

SOUTH SAN FRANCISCO

Racial & Social Equity Action Plan



YEAR 1 IMPLEMENTATION



PLAN OVERVIEW

Introduction and Background

The South San Francisco Commission on Racial and Social Equity formed as a call to action as communities around the nation made a commitment to face issues of injustice and discrimination. In August of 2020, Commissioners began to review data, gather input and listen to ideas for change in health and human services, policing and public safety, education, economic development, and housing. The result of this extensive community engagement process is a summary report and the first South San Francisco Racial and Social Equity Action Plan.



This Action Plan is ambitious and balances building on existing work that is taking place to address racial and social inequities in South San Francisco while also identifying new areas of work that the Commission believes will result in critical change.

The first year of implementing this Action Plan focuses on areas of work that will be led by the City of South San Francisco (along with recent funding dedicated to local organizations that are leading work in key areas).

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



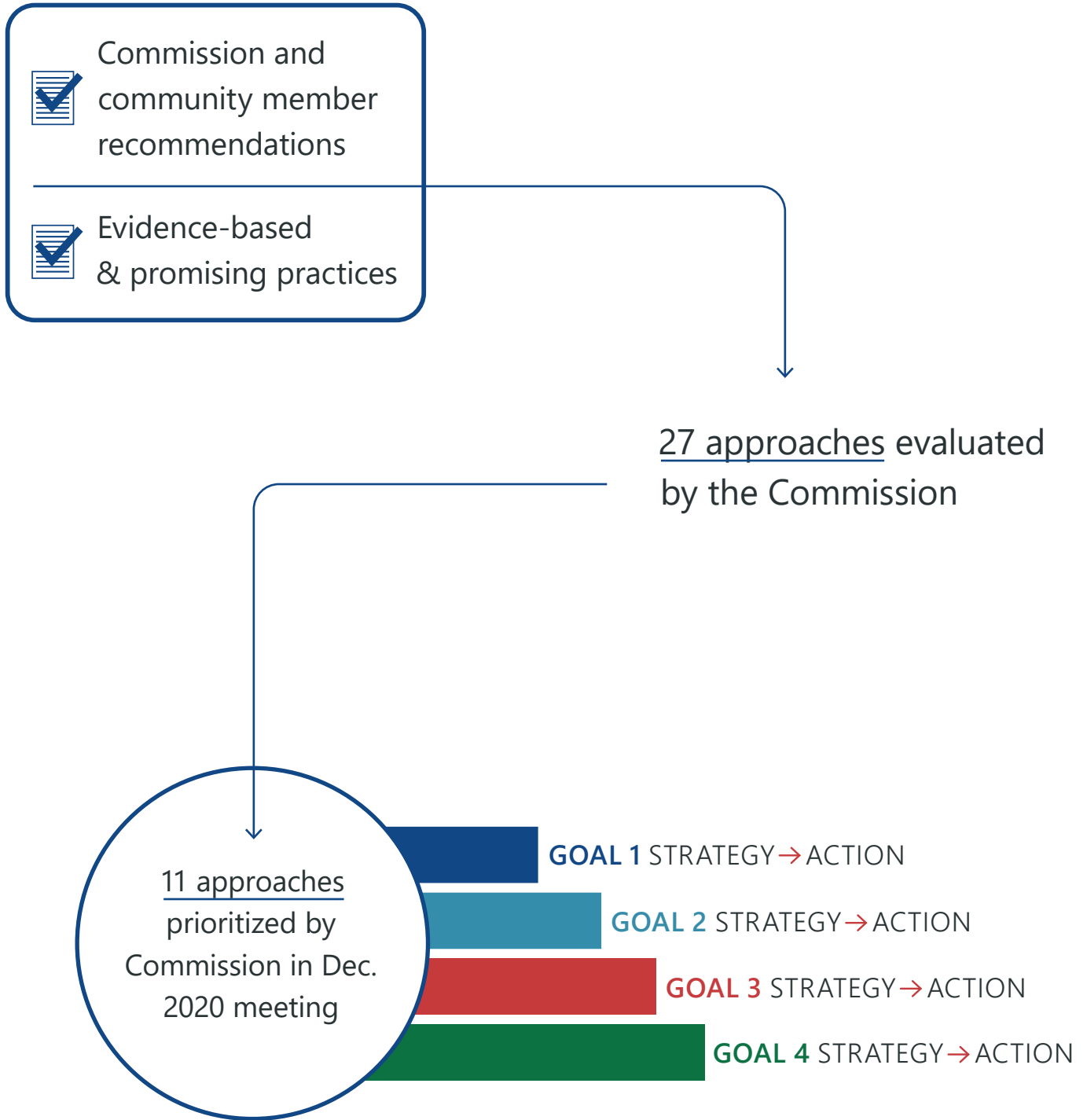
→ This first year will set the stage

for continuing the work into the future.

→ A community effort.

Take a look at what the Commission has done. We invite you to join us in the critical journey to broaden and deepen racial and social equity in South San Francisco.

Development + Organization of the Action Plan



How the Action Plan is Organized

South San Francisco's strategies to achieve racial and social equity evolved from best and promising practices that were presented as example approaches at Phase I CRSE meetings held August-November 2020. The strategies in this action plan reflect Commissioner priorities for the first 12 months of implementation, with the assumption that additional strategies and new strategies will be identified and be implemented over time. The goals and community outcomes were developed and revised based on Commissioner comments and discussions.

Commissioner-identified considerations emerged from focused conversations on each of the strategies included in the action plan. These conversations were facilitated during Phase II CRSE meetings held January-April 2021.

Actions were identified in collaboration with City departments taking the lead on each strategy and based on the current status of the strategy (e.g., existing program with practices to be modified, new City initiative with City Council approval, proposed City initiative still in development).



Goals (4)

Strategies (9)

Each strategy has corresponding:

- Considerations identified by Commissioners
- Community outcomes (the change we want to see in South San Francisco)
- Measures (possible data to track intended changes)
- Actions (with leads and timeframe)

First Year Action Plan Strategies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GOAL 1

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

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

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



accountability
equity

Strategy 1.1

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

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

CONSIDERATION 1

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

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

CONSIDERATION 2

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

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

CONSIDERATION 3

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

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

CONSIDERATION 4

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

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

CONSIDERATION 5

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

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

CONSIDERATION 6

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

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

CONSIDERATION 7

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

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

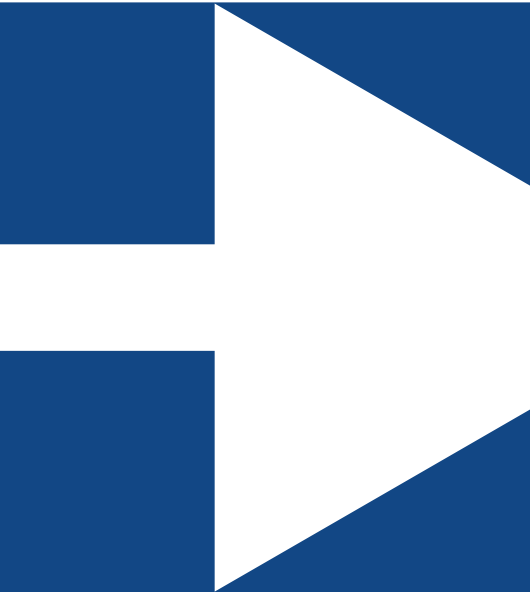


Strategy 1.1 Implementation Actions

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

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

Outcomes & Measures for Strategy 1.1



Outcomes

The change we want to see in South San Francisco

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

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

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

Measures

Possible data to track intended changes

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

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

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

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

GOAL 2

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

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

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

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

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



safety
community

Strategy 2.1

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

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

CONSIDERATION 1

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

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

CONSIDERATION 2

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

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

CONSIDERATION 3

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

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

CONSIDERATION 4

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

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

CONSIDERATION 5

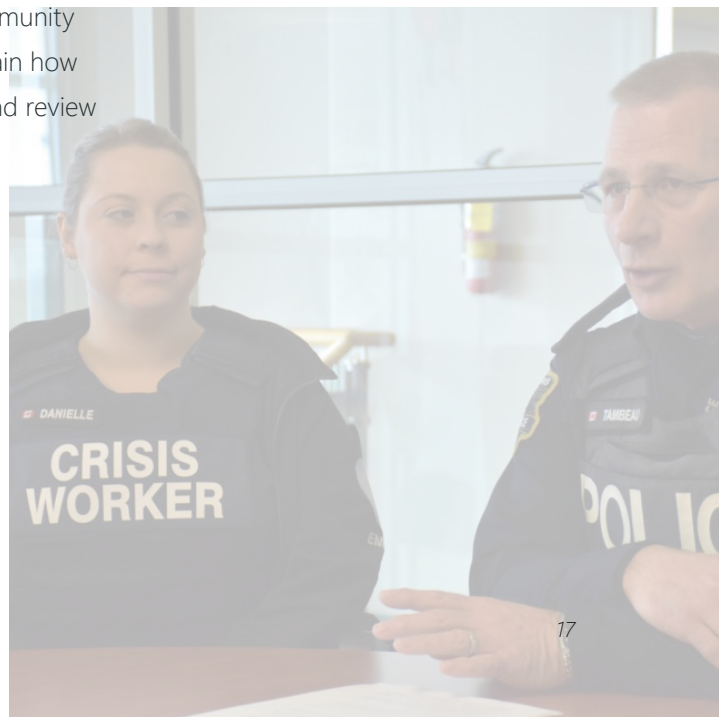
- **Establish clear parameters for accountability:**

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

CONSIDERATION 6

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

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



Strategy 2.1 Implementation Actions

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

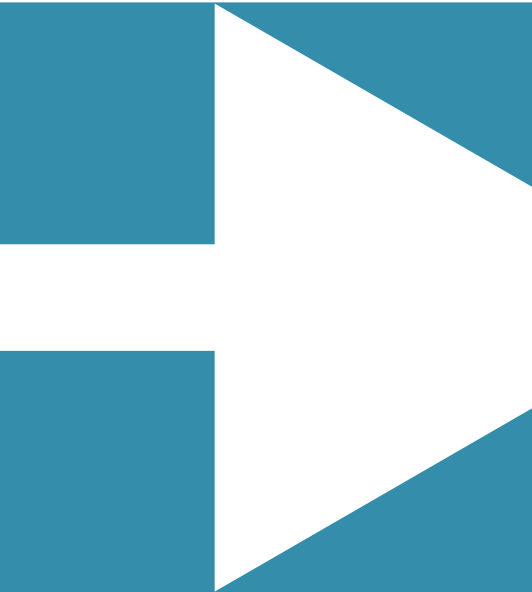
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- ⑥ Launch Community Wellness and Crisis Response Team program. → **TIMELINE**
Sept 2021

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

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

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

Outcomes & Measures for Strategy 2.1



Outcomes

The change we want to see in South San Francisco

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

Increase knowledge of mental health conditions

Increase effective intervention strategies among law enforcement personnel

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

Measures

Possible data to track intended changes

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

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

Strategy 2.2

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

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

CONSIDERATION 1

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

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

CONSIDERATION 2

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

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

CONSIDERATION 3

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

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

CONSIDERATION 4

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

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

CONSIDERATION 5

• **Emphasize accountability and transparency:**

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

CONSIDERATION 6

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

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



Commission Recommendations for Community Safety and Equity Advisory Board

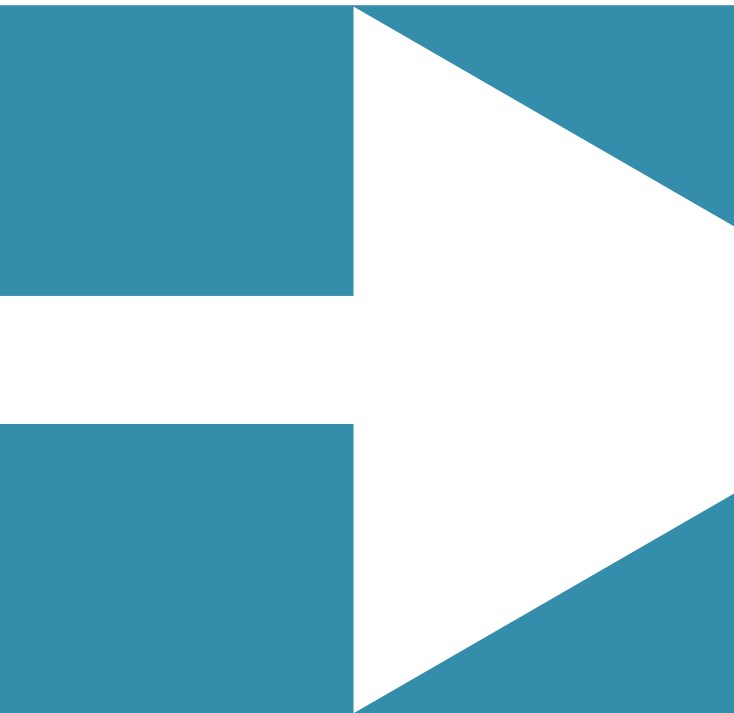
- Volunteer Advisory Board
- 9 members and 1 alternate member
- Members appointed by City Council
- Four-year terms
- Board should reflect South San Francisco's demographics

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

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

One or more member(s) from the following communities

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



Strategy 2.2 Implementation Actions

- ① The Equity and Inclusion Officer will begin by drafting rules of conduct, bylaws, etc. with a racial and social equity lens to guide the work of the Advisory Board.

→

LEAD
Equity and Inclusion Officer
TIMELINE
TBD

- ② Led by the Equity and Inclusion Officer, the Advisory Board will design and oversee targeted and effective community outreach to stay apprised of community concerns.

→

LEAD
Equity and Inclusion Officer
TIMELINE
TBD

- ③ Led by the Equity and Inclusion Officer, the Advisory Board will begin by initiating and leading courageous and honest conversations that increase South San Francisco employee and community awareness and accountability to issues of race, privilege, and inequity.

→

LEAD
Equity and Inclusion Officer
TIMELINE
TBD

- ④ In coordination with the Equity and Inclusion Officer, the Advisory Board will review policies and practices, and advocate for early intervention strategies that minimize involvement of youth in the criminal justice system.

→

LEAD
Equity and Inclusion Officer
TIMELINE
TBD

- ⑤ In coordination with the Equity and Inclusion Officer, the Advisory Board will act as a conduit between the community, law enforcement, City Council, and other Boards and Commissions.

→

LEAD
Equity and Inclusion Officer
TIMELINE
TBD

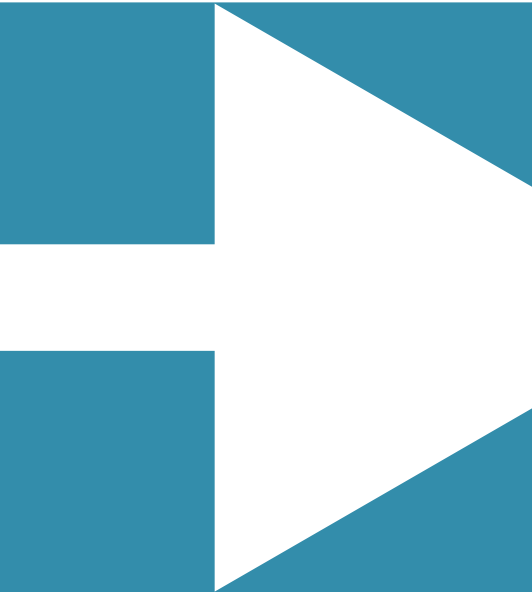
6 In coordination with Equity and Inclusion Officer, the Advisory Board will keep the Police Chief apprised of the community's need for police services, and assist in informing the community of public safety services, disaster preparedness, and function and role of the SSFPD. → **LEAD**
Equity and Inclusion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

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

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

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

Outcomes & Measures for Strategy 2.2



Outcomes

The change we want to see in South San Francisco

Increase civic engagement and sense of belonging among community members

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

Measures

Possible data to track intended changes

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

Strategy 2.3

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

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

Currently, the CERT program:

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

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

CONSIDERATION 1

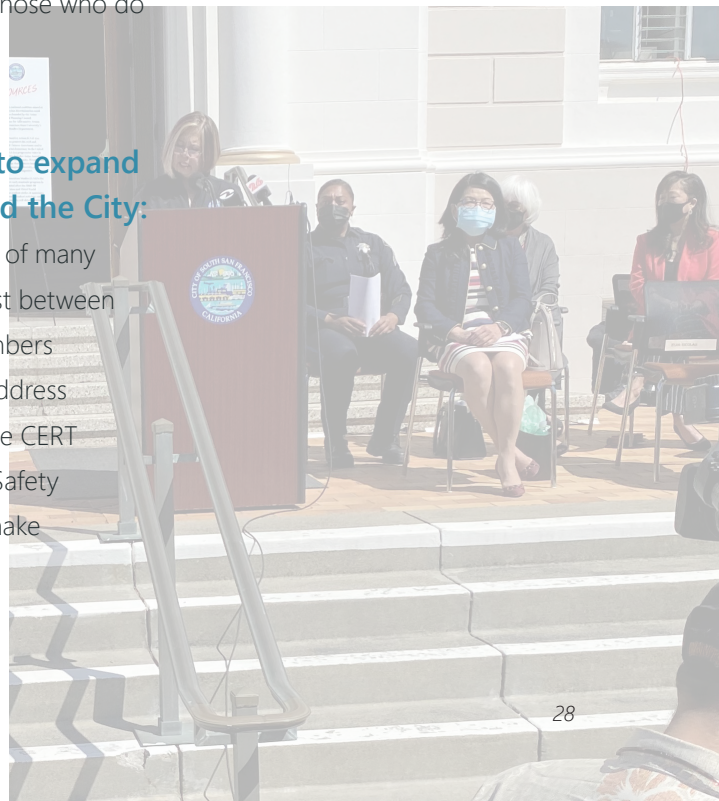
- **Work closely with the promotores program:**

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

CONSIDERATION 2

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

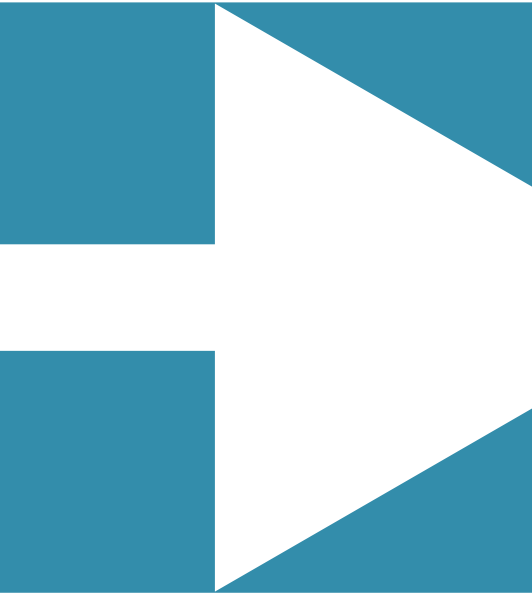
Commissioners recognize the CERT program as an example of one of many programs and opportunities that can help expand and deepen trust between community members and the City. To ensure that community members have ongoing opportunities to feel heard and engage in ways to address racial and social equity,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



Strategy 2.3 Implementation Actions

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

Outcomes & Measures for Strategy 2.3



Outcomes

The change we want to see in South San Francisco

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

Measures

Possible data to track intended changes

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

GOAL 3

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

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

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

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

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

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



resources
support

Strategy 3.1

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

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

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

CONSIDERATION 1

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

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

CONSIDERATION 2

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

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

CONSIDERATION 3

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

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

CONSIDERATION 4

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

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

CONSIDERATION 5

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

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

CONSIDERATION 6

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

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

CONSIDERATION 7

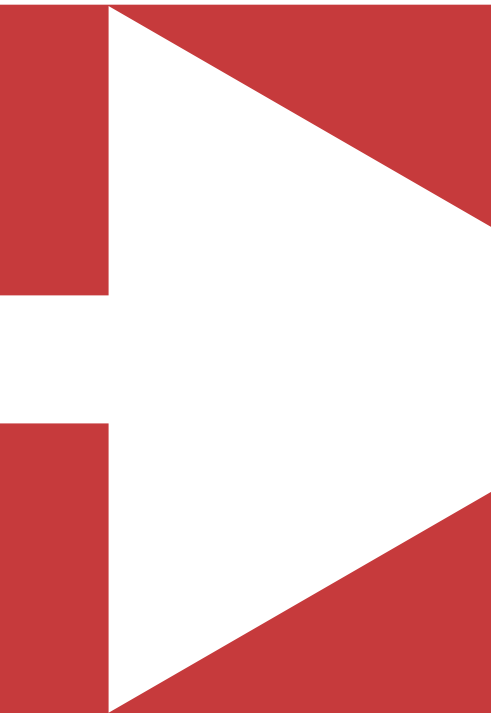
- **Build on work done during the COVID-19 pandemic:**

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

CONSIDERATION 8

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

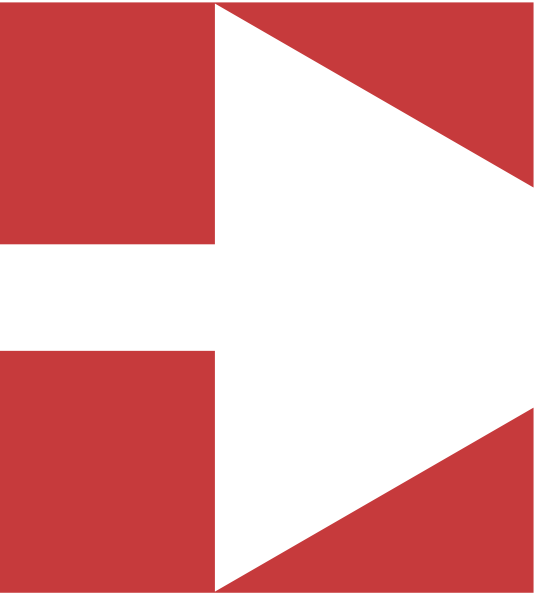
The South San Francisco Commission recommends tracking the demographics of program participants before the launch of these expanded promotores and health navigator programs in order to track change and impact over time. The Commission also recommends that the program evaluate which resources and referrals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



Strategy 3.1 Implementation Actions

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

Outcomes & Measures for Strategy 3.1



Outcomes

The change we want to see in South San Francisco

Inform, educate, and empower the community through targeted outreach and education efforts

Ensure culturally and linguistically appropriate approaches are used in civic engagement opportunities

Increase use of supportive services by residents of color

Measures

Possible data to track intended changes

Demographic data for all people utilizing resources and services

Track utilization of key services by South San Francisco residents who are eligible

Track levels of fear in accessing health and social services

Strategy 3.2

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

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

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

CONSIDERATION 1

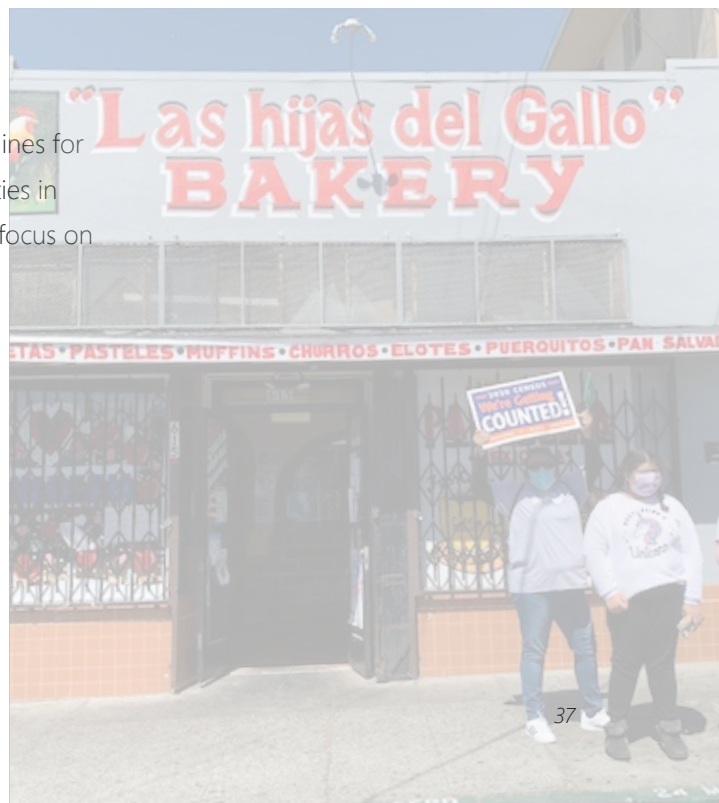
- **Support residents of color and low-income residents in starting and retaining small businesses:**

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

CONSIDERATION 2

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

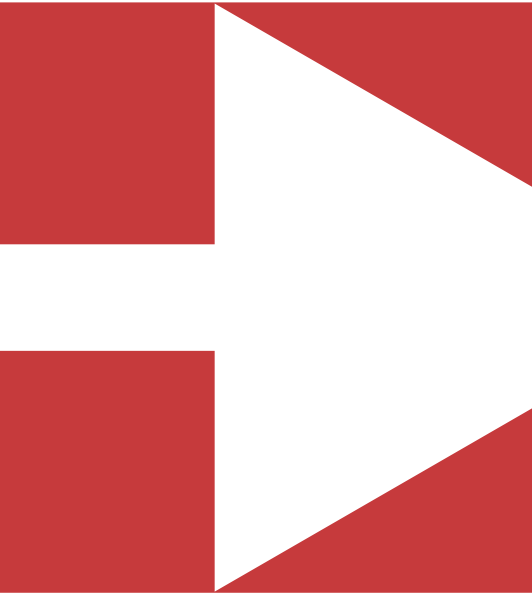
The Commission recommends creating and expanding career pipelines for residents of color, low-income residents, and residents with disabilities in key neighborhoods to support the development of careers (with a focus on sustainable wages).



Strategy 3.2 Implementation Actions

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

Outcomes & Measures for Strategy 3.2



Outcomes

The change we want to see in South San Francisco

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

Measures

Possible data to track intended changes

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

Strategy 3.3

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

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

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

CONSIDERATION 1

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

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

CONSIDERATION 2

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

The Commission recommends that resources to keep residents housed should:

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

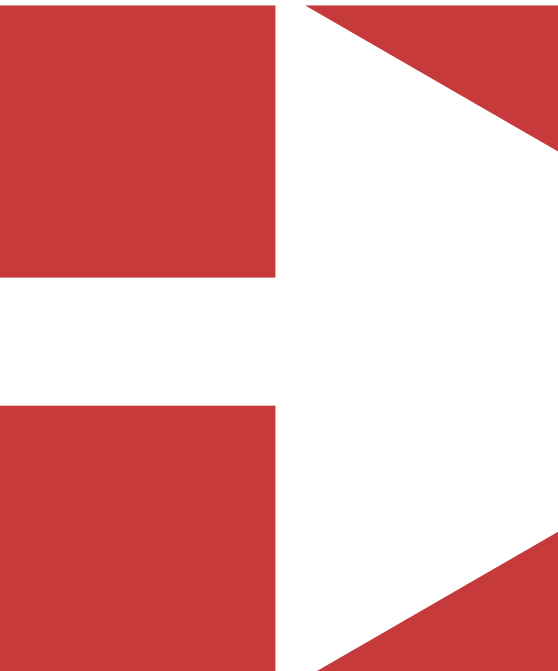
- Continue to be distributed in a wide range of modes (e.g., printed materials, radio, and virtual outreach materials, as well as through conversations with the promotores and community navigators)

CONSIDERATION 3

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

Commissioners recommend partnerships include:

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



Strategy 3.3 Implementation Actions

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

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



LEAD
 South San Francisco
 Economic & Community
 Development
TIMELINE
 TBD

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



LEAD
 South San Francisco
 Economic & Community
 Development
TIMELINE
 TBD

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

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



LEAD
 South San Francisco
 Economic & Community
 Development
TIMELINE
 TBD

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



LEAD
 South San Francisco
 Economic & Community
 Development
TIMELINE
 TBD

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



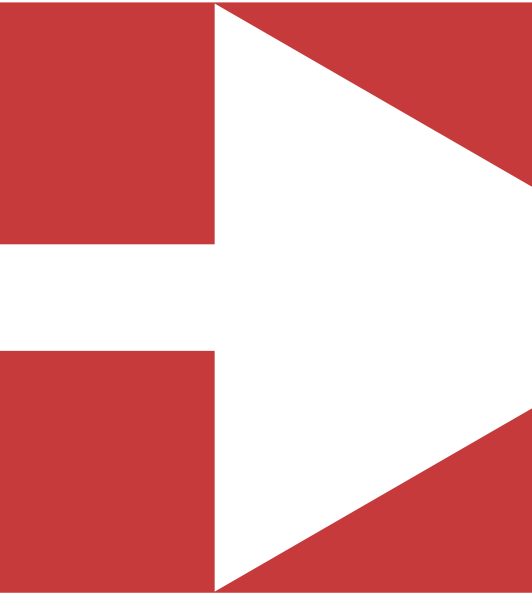
LEAD
 Communications Dept.
TIMELINE
 TBD

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



LEAD
 South San Francisco
 Economic & Community
 Development
TIMELINE
 TBD

Outcomes & Measures for Strategy 3.3



Outcomes

The change we want to see in South San Francisco

Increase upward economic mobility for residents of color

Keep people housed who are at risk of homelessness

Ensure that residents can still afford to live in South San Francisco

Measures

Possible data to track intended changes

Key demographics of small businesses receiving funds (e.g., race/ethnicity, location of business)

Key demographics of individuals receiving workforce development/job training (e.g., race/ethnicity, disability)

Strategy 3.4

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

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

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

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

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

CONSIDERATION 1

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

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

CONSIDERATION 2

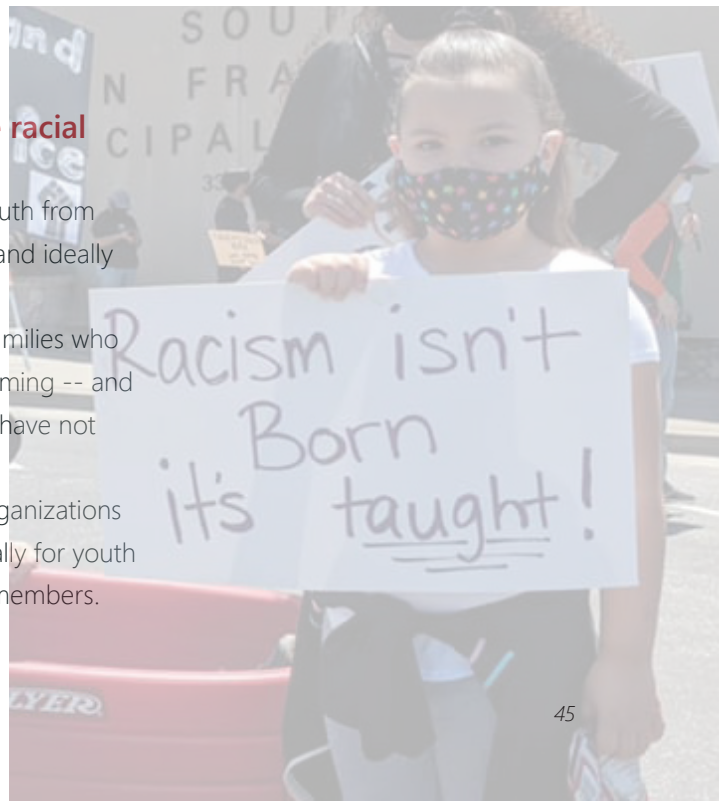
• **Support students around attendance and participation at SSFUSD:**

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

CONSIDERATION 3

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

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



Strategy 3.4 Implementation Actions

Actions related to all 3 CRSE priorities for expanding educational resources

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

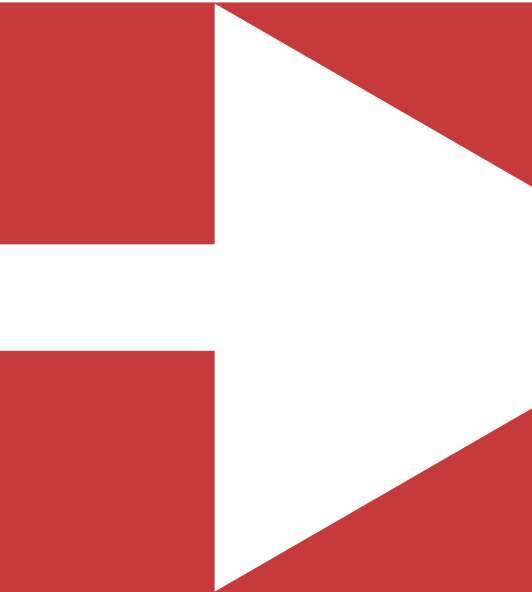
- 14** Pilot summer youth/teen internship program within South San Francisco City departments with targeted recruitment to address opportunity gap via exposure to government. → **LEAD**
HR
TIMELINE
TBD

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

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

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

Outcomes & Measures for Strategy 3.4



Outcomes

The change we want to see in South San Francisco

Increase enrichment opportunities for children of color in South San Francisco

Increase youth development opportunities for youth of color in South San Francisco

Increase participation among low-income young people and their families in enrichment programs/leadership development programs

Reduce barriers to academic success

Measures

Possible data to track intended changes

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

Types of programs available

GOAL 4

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

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

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

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



land
opportunities

Strategy 4.1

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

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

CONSIDERATION 1

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

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

CONSIDERATION 2

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

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

CONSIDERATION 3

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

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



Strategy 4.1 Implementation Actions

-
- ① Support work to establish City and former Redevelopment Agency land to be declared surplus and offered first to affordable housing developers.

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

 - ② Align priorities identified by Commissioners with Housing Element and General Plan update.

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

 - ③ Continue to work with SSFUSD to leverage school district assets to provide housing that is affordable for teachers and school district employees in SSFUSD.

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

Outcomes & Measures for Strategy 4.1



Outcomes

The change we want to see in South San Francisco

Decrease in costs for developing housing units that are affordable

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

Measures

Possible data to track intended changes

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

south san
francisco
commission
on racial
and social
equity

