



THE GLIDE FOUNDATION

Annual Impact Report | [Highlights](#) | Fiscal Year 2020–21

A LETTER FROM GLIDE'S PRESIDENT & CEO



Dear Friends,

We are more than a year and a half into the pandemic, and recently I was asked, "How is GLIDE holding up during this health crisis, and how are we doing our work?" My response was direct and true: "We are continuing to help more people off the streets and out of poverty, centering equity and building empathy to bring about lasting change in our city." That is the reality of GLIDE; we simply never stopped serving those in need. We are on the front lines throughout the year, no matter what is happening around us. For our remarkable staff, there was never a question about whether we were going to fulfill our mission, provide our services and fight for social justice during this pandemic.

The COVID-19 health crisis laid bare the existing inequities in our society. One in four San Franciscans is food insecure. Thirty-seven percent of the city's homeless are Black, while only 5 percent of the population is. We face a crisis of increasing homelessness, poverty, and racial injustice. We see the results of systemic inequity at GLIDE every day. Sixty-nine percent of our clients are people of color. Ninety-three percent of the families at our Family, Youth and Childcare Center (FYCC) suffered income losses due to the pandemic. Our work has never been more important or necessary.

Throughout 2020-21 our incredible staff and community partners have constantly innovated and adapted to extend our reach to provide comprehensive integrated services to those on the streets, in shelter-in-place hotels and encampments across San Francisco. From combating food insecurity to expanding overdose prevention services to providing equitable vaccine access and other health services for Tenderloin residents, GLIDE has responded to the challenges of these unprecedented times to serve individuals and families in need and change the systems that perpetuate inequity.

Through direct advocacy and coalition building, GLIDE helped successfully bring about policies providing universal school meals for all California children and expanded CalFresh benefits for our elders statewide. Expanding on the success of our racial justice and reconciliation programs with law enforcement, an innovative partnership with the University of California, San Francisco is transforming institutions and individuals by changing hearts and minds to build the empathy necessary to address racial bias and inequities in healthcare.

While we innovate and build a GLIDE for today, we remain steadfast as the leading voice in social justice activism. We are building on a legacy of our beloved Co-Founder Janice Mirikitani, who we sadly lost this year. Janice was a friend, mentor and inspiration to me and countless others within our community. Inspired by her example, the new generation at GLIDE is rooted in our long-held values, focused on impact and evidenced-based results and determined to meet today's biggest challenges.

GLIDE is moving forward and implementing a bold, large-scale plan to help more people in need stabilize their lives to create pathways out of poverty. And we are combating the systems that foster inequity, working to influence institutions of power, advance policy solutions and investments, and break cycles of poverty and homelessness. We deeply appreciate your support during this unprecedented year of challenges and for standing with us as we continue to serve those in need across our city. That is what GLIDE does and always will.

With love and gratitude,

Karen Hanrahan
President & CEO, GLIDE



A LETTER FROM GLIDE'S BOARD CHAIR

Dear Community,

While truly precious, hope is a value that cannot be bought or sold or traded in markets. However, it can be shared freely and passed on to friends and family and to those we do not know but treat with dignity and respect. It inspires us, engenders faith and surprises us with the courage to accomplish things that we didn't think we could achieve. As I reflect on this past year, it is apparent that GLIDE's response to this pandemic year was marked by a brand of hope that served as a catalyst for purpose, commitment and leadership.

From the exceptional leadership exhibited by our President and CEO Karen Hanrahan and our senior leadership team guiding us through a year of uncertainty to the work of our innovative and heroic staff, I could not be prouder of how GLIDE came together to serve those in need during an entire year of the COVID-19 health crisis.

GLIDE helped bring COVID vaccine equity to the Tenderloin, provided harm reduction and overdose prevention services to those suffering from substance use disorder, delivered much-needed resources for struggling women, children and families, and rallied to stand together against the racial inequities and hate

that remain unabated in our nation. Additionally, our innovative racial reconciliation programs in the Center for Social Justice are addressing systemic inequities, and policy advocacy actions are leading to city and statewide reforms to aid families and communities GLIDE serves. A remarkable response that shows that GLIDE is in good hands.

Both GLIDE Foundation and GLIDE Memorial Church continued to evolve this year. We saw the end to a longstanding partnership with the United Methodist Church. The resolution allows us to delineate the spiritual work of GLIDE Memorial Church more clearly from the social service and advocacy work of the GLIDE Foundation. The values of radical inclusion, unconditional love, truth-telling, for the people and celebration have served as a compass for many in our GLIDE community during this challenging year. They have guided and inspired our work, informed our thoughts, provided clarity, opened our hearts and called us to action and to always stand up against racial and social injustice. Both GLIDE Foundation and GLIDE Memorial Church share these common values. Rooted in empowerment, recovery and transformation, they are the ground we stand on and are why we pursue a more just and equitable society.

We can only accomplish the good works that we do now because of the great work done before us. This past July, our beloved Co-Founder Janice Mirikitani sadly passed away. As the new generation of GLIDE confidently moves forward, we recognize our heritage of racial and social justice advocacy is rooted in her activism that helped define the social justice culture of San Francisco.

The remarkable hope-inspired work of those within GLIDE these past 12 months illustrates how we continue to build on nearly six decades of driving impact and social change to meet the growing need in our city. It is also clear that our work has never been more necessary. On behalf of the entire GLIDE Board of Trustees, we are very grateful for your generous support of our efforts to undertake it.

Sincerely,

Kaye Foster
Chair, GLIDE Board of Trustees

WHO WE SERVED IN 2020-21

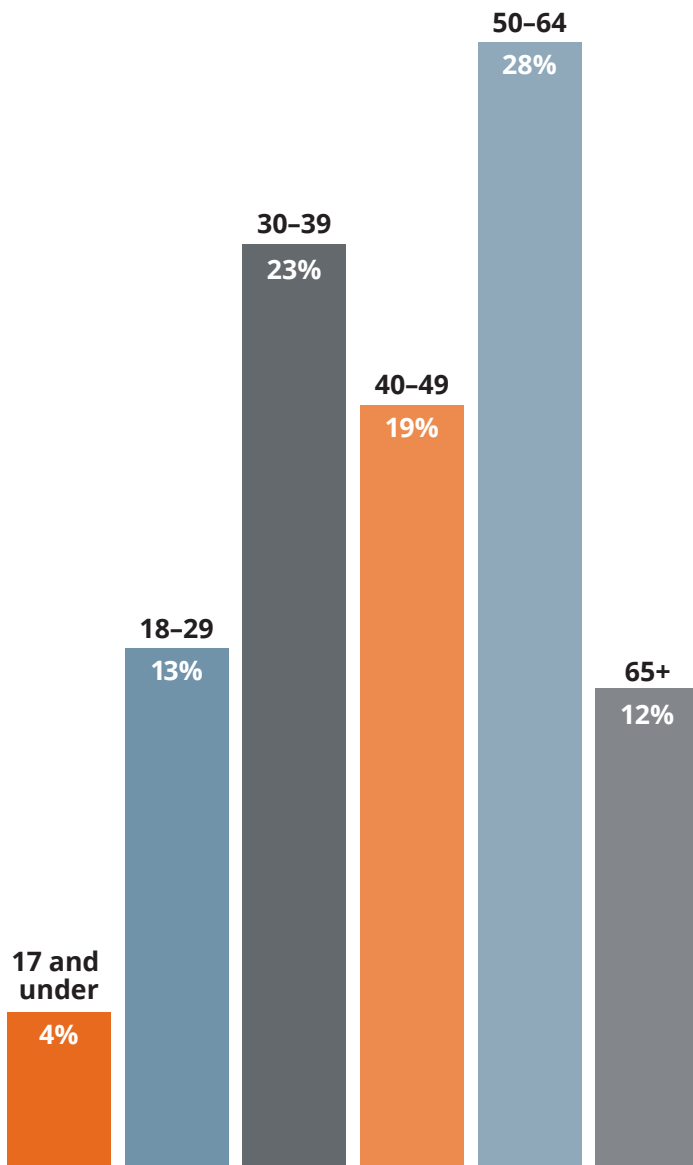
69%

*of individuals GLIDE served
identified as Black, Indigenous
or People of Color (BIPOC)*

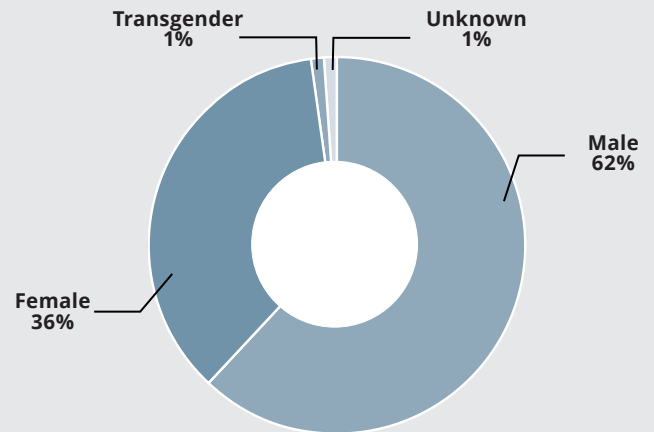
44

Average Age

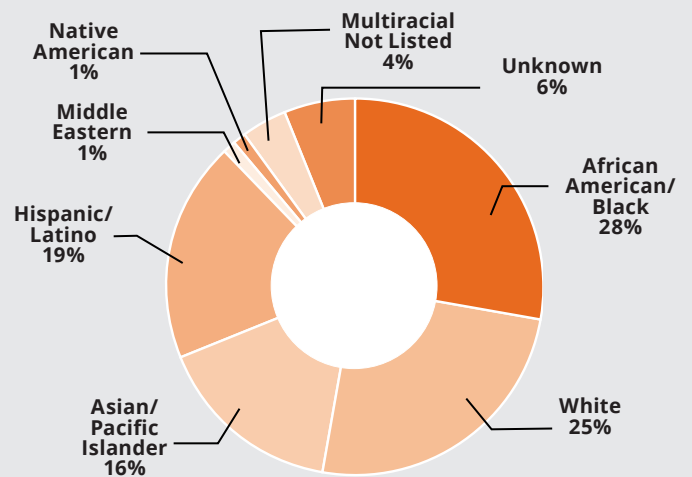
AGE



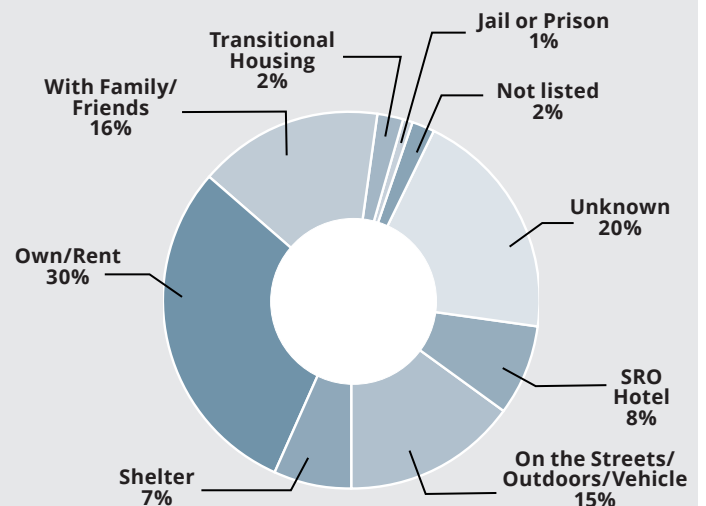
GENDER



RACE / ETHNICITY



HOUSING STATUS



GLIDE STANDS FOR SOCIAL JUSTICE



We are driven by our values to fight for a world where no one is left behind.

Our radically inclusive community brings together a powerful cross-section of society to effect change and advocate for those living at the margins.

Our city faces a crisis of homelessness and poverty that is spinning out of control as a result of systemic racial injustice and entrenched economic inequity—all exacerbated by the COVID-19 pandemic.

The 2020-21 pandemic year marked a turning point for GLIDE and San Francisco. We adapted to new ways of providing services and building relationships with those we serve. We also saw that bold solutions—like sheltering unhoused people in hotels and providing economic support for families—can help stabilize lives even in the midst of a global crisis. We learned that we can rebuild society with the goal of greater equity at the core.

GLIDE has begun to implement a large-scale plan to reach more people in need, change systems and transform lives.

Our integrated services model provides tailored, sustained services that help people off the streets, break cycles of intergenerational poverty and drive lasting change. Through advocacy, we support laws and policies to end homelessness and racial injustice, promote community health, and support women, children and families of color. Our innovative racial justice and reconciliation programs build empathy in public and private halls of power.

We thank our entire community—those we serve, those who serve and those who provide resources for our work—for sustaining GLIDE with compassion and unconditional love.

WHAT GLIDE FACED IN 2020-21

93%

of GLIDE FYCC families reported income losses in the first months of the pandemic

71%

was the increase in rate of tent counts in SF in the early months of the pandemic

69%

of GLIDE's clients identify as Black, Indigenous, or people of color (BIPOC)

52%

of Black and Latinx low-income workers saw earnings fall during the pandemic

40%

of Black children in San Francisco County live in poverty, compared to 3% of white children

37%

of San Francisco's unhoused are Black while only 5% of the city is Black

36%

of the clients served by GLIDE are women

4,000

unhoused people were sheltered in 2020, 40%+ more over 2019. Updated numbers for the unsheltered (5,180 in 2019) are not yet available.

1 in 4

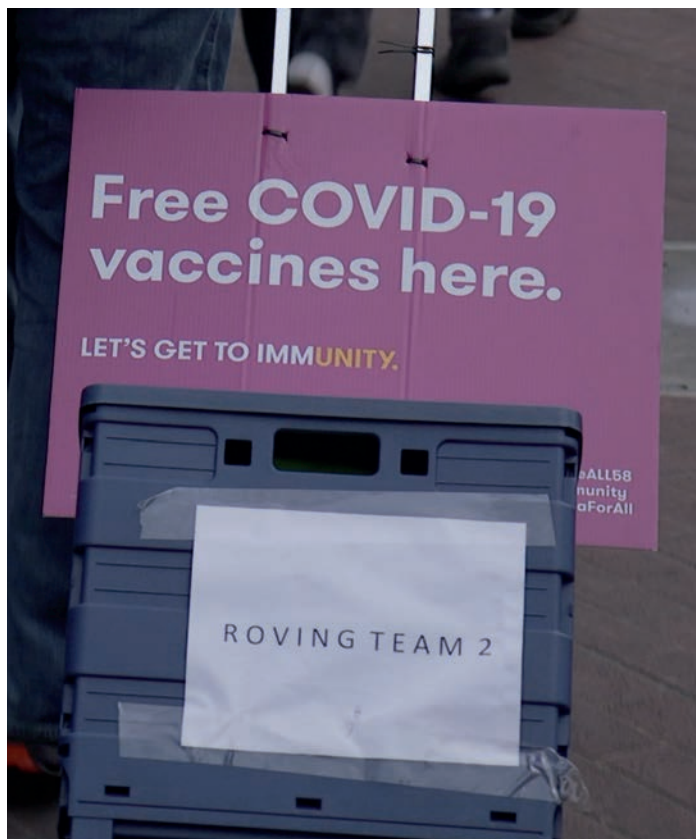
San Franciscans experience food insecurity

INNOVATING TO MEET EXPANDED NEED

During the pandemic year of 2020-21, GLIDE nimbly responded to the changing needs in the community, supporting local government partners in closing new gaps and strategically shifting our resources to leverage the trusted relationships GLIDE maintains in the community.

GLIDE's quick action was critical in stemming the spread of the virus, ensuring accessible COVID-19 testing and vaccine equity among San Francisco's most vulnerable individuals.

In addition to growing our mobile services infrastructure, GLIDE innovated and expanded services at the Tenderloin Hub, serving even more in need while prioritizing individual and community safety during the ongoing health crisis.



HELPING PEOPLE OFF THE STREETS, OUT OF POVERTY

COMBATING FOOD INSECURITY



515,845 meals served

to individuals at GLIDE; 7,222 additional meals, snacks and produce boxes distributed to families.



23,233 meals delivered

citywide through GLIDE mobile services and community partners.



5500 grocery bags delivered

to communities in need citywide during Thanksgiving 2020.

EXTENDING OUR REACH



3,705 hours

of community outreach to encampments, shelter-in-place hotels, SROs and family support groups.



593 sessions

with clients to support rental assistance applications.



Over 450 hours

of nutrition, health and support services provided by GLIDE's Tenderloin Hub outdoors on Ellis Street.

SUPPORTING WOMEN AND FAMILIES



385 children and adults in 197 families

served through GLIDE's Family, Youth and Childcare Center.



416 hours

of virtual/remote classes provided for children and families, fostering increased family connections overall.



After-school program

staff pivoted to operate one of the city's 53 community learning hubs.



SIP Hotel Outreach

GLIDE Harm Reduction and Women's Center teams provided direct services to **30 women in shelter-in-place hotels** (17 served by WmC, 13 by HRx).

CONFRONTING INJUSTICE, CENTERING EQUITY

PROMOTING COMMUNITY HEALTH



GLIDE's COVID-19 testing and vaccine site and roving vaccination teams have provided **approx. 3,521 COVID vaccine shots and 16,812 COVID** tests as of Nov. 9, 2021.



GLIDE's vaccine site began in March when the Tenderloin trailed the city's vaccination rate by 7 percent. Current numbers tell a different story. As of the end of Nov. 2021, the **Tenderloin's estimated completed vaccine series rate for residents was 83%**, while the city's rate was 77%.



GLIDE Telehealth pilot launched to lower barriers to care and provide mobile access to prescriptions and medication-assisted treatment.



509,826 harm reduction supplies distributed.



2,168 doses of Naloxone distributed. 369 were refills to people who reported using previous doses on someone experiencing overdose.

ENDING HOMELESSNESS



GLIDE successfully advocated for **Compassionate Alternative Response Team (CART)**. The \$6.85 million plan received partial funding of \$3 million from the city; GLIDE and other CART supporters continue advocating for leaders to close the funding gap.



250 Tenderloin residents submitted survey responses at a GLIDE-hosted listening session to ensure the voices of unhoused people informed the Our City, Our Home Oversight Committee's first allocation of Prop C revenue.

BUILDING EMPATHY AND TRANSFORMING LIVES

STATE POLICY ADVOCACY VICTORIES



Landmark \$650 million ongoing investment in Universal School Meals Program.



Additional \$300 million combined one-time appropriations for California food banks.



Expanded access to CalFresh for seniors and low-income families; \$15 million in ongoing funding for meals served in childcare and early education programs.



\$13 million added to the state budget for HIV, STI, Hep C and harm reduction programs.

ENDING BIAS



65 doctors, nurses and other health professionals participated in Healers at the Gate, an innovative GLIDE program confronting racial and economic bias and discrimination in healthcare.



40 law enforcement officers and district attorneys participated in GLIDE's empathy-driven racial reconciliation program, An Officer and a Mensch.



34 diverse registrants in the New Bridges two-month summer course gathered virtually to address the many "isms" that divide people and to build new alliances.

COMMUNITY BUILDING



The Center for Social Justice held gatherings to recognize the racial reckoning in our nation, including the verdict for the killer of George Floyd, virtual gatherings celebrating the Bay Area's diverse communities, and national heritage months.



**HELPING PEOPLE OFF THE
STREETS, OUT OF POVERTY**

As the waves of the COVID-19 pandemic surged through San Francisco in 2020-21, GLIDE mobilized its resources to provide essential services that kept people alive, fed, housed—and hopeful. “The pandemic was like an accelerator,” says Senior Director of Strategic Initiatives Kenneth Kim, PsyD. “It pushed us to adapt to different needs and move forward with new ways of making an impact.”

GLIDE took an array of services into the streets through its new Tenderloin Community Resource Hub and mobile services. It brought COVID-19 vaccines to vulnerable groups with roving vaccination teams. It further developed the model of supportive service provided by “coach-navigators,” in which key staff build trust with people suffering from trauma and help them find stability. And its programs for women and families pivoted to meet the challenges of nutrition, education and shelter during the pandemic.

MEETING PEOPLE WHERE THEY ARE: COACH-NAVIGATORS

“Many of the people we serve have generations of trauma in their histories—trauma due to racism, poverty and violence,” Kim says. “Coach-navigators help them identify their own goals for improving their lives and remove barriers so they can get the services they need. It’s a client-centered alternative to the traditional case management system.”

GLIDE staff who act as coach-navigators help clients find stability in any of eight domains, as needed: community building, nourishment and food security, essential life skills and needs, shelter and housing, family relationships, substance use treatment, mental health care, and medical care. They connect clients with integrated services in these domains both at GLIDE and at other San Francisco agencies. Kim observes, “For people to be in a place of wellness, you need to elevate them in multiple domains.”

In the coming year, staff in a wide array of positions at GLIDE will be trained in the coach-navigator model. But several staff already demonstrate this model in action. Client Advocate Tina Huang, for example, works in GLIDE’s one-stop Walk-In Center,

which has operated during the pandemic out of the doorway at 330 Ellis Street. Huang says, “Clients were especially anxious because of the pandemic. They didn’t know how to get services. Some lost jobs. Seniors missed seeing their grandkids.”

In a given two-hour period, Huang would meet with as many as 45 clients. She’d schedule COVID vaccinations and dispense hygiene supplies or help with housing applications and Chinese-English document translations. Using her broad knowledge of programs inside and outside of GLIDE, she provided referrals to domestic violence services to survivors, helped low-income families tap into energy subsidies, and connected seniors with a program that provided tablets and training so they could access online resources and use Zoom to meet with loved ones.

Most importantly, she built relationships founded on trust, so her clients knew they could go back to her for help. “Sometimes people just need you to listen to them and comfort them. When you help people, you see the hope in their eyes.”



TAKING SERVICE TO THE STREET: THE TENDERLOIN HUB



Because of contagion concerns, many spaces inside GLIDE's main building on the 300 block of Ellis Street—including the dining room of its free meals program—were closed to clients during the pandemic. In October 2020, an innovative solution took shape: The Tenderloin Community Resource Hub. The City of San Francisco agreed to shut the street to traffic every weekday so GLIDE could set up tables and tents for its own services and for partner organizations. The Tenderloin Hub enabled GLIDE not only to occupy outdoor space, but also to integrate, in one location, services representing many of the eight domains essential to an individual's stability.

There was nourishment: GLIDE continued to serve three free meals every day to long lines of hungry people—except the meals were packaged to go. GLIDE's own Zero-Waste Food Pantry and the San Francisco-Marin Food Bank's pop-up

pantry distributed healthy produce and staples on different days. There was medical care, including COVID testing and vaccination clinics and an acupuncture clinic. GLIDE's Syringe Access Services were located in a doorway just around the corner. In addition, the Hub addressed needs in the domains of family relationships, community building, life skills and more: it has hosted group meetings for parents and children, women's groups, violence intervention programs for men, GLIDE's Unconditional Legal Clinic and a book fair, among other activities.

GLIDE's Chief Impact and Strategy Officer Jean Cooper says, "Providing services like free meals and access to needles is our way of touching the greatest number of people. Through our daily interactions and radical inclusivity, we open people up to asking us for help on their journey to stability."

PROTECTING COMMUNITY HEALTH: COVID TESTING AND VACCINATION



The suffering caused by the pandemic has fallen hardest on people of color and people living in poverty, who make up most of the Tenderloin's population. So when neighborhood COVID-19 vaccination sites began opening in San Francisco in Spring 2021, GLIDE made sure that its Tenderloin Hub would be one of them.

At the time, the Tenderloin lagged behind the city's vaccination rate by 7 percent. To bring vaccine equity to the neighborhood, GLIDE launched a weekly pop-up vaccination clinic in March in partnership with clinical staff from San Francisco's Department of Public Health (SFPDH), University of California, San Francisco Medical Center (UCSF), and the San Francisco Community Health Center (SFCHC). GLIDE had already been offering free COVID-19 testing at the hub since July 2020, first in partnership with the tech company Color and later with SFPDH.

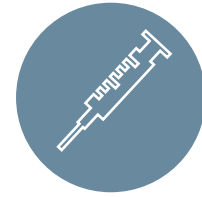
At its operational height, the vaccination site stretched halfway down Ellis Street with dedicated areas for line

management and tents for vaccine preparation, administration and patient observation. By June 30, 2021, the Tenderloin Hub administered 1,940 vaccination shots and 11,242 tests. By the end of July, the Tenderloin reached an average vaccination rate of 80 percent—even higher than the city average of 78 percent.

All of GLIDE's programs had a role in this success: each encouraged their participants to show up for the shots. But one of the most effective efforts in the vaccine campaign took place outside the Hub.

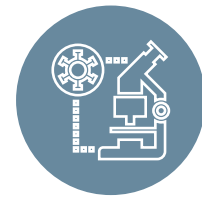
"At the start of the vaccination site, we saw large numbers of Tenderloin residents and workers eager and ready to receive the vaccine," says Senior Director of Programs Lillian Mark. Several weeks later, though, the Hub began to see vaccine demand diminish. Around the same time, an effort to prevent open vaccine vials from going to waste yielded an unexpected discovery. "The clinical team at SFCHC decided to venture out on their own.

TENDERLOIN HUB



3,521

*COVID-19 vaccine shots
by Nov 9, 2021*



16,812

*COVID-19 tests as
of Nov. 9, 2021*

So, after the site closed, they went out onto busy Tenderloin street corners and visited family restaurants, with the mission of getting those vaccines into arms. And they were incredibly successful," says Mark.

The impromptu street outreach led to the establishment of two sets of roving vaccination teams, each consisting of a nurse or doctor and two or three outreach staff from GLIDE's community partners. Each team carried vaccines on a rolling cart. They covered the Tenderloin and occasionally dipped South of Market. Owners of small businesses, such as bodegas, were especially receptive to being vaccinated: they wanted the shot but couldn't take time off during the day to make it to Ellis Street.

Until June 30, 2021, 78 percent of the shots provided through the Tenderloin Hub were given at the Hub site, and the rest by the roving teams. But in the following months, that proportion was reversed: the roving teams administered 77 percent of the shots.

EXTENDING GLIDE'S REACH: MOBILE SERVICES

The Tenderloin neighborhood remains at the heart of GLIDE's work. But to make the most powerful impact in the fight for a world where no one is left behind, GLIDE deploys four levels of mobile services that reach out across the city.

"The most basic is outreach and engagement, when we move through the community to let people know what services are available," explains Senior Director for Strategic Initiatives Kenneth Kim. For instance, before GLIDE piloted its roving COVID-19 vaccination teams, an outreach team had conversations with bodega owners about the availability of the vaccine. Kim continues, "The second approach of mobile services is off-site services. For example, we've been conducting outreach services in partnership with the city to support unhoused people, in particular unhoused women, in shelter-in-place (SIP) hotels. A third approach is providing essential services and goods, which we distributed last year through our Harm Reduction OPT-In van."

Before the pandemic, GLIDE's OPT-In van focused on harm-reduction services, including testing for HIV, Hep C and sexually transmitted infections. Harm Reduction team members delivered clean syringes and linked individuals to medication-assisted treatment (for opioid dependency) and Narcan (for opioid overdoses), organized support groups, and provided referrals to other services.

During the early months of the pandemic, GLIDE initially suspended OPT-In testing services to protect both staff and clients until state and federal health protocols were clear. Outreach continued with the offering of a wide range of essentials for surviving life on the streets, including free meals, masks, hygiene supplies, clothes and tents. Services expanded later with COVID screening and education. GLIDE was one of the only providers doing mobile outreach in the pandemic's early days, making stops at tent encampments, RV clusters and underserved neighborhoods on the east side of San Francisco. "Wherever I go," says Felanie Castro, OPT-In case manager and van driver, "I'm there to listen to people and learn how I can help them live a safer, healthier life."

In the future, says Kim, GLIDE will offer a fourth level of mobile service: "Mobile resource hubs will look like the Tenderloin Community Resource Hub, where we bring in partners to offer multiple integrated services—from community health to client advocacy to essential services—wherever the need exists."



MOBILE SERVICES:



23,233

meals distributed



2,168

Naloxone doses distributed



3,705

hours of community outreach



*SIP Hotel Outreach, Women's Center & Harm Reduction provided **30** women with one-to-one direct services*



18

mobile stops per week

BREAKING INTERGENERATIONAL POVERTY: PATHWAYS FOR WOMEN AND FAMILIES

In San Francisco, 40 percent of Black children live in poverty, compared to 3 percent of white children.* Children raised in poverty are likely to remain in poverty all their lives—unless they or their parents find pathways out of that intergenerational cycle. GLIDE is working to create pathways to economic independence, family resilience and healthy child development.

“We work with women and families to meet their basic needs for stability in the eight key life domains,” Chief Impact and Strategy Officer Jean Cooper explains. “If a woman or a family comes to GLIDE homeless or hungry, we’ll address their needs for shelter and food. But we’ll also address other aspects—like financial literacy, employment and childcare—to help them get on a path towards economic independence.”

GLIDE adapted to new ways of building this path during the COVID-19 pandemic. The closure of schools and childcare programs highlighted the devastating effect that lack of childcare has on families. Lanie Igtanloc, director of the Janice Mirikitani Family, Youth and Childcare Center (FYCC), says, “Many of the parents in our programs had jobs in the service industry, and their workplaces closed down during the pandemic. But if their workplace stayed open, they struggled to find childcare.”

The FYCC offers afterschool programs for children in kindergarten through fifth grade and childcare for those 18 months to 5 years old. These programs shut down during the first few months of the pandemic, but re-opened in new, hybrid forms in the latter half of 2020. The childcare program reopened in August with both an in-person and virtual component, allowing children at home to join in music and art activities online. The afterschool program, usually run out of GLIDE’s building at 434 Ellis Street, reopened as a Community Learning Hub in a larger, temporary space in October: the JW Marriott hotel, where three conference rooms offered ample space for social distancing as well as Chromebooks for online homework.

Teachers in both programs utilize approaches from the coach-navigator model, checking in with parents and getting to know families and their needs. “We build long term, intergenerational family relationships, so families come to trust us in times of difficulty,” says Igtanloc.

To additionally assist families, GLIDE’s Family Resource Center organized the Zero-Waste Pantry, which packages nutritious ingredients in reusable containers so families can cook culturally appropriate foods at home.

The Women’s Center, which usually offers a safe space and support groups for women recovering from domestic violence, trauma or substance abuse problems, pivoted to an outreach-only model during the pandemic. Its staff began serving women in San Francisco’s shelter-in-place hotels and RV and tent encampments. GLIDE case managers would visit the women, learn about their needs, and provide essential supplies, such as hygiene kits. Many were dealing with substance use disorders and mental health concerns. “We would try to step in, provide some sense of empowerment, and then help them to their next step out of the cycle of poverty, toward stability,” says Women’s Center Program Manager Shannon Wise.

* Source: “Children Living in Poverty.” County Health Rankings and Roadmaps, 2021. <https://www.countyhealthrankings.org/reports/children-living-in-poverty>

FAMILY, YOUTH AND CHILDCARE CENTER



385

*children and adults in
197 families served*



93%

*reported income losses
due to the pandemic*



3 out of 4

*are Latinx
(approx.)*



47%

*reported no
weekly income with
pandemic start*

FAMILY RESOURCE CENTER



165

families served



40+

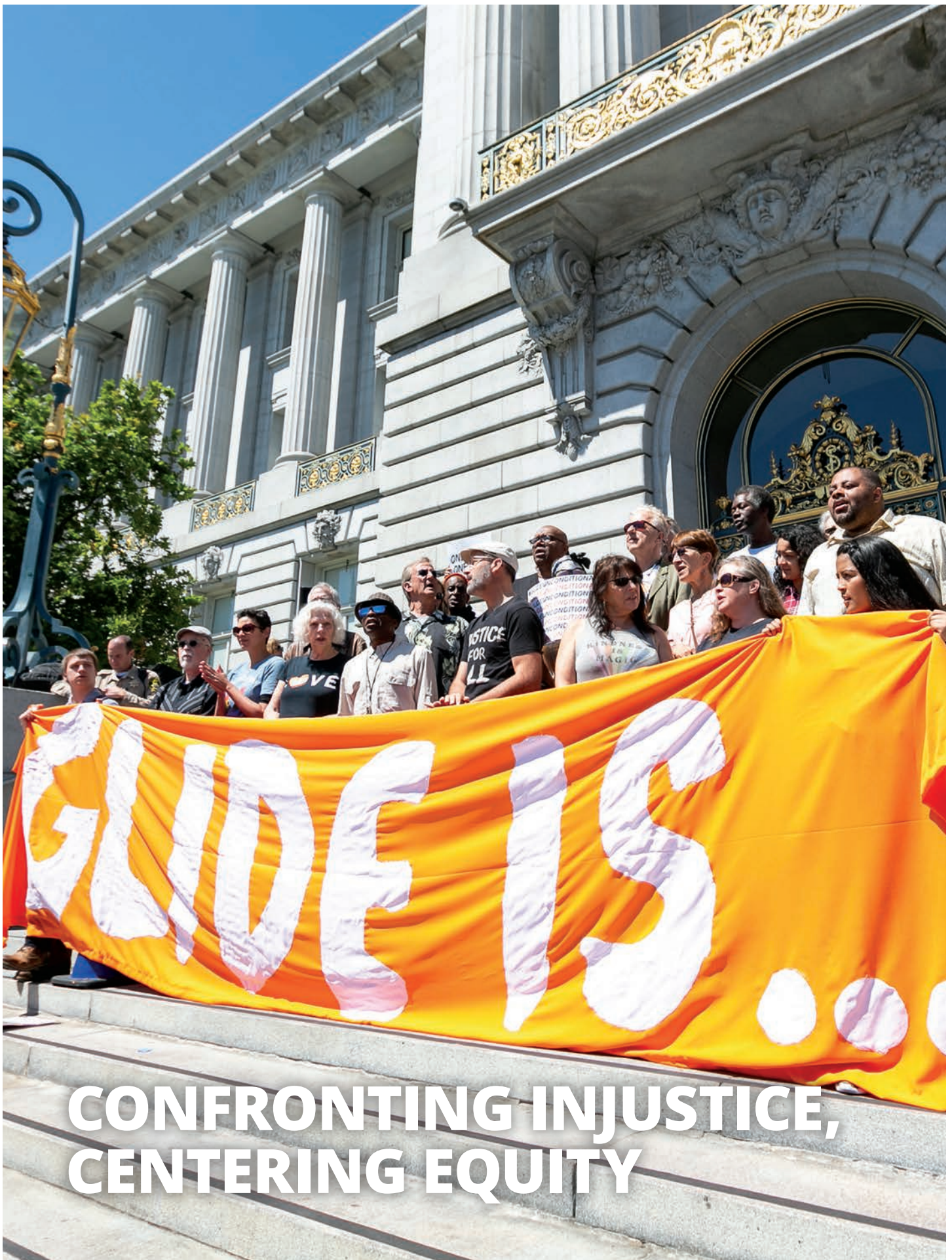
*families utilize
zero-waste
sustainable pantry*

WOMEN’S CENTER



200+

*women, clients and residents
reached at Women’s Day event*



**CONFRONTING INJUSTICE,
CENTERING EQUITY**

To change the systems that underlie racial inequity, poverty and homelessness, GLIDE challenges unjust laws, advocates for better policy and legislation, and amplifies community voices. In 2020-21, GLIDE focused its advocacy work on four priority areas: community health and hunger, homelessness and housing, racial justice and reconciliation, and the needs of women, children and families of color.

The past year threw the deep economic, social and racial disparities of our society into sharp relief. COVID-19 highlighted inequities in access to healthcare, while protests across the United States focused attention on racialized patterns of police violence. Yet there were reasons for hope: GLIDE helped bring about legislative and policy changes that demonstrate how to design bold, large-scale solutions to shape a more equitable society.

To achieve these successes, GLIDE forged strong partnerships with other stakeholder organizations, community members and elected officials. “We utilize the great resources at GLIDE to make

sure that the right people are sitting at the table when decisions are being made about services provided for our communities by the city or the state,” says GLIDE Center for Social Justice Senior Director Miguel Bustos.

The Center works closely with elected officials at the local, state and federal level, but its most important breakthroughs come from giving a voice to the GLIDE community. “We enable our clients and staff and neighbors to testify at hearings and speak to groups,” Bustos says. “We give them the opportunity to speak out that they never thought they could have.”



ENDING HOMELESSNESS AND INEQUITABLE HOUSING



GLIDE advocates for large-scale, long-term solutions to homelessness as well as for changes to every day practices that harm unhoused people in San Francisco.

In the past year, GLIDE continued its collaboration with the Coalition on Homelessness on the implementation of San Francisco's Proposition C, which taxes big businesses to fund services for unhoused people. The tax is expected to generate \$300 million annually. In March, GLIDE hosted a community listening session at its Tenderloin Hub to give people who have experienced homelessness a voice in the city's deliberations on how to spend Prop C funds. More than 250 people attended and completed a survey about the barriers they've faced to exiting homelessness. "Finding housing" and "lack of income" were common responses. "Motivation when depressed" was also a barrier, said one respondent. Another observed, "You have to go too many places to get all of the services you need." The resulting recommendations were submitted to the Our City, Our Home Oversight Committee, which recommends uses of Prop C revenue.

Meanwhile, GLIDE advocated for city agencies to adopt more humane policies when interacting with people living on the streets. Currently, the city's police are responsible for responding to homelessness-related incidents. Officers often

react to these incidents in punitive ways that damage people's health, safety and well-being. GLIDE and other stakeholders worked on a proposal to the city's board of supervisors for a Compassionate Alternative Response Team (CART) in which trained community-based staff, rather than police, respond to situations involving unhoused people. The plan received unanimous support from the board and partial funding of \$3 million from the city; GLIDE and other CART supporters are now exploring how to obtain the remaining \$3.85 million the program requires.

GLIDE also participates in the End Poverty Tows Coalition, which seeks to stop the city's practice of towing cars with multiple unpaid parking tickets or unpaid registration fees. "These tows disparately impact San Francisco's poorest families," wrote Bustos in a San Francisco Chronicle op-ed in May. "For people unable to afford traditional housing, a vehicle provides security and stability beyond a tent or makeshift encampment. But because the cost of retrieval after a tow can balloon to \$2,500 or more, many wind up losing their vehicle completely." GLIDE and the coalition mobilized community members to give public comments during a hearing on the issue. They helped secure waivers for unhoused people faced with parking citations and towing fees—giving them a better chance to keep their cars and stabilize their lives.

PROMOTING COMMUNITY HEALTH AND ENDING HUNGER



POLICY WINS INCLUDE HISTORIC INVESTMENTS ADDRESSING FOOD INSECURITY

- >> **Universal School Meals Program:** All public-school students receive free breakfast and lunch every day with this landmark \$650 million program, beginning with the 2022-23 school year. Also, in 2021-22, the state designated \$150 million to improve nutritional training and update school kitchens and added \$54 million to provide more students access to free meals.
- >> **Food banks will receive \$300 million** in state funding to meet pandemic exacerbated need and for disaster preparation. Additionally, California farmers donating produce to food banks receive extended tax credits.
- >> **CalFresh has expanded access to nutritious meals** through monthly food benefits for low-income families and seniors. Simplified applications allow individuals to complete the process by phone.

GLIDE won crucial victories in 2020-21 that are bringing healthy food to millions of Californians and helping to address a set of serious public health issues that predate COVID-19.

As a member of the California Hunger Action Coalition (CHAC), GLIDE organized a collaborative, state-wide advocacy effort—Hunger Action Week—that included more than 70 online meetings with legislators. Center for Social Justice Policy Manager Wes Saver chaired the effort. “It wasn’t just policy directors from CHAC organizations talking with elected representatives,” he says. “We drew in staff and clients from providers statewide, including GLIDE’s Free Meals Program, who shared their own first-hand experiences.”

GLIDE advocacy efforts contributed to historic investments by the state in programs to feed children, seniors and families, reducing their vulnerability to food insecurity. These programs

are especially important to Black and Latinx families, who are more likely to experience hunger.

GLIDE took a similar approach to securing resources for the fight against the interrelated crises of HIV, sexually transmitted infections (STIs), viral hepatitis (Hep C) and overdose in California. GLIDE worked with the End the Epidemics Coalition to organize more than 30 virtual advocacy visits with legislators. Members of GLIDE’s Harm Reduction team participated in these visits, providing perspectives from the frontlines of the struggle to contain these growing epidemics. The coalition succeeded in adding \$13 million to the state budget to fund a range of programs, including projects to address the needs of older people with HIV, STI programs in local health departments, California’s Syringe Exchange Supply Clearinghouse, and Hep C testing by community-based organizations and local health departments.

MAKING A DIFFERENCE FOR DEYSI'S FAMILY

Nob Hill, just north of the Tenderloin District, is known for its luxury hotels and historic mansions. But it's also home to immigrant families who struggle to make a living—especially during the COVID-19 pandemic.

Among them are Deysi and her husband, who immigrated from Mexico, and their three children: Estefani, Oliver and 6-year-old Derek. "GLIDE has given us a lot of support," Deysi says. "When Derek was a baby, I'd take him to GLIDE's program for parents with little kids. The people there would sing and read books to the children and teach us skills for raising our kids." The whole family would turn out for special events at GLIDE. "At the Christmas celebration, the children received gifts of toys. This was very exciting for them."

At the start of the pandemic, Deysi and her husband lost their jobs; her husband just recently found work again. The

family's situation was precarious, but GLIDE provided a safety net. Deysi would pick up produce on Tuesdays from the Zero-Waste Food Pantry and received financial help with buying additional groceries. "GLIDE even had programs to help you deal with all the stress and worry during the pandemic," she says.

Derek now attends the afterschool program at GLIDE in addition to elementary school on Nob Hill. In the 2022-23 year, thanks in part to GLIDE, he'll enjoy a new source of nutritious food: California's Universal School Meals Program, which guarantees free breakfasts and lunches for all public schoolchildren. This groundbreaking program was funded by the state in response to an advocacy campaign GLIDE's Center for Social Justice helped organize. Deysi says, "It takes a weight off my shoulders to know that no matter what happens, he'll get something to eat at school."



ADVOCATING FOR WOMEN, CHILDREN AND FAMILIES



While much of GLIDE's work to break cycles of intergenerational poverty occurs through its delivery of integrated services for women, children and families of color, the Center for Social Justice uses the tools of community organizing and advocacy to help meet this goal. For Women's History Month in March, for instance, the Center offered a virtual workshop to demonstrate a method for building alliances across genders.

Drawing on its track record of successful legislative advocacy, GLIDE has begun to prepare community leaders across San Francisco to engage in this work. In the spring, GLIDE provided advocacy training to about 80 pediatric residents at the University of California, San Francisco to equip them to work for health equity for children. The training covered local and state budget and legislative processes, advocacy opportunities, and delivering effective public comments.

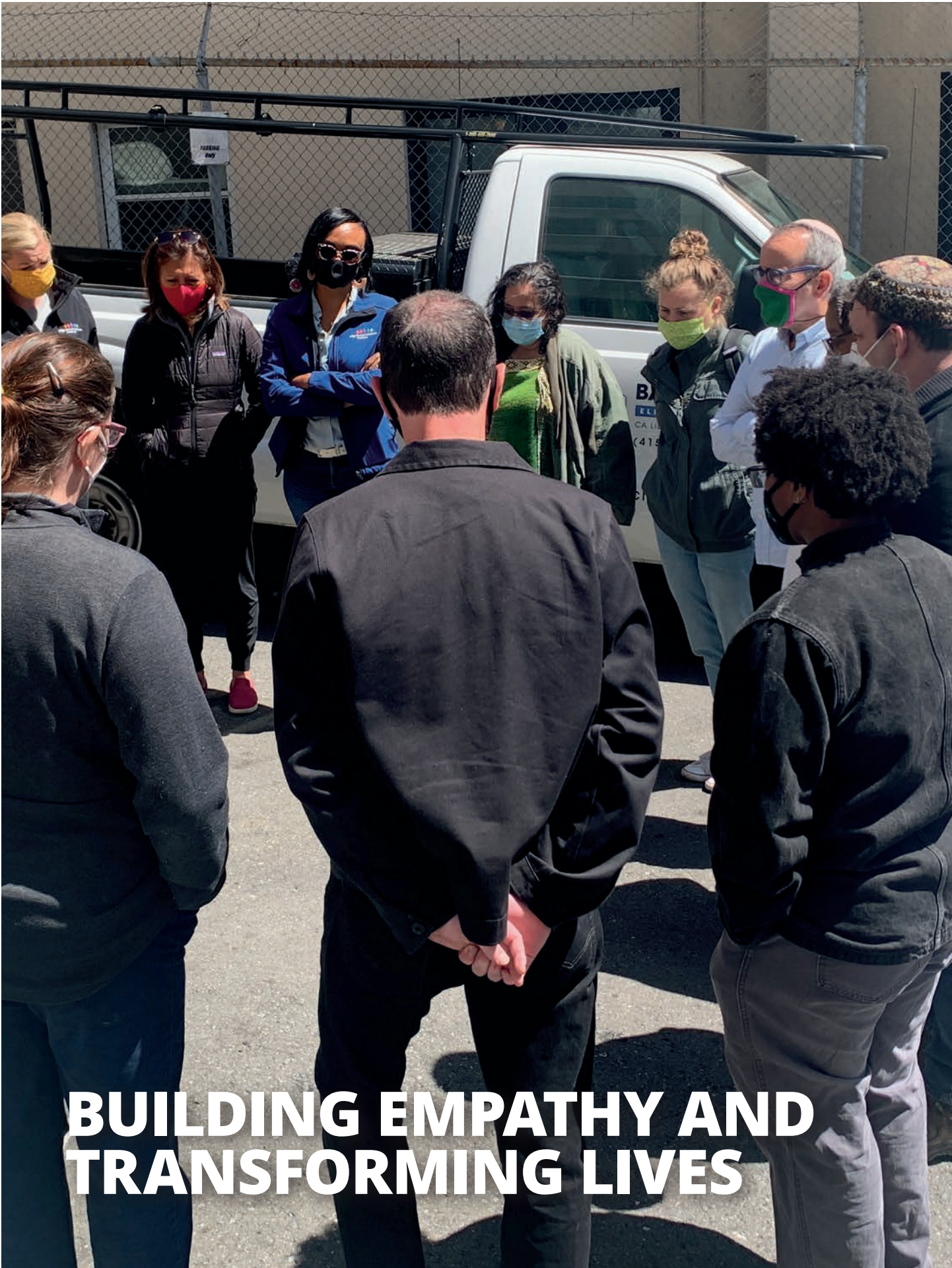
In the summer, GLIDE offered a similar advocacy training for two dozen clients and staff at St. James Infirmary, a nonprofit serving sex workers in the San Francisco Bay Area. This training focused on organizing around issues related to sex work, especially decriminalization. Reflecting on the importance of equipping community-based organizations for advocacy work, Wes Saver says, "Lived experience is an invaluable asset to grassroots organizing, and advocacy is most effective when people understand the systems they are engaging with and are empowered to confidently speak their truth."

CULTIVATING RACIAL JUSTICE AND RECONCILIATION

Rooted in radically inclusive values, GLIDE pursues a multi-pronged approach to educate and influence individuals, institutions and agencies on racial justice issues. In the past year, a series of virtual public events hosted by the Center for Social Justice explored ways of curing anti-Blackness; fostered unity with Asian American, Native Hawaiian, and Pacific Islander communities facing hate crimes; and discussed the role of the Latinx community in advancing social justice. GLIDE delivered targeted training programs to nurture the compassion and empathy needed for dismantling racism in healthcare and law enforcement (see page 21).

In addition, GLIDE supported initiatives to improve the lives of jail and prison inmates. California's incarcerated population provides a stark view of racial inequity in the criminal justice system: Black people make up only 6 percent of the state's residents, but 20 percent of people in jail and 28 percent of those in prison.* As a member of the San Francisco Jail Justice Coalition, GLIDE helped launch a program to provide people in the city's jails who lack financial support with a \$10 monthly allowance to pay for basic necessities at jail stores. GLIDE also joined the coalition in asking the California Public Utilities Commission to reduce the cost of intrastate phone calls made by incarcerated people anywhere in California. The rate reduction helps keep inmates connected to their families and loved ones—and these connections will ease their eventual reentry into community life.

* Source: <https://www.vera.org/downloads/pdfdownloads/state-incarceration-trends-california.pdf>



GLIDE seeks to change the hearts and minds of those who exercise power in private and public systems, and build a deeper, more empathetic community that creates and sustains change. Its Center for Social Justice offered several training programs in the past year for change-makers in influential healthcare, law enforcement and community organizations to raise their consciousness of racism and interrupt patterns of discrimination.

Organized by Social Justice Director Rabbi Michael Lezak and Maven of Transformative Learning Isoke Femi, these programs are based on the belief that systemic policy and cultural change requires deep individual and community transformation. Rabbi Lezak says, “We do our best to create a safe, sacred container that empowers people to be deeply real with one another, sharing hopes, fears, trauma and any unpacked spiritual baggage. We help people to see humanity—and a spark of God—in each and every person they meet.”

The newest of these programs, a pilot program for the University of California, San Francisco (UCSF) called Healers at the Gate, leverages GLIDE’s experience with building empathy through two highly effective continuing programs, New Bridges and An Officer and a Mensch.

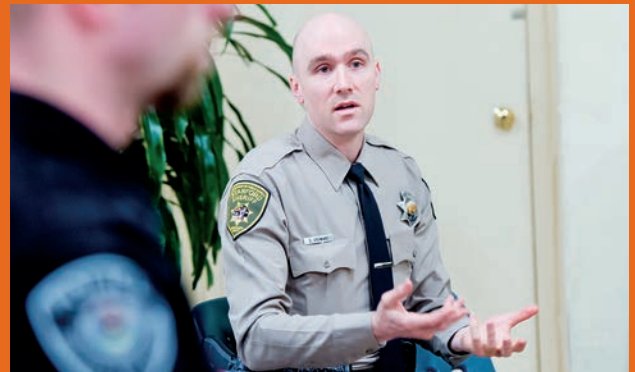
DISMANTLING “ISMS”



New Bridges, a two-month course offered in summer 2020, brought together 34 registrants with diverse sexual orientations, racial and ethnic identities, and political perspectives. All sought to address the “isms” that divide people and to build alliances between those of different generations and cultural backgrounds. The group took a deep look at racism, sexism, homophobia and other systems of oppression in America and shared strategies for undoing them.

The program was directed by Isoke Femi, who says, “The basic assumption in New Bridges is that we did not sign up to be oppressors or oppressed. We got inducted and that system of induction is lost to our memory. We don’t remember when we resisted the belief that somebody else was inferior. So, this process is a process of uncovering what we consider to be the truth that all humans are born loving, zestful, curious, open and smart.”

LAW ENFORCEMENT COMPASSION CAMP



An Officer and a Mensch brings police officers, prosecutors, social workers and others face-to-face with people suffering from traumas such as racism, homelessness and substance use disorders. The three-day session was conducted virtually for the first time last fall and drew in nearly 40 participants. Led by Rabbi Lezak in partnership with the University of Oregon’s police chief and the Yolo County district attorney, the program honored the challenging work of the participants and asked that the group “bring our hearts to the table.”

In this space, the officers were able to see those they encounter on the street as human beings worthy of dignity, rather than simply as criminals to be arrested. Yolo County D.A. Jeff Reisig said, “There is a very critical need for law-enforcement leaders to be exposed to what we experienced in the Tenderloin and at GLIDE. Most law enforcement leaders never... immersed themselves in the issues from a non-law-enforcement perspective like GLIDE’s.”

By changing the perspectives of law enforcement officials, the Center for Social Justice aims to interrupt the system of mass incarceration that damages families, communities and the nation.

OVERCOMING BIAS IN HEALTHCARE



Change doesn't occur in a vacuum. The racial reckoning that marked the past year across the nation was also felt on the campus of the UCSF Medical Center. After an overreaction by campus security to a Black unhoused individual who was frustrated about his daughter's care, the Medical Center made a commitment to address racial and other biases in its services and operations. It was clear that there were significant race- and class-based gaps between those who provide care at UCSF and the patients and families most affected by UCSF policing and security.

UCSF decided to create a network of healthcare professionals, known as Code Care, to replace campus security as first responders to crisis situations involving patients or patients' families. The UCSF Chancellor's Safety Task Force joined forces with GLIDE's Center for Social Justice to create a program that would equip Code Care participants to provide compassionate care for all community members, especially those experiencing systematic discrimination in the UCSF health system.

The program, Healers at the Gate, launched in April with three diverse cohorts of 65 UCSF healthcare professionals. Made up of campus security supervisors, nurses, social workers, spiritual care team members, administrators and others, the cohorts participated in a series of transformational activities.

Their first step was to read about systemic racism and volunteer at GLIDE. Then the core of the program began: a

three-day intensive pilgrimage to the Tenderloin facilitated by Rabbi Lezak and Isoke Femi. The pilgrimage included a walking tour of the Tenderloin, joining the meals line and eating alongside clients affected by homelessness, racism, substance use disorders and mental health challenges. Participants listened to GLIDE staff share stories about their experiences grappling with systemic racism and classism. They gained insights on how to provide compassionate, nonjudgmental care and how to deescalate tense situations. A month or so after the pilgrimage, the facilitators reconvened each cohort for further reflection.

"UCSF has mastered healing the body, probably better than any institution on the planet," says Rabbi Lezak. "But they are not experts at healing soulful wounds. At GLIDE, we are really good at this. We're helping them hold space to heal those wounds."

A WOMAN OF PROFOUND IMPACT: JANICE MIRIKITANI

1941–2021

Janice Mirikitani, the beloved GLIDE Co-Founder and Japanese American sansei poet, died on July 29, 2021. She was 80. Her activism helped define the social justice culture of San Francisco and her verse illuminated her struggles with ethnic identity and personal adversity.

“Janice was a force of nature,” said GLIDE President and CEO Karen Hanrahan. “She was fearless and transformational in the honesty with which she loved us all and held us all accountable. Janice’s legacy will continue to inspire GLIDE’s work as we transform hearts and minds, and the landscape of poverty and homelessness, in San Francisco.”

Born February 5, 1941, in Stockton, California, Janice Mirikitani was incarcerated as an infant with her family in an Arkansas concentration camp during the mass internment of Japanese Americans during World War II. Following her family’s release from the camp in 1945, the five-year-old Mirikitani moved to Chicago with her family and then to Petaluma with her mother. She has spoken publicly and through her poetry of these years when she endured emotional isolation, poverty and the trauma of sexual abuse by her stepfather.

Mirikitani earned a bachelor of arts degree from UCLA in 1962 and her teaching credential from UC Berkeley. She taught in the Contra Costa School District for a year before pursuing a graduate degree in creative writing at San Francisco State University.

In 1965, Mirikitani came to work at Glide Memorial Church as an administrative assistant. She met the Reverend Cecil Williams and quickly became active in the human rights, anti-war and peace movements. As director of GLIDE programs beginning in 1969, Mirikitani shaped GLIDE’s outreach and support for women and families. In 1982, GLIDE named Mirikitani executive director and president. Mirikitani married Rev. Williams in the same year. Working closely together, they built GLIDE into a visionary social justice leader, social service provider and inclusive spiritual community.

In 2000, Mirikitani was appointed San Francisco’s second poet laureate. Her works of poetry include “Awake in the River” (1978), “Shedding Silence” (1987), “We, the Dangerous: New and Selected Poems” (1995), “Love Works” (2001) and “Out of the Dust: New and Selected Poems” (2014).



Mirikitani and Williams collaborated on the book “Beyond the Possible: 50 Years of Creating Radical Change in a Community Called GLIDE” (2013). It describes GLIDE’s explosive growth from a struggling local church within the GLIDE Foundation to a nationally recognized social justice institution. In “Beyond the Possible,” Mirikitani writes, “Our ministry at GLIDE started by listening to people tell us about their needs, and by engaging those people in creating programs.... True leadership, we learned through the years, was about providing opportunities for those who might not consider themselves capable or educated but nevertheless had the passion, street smarts and commitment to change—to emerge and develop as leaders.”

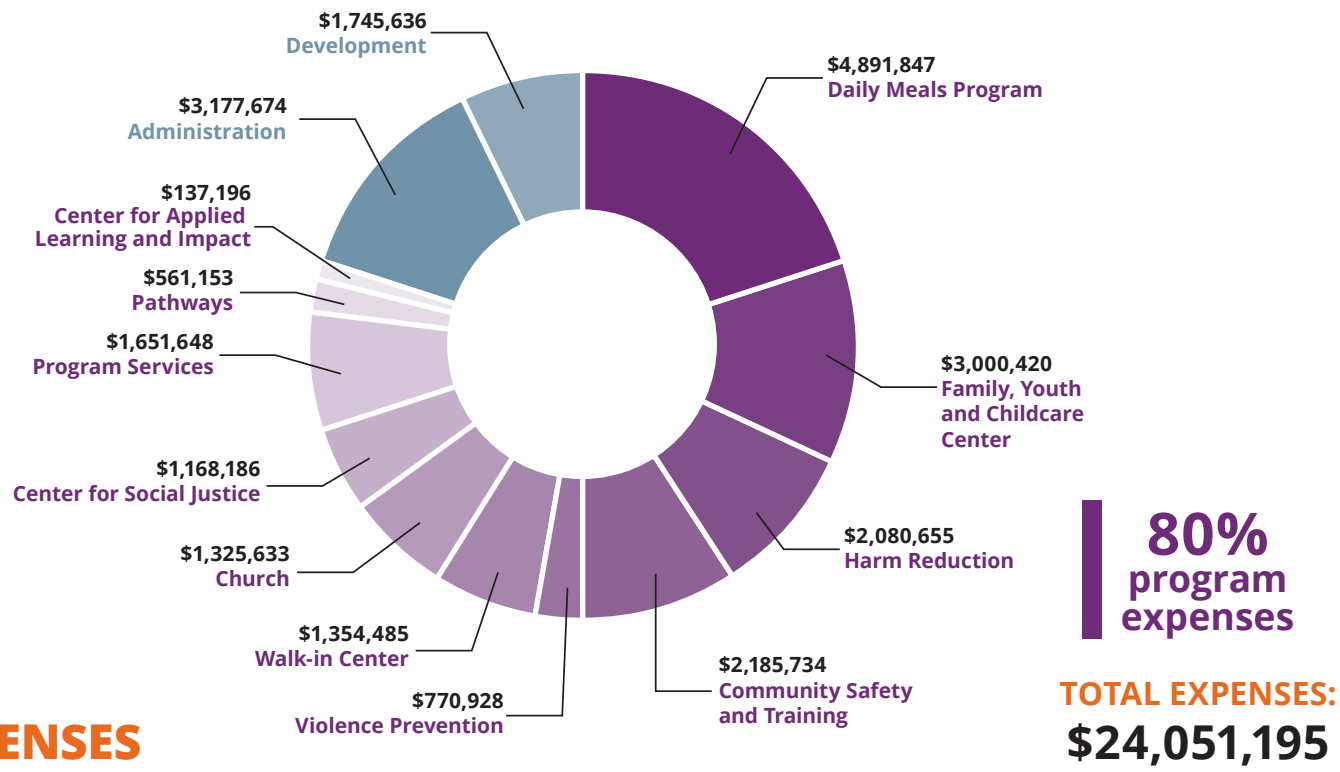
Mirikitani will be remembered by many San Franciscans as a provocative, fierce-hearted and enormously generous leader. Mirikitani is survived by her husband, daughter Tianne Tsukiko Feliciano, grandson, brother and a large extended family.



FINANCIAL DATA

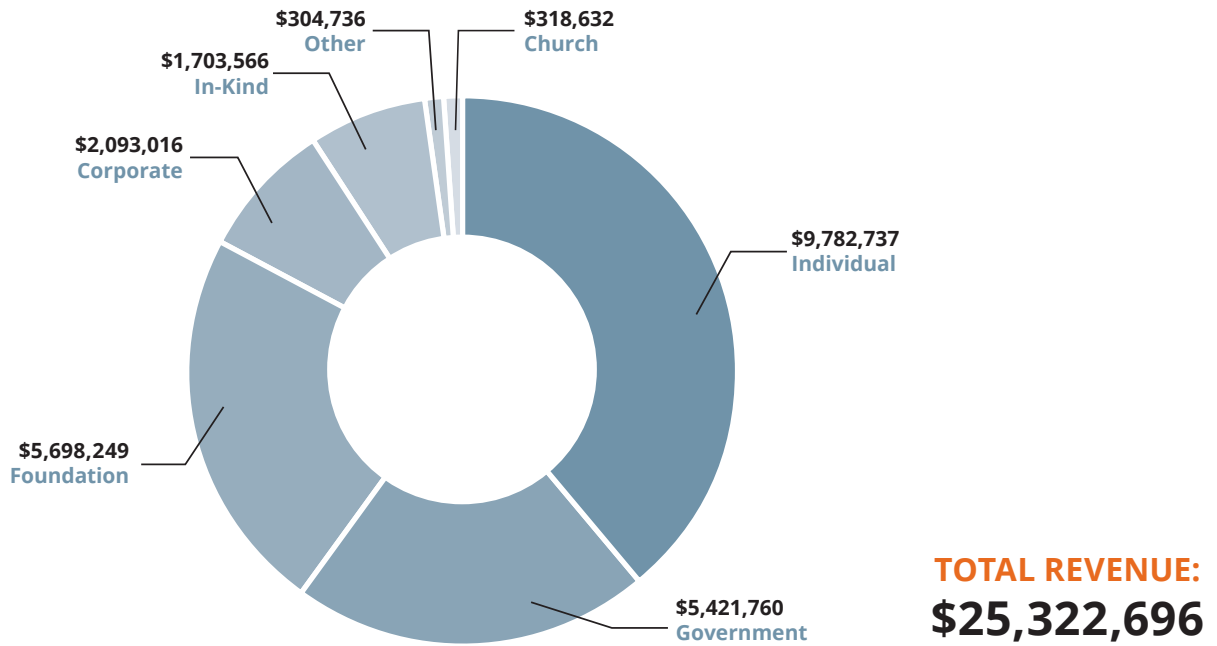
GLIDE remains a financially strong anchor institution that relies on a diverse set of funding streams to maintain our important work. Our sophisticated Operations team collaborates across multiple departments, braiding a variety of funding sources together to ensure we meet our financial goals. During a particularly volatile time for nonprofit providers, GLIDE has met our contract obligations to government agencies, generated much needed unrestricted operating support to advance key innovations in the field, and supported strong data collection, evaluation and program iteration. We are grateful for the prudent fiscal oversight of our board and the nimbleness of our leadership team to rise to the moment and ensure GLIDE remains a stable and impactful organization for years to come.

FISCAL YEAR 20-21



EXPENSES

REVENUE



In March 2021, the settlement between GLIDE Foundation and the United Methodist Church (UMC) was approved by the courts. In accordance with the terms of the agreement, GLIDE Foundation released \$4.5 million in trust assets designated for religious purposes and \$1.5 million in cash to the UMC. Guided by the investment policy of the Board, GLIDE Foundation now manages Legacy Fund reserves in the amount of \$11,912,000 and carries \$33,700,000 in real estate assets, retaining full ownership over the three parcels on Taylor and Ellis Streets that house GLIDE Foundation headquarters, as well as property at 434 Ellis that houses GLIDE’s Family, Youth and Childcare Center.



THANK YOU

Throughout the pandemic, which laid bare longstanding societal inequities, GLIDE responded to meet the growing need in San Francisco. As a result of the generous and unrestricted support of our institutional funders and friends, GLIDE had the ability to pivot and innovate to address emerging needs during these unprecedented times. We are extremely grateful for your steadfast support and for standing with us as we continue to serve the most vulnerable in our city.

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