



# Free City College Oversight Committee

## Meeting Agenda



---

**Members:** Alan Wong (Co-Chair), Win-Mon Kyi, Malinalli Villalobos, Connie Chan, Patrick West, Calvin Quock, Sherrice Dorsey-Smith, Dr. Lisa Cooper Wilkins, Alisa Messer, Jill Yee, Conny Ford, Angelica Campos

**Date and Time:** Friday, August 22, 2025, 10:00AM – 12:00PM  
**In-Person Meeting Location:** City College (Main Campus) – SSC 2122  
50 Frida Kahlo Way, San Francisco, CA 94112

**Zoom Meeting Link:** <https://us02web.zoom.us/j/83616684593?pwd=5cbGk9mYeEeQrQzDIRaOFIQcK7jmwW.1>  
Webinar ID: 836 1668 4593  
Passcode: 174426

**Public Comment:** Public comment for this meeting is available in-person and remotely. Members of the public providing comment in person will be heard first by the committee. Remote public comment will be heard after. To provide public comment remotely, join using the Zoom link and use the raise hand tool in the meeting platform or press \*9 by phone. If you have any questions or need more information, please email [FCCOC@dcyf.org](mailto:FCCOC@dcyf.org). To request language assistance, refer to Language Access under Policies and Translations.

---

- I. **Call to Order and Roll Call**
  - II. **Adoption of the Agenda** (5 min)  
Action Required
  - III. **Review and Approval of May 2025 Minutes** (5 min)  
Action Required
  - IV. **General Public Comments** (15 min)  
This item allows members of the public to comment generally on matters within the oversight committee's purview that are not on the agenda.
  - V. **Office of City Administrator - Commission Streamlining Update** (5 min)  
Discussion Only
  - VI. **Free City Budget Recommendations** (30 min)  
Discussion with Possible Action
  - VII. **Unfinished Business** (20 min)  
Discussion Only
  - VIII. **Future Agenda Items** (5 min)  
Discussion Only
  - IX. **Adjournment**  
Action Required
-



## Children and Youth Fund Oversight and Advisory Committee

### *Policies & Translations*



#### **KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance (Chapters 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, please contact:

Sunshine Ordinance Task Force Administrator  
City Hall – Room 244 1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 (Office); 415-554-7854 (Fax)  
E-mail: [SOTF@sfgov.org](mailto:SOTF@sfgov.org)

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at [www.sfgov.org](http://www.sfgov.org). Copies of explanatory documents are available to the public online at <http://www.sfbos.org/sunshine> or, upon request to the Commission Secretary, at the above address or phone number.

#### **LANGUAGE ACCESS**

Per the Language Access Ordinance (Chapter 91 of the San Francisco Administrative Code), Chinese, Spanish and/or Filipino (Tagalog) interpreters will be available upon request. Meeting Minutes may be translated, if requested, after they have been adopted by the Commission. Assistance in additional languages may be honored whenever possible. To request assistance with these services please contact Emily Davis at 415-987-5959 or [Emily.Davis@dcyf.org](mailto:Emily.Davis@dcyf.org) at least 48 hours in advance of the hearing. Late requests will be honored if possible.

#### **ACCESSIBLE MEETING POLICY**

Per the Americans with Disabilities Act and the Language Access Ordinance, Chinese, Spanish, Filipino (Tagalog), and/or American Sign Language interpreters will be available upon request. Additionally, every effort will be made to provide assistive listening devices and meeting materials in alternative formats (braille or large print). Minutes may be translated after they have been adopted by the Commission. For all these requests, please contact Emily Davis, Community Engagement Associate at least 72 hours before the meeting at 415-987-5959. Late requests will be honored if possible. The hearing room is wheelchair accessible. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

#### **LOBBYIST ORDINANCE**

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: [www.sfgov.org/ethics](http://www.sfgov.org/ethics).



# Children and Youth Fund Oversight and Advisory Committee

## Policies & Translations



### CHINESE

如對會議有任何疑問，請致電415-557-9942查詢。當會議進行時，嚴禁使用手機及任何發聲電子裝置。會議主席可以命令任何使用手機或其他發出聲音裝置的人等離開會議場所。

#### 了解你在陽光政策下的權益

政府的職責是為公眾服務，並在具透明度的情況下作出決策。市及縣政府的委員會，市參事會，議會和其他機構的存在是為處理民眾的事務。本政策保證一切政務討論都在民眾面前進行，而市政府的運作也公開讓民眾審查。如果你需要知道你在陽光政策 (San Francisco Administrative Code Chapter 67) 下擁有的權利，或是需要舉報違反本條例的情況，請聯絡：

#### 陽光政策 專責小組行政官

地址：City Hall – Room 244 1 Dr. Carlton B. Goodlett Place

San Francisco, CA 94102-4683

電話號碼:415-554-7724 ; 傳真號碼415- 554-5163

電子郵件: SOTF@sfgov.org

陽光政策的文件可以通過陽光政策專責小組秘書、三藩市公共圖書館、以及市政府網頁[www.sfgov.org](http://www.sfgov.org)等途徑索取。民眾也可以到網頁<http://www.sfbos.org/sunshine>閱覽有關的解釋文件，或根據以上提供的地址和電話向委員會秘書索取。

#### 語言服務

根據語言服務條例(三藩市行政法典第91章)，中文、西班牙語和/或菲律賓語（泰加洛語）傳譯人員在收到要求後將會提供傳譯服務。翻譯版本的會議記錄可在委員會通過後透過要求而提供。其他語言協助在可能的情況下也將可提供。上述的要求，請於會議前最少48小時致電415-557-9942或電郵至[Brandon.Shou@dcyf.org](mailto:Brandon.Shou@dcyf.org) 向委員會秘書Brandon Shou提出。逾期提出的請求，若可能的話，亦會被考慮接納。

#### 利便參與會議的相關規定

根據《美國殘疾人士法案》(Americans with Disabilities Act) 與「語言服務條例」(Language Access Ordinance)，中文、西班牙文、菲律賓文和/或美國手語傳譯員，須應要求，提供傳譯服務。另外，我們會盡一切努力予以提供輔助性聽力儀器及不同格式（點字印製或特大字體）的會議資料。翻譯版本的會議記錄可在委員會通過後予以提供。如有這些方面的請求，請在會議前七十二（72）小時致電628-652-7108與Brandon Shou 聯絡。逾期所提出的請求，若可能的話，亦會接納。聽證室設有輪椅通道。

為了讓市政府更好照顧有嚴重過敏、因環境產生不適、或對多種化學物質敏感的病患者，以及有相關殘疾的人士，出席公眾會議時，請注意其他與會者可能會對不同的化學成分產品產生過敏。請協助市政府關顧這些個別人士的需要。

#### 遊說者法令

依據「三藩市遊說者法令」(SF Campaign & Governmental Conduct Code 2.100) 能影響或欲影響本地立法或行政的人士或團體可能需要註冊，並報告其遊說行為。如需更多有關遊說者法令的資訊，請聯絡位於Van Ness 街25號 220室的三藩市道德委員會，電話號碼:415- 252-3100， 傳真號碼 415-252-3112， 網址: [www.sfgov.org/ethics](http://www.sfgov.org/ethics)。



## Children and Youth Fund Oversight and Advisory Committee

### *Policies & Translations*



#### SPANISH

---

Para preguntas acerca de la reunión, por favor contactar el 415-934-4840. El timbrado de y el uso de teléfonos celulares, localizadores de personas, y artículos electrónicos que producen sonidos similares, están prohibidos en esta reunión. Por favor tome en cuenta que el Presidente podría ordenar el retiro de la sala de la reunión a cualquier persona(s) responsable del timbrado o el uso de un teléfono celular, localizador de personas, u otros artículos electrónicos que producen sonidos similares.

#### **CONOZCA SUS DERECHOS BAJO LA ORDENANZA SUNSHINE**

El deber del Gobierno es servir al público, alcanzando sus decisiones a completa vista del público. Comisiones, juntas, concilios, y otras agencias de la Ciudad y Condado, existen para conducir negocios de la gente. Esta ordenanza asegura que las deliberaciones se lleven a cabo ante la gente y que las operaciones de la ciudad estén abiertas para revisión de la gente. Para obtener información sobre sus derechos bajo la Ordenanza Sunshine (capítulo 67 del Código Administrativo de San Francisco) o para reportar una violación de la ordenanza, por favor póngase en contacto con:

Administrador del Grupo de Trabajo de la Ordenanza Sunshine (Sunshine Ordinance Task Force Administrator)  
City Hall – Room 244 1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 (Oficina); 415-554-5163 (Fax);  
Correo electrónico: SOTF@sfgov.org

Copias de la Ordenanza Sunshine pueden ser obtenidas del Secretario del grupo de Trabajo de la Ordenanza Sunshine, la Biblioteca Pública de San Francisco y en la página web del internet de la ciudad en [www.sfgov.org](http://www.sfgov.org). Copias de documentos explicativos están disponibles al público por Internet en <http://www.sfbos.org/sunshine>; o, pidiéndolas al Secretario de la Comisión en la dirección o número telefónico mencionados arriba.

#### **ACCESO A IDIOMAS**

De acuerdo con la Ordenanza de Acceso a Idiomas “Language Access Ordinance” (Capítulo 91 del Código Administrativo de San Francisco “Chapter 91 of the San Francisco Administrative Code”) intérpretes de chino, español y/o filipino (tagalo) estarán disponibles de ser requeridos. Las minutas podrán ser traducidas, de ser requeridas, luego de ser aprobadas por la Comisión. La asistencia en idiomas adicionales se tomará en cuenta siempre que sea posible. Para solicitar asistencia con estos servicios favor comunicarse con Prishni Murillo al 628-652-7139, o [Prishni.Murillo@dcyf.org](mailto:Prishni.Murillo@dcyf.org) por lo menos 48 horas antes de la reunión. Las solicitudes tardías serán consideradas de ser posible.

#### **POLITICA DE ACCESO A LA REUNIÓN**

De acuerdo con la Ley sobre Estadounidenses con Discapacidades (Americans with Disabilities Act) y la Ordenanza de Acceso a Idiomas (Language Access Ordinance) intérpretes de chino, español, filipino (tagalo) y lenguaje de señas estarán disponibles de ser requeridos. En adición, se hará todo el esfuerzo posible para proveer un sistema mejoramiento de sonido y materiales de la reunión en formatos alternativos. Las minutas podrán ser traducidas luego de ser aprobadas por la Comisión. Para solicitar estos servicios, favor contactar a Prishni Murillo, por lo menos 72 horas antes de la reunión al 415-934-4840. Las solicitudes tardías serán consideradas de ser posible. La sala de audiencia es accesible a silla de ruedas.

#### **ORDENANZA DE CABILDEO**

Individuos y entidades que influyen o intentan influenciar legislación local o acciones administrativas podrían ser requeridos por la Ordenanza de Cabildeo de San Francisco (SF Campaign & Governmental Conduct Code 2.100) a registrarse y a reportar actividades de cabildeo. Para más información acerca de la Ordenanza de Cabildeo, por favor contactar la Comisión de Ética: 25 de la avenida Van Ness, Suite 220, San Francisco, CA 94102, 415-252-3100, FAX 415-252-3112, sitio web: [www.sfgov.org/ethics](http://www.sfgov.org/ethics).



# Children and Youth Fund Oversight and Advisory Committee

## *Policies & Translations*



### FILIPINO

---

Kung mayroon kayong mga tanong tungkol sa miting, mangyaring tumawag lang sa 415-554-8991. Ang pagtunog at paggammit ng mga cell phone, mga pager at kagamitang may tunog ay ipinagbabawal sa pulong. Paalala po na maaaring palabasin ng Tagapangulo ang sinumang may-ari o responsible sa ingay o tunog na mula sa cell-phone, pager o iba pang gamit na lumilikha ng ingay.

#### **ALAMIN ANG INYONG MGA KARAPATAN SA ILALIM NG SUNSHINE ORDINANCE**

Tungkulin ng Pamahalaan na paglinkuran ang publiko, maabot ito sa patas at madaling maunawaan na paraan. Ang mga komisyon, board, kapulungan at iba pang mga ahensya ng Lungsod at County ay mananatili upang maglingkod sa pamayanan. Tinitiyak ng ordinansa na ang desisyon o pagpapasya ay ginagawa kasama ng mamamayan at ang mga gawaing panglungsod na napagkaisahan ay bukas sa pagsusuri ng publiko. Para sa impormasyon ukol sa inyong karapatan sa ilalim ng Sunshine Ordinance (Kapitulo 67 sa San Francisco Administrative Code) o para mag-----report sa paglabag sa ordinansa, mangyaring tumawag sa Administrador ng Sunshine Ordinance Task Force .

City Hall – Room 244 1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 (Opisina); 415-554-7854 (Fax)  
E-mail: [SOTF@sfgov.org](mailto:SOTF@sfgov.org)

Ang mga kopya ng Sunshine Ordinance ay makukuha sa Clerk ng Sunshine Task Force, sa pampublikong aklatan ng San Francisco at sa website ng Lungsod sa [www.sfgov.org](http://www.sfgov.org). Mga kopya at mga dokumentong na nagpapaliwanag sa Ordinance ay makukuha online sa <http://www.sfbos.org/sunshine> o sa kahilingan sa Commission Secretary, sa address sa itaas o sa numero ng telepono.

#### **PAG-ACCESS SA WIKA**

Ayon sa Language Access Ordinance (Chapter 91 ng San Francisco Administrative Code), maaaring mag-request ng mga tagapagsalin sa wikang Tsino, Espanyol, at/o Filipino (Tagalog). Kapag hiniling, ang mga kaganapan ng miting ay maaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Maari din magkaroon ng tulong sa ibang wika. Sa mga ganitong uri ng kahilingan, mangyaring tumawag sa Clerk ng Commission Emily Davis sa 415-987-5959, o [Emily.Davis@dcyf.org](mailto:Emily.Davis@dcyf.org) sa hindi bababa sa 48 oras bago mag miting. Kung maari, ang mga late na hiling ay posibleng pagbibigyan.

#### **PATAKARAN PARA SA PAG-ACCESS NG MGA MITING**

Ayon sa batas ng Americans with Disabilities Act at ng Language Access Ordinance, maaaring mag-request ng mga tagapagsalin wika sa salitang Tsino, Espanyol, Filipino o sa may kapansanan pandinig sa American Sign Language. Bukod pa dito, sisikapin gawan ng paraan na makapaglaan ng gamit upang lalong pabutihin ang inyong pakikinig at maibahagi ang mga kaganapan ng miting sa iba't ibang anyo (braille o malalaking print). Ang mga kaganapan ng miting ay maaaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Sa mga ganitong uri ng kahilingan, tumawag po lamang kay Emily Davis sa 415-554-8991. Magbigay po lamang ng hindi bababa sa 72 oras na abiso bago ng miting. Kung maaari, ang mga late na hiling ay posibleng tanggapin. Ang silid ng pagpupulungan ay accessible sa mga naka wheelchair.

#### **LOBBYIST ORDINANCE**

Ayon sa San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100], ang mga indibidwal o mga entity na nag iimpluensiya o sumusubok na mag impluensiya sa mga lokal na pambatasan o administrative na aksyon ay maaaring kailangan mag-register o mag-report ng aktibidad ng lobbying. Para sa karagdagan na impormasyon tungkol sa Lobbyist Ordinance, tumawag lamang po sa San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: [www.sfgov.org/ethics](http://www.sfgov.org/ethics).



# Free City College Oversight Committee Meeting Minutes



**DRAFT**

---

**Members:** Alan Wong (Co-Chair), Win-Mon Kyi, Malinalli Villalobos, Connie Chan, Patrick West, Calvin Quock, Sherrice Dorsey-Smith, Dr. Lisa Cooper Wilkins, Alisa Messer, Jill Yee, Conny Ford, Heather Brandt

**Date and Time:** Tuesday, May 2, 2025 10:00 am - 12:00 pm  
**In-Person Meeting Location:** City College (Main Campus) – HBB RM 140  
55 Frida Kahlo Way, San Francisco, CA 94112

---

## I. Call to Order and Roll Call

- A. Meeting called to order at 10:06 AM.
- B. Members Present: Alan Wong (Co-Chair), Malinalli Villalobos, Connie Chan, Calvin Quock, Sherrice Dorsey-Smith, Dr. Lisa Cooper Wilkins, Alisa Messer, Jill Yee, Conny Ford, Heather Brandt
- C. Member(s) Absent: Patrick West, Win-Mon Kyi

## II. Adoption of the Agenda

- A. Agenda adopted.
- B. Member Messer.  
Member Ford seconded.
- C. Member Comments
  - Member Messer asked if Unfinished Business would include or not include the discussion about the benefits of Free City but doesn't think there will be enough time.
- D. No public comment.

## III. Review and Approval of April 2025 Minutes

- A. Minutes approved.
- B. Member Villalobos motioned.  
Member Ford seconded.
- C. No member comments.
- D. No public comment.

## IV. General Public Comment

- A. No public comment.

## V. 25-26 Free City College Oversight Committee Meeting Calendar

- A. Committee members reviewed the meeting dates proposed for 2025-2026.
- B. Member Comments
  - Member Quock suggested we shift the January meeting to early January because the City has budget commissions mid to late February.
  - Member Brandt asked how that would work because the college is not open in early





## Free City College Oversight Committee Meeting Minutes



January. Thinking about the students who sit on the committee and those who attend the meetings. Also, I will not be in this seat and on this committee because my term as a student trustee ends at the end of the month.

- Member Dorsey-Smith suggested we have those conversations prior to January. February is when departments submit their budgets, and when it starts to go through the process. If there's any back and forth (between the Mayor's Office) you would want to do it earlier. We would want to land on recommendations in January to then start discussion.
- Member Messer suggested we have a standing agenda item on the budget where we're tracking these things and having that conversation. The last year or two has been very messy in that way. I think we have been caught behind because we haven't had ongoing budget discussions.
- Member Dorsey-Smith recommended keeping these dates. But then adding an asterisk to say it could be a December meeting and a February meeting that then gives
- Co-Chair Wong stated the members reached a consensus based on the discussion. Continue with the regular meetings as listed but be ready to call a special meeting in December and February specifically around the budget if needed.

C. No public comment.

### VI. Marketing Campaign

A. Dr. Lisa Cooper Wilkins introduced representatives from ACER, the marketing firm who has been providing traditional and digital marketing for Free City, who presented the FY24 Free City/Fresh Start Campaign Wrap Report.

B. Member Comments

- Member Ford noticed that zip code 94115 wasn't one of the targeted zip codes and asked if they could include that neighborhood and suggested advertising on the 38 Muni bus. Asked for clarification on the added value resulting in money.
- Member Yee was surprised not to see 94113 as a zip code target and asked how the zip codes are determined. Also asked, were any of the campaigns' bilingual and how much the entire campaign costs. ACER responded we would need to have an appropriate translated landing page on the site. It is something that is a great thing to think about. It does require an additional budget. Member Cooper Wilkins added that we did approve of a multi-year campaign and estimated that it cost \$175, 000 but would need to confirm.
- Member Brandt shared that BART advertises other educational institutions.
- Member Messer is worried were sending the wrong the message that City College is only for 18–22-year-olds, especially on the buses. So many of our students are older.
- Member Yee suggested we target four-year students who need to satisfy their GE requirements.
- Member Brandt offered to help ACER capture the diversity that is needed beyond just age. Member Cooper Wilkins added that all models are students and most of them are Free City students.

C. No public comment.



## Free City College Oversight Committee Meeting Minutes



### VII. Free City Budget Recommendations

- A. Member Cooper Wilkins provided a brief overview of the Free City College 23-24 Program Impact to address some of the previous data related questions and presented a more refined version of the proposed budget recommendations.
- B. Member Comments
  - Member Chan urged members to consider and potentially act on these recommendations to the Mayor and the Board of Supervisors and hoped that there's some kind of initial agreement or at least conversation with the Mayor as he and his team put together the budget to be proposed to the public in June. The following motions were presented and discussed:
    1. For the City to consider the addition of indirect expense of not to exceed \$3 million from prior years ONLY upon the completion of the audits of fiscal years 2022-2023 and 2023-2024.
    2. For the City to consider meeting its existing MOU obligations of \$16 million + compounded CPI for fiscal year 2025-2026
    3. For the City to consider increase of MOU obligations based on the recommendations provided by Student Proposal and Oversight Committee when the City is no longer in budget deficit
    4. For the City to consider in agreement to strike out the existing clause in MOU Appendix A – Grant Plan Section 4.d Reduction of Funding (p.25 of 30) and replace with language consists of a deficit trigger for reduction of fund (Note: I have it as 4.d, but maybe we have different MOUs versions?)
    5. For the City to consider to reimburse student fees both retroactively and moving forward For the City to consider in agreement to strike out the existing section in MOU Appendix A – Grant Plan Section 2.d.iii Students Who Withdraw from Courses (p.25 of 30).
  - Co-Chair Wong agreed with having the recommendations that Member Chan presented accompany the budget recommendations that were presented. It covers all the areas we've been talking about. Especially number four, we have some triggering language.
  - Member Quock asked if the fiscal year active is based on the prior year, plus CPI? Member Chan responded it would be 16 million flat, plus CPI.
  - Member Messer shared the MOU is perhaps not explicit on this. You wouldn't have a cost-of-living increase that started from the baseline and stayed at that baseline. The way CPI works is to be sure that you're not priced out based on a baseline. CPI is meant to address inflation. I think the goal was to make sure that the cost of inflation was included over these 10 years.
  - Member Chan shared when you have a permanent Chancellor (City College), your general counsel and your finance people ought to sit down to discuss this (CPI). We would like to honor the existing MOU. That is my goal for this motion (number 2). If the City and City College end up deciding to amend, then it's for this oversight body to give recommendations on the negotiating terms. I do also understand that you may have closed sessions for some of those negotiations.





## Free City College Oversight Committee Meeting Minutes



- Co-Chair Wong shared the revised motion for the City to consider meeting its existing MOU obligations of 16.4 million for FY 25-26 and to provide compound CPI for future years.
- Co-Chair Wong motioned to approve the motions presented by Member Chan based on the caveat mentioned. Member Ford moved and Member Messer seconded. Member Chan added that she will re-write the motions and send them to Co-Chair Wong and the Secretary. Member discussion:
  - Member Messer shared the proposal is currently missing the coverage of additional fees. The point of number 5 covers the debt problem. There are slightly different issues. One is eliminating the fee repayment requirement but the other would be the \$39 that students must pay when they apply for Free City. Sometimes that can result in a hold on a student's account. One thing that has been asked is can we pay those fees, so the program is literally free.
  - Member Dorsey-Smith summed up Member Messer's request to add additional coverage that is not triggered by a budget deficit but that's included in the tuition, other student fees and whatever else is a part of the whole package because that's what is missing.
  - Member Chan suggested that on number 5, strike out the remaining sentence and just for the City to consider reimbursing student fees both retroactively and moving forward.
  - Member Messer suggested the committee defer to the students in the room, Members Brandt and Member Villalobos for input. Member Brandt agreed with Member Chan because it's more overarching and inclusive, but I think there is a possibility with this to address both things.
  - Member Chan suggested adding in parentheses "But not limited to" and naming the fees. I think that's also helpful because it builds in clarity and understanding.
    - For the City to consider reimbursing student fees beyond tuition both retroactively and moving forward (including but not limited to health, web, student representation fees, \$39 student per semester and other fees) striking the existing section in MOU Appendix A – Grant Plan Section 2.d.iii Students Who Withdraw from Courses (p.25 of 30).
  - Member Quock asked for number one, is it inclusive of the indirect expenses for fiscal years 23 and 24 which are currently being audited? Member Chan responded we're talking about prior years. Member Quock added what gets included would affect our audit because they (City College) already submitted indirect expenses for 23 and 24. Member Chan suggested how about I amend it to for the City to consider the addition of indirect expense from prior 2025-2026 fiscal year only upon the completion of the audits of fiscal years 2022-2023 and 2023-2024.
  - Member Yee expressed concern about the current Free City allocation. There's a concern that next year we may not have enough money to cover



## Free City College Oversight Committee Meeting Minutes



all of this. How do we make sure that there is a baseline that at the minimum all students must be covered. I think that's a strategic question because if we put it in here now the Board and the Mayor are going to opt for whatever the bottom line is and not give use our wish list or what our asks are. A narrative has to be put out there that as current funding stands, we're not going to have enough money for 25-26. How do we cover our bases without undercutting what we're asking for.

- Member Messer agreed but shared I'm also well aware that there was a reserve and there were some reserve amounts that has become very confusing. How do we think about this going forward? What are the needs in terms of a reserve? And if it's even possible to have a reserve under these circumstances. I don't know what the answer is to that. I feel like there's MOU language that should be negotiated.
- Member Chan shared that's not how the general fund works. You're (Free City) funded by the City's general fund, and if there's a deficit, the City suffers. You're not a set aside. The ballot itself is not set aside, so there's no such thing as having a reserve will protect you. Even if it's set aside, there's first, triggering language, which is what we're already trying to accomplish in this MOU without even for it to be set aside as a ballot measure by the voters.
- Member Quock added that the reserve is a separate account but it's all within the general fund. That's technically why the Mayor's Budget Office can at any point decide to use it.
- Co-Chair Wong motioned for the Free City College Oversight Committee to approve the proposed motions as amended based on the discussion held. Member Ford moved and Member Messer seconded. Roll call vote taken. Motion approved.
  1. For the City to consider the addition of indirect expense ~~not to exceed \$3 million~~ from prior ~~2025-2026 fiscal year~~ ONLY upon the completion of the audits of fiscal years 2022-2023 and 2023-2024.
  2. For the City to consider meeting its existing MOU obligations of \$16.4 million for ~~fiscal year 2025-2026~~ + compounded CPI for ~~fiscal year 2025-2026~~ coming years.
  3. For the City to consider increase of MOU obligations based on the recommendations provided by Student Proposal and Oversight Committee when the City is no longer in budget deficit
  4. For the City to consider in agreement to strike out the existing clause in MOU Appendix A – Grant Plan Section 4.d Reduction of Funding (p.25 of 30) and replace with language consists of a deficit trigger for reduction of fund.
  5. For the City to consider to reimburse student fees ~~and tuition~~ both retroactively and moving forward ~~including but not limited to ongoing student debt, fees covering healthcare, web registration, student representation, and For the City to consider in agreement to striking~~ out the existing section in MOU Appendix A – Grant Plan Section 2.d.iii Students Who Withdraw from Courses (p.25 of 30).



## Free City College Oversight Committee Meeting Minutes



6. For the City and all entities involved in the implementation of the MOU to evaluate and amend the language in the section of "Use of Funds" and "Adjustments and Changes in the MOU".

C. No public comment.

### VIII. Unfinished Business

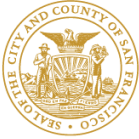
- A. Committee members requested to review the City's policy on the use of AB 2449 in meetings and were asked to refer to the City issued memo, Legal Rules Governing Remote Participation by Members of Policy Bodies in Meetings, specifically the highlighted sections and particularly the section on page 7.
  - No member comments.
  - No public comment.
- B. Member Messer presented a discussion topic in our March 2025 meeting on how to assess the benefits and impact of Free City to San Francisco. Co-Chair Wong asked Member Messer, could we add this discussion to the agenda at our next meeting?
  - Member Messer agreed.
  - No public comment.

### IX. Future Agenda Items

- A. Member Comments
  - Co-Chair Wong added the recommendations should be included as a topic.
  - Member Messer added an update on the audit that is underway. Member Chan included when the audit is complete it will bring us to the discussion on indirect expenses, reimbursements and retroactively pursue the coverage of 24-25. Members Dorsey-Smith, Cooper Wilkins and Quock on the results of the audit, indirect expense negotiations, plus potentially retroactive reimbursements for 24-25.
  - Member Messer asked if the City's decisions (on the recommendations) could be shared with the committee via email. Member Dorsey-Smith responded we could share the final decision.
- B. No public comment.

### X. Adjournment

- A. Meeting adjourned at 12:01 pm.



**San Francisco Office of the City Administrator**

# Proposition E Commission Streamlining Task Force

Planned Schedule

July 14, 2025

# Background

- **The Commission Streamlining Task Force was established by November 2024's Proposition E**
  - Purpose: make recommendations about ways to modify, eliminate, or combine the City's boards and commissions to improve the administration of City government
- **Deadlines**
  - Feb 1, 2026: approve final report with recommendations
  - Mar 1, 2026: approve legislation (charter amendment and ordinance)
  - Apr 1, 2026: Board of Supervisors must hold a hearing on the recommendations
- **This document shows the planned schedule of interim decisions leading up to final Task Force report and legislation**
  - The schedule is subject to change. The latest can be found online at <https://www.sf.gov/commission-streamlining-task-force>
  - Please direct all communications to [commission.streamlining@sfgov.org](mailto:commission.streamlining@sfgov.org)

# Commission Streamlining Task Force

## Planned Meeting Calendar

Date	Topic
Jul 16	Inactive bodies; Templates & Criteria for Governance and Advisory bodies and Staff Working Groups
Aug 6	Legally required bodies; Staff Working Groups; Templates & Criteria for Appeals & Regulatory
Aug 20	BLA findings; Borderline inactive bodies; Templates & Criteria for Other
Sep 3	Public Safety
Sep 17	Infrastructure, Climate, and Mobility
Oct 1	Housing and Economic Development
Oct 15	Public Health and Wellbeing
Nov 5	General Administration
Nov 19	Complex, deferred decisions re: templates or bodies; Operational improvements
Dec 3	Review draft report
Dec 18	Operational improvements
Jan 7	Discuss legislation (charter amendment + ordinance)
Jan 21	Approve final report
Feb 4	Present final draft legislation
Feb 18	Approve legislation



# Commission Streamlining Task Force

## Sample Template Components

To be discussed July 16, Aug 6, and Aug 20

- Appointing authority and confirmations
- Department head hiring and firing authority
- Disciplinary authority
- Commissioner removals (for cause or at will)
- Term lengths and limits
- Qualifications (seat, body, or none)
- Sunset dates
- Commission size (# of seats)
- Compensation, benefits, and other professionalization considerations
- Establishing authority (charter, code, or neither)

### Templates by Type of Body:

Governance (Jul 16)

Advisory (Jul 16)

Appeals (Aug 6)

Other Regulatory (Aug 6)

Staff Working Group (Jul 16)

Other (Aug 20)

# Commission Streamlining Task Force

## Inactive Bodies

Recommendations published Fri, Jul 11 for Wed, Jul 16 meeting

Dept	Name of Body	Type
ADM	City-Operated Farmers' Market Advisory Committees	Advisory
	Contract Review Committee	Advisory
	Local Business Enterprise Preference Program Working Group	Advisory
	Subcontracting Goals Committee	Advisory
	Working Group on Local Business Enterprise Preference Program for City Leases and Concession Agreements	Advisory
	Working Group to Investigate Barriers to LBE Participation	Advisory
	Permit Prioritization Task Force	Staff Working Group
CPC	Residential Rehabilitation Area Citizen Advisory Committees	Advisory
	Residential Rehabilitation Area Rent Committees	Advisory
DBI	Board of Examiners	Regulatory
	San Francisco Residential Hotel Operators Advisory Committee	Advisory
DCYF	Our Children, Our Families Council	Advisory
DPH	City Agency Task Force (Lead Abatement)	Advisory
DPW	Citizens Advisory Committee for Street Utility Construction	Advisory
	Committee for Planning Utility Construction Program	Advisory
	Graffiti Advisory Board	Advisory
	Newsrack Advisory Committee	Advisory
	Street Design Review Committee	Staff Working Group
	Street Utilities Coordinating Committee	Staff Working Group

Dept	Name of Body	Type
HRC	Advisory Council on Human Rights	Advisory
HRD	Employee Relations Board	Advisory
HSA	Adult Day Health Care Planning Council	Advisory
	Long Term Care Coordinating Council	Advisory
JUV	Close Juvenile Hall Working Group	Advisory
	Delinquency Prevention Commission	Advisory
	African American Arts and Cultural District Community Advisory Committee	Advisory
MOHCD	Housing Stability Fund Oversight Board	Advisory
	Relocation Appeals Board	Advisory
	Supportive Housing Services Fund Committee	Staff Working Group
OEWD	Industrial Development Authority Board	Advisory
	Workforce Development Advisory Committee	Advisory
PUC	Industrial Waste Review Board	Advisory
	PUC Small Firm Advisory Committee	Advisory
RPD	Capital Implementation Committee	Advisory

# Commission Streamlining Task Force

## Federal/State Legally Required Bodies

Recommendations published Fri, Jul 18 for Wed, Aug 6 meeting

Dept	Name of Body	Type
<b>AAM</b>	Asian Art Commission	Governance
<b>ADM</b>	Treasure Island Development Authority Board of Directors	Governance
<b>APD</b>	Community Corrections Partnership	Advisory
<b>BOA</b>	Board of Appeals	Regulatory
<b>BOS</b>	Assessment Appeals Board	Regulatory
<b>CON</b>	Enhanced Infrastructure Financing District Public Financing Authority No. 1	Regulatory
<b>DAT</b>	Real Estate Fraud Prosecution Trust Fund Committee	Staff Working Group
<b>DBI</b>	Abatement Appeals Board	Regulatory
	Access Appeals Commission	Regulatory
<b>DEC</b>	Child Care Planning and Advisory Council	Advisory
	Children and Families First Commission	Governance
<b>DPH</b>	Behavioral Health Commission	Advisory
<b>FAM</b>	Fine Arts Museums Board of Trustees	Governance
<b>HSA</b>	Commission on Aging Advisory Council	Advisory
	In-Home Supportive Services Public Authority	Other
<b>HSH</b>	Local Homeless Coordinating Board	Advisory
<b>JUV</b>	Juvenile Justice Coordinating Council	Advisory
<b>LLB</b>	Law Library Board of Trustees	Governance
<b>MOHCD</b>	Citizens Committee on Community Development	Advisory
<b>OEWD</b>	Workforce Investment Board	Advisory
<b>PRT</b>	Port Commission	Governance
<b>RET</b>	Retiree Health Care Trust Fund Board	Other
	Retirement Board	Other
<b>TTX</b>	Treasury Oversight Committee	Advisory
<b>WAR</b>	War Memorial Board of Trustees	Governance

# Commission Streamlining Task Force

## Staff Working Groups

Recommendations published Fri, Jul 18 for Wed, Aug 6 meeting

Dept	Name of Body	Type
<b>ADM</b>	Capital Planning Committee	Staff Working Group
	Committee on Information Technology (COIT)	Staff Working Group
<b>CPC</b>	Interagency Planning and Implementation Committee	Staff Working Group
<b>CSC</b>	Special Strike Committee	Staff Working Group
<b>DAT</b>	Sentencing Commission	Staff Working Group
<b>DEM</b>	Disaster Council	Staff Working Group
<b>DPW</b>	Committee for Utility Liaison on Construction and Other Projects	Staff Working Group
<b>DT</b>	Justice Tracking Information System (JUSTIS) Committee Governance Council	Staff Working Group
<b>ENV</b>	Municipal Green Building Task Force	Staff Working Group
<b>HRD</b>	Workers' Compensation Council	Staff Working Group
<b>MTA</b>	Interdepartmental Staff Committee on Traffic and Transportation (ISCOTT)	Staff Working Group
<b>MYR</b>	State Legislation Committee	Staff Working Group

# Commission Streamlining Task Force

## Draft Borderline Inactive Bodies (High Vacancies + Cancellations)\*

Recommendations published Fri, Aug 1 for Wed, Aug 20 meeting

Dept	Name of Body	Type
<b>ADM</b>	Cannabis Oversight Committee	Advisory
	Sweatfree Procurement Advisory Group	Advisory
	Treasure Island/Yerba Buena Island Citizens Advisory Board	Advisory
<b>CPC</b>	Bayview Hunters Point Citizens Advisory Committee	Advisory
<b>DCYF</b>	Children, Youth and Their Families Oversight and Advisory Committee	Advisory
<b>DHR</b>	Workers' Compensation Council	Staff Working Group
<b>DT</b>	Justice Tracking Information System (JUSTIS) Committee Governance Council	Staff Working Group
<b>PRT</b>	Waterfront Design Advisory Committee	Advisory

\*Note: this list is subject to change, as vacancy and meeting cancelation data is still being analyzed

# Commission Streamlining Task Force

## Public Safety

Recommendations published Fri, Aug 15 for Wed, Sep 3 meeting

Dept	Name of Body	Type
<b>APD</b>	Community Corrections Partnership	Advisory <sup>(1)</sup>
	Reentry Council	Advisory
<b>DAT</b>	Real Estate Fraud Prosecution Trust Fund Committee	Staff Working Group <sup>(1)(2)</sup>
	Sentencing Commission	Staff Working Group <sup>(2)</sup>
<b>DEM</b>	Disaster Council	Staff Working Group <sup>(2)</sup>
<b>FIR</b>	Fire Commission	Governance
<b>JUV</b>	Juvenile Justice Coordinating Council	Advisory <sup>(1)</sup>
	Juvenile Probation Commission	Governance
<b>POL</b>	Police Commission	Governance
<b>SDA</b>	Sheriff's Department Oversight Board	Regulatory

Preliminary discussions are scheduled for the following:

- (1) Aug 6- required by the state or federal government
- (2) Aug 6- Staff Working Groups
- (3) Aug 20- high vacancy and meeting cancelation rates



# Commission Streamlining Task Force

## Infrastructure, Climate, and Mobility

Recommendations published Fri, Aug 29 for Wed, Sep 17 meeting

Dept	Name of Body	Current Type
ADM	Treasure Island Development Authority Board of Directors	Governance <sup>(1)</sup>
	Treasure Island/Yerba Buena Island Citizens Advisory Board	Advisory <sup>(3)</sup>
DPW	Committee for Utility Liaison on Construction and Other Projects	Staff Working Group <sup>(2)</sup>
	Public Works Commission	Governance
	Sanitation and Streets Commission	Governance
ENV	Commission on the Environment	Governance
	Municipal Green Building Task Force	Staff Working Group <sup>(2)</sup>
	Urban Forestry Council	Advisory
MTA	Bicycle Advisory Committee	Advisory
	Interdepartmental Staff Committee on Traffic and Transportation (ISCOTT)	Staff Working Group <sup>(2)</sup>
	Mission Bay Transportation Improvement Fund Advisory Committee	Advisory
	Municipal Transportation Agency Board of Directors	Governance
	MTA Citizens' Advisory Council	Advisory

Dept	Name of Body	Current Type
PRT	Port Commission	Governance <sup>(1)</sup>
	Waterfront Design Advisory Committee	Advisory <sup>(3)</sup>
PUC	Public Utilities Citizen's Advisory Committee	Advisory
	Public Utilities Commission	Governance
	Public Utilities Rate Fairness Board	Advisory
	Residential Users Appeal Board	Regulatory
	Southeast Community Facility Commission	Governance
RPD	Joint Zoo Committee	Advisory
	Park, Recreation, And Open Space Advisory Committee	Advisory
	Recreation and Park Commission	Governance

Preliminary discussions are scheduled for the following:

- (1) Aug 6- required by the state or federal government
- (2) Aug 6- Staff Working Groups
- (3) Aug 20- high vacancy and meeting cancelation rates

# Commission Streamlining Task Force

## Housing and Economic Development

Recommendations published Fri, Sep 12 for Wed, Oct 1 meeting

Dept	Name of Body	Current Type
<b>AAM</b>	Asian Art Commission	Governance <sup>(1)</sup>
<b>ADM</b>	Cannabis Oversight Committee	Advisory <sup>(3)</sup>
	Entertainment Commission	Regulatory
<b>AIR</b>	Airport Commission	Governance
	Arts Commission	Governance
<b>ART</b>	Street Artists and Craftsmen Examiners Advisory Committee	Advisory
<b>BOA</b>	Board of Appeals	Regulatory <sup>(1)</sup>
<b>CON</b>	Inclusionary Housing Technical Advisory Committee	Advisory
<b>CPC</b>	Bayview Hunters Point Citizens Advisory Committee	Advisory <sup>(3)</sup>
	Historic Preservation Commission	Regulatory
	Interagency Planning and Implementation Committee	Staff Working Group <sup>(2)</sup>
	Market and Octavia Community Advisory Committee	Advisory
	Planning Commission	Governance
	South of Market Community Planning Advisory Committee	Advisory

Dept	Name of Body	Current Type
<b>DBI</b>	Abatement Appeals Board	Regulatory <sup>(1)</sup>
	Access Appeals Commission	Regulatory <sup>(1)</sup>
	Building Inspection Commission	Governance
	Code Advisory Committee	Advisory
	Structural Advisory Committee	Advisory
<b>FAM</b>	Fine Arts Museums Board of Trustees	Governance <sup>(1)</sup>
<b>LIB</b>	Library Commission	Governance
<b>MOHCD</b>	Citizens Committee on Community Development	Advisory <sup>(1)</sup>
	SOMA Community Stabilization Fund Community Advisory Committee	Advisory
<b>OEWD</b>	Board of Directors of the San Francisco Downtown Revitalization and Economic Recovery Financing District	Other
	Committee on City Workforce Alignment	Advisory
	Film Commission	Governance
	Small Business Commission	Governance
	Workforce Investment Board	Advisory <sup>(1)</sup>
<b>RNT</b>	Residential Rent Stabilization and Arbitration Board	Regulatory
<b>WAR</b>	War Memorial Board of Trustees	Governance <sup>(1)</sup>

Preliminary discussions are scheduled for the following:

- (1) Aug 6- required by the state or federal government
- (2) Aug 6- Staff Working Groups
- (3) Aug 20- high vacancy and meeting cancelation rates

# Commission Streamlining Task Force

## Public Health and Wellbeing

Recommendations published Fri, Sep 26 for Wed, Oct 15 meeting

Dept	Name of Body	Current Type
<b>ADM</b>	Immigrant Rights Commission	Advisory
<b>BOS</b>	Youth Commission	Advisory
<b>CON</b>	Our City, Our Home Oversight Committee	Advisory
<b>DCYF</b>	Children, Youth, and Their Families Oversight and Advisory Committee	Advisory <sup>(3)</sup>
	Free City College Oversight Committee	Advisory
	Service Provider Working Group	Advisory
<b>DEC</b>	Child Care Planning and Advisory Council	Advisory <sup>(1)</sup>
	Children and Families First Commission	Governance <sup>(1)</sup>
	Early Childhood Community Oversight and Advisory Committee	Advisory
<b>DPH</b>	Behavioral Health Commission	Advisory <sup>(1)</sup>
	Food Security Task Force	Advisory
	Health Commission	Governance
	Sugary Drinks Distributor Tax Advisory Committee	Advisory

Dept	Name of Body	Current Type
<b>HRC</b>	Human Rights Commission	Governance
	LGBTQI+ Advisory Committee	Advisory
<b>HSA</b>	Commission on Aging Advisory Council	Advisory <sup>(1)</sup>
	Dignity Fund Oversight and Advisory Committee	Advisory
	Disability and Aging Services Commission	Governance
	Human Services Commission	Governance
	In-Home Supportive Services Public Authority	Other <sup>(1)</sup>
	Veterans' Affairs Commission	Advisory
<b>HSH</b>	Homelessness Oversight Commission	Governance
	Local Homeless Coordinating Board	Advisory <sup>(1)</sup>
	Shelter Grievance Advisory Committee	Advisory
	Shelter Monitoring Committee	Advisory
<b>MYR</b>	Family Violence Council	Advisory
<b>WOM</b>	Commission on the Status of Women	Governance

Preliminary discussions are scheduled for the following:

- (1) Aug 6- required by the state or federal government
- (2) Aug 6- Staff Working Groups
- (3) Aug 20- high vacancy and meeting cancelation rates

# Commission Streamlining Task Force

## General Administration and Finance

Recommendations published Fri, Oct 17 for Wed, Nov 5 meeting

Dept	Name of Body	Current Type
ADM	Capital Planning Committee	Staff Working Group <sup>(2)</sup>
	City Hall Preservation Advisory Committee	Advisory
	Commission of Animal Control and Welfare	Advisory
	Commission Streamlining Task Force	Other
	Committee on Information Technology (COIT)	Staff Working Group <sup>(2)</sup>
	Sweatfree Procurement Advisory Group	Advisory <sup>(3)</sup>
BOS	Assessment Appeals Board	Regulatory <sup>(1)</sup>
	Sunshine Ordinance Task Force	Regulatory
CON	Citizens' General Obligation Bond Oversight Committee	Advisory
	Enhanced Infrastructure Financing District Public Financing Authority No. 1	Regulatory <sup>(1)</sup>
	Refuse Rate Board	Regulatory

Dept	Name of Body	Current Type
CSC	Civil Service Commission	Regulatory
	Special Strike Committee	Staff Working Group <sup>(3)</sup>
DHR	Workers' Compensation Council	Staff Working Group <sup>(3)</sup>
DT	Justice Tracking Information System (JUSTIS) Committee Governance Council	Staff Working Group <sup>(3)</sup>
ETH	Ethics Commission	Regulatory
HSS	Health Service Board	Other
LLB	Law Library Board of Trustees	Governance <sup>(1)</sup>
MYR	State Legislation Committee	Staff Working Group <sup>(2)</sup>
REG	Ballot Simplification Committee	Advisory
	Elections Commission	Governance
	Elections Task Force	Other
RET	Retiree Health Care Trust Fund Board	Other <sup>(1)</sup>
	Retirement Board	Other <sup>(1)</sup>
TTX	Treasury Oversight Committee	Advisory <sup>(1)</sup>

Preliminary discussions are scheduled for the following:

- (1) Aug 6- required by the state or federal government
- (2) Aug 6- Staff Working Groups
- (3) Aug 20- high vacancy and meeting cancelation rates

# What are the Benefits of Free City?

Responses from Committee Members and others in attendance  
at March 2025 Oversight Committee Meeting

“For Me”	“For Us”
<p>Career pathway Professional development Growth Community Second chance Took my education back Keeps my mind fresh Empowered me to not give up Stand up, fight back Stability Knowledge Community Opportunity Research Third space Begin a generation of scholars Discover and indulge in my interests Actualize potential Increase career opportunities Increase income Make social &amp; career connections Gain mentors Personal success Allowed me to get a degree that led to my dream job and to financially afford my lifestyle Gives me a better chance to earn a degree &amp; succeed Access to an education while raising children, which is costly Upward economic mobility Education Well being, health Growth Connection Protection Family</p>	<p>Access to education is an equalizer Contributes to the building of a healthier city More skilled workers Stronger communities More opportunities Concrete economic infusion into underserved communities Jobs / networking / connections Economic revitalization Social mobility Social well-being Open door for opportunities Diverse community of students Increase generational wealth Social justice Prepares good citizenship Improve health, access to care Close income gap Allows people to view the world w/ a wider lens and be more accepting of other viewpoints Local economic stabilizer w/ diverse school of thought and professions Makes my community stronger ( : Better jobs pay more taxes More civically engaged More volunteerism Higher voting rates Raising standards for all people Social equity Sanctuary People power Know our rights Better environment Democracy Build!</p>

<p>Skills  Leadership  Advance in income  Opportunity to: engage, learn, explore in non-credit/credit classes  Access to education  Access to community  Stay in this country legally  I can continue my education  I get socialization out of it  I enjoy learning, so taking classes I find enjoyable  Explore career field interests and take classes for college major and prep and GE requirements  I've found jobs at and around the school</p>	<p>Helps provide opportunity: to grow, thrive, learn  Domestic violence prevention  Access to mental health services  Anti-poverty  Community = hope  Develop skilled &amp; diverse workforce that are ready to serve the community &amp; city  Gets people out of poverty &amp; off the stress  Creates better futures for us &amp; future generations  Helps get more educated workers  Children have a clearer, guaranteed future path  It transforms lives and allows students to open their mind and grow  It can be a powerful tool for advocacy, empowerment, and integration into society  It encourages independence, self-discipline, and lifelong learning</p>
---	---