenting specific policy recommendations, and/or seeking changes in organizational/institutional practices that adversely affect Latinos.
- 3. PROGRAMMING:** Direct implementation of best practices for programs, services, or strategies that have proven to be effective in reducing inequity and demonstrate the creation of opportunities for Latinos. Where there aren't best practices available, the Coalition will formulate its own, based on the many years of experience and expertise of all Coalition member organizations.
- 4. IMPLEMENTATION BUDGET:** The plan proposes five-year goals with deliverables with a year-one budget proposal, developed by the Coalition, which will allow Coalition members to meet year-one targets for the plan. Subsequent years include thorough budget planning processes. Notably, the strategic plan builds on a base of existing funding and asks for additional resources to augment that existing funding, and to allow the Coalition to achieve the Game Changers it has outlined herein.

## Introduction

### SAN FRANCISCO LATINO EQUITY AND PARITY COALITION STRATEGIC PLAN 2018-2023 FIVE-YEAR OVERVIEW OF STRATEGIC GOALS – THREE EVALUATIVE PHASES

The strategic plan is broken down into six specific areas and each of these has its own action plan, identifying goals, activities, resources, leading team, and outcomes. In terms of the evaluative process, the strategic plan consists of three phases of evaluation, as shown below.

2018-2019 YEAR 1 - PHASE I EVALUATION	2020-2021 YEARS 2-3: PHASE II EVALUATION	2022-2023 YEARS 4-5: PHASE III EVALUATION
<b>GOALS</b>		
<p><b>The coalition’s responsiveness to community needs represents a cross-sector collaborative that readies itself for concerted and strategic action</b></p>	<p><b>Develop an in-depth assessment of 5-year strategic plan and profile of city’s Latino report to further operationalize strategies. Carry out game changer activities</b></p>	<p><b>Final assessment of accomplishment and needs to institutionalize base-level funding for best practices, cross-sector collaborative</b></p>
<b>ACTIVITIES TO BE EVALUATED</b>		
<ul style="list-style-type: none"> <li>• Through RBA process develop Logic Model for each Game Changer Area</li> <li>• Establish Working Groups for each Game Changer Area</li> <li>• Working groups develop Action Plans with refined goals, objectives and strategies to implement in Phase II and Phase III</li> <li>• Active participation in MOCHD’s strategic planning development for HUD</li> <li>• Outreach and recruitment to expand Coalition membership in current and additional target neighborhoods.</li> <li>• The Coalition will report on logic models, working group composition, action plans, and new Coalition members.</li> </ul>	<ul style="list-style-type: none"> <li>• Game Changers: Begin implementation of service objectives</li> <li>• Collect performance measure data for each Game Changer Area, based on related activities (process measures), and achievement of objectives (outcomes measures)</li> <li>• Identify funding to leverage and sustain work group action plan and implementation of service objects beyond 2023.</li> <li>• The Coalition will report on services for each Game Changer area based on activities (process measures) and achievement of objectives (outcomes measures). The Coalition will describe funding opportunities, funds sought and obtained.</li> </ul>	<ul style="list-style-type: none"> <li>• Reflect on Game Changer Areas</li> <li>• Analysis of 2020 Census data, disaggregate for Latino population; create cross-analysis of MOCHD’s HUD plan.</li> <li>• The Coalition will report on accomplishments on all Game Changer Areas, as well as newly emerging needs. The Coalition will assess itself in terms of collaborative capacity (operational) as well as community achievements (outcomes-based). With new Census data, the Coalition will be able to identify and determine any needs for enhancements, changes, or additions to the work done to date, and formulate ideas for further action.</li> </ul>
<p><b>Cross sector representation:</b> arts and culture, education, health, housing, immigration, workforce, and legacy  <b>Cross cutting strategies:</b> coordination, systems building, data analysis/assessment and activities/goal refinement as appropriate</p>		

Following is a detailed look of the six key subject areas with tables illustrating corresponding the work plans.

### VISION

Latino artists flourish with vast opportunities to express their talents by through exhibitions, cultural events, gallery representation. This involves adequate funding for their development and growth, which seeks to enrich the City's artistic and cultural life. Resources are available to the Latino arts community - Latino artists know about and have ongoing access to local art resources and sites where they can do their work. Latino arts and artists are recognized and supported in San Francisco.

### DISPARITIES

Latino artists in San Francisco come from 20 Latin American countries. Artist displacement has meant that many of the City's Latino artists have had to move their residence or place of work -or both- due to unaffordable rents and lack of ownership opportunities. Additionally, due to the housing crisis, numerous Mission-based Arts organizations have been displaced or face displacement from their leases.

### GAME CHANGERS

- a. CULTIVATE AND PROMOTE THE NEXT GENERATION OF LATINO ARTISTS
- b. ESTABLISH A PRESERVATION FUND FOR LATINO ARTS

### GOALS

By 2023, a Latino Preservation Fund for the Arts will support arts and culture efforts, including the preservation, maintenance, and documentation of Latino murals and cultural spaces in San Francisco. Furthermore, there will be an archive housing the history of San Francisco's Latino art, and the City will acknowledge and celebrate its Latino artists, recognizing that they represent over twenty Latin American countries. Latino artists will be able to participate in open annual competitions. Moreover, an Emergency Fund will be in place to address and support specific needs within the Latino artist community. Lastly, an Artist Leadership Program will ensure that emerging artists have the support they need to create their pathways and careers with the guidance of mentors.

A Coalition's sub-committee will be defining every aspect related to the pursuit of funds and the establishment of the Preservation Fund for the Arts, the Emergency Fund, and the Latino Artist Leadership Program. This sub-committee will align these pursuits with the goals outlined above.

Below, the Arts and Culture strategic planning table provides detailed goals, activities, resources and outcomes. In addition to what the table describes, several Arts and Culture projects underway need funding for full fruition. Namely:

- Colectivo del Rescate Cultural History Project. This project has been engaged in a historical review of the Day of the Dead and related celebrations in San Francisco.
- The Day of the Dead Celebration, held annually at Garfield Park, has a small team of dedicated volunteer's despite being minimally supported by funding. Indeed, funds are insufficient to integrate this historical centerpiece of Mexican and Central American cultural practices, which gathers families and friends to remember their loved ones in special ceremonies and events. This effort needs to create its own strategic plan to include funding strategies to augment reach and expand scope. There is a need for funding to create the strategic plan.
- Arts and Culture efforts and programs in San Francisco require robust funding to engage in media outreach. At this time, it will be critical to have adequate funding to enable Arts and Culture organizations and projects in San Francisco to create a plan of action for the next five years.

**GAME CHANGERS**

**Building the Next Generation of Latino Artists & Latino Preservation Fund for the Arts. This Fund Will Support the Following Goals and Related Planning Activities and Outcomes**

GOALS	ACTIVITIES	RESOURCES	OUTCOMES
<b>Develop strategies to establish and administer the Fund (with the understanding that this fund will support the goals in this table, and others that may emerge over time)</b>	<ul style="list-style-type: none"> <li>• Enlist a group to develop the Fund’s plans</li> <li>• Develop advocacy framework to bring to the attention of City officials for funding</li> <li>• Create meeting schedule</li> </ul>	<ul style="list-style-type: none"> <li>• People confirmed to work on this plan</li> <li>• Meeting site/s secured</li> <li>• Technical assistance if/as needed</li> <li>• Target list of City officials</li> </ul>	<ul style="list-style-type: none"> <li>• The Latino Preservation Fund for the Arts is in place, and it is adequately funded</li> </ul>
<b>Latino artists in San Francisco are recognized as a diverse group representing over 20 countries</b>	<ul style="list-style-type: none"> <li>• Gather information to build a historical account of Latino art in San Francisco, identifying artists and countries of origin or descent</li> <li>• Create archival repository</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Agency/ies for project oversight</li> <li>• Appropriate software</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Archival repository</li> <li>• A written report &amp; oral history project</li> <li>• A website or portal making information available online</li> </ul>
<b>Ongoing maintenance of murals</b>	<ul style="list-style-type: none"> <li>• Identify priority murals</li> <li>• Create a comprehensive list of murals, document condition, and need of maintenance recommendations</li> <li>• Find technical expertise for maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance for maintenance and archival records</li> <li>• Agency/ies for project oversight</li> <li>• Appropriate software</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Documented condition of murals and priorities for maintenance</li> <li>• Documentation of murals receiving maintenance and updates on condition</li> <li>• Ongoing updates on new maintenance projects</li> </ul>
<b>Annual open competition</b>	<ul style="list-style-type: none"> <li>• Develop plan, guidelines, and determine frequency (annual, biannual, etc.)</li> <li>• Identify and secure venue/s for competition</li> <li>• Outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders to develop competition plan</li> <li>• Partners providing venues and funding</li> <li>• Fundraisers and awards</li> <li>• Judges and media</li> </ul>	<ul style="list-style-type: none"> <li>• Annual competition plan, including outreach and distribution strategies</li> <li>• Report on first and subsequent competitions</li> </ul>
<b>Emergency Fund to address urgent situations in/for artistic venues (galleries, studios)</b>	<ul style="list-style-type: none"> <li>• Define scope of the fund, including application process and purpose/allowable allocation of funds for emergencies</li> <li>• Create a fundraising plan for the Emergency Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance if/as needed</li> <li>• Team to define and manage the Fund</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Fund document and funds secured</li> <li>• Reports on any and all allocations of funds from the Emergency Fund</li> </ul>
<b>Artist leadership and mentorship program to build the next generation of Latino artists</b>	<ul style="list-style-type: none"> <li>• Develop program (guidelines, application, outreach)</li> <li>• Identify program instructors and mentors</li> <li>• Secure venue/s</li> <li>• Develop fundraising strategies (grants, sponsorships)</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Program leaders</li> <li>• Venue(s)</li> <li>• Supporting organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and program materials</li> <li>• Participants and accomplishments for the first, and subsequent years</li> <li>• List of mentors and leaders</li> <li>• List of venues</li> <li>• Updates on funding</li> </ul>

### VISION

Latino academic achievement flourishes, meaning children are school-ready for kindergarten, and youth achieve graduation from high school and institutions of higher education at rates comparable to Whites and Asians. To achieve this, educational institutions fully support Latino students, implying that educational institutions have culturally-appropriate programs and trained teachers, administrators, and counselors to fully cultivate academic achievement for Latino students. The issue of low levels of English Language Learner reclassification for Spanish speaking students is fully addressed.

### DISPARITIES

Latino students are projected to be the largest ethnic group in San Francisco Unified School District in the next five years. However, Latino students are also facing a significant education achievement gap when compared to their peers. In 2015, rates of chronic absence among Latino students was 14% compared to 9% within SFUSD overall. In the 2014-2015 school year, 73% of Latino senior graduated high school as compared to 85% of seniors district wide. Only 48% of Latino children are entering school “ready for kindergarten” compared to 83% of white children; and while only 44% of Latino parents report reading to their pre-school age child 5 days per week, 90% of White parents were reading to their child.

### GAME CHANGERS

#### INCREASE EARLY CHILDHOOD EDUCATION SLOTS AND ELIMINATE THE ACHIEVEMENT GAP

### GOALS

By 2023, there will be a comprehensive analysis of sites, and specific number of additional slots made available, as well as the approval of these slots by the appropriate governmental offices, as a result of the Coalition’s advocacy efforts. Furthermore, there will be additional and multicultural adequate free or low-cost after-school programs focusing on literacy and math and providing support to the non-school population coming out of the system. The Latino community will also benefit from an established and fully-operational Community School, or there may be a Community School in each of the five target neighborhoods. The vision of the Coalition is that this Community School or these Community Schools will be the result of the community’s vision. The Latino community will create the curricula, in consultation with teachers/educators, treating this school as a community asset.

During the first year of implementation of this strategic plan, a Coalition’s sub-committee will be building its advocacy and slot mapping strategies. In addition, the sub-committee will fully articulate the free or low-cost after school program and the Community School plan, and all related year-one measurable outcomes. The Coalition also recognizes and emphasizes the imperative need to address English reclassification issues that have been negatively impacting Latino students in San Francisco’s schools. Latinos have been and remain the ethnic and racial group with one of the lowest rates of reclassification, which prevents them from full participation in key educational programs and classes. Low levels of English reclassification represent an achievement gap issue of critical importance.

**GAME CHANGERS**

**Eliminating the Achievement Gap – These Game Changers Translate into the Following Goals and Related Planning Activities and Outcomes**

GOALS	ACTIVITIES	RESOURCES	OUTCOMES
<p><b>Access to funding from state and local sources, and additional early education slots</b></p>	<ul style="list-style-type: none"> <li>Form an advocacy sub-committee of the Coalition</li> <li>Develop advocacy case statement (use data from March Coalition report, and other sources)</li> <li>Mapping of slots, need, and potential new sites in the five neighborhoods</li> <li>Formulate relevant policy parameters for advocacy</li> <li>Establish and maintain communication and advocacy with San Francisco Low Income Investment Fund Office of Early Childhood Education</li> </ul>	<ul style="list-style-type: none"> <li>People from the Coalition form sub-committee</li> <li>A sub-committee member / consultant or technical assistant as designated writes of advocacy, and other relevant materials</li> <li>A City partner agrees to conduct the mapping</li> <li>Dossier of current San Francisco policies on early childhood education slots at schools</li> <li>A paid position to monitor advocacy effort</li> </ul>	<ul style="list-style-type: none"> <li>Map of slots, need, and potential new sites in the five neighborhoods</li> <li>Advocacy document with data and analysis for the five neighborhoods and scope of need/request</li> <li>Relevant policy recommendations developed and accepted</li> <li>New policy/ies</li> <li>Ultimately, sites identified and approved for new early education slots</li> </ul>
<p><b>Free or low-cost after-school programs with a focus on literacy and math that captures students and the non-school population coming out of the criminal justice system for re-entry into schooling (i.e. GED programs)</b></p> <p><b>These programs are in the five target neighborhoods: Bayview; Excelsior; Mission; Visitacion Valley; and Tenderloin</b></p>	<ul style="list-style-type: none"> <li>Recruit Coalition members to form a sub-committee to work on this goal and related activities, and create timelines</li> <li>Develop a program that:                             <ol style="list-style-type: none"> <li>Supports English reclassification &amp;</li> <li>Has outreach strategies to recruit and retain the non-school population</li> </ol> </li> <li>Mapping low-cost afterschool programs in the five neighborhoods</li> <li>Identify advocacy opportunities for implementation of policies or the creation of new policies supporting the goal. Engage in advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Sub-Committee members selected</li> <li>A designated Committee member, staff, or consultant responsible for collection of data/information and production of related and necessary plan</li> <li>Advocacy agenda developed, requiring research to identify policies in existence, or policy gaps</li> <li>An entity or individual responsible for mapping low-cost after-school programs and curricula, and number of new slots needed.</li> <li>Once additional programs are in place, need to do ongoing target outreach</li> </ul>	<ul style="list-style-type: none"> <li>Map of after-school programs and related curricula</li> <li>Written plan for afterschool programs as described in the Goals column</li> <li>Advocacy agenda and plan</li> <li>Ultimately, new free or low-cost afterschool programs and slots in the five neighborhoods</li> <li>Map of afterschool programs and related curricula</li> <li>Written plan for afterschool programs as described in the Goals column</li> <li>Advocacy agenda and plan</li> <li>Ultimately, new free or low-cost afterschool programs and slots in the five neighborhoods</li> </ul>



**GAME CHANGERS, CONTINUED**

**Eliminating the Achievement Gap – These Game Changers Translate into the Following Goals and Related Planning Activities and Outcomes**

GOALS	ACTIVITIES	RESOURCES	OUTCOMES
<p><b>Establishment of Community Schools (not a charter schools) in the neighborhood with most needs (of Bayview, Excelsior, Mission, Visitacion Valley, and/or Tenderloin)</b></p>	<ul style="list-style-type: none"> <li>• Establish a sub-committee of the Coalition, &amp; define scope of work &amp; timelines</li> <li>• Research and identify best practices for community schools</li> <li>• Research disparities, barriers, and resources within and across communities</li> <li>• Develop outreach and placement methods</li> <li>• Recruit teachers &amp; students, consider coding within the curriculum</li> <li>• App developer for App</li> </ul>	<ul style="list-style-type: none"> <li>• A researcher (who can be a sub-committee member, staff or consultant) to identify all the information listed under Activities in the column to the left</li> <li>• List of sites, which requires an assessment of available spaces in the five neighborhoods</li> <li>• A group of teachers and experts to develop curricula</li> <li>• Fundraiser</li> <li>• Outreach coordinator/s</li> </ul>	<ul style="list-style-type: none"> <li>• A written plan to create a Community School or a number of schools</li> <li>• An assessment of available space/s</li> <li>• Curricula</li> <li>• Fundraising and outreach plans</li> <li>• Outreach plan</li> <li>• An App for the Community School to provide critical information and resources to students</li> <li>• Ultimately, a fully functioning Community School, which can serve as a pilot and demonstration project</li> </ul>
<p><b>Address and improve levels of English Learners reclassification for Latino students enrolled in San Francisco schools</b></p>	<ul style="list-style-type: none"> <li>• Establish a sub-committee of the Coalition, &amp; define scope of work &amp; timelines</li> <li>• Sub-committee determines levels of reclassification change to be sought and reached by 2023</li> <li>• Research best practices to address and improve</li> <li>• English reclassification rates among Latino students</li> <li>• Engagement with San Francisco’s school district and schools for advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Reclassification literature and documentation on best practices</li> <li>• Teachers willing to work with sub-committee</li> <li>• Advocacy plan and advocated to implement and track.</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy plan with goals, and intermediate and long-term measurable outcomes</li> <li>• Proven increase in reclassification rates and/or measurable improvements in San Francisco’s schools’ reclassification strategies for Latino students</li> </ul>

### VISION

Health and wellbeing of Latinos is addressed on a continuum, ranging from food and nutrition, disease prevention and treatment (including chronic conditions) to behavioral health and safety. The health and wellbeing of Latinos is promoted and preserved by enhancing, innovating, and implementing evidence-based practices that effectively address the needs of Latino children, youth, adults, and elders. Latino health and wellness services highlight prevention as a core strategy.

### DISPARITIES

Despite high levels of health insurance access in San Francisco, Latinos continue to face higher rates of preventable diseases such as diabetes, high blood pressure, alcohol abuse and related disorders, and mental health challenges. From 2011-2013, approximately 37% of Latino high school students reported feeling sad or hopeless versus 26% overall rates. The hospitalization rate for alcohol abuse for Latinos is 13 per 10,000 versus 8 per 10,000 for the total population. In 2013-2014, 30% of Latino adults had high blood pressure versus 18% City-wide, while Latinos were 50% more likely to be hospitalized for diabetes than City-wide rates.

### GAME CHANGERS

#### ELIMINATE HEALTH AND WELLNESS INEQUITIES AND INVEST IN PREVENTION

### GOALS

By 2023, there will be new culturally competent policies that highlight health and wellness promotion and disease prevention as key pillars for overall health, in addition to the more prevailing disease management framework. There will be funding from soda taxes and Marijuana funds to further support efforts to promote health and wellness. The Coalition will ensure that these funds are designated accordingly by the appropriate entities and in response to the Coalition's advocacy and strategic requests.

**GAME CHANGERS**

**Eliminating inequities in health – This Game Changer Translates into the Following Goals and Related Planning Activities and Outcomes**

GOALS	ACTIVITIES	RESOURCES	OUTCOMES
<p><b>Paradigm shift from illness management to the promotion of health and wellness and disease prevention with strong cultural competency and community engagement components</b></p>	<ul style="list-style-type: none"> <li>• Expand coalition health sub-committee (CLI Health Equity Coalition) to develop a work plan that addresses this goal, which will include meeting agendas and schedules</li> <li>• Identify, engage, and inform stakeholders in Health Dept. &amp; Commissions for advocacy</li> <li>• Develop advocacy message for the Health Dept. with request for funding for health and wellness promotion and disease prevention</li> <li>• Population and neighborhood-based strategies to secure resources for long-term goals</li> <li>• Create public awareness campaign to mobilize community support</li> <li>• Recruit supporters in various fields (media, healthcare, &amp; public, and private sectors)</li> </ul>	<ul style="list-style-type: none"> <li>• People to join the sub-committee &amp; meeting site</li> <li>• Through information about the most effective ways to advance advocacy in healthcare</li> <li>• A case statement and supporting information on cultural competency best practices to serve the Latino community</li> <li>• A person to staff/coordinate the subcommittee and related activities</li> <li>• A comprehensive advocacy plan in place</li> <li>• Funding for the advocacy effort</li> <li>• Media, healthcare, public, and private supporters</li> <li>• Identify funding streams to build a robust and culturally-competent public awareness campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Established:               <ul style="list-style-type: none"> <li>- Advocacy Plan</li> <li>- Media Outreach Plan</li> <li>- Public Awareness Plan</li> </ul> </li> <li>• Ultimately, new culturally competent policy that highlights health and wellness promotion and disease prevention as key pillars, especially targeted to the Latino community.</li> <li>• Community-driven, comprehensive health and wellness plan and networks that are neighborhood and population based.</li> <li>• Same as previous</li> </ul>
<p><b>Strong collaboration/s between and among health and wellness service providers in the five focus neighborhoods: Bayview, Excelsior, Mission, Visitacion Valley, and Tenderloin</b></p>	<ul style="list-style-type: none"> <li>• Map of health &amp; wellness service providers in the five focus neighborhoods</li> <li>• Engage with health and wellness organizations to support advocacy and seek funding for prevention services</li> <li>• Develop a framework and culturally informed services (i.e. La/s Cultura/s cura/n)</li> <li>• Develop strategies for funding from the soda tax and Marijuana funds for Latino health equity efforts</li> <li>• Engage community to participate advocacy efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance to map services &amp; gaps</li> <li>• Sub-Committee to pursue the commitment from leaders in health and wellness organizations to support advocacy and seek funding for prevention services</li> <li>• La/s Cultura/s Cura/n experts help develop case and framework for this goal</li> <li>• Fundraisers (such as soda tax, cannabis tax, etc.)</li> <li>• Engaged community</li> </ul>	<ul style="list-style-type: none"> <li>• Map of health and wellness Collaboration/s established</li> <li>• La/s Cultura/s Cura/s framework and plan for a diverse Latino community</li> <li>• Funding requests to be submitted, identifying funding streams including, but not limited to, the soda tax and Marijuana tax</li> <li>• Parent clubs participating in health and wellness advocacy efforts in an ongoing manner</li> <li>• Ultimately, funding secured from the soda tax and marijuana fund</li> <li>• Collaborations are ongoing</li> </ul>

### VISION

A robust safety-net provides wrap around services to immigrants of mixed status. Immigration-related emergencies can be addressed through a robust immigration- emergency fund.

### DISPARITIES

Approximately 32,000 Latinos in San Francisco are foreign born, and non-US citizens with a variety of immigration statuses. New immigrants to San Francisco are often the lowest-income and face a variety of challenges to their social and economic wellbeing as a result of documentation status, language barriers, and lack of familiarity with navigating immigration/legal systems. Out of the estimated 44,000 undocumented immigrants in San Francisco, 15,000 -or 34 percent-are Latino. Safety-net services for Latino immigrants are insufficient to date. Based on extensive dialogue with low-income Latinos during 2017 via community pláticas and focus groups, it became apparent that these individuals and families need greater and stronger support -this includes immigration services, as well as housing issues as they may relate to their immigrant status, for health and wellness issues as they may pertain to access and/or awareness about access, education, and work. Immigration issues crisscross the other key subject areas that are part of this strategic plan. Nothing happens in isolation. Everything is interconnected. A robust safety-net for immigrants is one that ensures impeccable coordination among all service-providers, guarantees timely services and childcare, does not delay service due to waiting time, is fully bilingual, and highly connected to relevant decision-makers to accelerate services and expedite beneficial outcomes for everyone seeking services and support.

### GAME CHANGERS

**PROTECT SAFETY-NET SERVICES FOR IMMIGRANT FAMILIES, INCLUDING THOSE OF MIXED-STATUS AND ESTABLISH A RESERVE FUND FOR IMMIGRANTS**

### GOALS

By 2023 there will be robust and fully funded safety-net services and organizations able to address and serve the needs of immigrant families, including those of mixed-status, and the working poor. Moreover, there will be a Reserve Emergency Fund for Immigrants in place to support crisis and emergency situations occurring within the immigrant population in the City of San Francisco.

A Coalition sub-committee will be working out specific advocacy plans and recommendations for funding and support towards safety-net services, advocacy, and outreach to the Latino immigrant community. Additionally, the sub-committee will articulate what the Reserve Emergency Fund for Immigrants will cover, how funds will be deployed, who/what entity will administer the Fund, to whom it will report Fund expenditures, and what overall expected outcomes will be.

**GAME CHANGERS**

**Robust Immigration Services – This Game Changer Translates into the Following Goals and Related Planning Activities and Outcomes**

GOALS	ACTIVITIES	RESOURCES	OUTCOMES
<p><b>Robust safety net services for immigrants, including mix-status families and the working poor.</b></p>	<ul style="list-style-type: none"> <li>• Establish a Coalition sub-committee, find site to meet</li> <li>• Map services and related service gaps</li> <li>• Identify policy, advocacy, and outreach needs</li> <li>• Sub-committee develops plan to significantly augment the resources available to provide related services</li> </ul>	<ul style="list-style-type: none"> <li>• Staff/coordinator/consultant to map services and service gaps</li> <li>• Meeting site secured</li> <li>• Funds to support this goal</li> <li>• Support from the San Francisco Immigrant Legal Education Network</li> </ul>	<ul style="list-style-type: none"> <li>• A case statements</li> <li>• Map of service gaps</li> <li>• Budget</li> <li>• Funding secured</li> <li>• Services designed/ revised/ augmented as needed according to the plan</li> </ul>
<p><b>Reserve Emergency Fund for Immigrants</b></p>	<ul style="list-style-type: none"> <li>• Establish Coalition sub-group</li> <li>• Identify types of emergencies the Fund will support (i.e. for rapid response in case raids, urgent legal support &amp; related costs; I.T. efforts with information regarding raids; etc.)</li> <li>• Budget for the Fund</li> <li>• Develop a community outreach plan</li> <li>• Identify the Fund administrator and develop related protocols</li> </ul>	<ul style="list-style-type: none"> <li>• People confirmed to work on this plan</li> <li>• Meeting site/s secured</li> <li>• List of immigration issues requiring emergency funding</li> <li>• Technical assistance if/as needed for IT tools &amp; services &amp; outreach</li> <li>• Proposals and funding from the City and other sources</li> <li>• Organizations supporting outreach strategies</li> <li>• Fund administrator (pro bono? For a fee?)</li> </ul>	<ul style="list-style-type: none"> <li>• Reserve Emergency Fund for Immigrants and budget in place</li> <li>• Outreach plan. Fundraising plan</li> <li>• Fund administrator and fund administration protocols in place</li> <li>• IT tools and services ready for use</li> <li>• Funding secured from the City and foundations (amounts to be determined, &amp; target foundations to be identified by the sub-group and approved by the Coalition)</li> </ul>



### VISION

Low and moderate-income Latinos live in adequate housing in San Francisco. The City of San Francisco's housing stock provides residents with decent living conditions whereby overcrowding is rendered obsolete, and clean, safe units with sufficient kitchen and other needed amenities are available to people of all income levels. Readiness efforts and outreach from non-profits are widespread and ongoing, so that low-income Latinos are able to apply for BMR units; and can put together the documentation required for the rental or purchase of a home.

### DISPARITIES

Latino families are more likely to be burdened by housing costs (half of Latinos are paying over 30% of their monthly income on rent) to live in overcrowded housing conditions (14.5% Latinos living in overcrowded conditions versus 6.3% overall). Widespread displacement, rampant evictions, and a lack of affordable housing stock to relocate to has led to an increase in individual and family homelessness, —some of whom are undercounted. Undercounting is the result of the current definition of homelessness, which does not include “doubling up,” temporary and transitional housing by living with friends and relatives, and/or living in spaces not designed for inhabitation. There is an urgent need to revise the definition of homelessness for inclusiveness purposes. The Coalition will endeavor to be a resourceful advocate for this important change in definition and related policies.

### GAME CHANGERS

**COMMUNITY BENEFITS AGREEMENTS IN OUR 5 TARGET NEIGHBORHOODS AND INVENTORY OF UNOCCUPIED UNITS READY IN ORDER TO CREATE INCENTIVES FOR OWNERS TO MAKE THESE UNITS AVAILABLE FOR RENT**

### GOALS

By 2023 there will be Community Benefits Agreements in place as a result of negotiations between Latino organizations and real estate developers. These Agreements will mitigate housing affordability, suitability, and availability for low and moderate-income Latinos in the five target neighborhoods. Further, there will be a comprehensive inventory of unoccupied units in the five target neighborhoods, also as a result of Coalition advocacy and negotiations. The City will be implementing incentives and penalties to move owners to make their unoccupied units available for rent at affordable prices.

A Coalition sub-committee will be building the case of Community Benefits Agreements, identifying successful campaigns elsewhere for best practices, and establishing parameters for negotiations with real estate developers and City officials. The sub-committee will also build a policy advocacy case to mobilize City offices to take action regarding unoccupied units in San Francisco, and it will enumerate its expected outcomes for the duration of the five-year strategic plan.

**GAME CHANGERS**

**Community Benefits Agreement in Place – This Game Changer Translates into the Following Goals and Related Planning Activities and Outcomes**

GOALS	ACTIVITIES	RESOURCES	OUTCOMES
<p>Latino organizations/community groups and real estate developers sign Community Benefits Agreement/s that provide mitigations to housing affordability, suitability, and availability for low-income Latinos in the five target neighborhoods: Bayview; Excelsior; Mission; Visitacion Valley; and Tenderloin. This eliminates the housing issues faced by Latinos: Overcrowding, lack of suitable space and amenities; and unaffordability</p>	<ul style="list-style-type: none"> <li>Establish a Coalition sub-committee with its chart, schedule of meetings and identify meeting place</li> <li>Identify non-profits and/or community groups that will pursue the agreement</li> <li>Develop action plan, including timeline, and obtain best practices for this advocacy as needed</li> <li>Gather adequate quantifiable data for the five neighborhoods as appropriate to formulate the need</li> <li>Identify target real estate developers</li> <li>Involve City government if/as appropriate</li> <li>Identify legal counsel to support the effort</li> </ul>	<ul style="list-style-type: none"> <li>People for the sub-committee</li> <li>Groups engaged in/ supporting/leading the negotiations</li> <li>Identifying best practices in Community Benefits Agreements negotiations (i.e. articles in legal journals, and other publications)</li> <li>Negotiating tools, and non-negotiable parameters</li> <li>Action plan neighborhoods. Someone writing the report</li> <li>Data to produce reports on housing for the five neighborhoods. Someone writing the reports</li> <li>Legal counsel</li> </ul>	<ul style="list-style-type: none"> <li>Negotiating and action plans</li> <li>Data reports for the five neighborhoods</li> <li>Documented best practices for negotiating Community Benefits Agreements</li> <li>Progress reports on meetings with target real estate developers</li> <li>Community Benefits Agreement/s drafted thus, housing issues being addressed and solved</li> <li>Ultimately, Community Benefits Agreement/s in place for each of the five neighborhoods, and thus, housing issues being addressed and solved</li> </ul>
<p>The City of San Francisco to identify unoccupied units and to create incentives impose penalties (fines and empty-home taxes) to motivate persuade owners to rent units at affordable rates, especially in Bayview, Excelsior, Mission, Visitacion Valley, and Tenderloin. Housing initiatives to be intentional in including housing for artists facing displacement.</p>	<ul style="list-style-type: none"> <li>Establish a Coalition sub-committee for this goal</li> <li>Mobilize non-profit organizations to advocate for this goal</li> <li>Research Vancouver’s Empty Homes Tax initiative for possible best practice</li> <li>Develop advocacy plan &amp; methods of action based on best practices</li> <li>Secure legal counsel</li> <li>Work with the City to advance this cause and pursue government action</li> <li>Develop report of housing needs in the five neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>People to take part in the sub-committee</li> <li>Organizations willing to engage in collaborative effort</li> <li>Information about Vancouver and other cases</li> <li>A staff person/coordinator or consultant to coordinate the effort and develop reports about housing needs in the five neighborhoods, and in the artist community</li> <li>An attorney supporting the effort</li> <li>City support</li> </ul>	<ul style="list-style-type: none"> <li>Document best practices, including the Vancouver case</li> <li>Written advocacy/action plan</li> <li>Report on housing needs in the five neighborhoods</li> <li>A City-produced inventory of unoccupied housing units in the five neighborhoods</li> <li>Ultimately, the City implements measures to incentivize or penalize owners of unoccupied units in the five neighborhoods so as to motivate them to make their units available for rent</li> </ul>

### VISION

Communities, families, and individuals reach levels of English proficiency and education that enable them to aspire to, and selectively gain higher employment, and/or to create profitable businesses, to achieve this, the City of San Francisco has the appropriate multicultural competencies in schools and training programs to advance and foster Latino academic achievement and English proficiency. Employers value the recruitment and retention of qualified Latinos in a multitude of trades and professional jobs.

### DISPARITIES

While Latinos have relatively low unemployment rates in San Francisco, it is higher than average (7.6% compared to 6.8% in 2015) and this does not reflect a higher standard of living or higher wages. In fact, 60% of Latino families are living below the Self Sufficiency Standard compared to 40% overall in San Francisco. In fact, Latinos are often working multiple jobs to make ends meet and afford the cost of living in the City, leaving less time for children, family, health and activities that improve quality of life. Latinos are more likely than other racial and ethnic groups to work in the low-wage service sector (31.1%) and are severely under-represented in the high paying ICT, business, management and science sectors (29.9% compared to 54.5% for San Francisco residents overall).

### GAME CHANGERS

#### CITY INVESTMENT IN COLLECTIVES IN THE FIVE NEIGHBORHOODS AND TECHNICAL SUPPORT TO LATINO ENTREPRENEURSHIP

### GOALS

By 2023, new or enhanced workforce readiness programs are running as collectives in the five target neighborhoods. These programs take the long-view, ensuring that participants receive training for the jobs of the future, such as STEM. There is a need for adequate funding and City support for long-term sustainability of these important workforce development programs. Furthermore, given that Latinos are creating businesses at three-times the rate of any other race or ethnic group—nationally and regionally—there is also a need for sustained support for Latino entrepreneurs working on social and other entrepreneurship projects. The goal is creating a high-quality mentorship program and an incubator for Latino entrepreneurs. Both endeavors will include expert's volunteers in a wide range of business sectors, providing advice and guidance to aspiring and emerging business owners, as well as seasoned entrepreneurs. The overall goal is also to have a wide network of resources that entrepreneurs can tap into for skills-building; funding; marketing; public relations; scaling, and all other aspects that make a business thrive. A Coalition sub-committee will be further defining all details related to these key goals, as well as identifying measurable intermediate outcomes.



**GAME CHANGERS**

**Collectives in The Five Neighborhoods – This Game Changer Translates into the Following Goals and Related Planning Activities and Outcomes**

GOALS	ACTIVITIES	RESOURCES	OUTCOMES
<p><b>Establish workforce readiness programs for STEM, and for jobs in the professions (focusing on our youth and the jobs of the future)</b></p>	<ul style="list-style-type: none"> <li>• Establish a Coalition sub-committee, with agenda, schedules and meeting site</li> <li>• Map workforce readiness programs (service providers, pathways, slots, openings, and sectors of concentration)</li> <li>• Create a list of the jobs of the future and assess relevance of current programs for the Latino community</li> <li>• Support English language programs and advocate for multiculturally appropriate training and related efforts in San Francisco's schools</li> </ul>	<ul style="list-style-type: none"> <li>• People for the sub-committee</li> <li>• Staff/coordinator or consultant to coordinate this effort, and do research as described in the activities section</li> <li>• Support from San Francisco schools to assess and enhance (as appropriate) their multicultural capacities</li> <li>• Funding to carry out this goal (budget to be developed later)</li> <li>• Workforce readiness plan</li> <li>• Identify staff/coordinator or consultant</li> </ul>	<ul style="list-style-type: none"> <li>• New workforce readiness programs supporting Latinos in the five neighborhoods: Bayview; Excelsior; Mission; Visitacion Valley; and Tenderloin</li> <li>• Funding to create and run these new workforce readiness programs</li> </ul>
<p><b>Create mentorship programs in which successful Latino business owners are engaged and lend their expertise</b></p>	<ul style="list-style-type: none"> <li>• Create Coalition sub-committee with agenda, schedule, and meeting site confirmed</li> <li>• Develop program/s, using best practices/literature, and including outreach plan</li> <li>• Assess current relevant programs and services</li> <li>• Identify and recruit Latino business owners (types of business to be determined)</li> <li>• Create a list of sites where this program can be delivered, recruit partner organizations, trainers and mentors, and develop funding plan</li> </ul>	<ul style="list-style-type: none"> <li>• People for the sub-committee</li> <li>• Meeting site</li> <li>• Coordinator/staff or consultant to coordinate efforts, conduct research, and write reports as appropriate</li> <li>• Latino business owners willing to participate as mentors</li> <li>• Outreach plan to reach and recruit aspiring or business owners willing to participate as trainees</li> <li>• Funding (budget to be developed as mentorship programs are being created)</li> </ul>	<ul style="list-style-type: none"> <li>• Fully funded mentorship program/s in motion and actively promoted to targeted community</li> </ul>
<p><b>Establish social enterprise incubator/s for business support, as a space to do the work, and to help scale businesses</b></p>	<ul style="list-style-type: none"> <li>• Establish Coalition sub-committee, meeting schedule and site</li> <li>• Research social enterprise incubators for minority populations and best practices</li> <li>• Identify technical assistance and social enterprise incubator experts to help with goal</li> <li>• Define and establish framework and parameters of incubator/s (i.e. types of business to be supported, etc.)</li> <li>• Identify and secure site and funding, and outreach and media to recruit once the program is in place</li> </ul>	<ul style="list-style-type: none"> <li>• People participating in the sub-committee</li> <li>• Meeting site(s)</li> <li>• Coordinator/staff, or consultant to produce report on social enterprise incubators that inform the development this goal</li> <li>• Experts willing to help</li> <li>• Funding</li> <li>• Media partners</li> </ul>	<ul style="list-style-type: none"> <li>• Social enterprise incubator concept and program/s in place, with a designated site or sites, and secured funding for operations. Businesses recruited.</li> </ul>

The implementation of the strategic plan's activities will be one fundamental factor in the pursuit and achievement of equity, parity, and fair opportunity for Latinos in San Francisco. However, these strategic efforts need to be accompanied by new and robust policies—indeed, there is a clear need for a systematic and comprehensive dual approach—. Moreover, for actual and sustained change to occur, policies must be long-term, and fully executed. The Coalition posits that such a dual approach will have a multiplier effect on the work carried out over the next five years in Arts and Culture; Education; Health, Housing; Immigration; and Workforce. At this stage, the Coalition's policy platform is aspirational, and it is guided by the strategies, goals, and outcomes this strategic plan seeks to produce. As the Coalition embarks on the implementation of this five-year strategic plan, its policy agenda will gain additional momentum. It is clear that City policies are essential to accomplish the goals set out in this strategic plan.

As show in the pages above, this strategic plan lays out a strong and optimistic vision for each of the six key subject areas. Each subject area in this document offers Game Changers, laying out a concrete plan of action with goals, activities, and resources towards expected outcomes, all seeking major transformation for the Latino community. What follows is a brief overview of need, and related policy opportunities for each key subject area:

**Arts and Culture:** Latinos artists and Latino arts encounter obstacles to flourishing due to limited funding for work and exhibition space, lack of opportunities to participate in competitions, and poor housing for artists where they can live and comfortably work. Additionally, there is a substantial lack of recognition of the abundant diversity of Latino art and cultural forms in San Francisco. The Coalition seeks to cultivate and promote this, and the next generation of Latino artists, and to establish a Preservation Fund for Latino Arts. Both pursuits require acknowledgement, financial, and policy support stemming from the City. Latino arts and culture enrich the city's fabric, and thus represent an asset: From embellishing the city with murals, to sharing the vast culinary arts of the Americas—San Francisco is better off because of all this. However, San Francisco cannot fully gain from its Latino artists, their art, and cultural projects without carefully preserving, maintaining, and documenting Latino murals, creating or enhancing exhibition spaces, and supporting established and emerging artists. The City can step in wholeheartedly to support Latino arts and culture by doing the following: Funding a Latino Preservation Fund for the Arts, being a committed advocate by creating adequate arts and culture policy and partnering with the Coalition to ensure that there is significant awareness about the richness of Latino arts and culture throughout the city of San Francisco. Latino arts nonprofit organizations engaged in the Coalition will be thoroughly involved in these efforts with the City.

**Education:** Disparities in academic achievement for Latinos in San Francisco is a matter of serious concern. Achievement gaps for Latino students are perhaps best depicted by lower high-school graduation rates when compared to their non-Latino counterparts; 73 percent vs. 85 percent, respectively. Disparities are also markedly evident in kindergarten readiness whereby Latino children's rate is 48 percent, while it is 83 percent for Whites. In a city as diverse as San Francisco, and at a time when demographic trends surely point towards increases in its Latino population, it is incumbent upon the City to support Coalition's efforts to respond to this situation. The Coalition will pursue increases in early childhood education slots, and the elimination of the achievement gap for Latinos. By 2023, the Coalition intends to have conducted a comprehensive analysis of early childhood education sites, and to have identified specific numbers of new slots to be made available. The Coalition will seek the City's commitment to promoting and fully supporting multicultural capabilities among teachers. To realize meaningful change, the Coalition, and in particular its education-centered member organizations, will enlist the City to develop, approve, and implement policies that support multi-pronged approaches to improve academic achievement among Latino students—The Latino community needs it. San Francisco depends on it.

**Health and Wellness:** Achievements in education and employment, artistic and cultural expressions, and full engagement in society improve when accompanied by optimal health and wellness. Moreover, it is not enough to address sickness and chronic illness, it is imperative to also pursue wellness. The health and wellness of Latinos in San Francisco is far from optimal due to poor housing conditions, stress, and inadequate nutrition, among other sub-standard conditions. As a result, diabetes, high blood pressure, and mental illness affect communities, families, and individuals. The Coalition will adamantly

pursue the elimination of health inequities while sustaining concerted emphasis on disease prevention. For change to occur, it is urgent to design new cultural competency policies in healthcare and build robust health and wellness awareness campaigns. The Coalition as a whole, and member organizations with expertise in health and wellness in particular, will maintain a strong presence with the City to advocate for funding from soda taxes and Marijuana sales to be allocated towards the above-mentioned efforts. The City's commitment is instrumental to secure adequate funding and to develop adequate and lasting policies. A healthy Latino community is paramount for a healthy San Francisco.

**Housing:** The Coalition envisions a time when the City's housing stock enables its residents to live in decent conditions. Now, however, Latinos are burdened by high housing costs, often deploying over 30 percent of their monthly income towards rental costs. Evictions, infestations, and overcrowding afflict Latinos, negatively impacting their physical and mental wellbeing, and their daily life. The Coalition will seek Community Benefit Agreements with real estate developers. In addition, the Coalition will seek support from the City to take action on the subject of unoccupied units in San Francisco, providing evidence and best practices based on the Canadian experience. Both efforts require full City engagement and support up to, and including new policies, which the City would need to develop and implement—these policies may be to mandate owners to make unoccupied units available or otherwise pay a fine. These fines could, perhaps, be part of a housing fund created by the City to alleviate housing crises among low and moderate-income renters. The ultimate goal is to expand decent and affordable housing opportunities in the five target neighborhoods: Bayview; Excelsior; Mission; Visitacion Valley; and Tenderloin. Last, but not least, there is a critical need to redefine homelessness in San Francisco, and relevant policy is of utmost importance. It is incumbent upon the City to consider homelessness in all the facets in which it presents itself, be it temporary housing with friends and family, or living in places that are not designated as housing. These living conditions impact Latinos –and others- in San Francisco.

**Immigration:** The Latino immigrant community is challenged by social, economic, and legal barriers. While immigration services are available in San Francisco, these do not yet represent a solid safety-net. A strong safety-net will ensure coordination across services, organizations, and people. Moreover, this safety-net will be fully bilingual and multicultural. High functioning service providers will maintain an eye towards expediting solutions for those seeking support from them, including mixed-status families. The Coalition has identified a critical need to establish a Reserve Emergency Fund for Immigrants. This Fund will support urgent matters and it will have the capacity to rapidly respond to emerging situations because it will be funded appropriately and managed by immigration experts who can identify urgencies and define the type and level of support needed in response to specific cases. The Fund will respond to immigration raids, urgent legal needs, and other immigration-related issues requiring immediate assistance. Funding from the City will be instrumental in the creation of this Fund. Additionally, City-support through policy-making can summarily diminish and/or eliminate conditions and situations that put immigrants at risk.

**Workforce:** A city is as viable and vibrant as its workforce's capacity, wellbeing, and advancement. Disparities in employment, and subsequently in income, diminish a city's viability and vibrancy for its inhabitants as a whole. English proficiency and higher levels of educational attainment have the power to move people forward in their employment life. Studies by Pew Research show that people without a higher education degree view their jobs as vehicles to help them pay their bills. Conversely, those with college degrees or higher, see their jobs as career ladders, and think of their work life as a profession. Income differentials amount to nearly an extra \$1M over a lifetime for those with college degrees or higher, impacting quality of life overall. The Coalition envisions workforce readiness programs in the five target neighborhoods, running and serving the community by 2023. These programs focus on the jobs of the future, including STEM and STEAM. To support Latino business owners, the Coalition seeks to create a mentorship program and an incubator to provide support, information, and expertise in support of entrepreneurs. Mapping workforce readiness programs and developing new ones, as well as building a Latino-focused business incubator will require time and funding. The City can support these efforts with adequate funding, and by examining existing policies that may support or limit workforce development for Latinos in San Francisco. Accordingly, the City can take action as needed to further propel the advancement of Latino workers in San Francisco.

### Organizational Legacy Planning & Leadership Transitions

Carrying out the ambitious plans set forth in this strategic plan requires strong, sustainable community-based organizations that are drivers of positive change in the Latino community. To ensure this long-term sustainability, the Coalition endeavors to engage in legacy planning as an effective way to look back and look forward, and to create plans that build on an organization's legacy, while recognizing changing landscapes, and building the appropriate "scaffolding" to support leadership transitions. In essence, the Coalition looks outwards and inwards, assessing how it creates its community-driven, community-service activities, as well as examining its internal functioning, the interconnectedness among all Coalition member organizations, as well as their respective contributions to society.

Legacy planning starts with an in-depth planning process that is inclusive of program participants, staff, board, funders, and other key stakeholders. The legacy of an organization brings its past and future together and crystallizes its mission and goals, while defining what that future is going to look like for itself and its community/ies. The Coalition thus endeavors to explore and undertake legacy planning efforts, individually by organization, and collectively as an entity, to preserve and to enhance strategic functions and services; to anticipate the future and plan accordingly. A legacy planning effort envisions a vibrant institution and a vibrant community. A legacy plan is transformative in and of itself, while also envisioning and pursuing community transformation -and planning for it.

This strategic plan also coincides with a critical juncture in the Latino leadership space. Over the next five years, nonprofit leadership in San Francisco's Latino community will undergo significant turnover. In this timeframe, ten executive directors from long-standing Latino service organization will retire.

If managed thoughtfully and with foresight, this level of leadership change presents a significant opportunity for the Latino community to bring new vision, energy, and innovative action to its needs and challenges. This can be achieved with a collective spirit that will allow the community to flourish and thrive well into the future.

Conversely, if the leadership transition is allowed to take place without vision and strategic planning, the community may be highly vulnerable to potentially long-lasting disruptions in a range of bedrock services – from mental health to economic empowerment.

To place the community on a pathway of opportunity and a future of vibrant growth, it is essential that the organizations approaching legacy planning and leadership transitions focus on the following core set of goals and objectives to ensure long-term sustainability:

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#### **GOAL #1: TO PROVIDE EACH ORGANIZATION ON A TRANSITION PATH WITH CAPACITY TO DEVELOP AND IMPLEMENT EFFECTIVE SUCCESSION PLANS TO ENSURE HEALTHY LEADERSHIP TRANSITIONS**

**Obj. 1A:** Conduct rapid assessment with each organizational leader and governing board to identify needs, challenges, and expectations to plan and manage the leadership transition process

**Obj. 1B:** Identify and develop resource requirements (financial, planning expertise, etc.) to prepare the organizational succession plan for each organization

**Obj. 1C:** Develop appropriate implementation plans to support each organization's preparation of a leadership succession plan

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### **GOAL #2: TO ESTABLISH SUFFICIENT BRIDGING AND MENTORING CAPACITY FOR OUTGOING EXECUTIVE DIRECTORS TO SUPPORT THE PROPER AND SMOOTH TRANSITION OF THE NEW LEADERS**

**Obj. 2A:** Establish transition mentoring plans with specific goals, objectives and timelines

**Obj. 2B:** Determine financial resources needed to simultaneously support salaries and associated costs for overlap of outgoing and incoming executive directors

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### **GOAL #3: TO ESTABLISH FINANCIAL RESERVES AND OTHER APPROPRIATE RESOURCES WITHIN EACH ORGANIZATION ON A PATH TO LEADERSHIP TRANSITION TO PROVIDE EQUITABLE EXECUTIVE DIRECTOR TRANSITION PACKAGES**

**Obj. 3A:** Assess retirement and benefits status of each transitioning executive director to determine scope of financial and other resource needs for the transition package

**Obj. 3B:** Review nonprofit sector literature for range of executive director financial transition packages and typical offering, depending on size of organization, time in leadership position at the organization, etc.

**Obj. 3C:** Develop feasible financial scenarios/packages for organizations to offer to their leaders

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### **GOAL #4: TO SECURE FINANCIAL RESOURCES FOR ORGANIZATIONS ON A PATH TO LEADERSHIP TRANSITION, AND TO UTILIZE A RECRUITING FIRM TO ASSIST SEARCH, SCREENING, AND SELECTION OF NEW EXECUTIVE DIRECTORS**

**Obj. 4A:** Identify financial requirements for utilizing professional recruiting firm

**Obj. 4B:** Identify a pool of executive search and recruiting firms that may be viable for the search of candidates for organizations approaching leadership transitions

**Obj. 4C:** Develop potential group scenarios that would call on recruiting firms to offer a reduced price to conduct multiple searches over time

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### **GOAL #5: LEGACY PLANNING GOAL**

**Obj. 5A:** A legacy planning effort envisions a vibrant institution and a vibrant community. A legacy plan is transformative in and of itself, while also envisioning and pursuing community transformation -and planning for it.

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## **Needs for The Implementation of The Strategic Plan**

SFLPEC plans to make progress by working as a unit, side by side, with a wide range of additional partners, collaborators, funders, policy makers, media, and community members. SFLPEC will play a key role going forward, hosting community convenings to address community issues, study issues on an ongoing manner, and inform/brief the City on policy and budgeting priorities for the Latino/s community.

Carrying out all strategic plan activities and serving as a liaison to the City, throughout the first implementation year, and beyond, will require addition staff support. As a result, the Coalition has determined the need to hire 2.5 FTE to be in place at the time the implementation of the strategic plan starts. These 2.5 FTE will perform critical roles as the Coalition carries out the strategic plan. In summary form, these activities will provide ongoing support to the Coalition, participate in Coalition and sub-committee meetings, take and distribute meeting notes as appropriate, schedule meetings, write summaries and reports as needed. More specifically, these 2.5 FTE positions will be as follows:

### FULLTIME COMMUNITY ORGANIZER

1. Responsible for conducting outreach and organizing in each one the five neighborhoods. There is a dire need to identify, recruit, and engage community leaders/organizations to increase our presence and enhance decision making processes. This position also supports the Coordinator as needs arise. Also, this will be the designated person that serves as a liaison between our Coalition and the various other active groups, e.g., United to Save the Mission, MAP 2020, Our Mission No Eviction, etc.

### COORDINATOR

2. This position develops and maintains communication systems, internally and externally. Oversees and supervises the community organizer and provides front office support. Develops monitoring systems and oversees implementation. Serves as liaison between Lead Agency and coalition member agencies, San Francisco Mayor's Office of Housing and Community Development, funders. Writes and submits progress reports as required. Staffs Coalition committees and Coalition.

### FRONT OFFICE SUPPORT

3. Responsible for supporting front office activities, answering and routing calls and basic questions by Coalition members. Is familiar with the Coalition's goals and strategic plan, and with all Coalition member organizations. May provide support to the Coordinator and Community Organizer, as assigned. Responsible for scheduling Coalition and Coalition sub-committees, sending notices to Coalition members about upcoming meetings and other related activities/events, and may be required to take notes at Coalition and Coalition sub-committee meetings, as needed and as assigned.



## Conclusion

The 2018-2023 Strategic Plan sets out a bold vision to improve quality of life and wellbeing and to strengthen San Francisco's Latino community –in doing so, we firmly believe we are also strengthening the City of San Francisco. The Coalition builds this strategic plan on a platform that positions Latinos as a City asset. Latinos have and will continue to make invaluable contributions to the life of our City in the arts, as leaders in education, social and immigrant services, and in many other fields.

The vast wealth of knowledge, expertise, and passion of Coalition member organizations and their leaders, as well as many other Latinos in San Francisco, is a reflection of local talent and drive. San Francisco's Latino leadership came together to engage in an in-depth needs assessment, and to formulate a consequential and transformational plan of action. The Coalition presents a vision of a better future for Latinos in San Francisco, and it outlines a strong path to get there, with a unifying voice, and unwavering determination.

We are committed to not only engaging in rigorous implementation, evaluation, and accountability of the plan; but to also be stewards of the Coalition, ensuring its sustainability and success. Indeed, we recognize the importance of strong collaborations to achieve our critical goals. Finally, we are committed to ensuring institutional sustainability for the important community-based organizations that lead these efforts, as well as to ensuring smooth leadership transitions for those approaching these changes. We also commit ourselves to ensuring that San Francisco is a welcoming place of opportunity for many generations of Latino families to come, and we will do so by undertaking legacy planning for our organizations.

This five-year strategic plan represents both the culmination, and the beginning of an important phase for Latino life in San Francisco. As the culmination of a phase, the Coalition has reached a significant milestone, producing a plan that reflects the ideas, ideals, goals, and passions of all Coalition members. As a beginning, this plan opens doors to concerted pursuits of fairness, equity, parity, and full recognition of all Latinos in San Francisco for their talents, gifts, and contributions.

This strategic plan lays out a framework for action that is measured, yet ambitious. The plan features a systematic approach to all six key subject areas, and it is inclusive of all five target neighborhoods, every step of the way. As outlined in previous pages, the plan provides a vision for each key subject area, putting forth Game Changers that represent the Coalition's utmost sense of urgency and its deeply-rooted awareness of possibility.

Evaluation plans, as described in this document, are comprehensive and sequential. Evaluation efforts will not only assess, reflect on, and describe the achievement of milestones, but they will also seek to identify and understand areas that may need attention and improvement. Moreover, the evaluation model will provide insight on remaining and emerging needs as the five-year implementation period nears its end. In doing this, the evaluation plan will guarantee that important issues needing attention are clearly identified, relevant solution plans are outlined, and new budget needs are formulated.

With the above conclusion stated, below we provide a list of Coalition member names and the organizations to which they belong. As shown, the breadth of member organizations demonstrates the range of areas of expertise that this Coalition represents and embraces.

## Representatives of Member Organizations in Attendance of 2018 Retreat

<b>Josue Rojas</b>	Accion Latina/ El Tecolote
<b>Marce Graudins</b>	Azul
<b>Lariza Dugan-Cuadra</b>	CARECEN
<b>Liliana Rossi</b>	Catholic Charities
<b>Gloria Bonilla</b>	Centro Latino de San Francisco
<b>Juan Pablo Gutierrez</b>	Colectivo del Rescate Cultural
<b>Louie Gutierrez</b>	Coyolxauhqui
<b>Marco Montenegro</b>	Excelsior Works!
<b>Mario Paz</b>	Good Samaritan
<b>Roberto Alfaro</b>	HOMEY
<b>Celina Lucero</b>	Horizons SF
<b>Estela Garcia</b>	Instituto Familiar de la Raza
<b>Angela Gallegos Castillo</b>	Instituto Familiar de la Raza
<b>Myrna Melgar</b>	Jamestown Community Center
<b>Melba Maldonado</b>	La Raza Community Resource Center
<b>Siouxsu Oki</b>	Marigold Project
<b>Carmen Martinez</b>	Marigold Project
<b>Lucy Arellano</b>	MEDA
<b>Lucia Obregon</b>	MEDA
<b>Norma Garcia</b>	MEDA
<b>Lila Carrillo</b>	Mission Neighborhood Centers
<b>Susana Rojas</b>	Mission Neighborhood Centers
<b>Santiago Ruiz</b>	Mission Neighborhood Centers
<b>Barbara Walden</b>	Mission Neighborhood Centers
<b>Jasmine Yanes</b>	Mission Neighborhood Centers
<b>Zachary Robles</b>	Mission Neighborhood Centers
<b>Fernando Gomez-Benitez</b>	MNHC
<b>Oscar Grande</b>	PODER
<b>Mara Perez – Consultant</b>	Latino Futures – A Think Tank Project (not a Coalition-member entity)