

File No. 260127

Committee Item No. 1

Board Item No. 24

COMMITTEE/BOARD OF SUPERVISORS

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Committee: Government Audit and Oversight

Date: March 19, 2026

Board of Supervisors Meeting:

Date: April 7, 2026

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Prepared by: Monique Crayton

Date: April 3, 2026

Prepared by: Monique Crayton

Date: March 13, 2026

Prepared by: _____

Date: _____

1 [Urging an Executive Directive and Citywide Action Plan to Advance Women and Gender
2 Equity]

3 **Resolution urging the Mayor to issue an executive directive establishing a Citywide**
4 **Women’s Advancement and Gender Equity Action Plan, led and coordinated by the San**
5 **Francisco Department on the Status of Women, with full cross-departmental**
6 **participation and dedicated budgetary support to ensure effective implementation.**

7
8 WHEREAS, San Francisco has long positioned itself as a national leader in advancing
9 gender equity through progressive policies, public investment, and community partnership;
10 and

11 WHEREAS, Women make up 49% of San Francisco’s total population, yet women and
12 gender-marginalized people continue to experience persistent inequities in safety, economic
13 security, health outcomes, bodily autonomy, and representation in leadership; and

14 WHEREAS, San Francisco was the first municipality in the world to adopt the United
15 Nations Convention on the Elimination of All Forms of Discrimination Against Women
16 (CEDAW) into local law, which meaningfully provided gender analysis on City services and
17 provided recommendations on policy and process reforms; and

18 WHEREAS, Data from the U.S. Census Bureau’s American Community Survey (ACS),
19 the San Francisco Controller’s Office, and Citywide equity analyses consistently show that
20 women in San Francisco experience poverty at higher rates than men, with disproportionately
21 severe impacts on single mothers, immigrant women, women of color, and women with
22 disabilities; and

23 WHEREAS, According to analyses based on U.S. Census Bureau ACS data and
24 reports from the San Francisco Department on the Status of Women, women in San
25 Francisco earn significantly less than men on average, reflecting a persistent gender wage

1 gap that places the City among those with the widest disparities nationally and contributes to
2 long-term economic insecurity for women and their families; and

3 WHEREAS, Data from the San Francisco Controller’s Office, the Bay Area Regional
4 Collaborative, and regional economic recovery assessments demonstrate that women and
5 women-headed households in San Francisco and the broader Bay Area continue to face
6 prolonged economic instability following the COVID-19 pandemic, driven by rising housing
7 costs, childcare affordability challenges, and caregiving responsibilities; and

8 WHEREAS, The City made prior investments to support workforce development for
9 women, business development for women-owned businesses, however, pilot programs have
10 since expired and the disparities to access continue to persist; and

11 WHEREAS, Workplace policies disproportionately impact women such as reproductive
12 processes, including pregnancy loss, fertility treatments, paid parental leave, retirement
13 benefits during leave, lactation, lack of flexibility in scheduling to accommodate caregiving; and

14 WHEREAS, The City’s commitments under voter-approved and policy-mandated
15 initiatives affecting women - including Universal Childcare through Proposition C in 2018;
16 Proposition D in 2022, to guarantee legal counsel for domestic violence cases; maternal and
17 child health responsibilities administered by the San Francisco Department of Public Health;
18 and other gender-equity and reproductive health commitments - have not been fully or
19 consistently resourced, resulting in fragmented implementation and undermining the stability
20 of survivor services, maternal and infant health outcomes, childcare access, and violence
21 prevention systems; and

22 WHEREAS, Existing housing supports in San Francisco remain insufficient,
23 fragmented, and under-resourced to meet the needs of women - particularly single mothers,
24 survivors of gender-based violence, immigrant women, seniors, and women-headed
25

1 households - resulting in heightened housing instability that undermines women’s safety,
2 health outcomes, and economic security; and

3 WHEREAS, According to data reported by the San Francisco Department of Public
4 Health, over a recent ten-year period Black mothers represented approximately four percent
5 of live births in San Francisco but accounted for fifty percent of pregnancy-associated
6 maternal deaths, reflecting a disproportionate burden and persistent racial inequities in
7 maternal health outcomes; and

8 WHEREAS, Women are disproportionately impacted by gender-based violence and
9 harassment with immigrant women, women of color, and low-income women facing increased
10 barriers to safety, justice, and recovery; and

11 WHEREAS, The City and County of San Francisco needs significant work to improve
12 the conditions and services within custodial and incarceration settings and to ensure that
13 policies, facilities, and programs are fully gender-responsive, trauma-informed, and aligned
14 with the health, safety, dignity, and reentry needs of women and gender-diverse
15 individuals; and

16 WHEREAS, Service providers addressing women’s safety, health, and economic
17 stability - including domestic violence and sexual assault services, human trafficking
18 prevention intervention, maternal and mental health supports, housing stabilization, and
19 violence prevention - face ongoing financial instability due to cumulative Federal and State
20 funding reductions and unstable local investment; and documented federal cuts have
21 significantly reduced resources for women’s services, including steep declines in Victims of
22 Crime Act (VOCA) funding, the cancellation of hundreds of U.S. Department of Justice grants
23 supporting victim services and community violence prevention, and narrowed funding through
24 the Office on Violence Against Women, disproportionately impacting organizations serving
25 women, survivors, and gender-marginalized communities; and,

1 WHEREAS, Effective responses to gender-based violence require non-law
2 enforcement resources to be readily available, adequately resourced, and acknowledged as
3 integral to public safety, and also requires that law enforcement agencies prioritize meaningful
4 recruitment, hiring, and training of women, especially given the research finding that women in
5 law enforcement are less likely to use deadly force and more likely to be able to de-escalate
6 situations without resorting to violence and yet Federal and State funding reductions, limited
7 recruitment and retention of women officers, and insufficient trauma-informed and survivor-
8 centered capacity continue to constrain public safety systems' ability to meet the needs of
9 women and families; and

10 WHEREAS, The voters of San Francisco established the Commission on the Status
11 of Women in the City Charter in 1975, and the Board of Supervisors established the
12 Department on the Status of Women (DOSW) in 1994 to serve as the City's lead entity on
13 gender equity policy, coordination, and implementation; and

14 WHEREAS, In 2025, as part of the budget process, DOSW was merged under a new
15 "Agency on Human Rights" along with the Human Rights Commission; which undermines the
16 will of San Francisco voters that there should be an independent department, subordinate to
17 no other department, in order to effectively further women's rights and gender equity; and

18 WHEREAS, Pursuant to Charter, Section 33.4, DOSW has served since 1994 as the
19 City's Charter-mandated department charged with implementing the policies of the
20 Commission on the Status of Women, coordinating interdepartmental efforts, and advancing
21 the safety, health, economic security, and civic participation of women and girls across San
22 Francisco; and

23 WHEREAS, The City and County of San Francisco should have a comprehensive
24 grasp of the multi-faceted status of this population in San Francisco and this requires a central
25 clearinghouse of local, statewide, and federal data, research, budgetary investment and

1 allocation information, programming, policies, and legislation that significantly impacts the
2 lives and well-being of women and girls; now, therefore, be it

3 RESOLVED, That the Board of Supervisors urges the Mayor to issue an executive
4 directive and citywide women’s advancement and gender equity action plan designating the
5 San Francisco Department on the Status of Women as the department responsible for serving
6 as that central clearinghouse; and

7 FURTHER RESOLVED, That the action plan’s purpose should be to eliminate gender
8 inequitable policies, procedures, programming, budget allocations, operations, appointments,
9 and more across San Francisco and to advance gender equity in all lawful ways citywide in
10 order to advance the well-being and quality of life for all women, girls, and non-binary
11 individuals in our city; and

12 FURTHER RESOLVED, That this collaborative work should include having DOSW
13 serve as the primary home for the city’s various departments to share information about the
14 substantive policies, programs, budget allocations, and other relevant information that
15 comprise each department’s work as it relates to the lives and well-being of women and girls
16 and include the recommendations of subject matter experts within departments regarding
17 actionable changes the city should and can make to advance gender equity; and

18 FURTHER RESOLVED, That the action plan should be developed as a collaborative
19 effort between the city’s departments and be based on a data and evidence-based analysis of
20 how the city’s policies, programs, budget allocations, and other work are supporting or failing
21 to support women and girls, with DOSW playing a key role to convene departments as
22 needed to collect and discuss this information; and

23 FURTHER RESOLVED, That the action plan should require the city as a whole to work
24 collaboratively with DOSW by sharing all of the above information to ensure that DOSW can
25 serve effectively as the key authority on the overall status and well-being of women and girls

1 in the city and how the city’s policies, programming, budget allocations, and more impact their
2 lives and ability to thrive; and

3 FURTHER RESOLVED, That the action plan should include an annual assessment of
4 the demographic composition of the leadership and decision-making positions across the city,
5 including but not limited to the city’s commissions, boards, elected positions, department
6 leadership, especially as consolidation of government bodies may result in fewer opportunities
7 for women and girls to serve in these positions; and

8 FURTHER RESOLVED, That the action plan should include measurable goals,
9 timelines, and accountability measures across the priority areas of Health, Safety, Economic
10 Mobility & Security, and Civic Advancement and Community Engagement; and

11 FURTHER RESOLVED, That the Department of the Status of Women should provide a
12 regular analysis of the City Departments’ progress on the action plan to the Mayor and the
13 Board of Supervisors, and that analysis should include budget recommendations to guide
14 decision makers; and

15 FURTHER RESOLVED, That the Board of Supervisors reaffirms our city’s commitment
16 to the principles of the CEDAW and will collaborate with the Department on the Status of
17 Women and relevant departments to renew its implementation and ensure its efficacy; and

18 FURTHER RESOLVED, That the Board of Supervisors reaffirms the City and County
19 of San Francisco’s commitment to shifting our culture to uphold the dignity, equality, choice,
20 and rights of women, girls, and nonbinary people; and

21 FURTHER RESOLVED, That the Board of Supervisors requests the Budget and
22 Legislative Analyst to produce a study on the funding on women’s issues, including, but not
23 limited to economic workforce development, housing, small business support, health
24 outcomes; and a separate study on the existing human resources policies of the City and
25 County of San Francisco, especially any policies and financial impacts relevant to family leave

1 and caregiving responsibilities that disproportionately impact women’s economic and financial
2 well-being for the short and long term; and

3 FURTHER RESOLVED, That the Board of Supervisors directs the Clerk
4 to transmit copies of this Resolution to the Mayor’s office.

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BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

MEMORANDUM

TO: Adam Thongsavat, Office of the Mayor
Daniel Tsai, Director, Department of Public Health
Kimberly Ellis, Director, Department on the Status of Women
Nicolas Menard, Office of the Budget and Legislative Analyst

FROM: Monique Crayton, Assistant Clerk, Government Audit and Oversight Committee

DATE: February 17, 2026

SUBJECT: LEGISLATION INTRODUCED

The Board of Supervisors' Government Audit and Oversight Committee has received the following Resolution request, introduced on February 3, 2026, and substituted on February 10, 2026:

File No. 260127 (Substituted)

Resolution urging the Mayor to issue an executive directive establishing a Citywide Women's Advancement and Gender Equity Action Plan, led and coordinated by the San Francisco Department on the Status of Women, with full cross-departmental participation and dedicated budgetary support to ensure effective implementation.

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102 or by email at: monique.crayton@sfgov.org.

CC:
Office of Chair Fielder
Office of Supervisor Melgar
Dr. Naveena Bobba, Department of Public Health
Sneha Patil, Department of Public Health
Daisy Prado, Department of the Status of Women
Joseph Macaluso, Department of the Status of Women
Dan Goncher, Office of the Budget and Legislative Analyst
Christina Malamut, Office of the Budget and Legislative Analyst

BOARD of SUPERVISORS



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MEMORANDUM

TO: Joy Zhan, Interim Director, Youth Commission
FROM: Monique Crayton, Assistant Clerk, Government Audit and Oversight Committee
DATE: February 27, 2026
SUBJECT: LEGISLATIVE MATTER INTRODUCED

The Board of Supervisors' Government Audit and Oversight Committee has received the following resolution request, introduced by Supervisor Myrna Melgar on February 10, 2026. This item is being referred for comment and recommendation.

File No. 260127

Resolution urging the Mayor to issue an executive directive establishing a Citywide Women's Advancement and Gender Equity Action Plan, led and coordinated by the San Francisco Department on the Status of Women, with full cross-departmental participation and dedicated budgetary support to ensure effective implementation.

Please return this cover sheet with the Commission's response to Monique Crayton, Assistant Clerk, Government Audit and Oversight Committee.

RESPONSE FROM YOUTH COMMISSION Date: _____

___ No Comment
___ Recommendation Attached

Chairperson, Youth Commission



YOUTH COMMISSION MEMORANDUM

TO: Board of Supervisors - Government Audit and Oversight Committee

CC: Monique Crayton, Assistant Clerk
Angela Calvillo, Clerk of the Board
Alisa Somera, Legislative Deputy Director

FROM: 2025-2026 Youth Commission

DATE: Wednesday, March 18, 2026

RE: SUBJECT: YOUTH COMMISSION LEGISLATION REFERRED 02/27/26

At the Youth Commission's in-person meeting on Monday, March 16, 2026, the Commission discussed and took action on BOS File No. 260127:

1. The Youth Commission positively recommends this legislation to the full Board of Supervisors and the Mayor's Office.
2. The Youth Commission recognizes the importance of having the Executive Directive and citywide action to address women and gender equity, especially for young women, girls, and non-binary people.
3. The Youth Commission also inquired about and recommended the following:
 - Ensuring that young perspectives are included in an official format, highlighting the importance of collaboration with the Department of Children, Youth, and Their Families, SFUSD, and the Youth Commission.
 - Suggestion of a youth seat.
 - The intent should be that women and gender nonbinary people should be able to feel safe within the justice system, especially after the inappropriate actions between female inmates and individuals in the Sheriff's Department.

Please do not hesitate to contact Youth Commissioners or Youth Commission staff at (415) 554-7112 with any questions. Thank you.

President, District 8
BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
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RAFAEL MANDELMAN

PRESIDENTIAL ACTION

Date:

To: Angela Calvillo, Clerk of the Board of Supervisors

Madam Clerk,

Pursuant to Board Rules, I am hereby:

Waiving 30-Day Rule (Board Rule No. 3.23)

File No.

(Primary Sponsor)

Title.

Transferring (Board Rule No 3.3)

File No.

(Primary Sponsor)

Title.

From:

Committee

To:

Committee

Assigning Temporary Committee Appointment (Board Rule No. 3.1)

Supervisor:

Replacing Supervisor:

For:

Meeting

(Date)

(Committee)

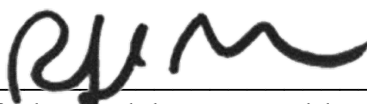
Start Time:

End Time:

Temporary Assignment:

Partial

Full Meeting



Rafael Mandelman, President
Board of Supervisors

**SAN FRANCISCO BOARD OF SUPERVISORS
GOVERNMENT AUDIT & OVERSIGHT COMMITTEE**

**CITY AND COUNTY OF SAN FRANCISCO
WOMEN'S AGENDA**



March 2026



Overview

City Departments Co-Presenters: Department of Early Childhood, Department of Public Health, Human Rights Commission, Mayor's Office of Housing & Community Development, and Office of Economic & Workforce Development

I. Department Overview

II. Women's Agenda

- a) Community Listening Sessions
- b) Framework
- c) Core Policy Areas
- d) Policy and Advocacy Work
- e) Partner Agencies

III. Conclusion



I. Department Overview



DOSW Governance and Oversight

Agency Structure

The Department on the Status of Women operates within the Agency of Human Rights, alongside the Human Rights Commission (HRC). Together, the agencies collaborate to advance civil rights, gender equity, and community protections across San Francisco.

DOSW Oversight Role

DOSW provides citywide coordination and policy leadership to advance gender equity across government systems. The Department monitors implementation of the Women's Agenda and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)—an international human rights framework adopted locally by San Francisco to guide gender equity in government policies and practices.



FY 2025-2028 Purpose Statement

The purpose and mandate of the San Francisco Department on the Status of Women is to advance gender equity by shaping policy, collaborating to hold City systems accountable, and strengthening community-anchored pathways that support the safety, dignity, health, and economic security of women, girls, and non-binary people in San Francisco.

Vision

The San Francisco Department on the Status of Women envisions a City and County where women, girls, and non-binary people, and their families are safe, supported, and able to thrive, and where public systems are accountable to those most impacted by gender-based inequities.

CORE ROLES OF DOSW



**Women's
Advancement
Stewards**



Advocate



Convener



II. Women's Agenda

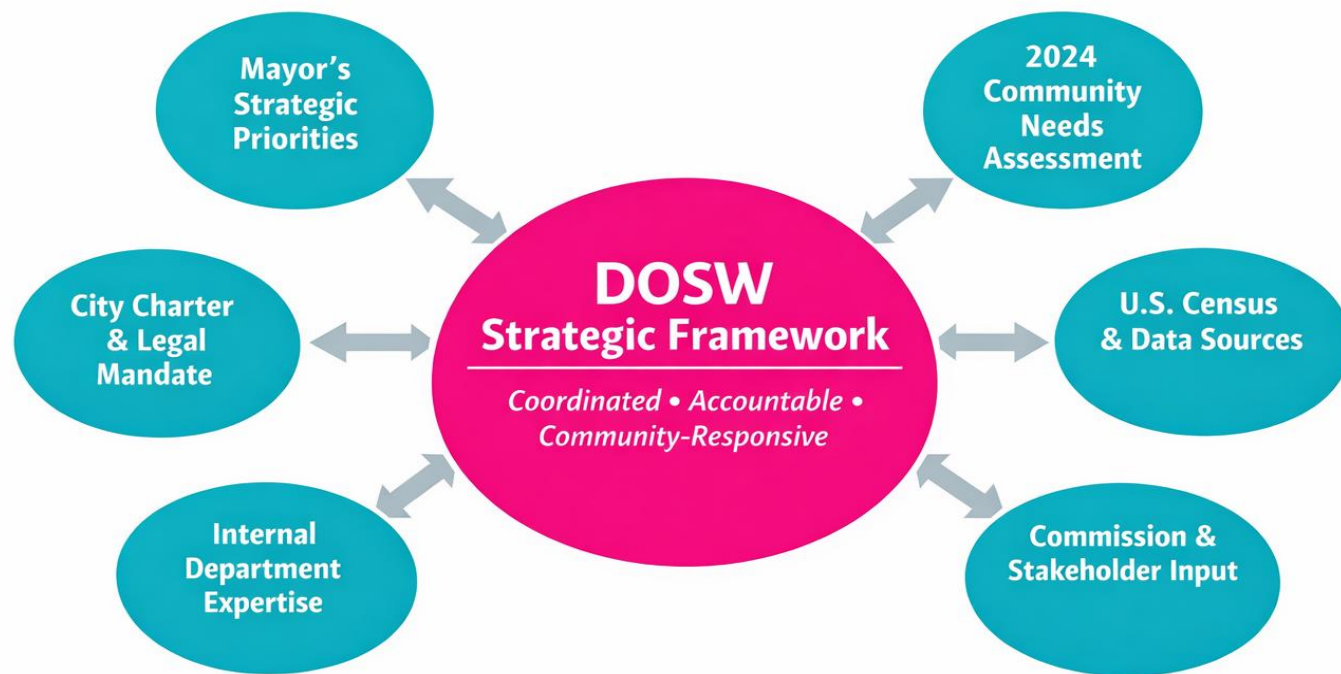
Strategic Planning Timeline



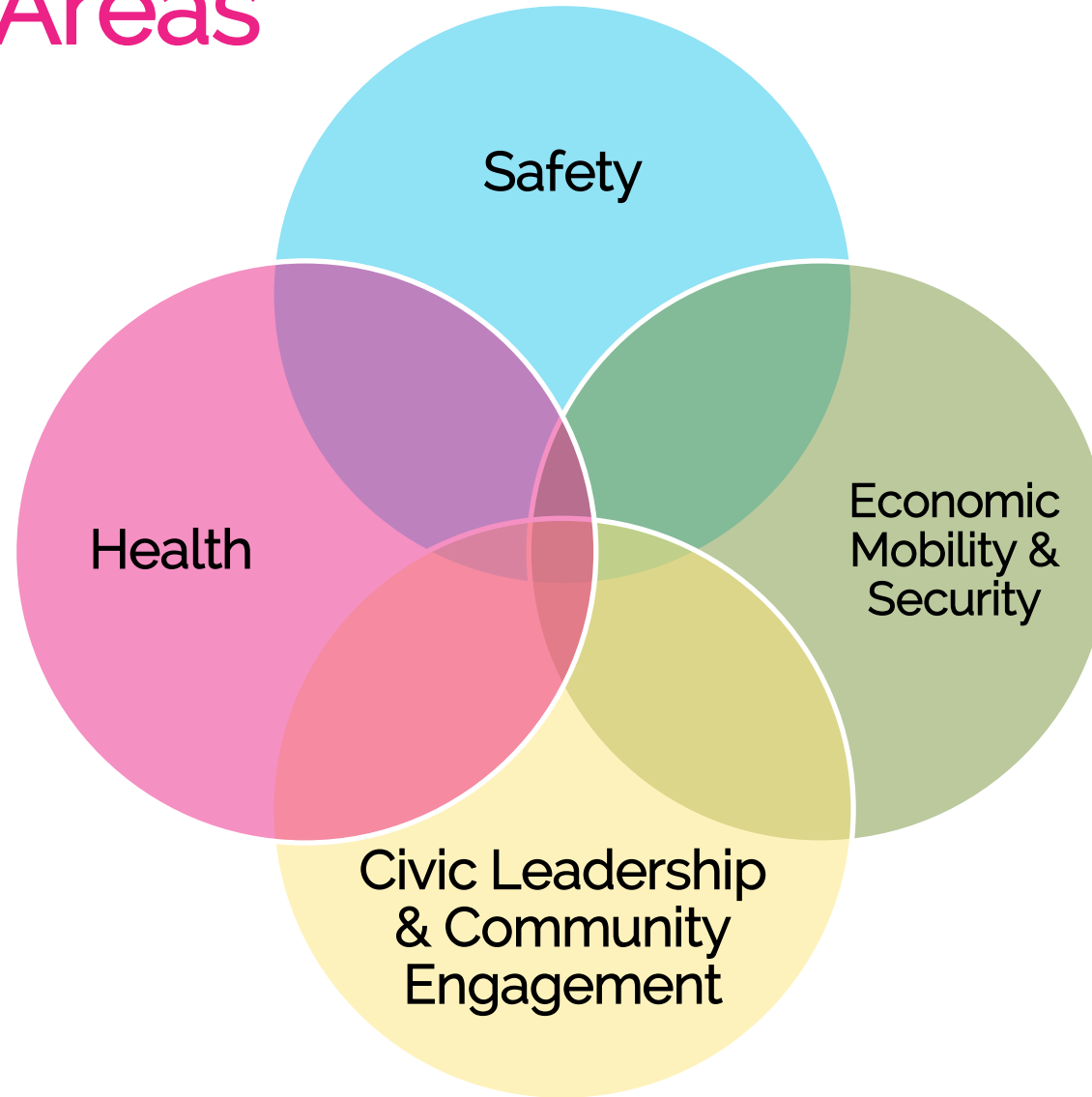
SF Women's Agenda Framework

The DOSW Strategic Framework for the SF Women's Agenda reflects a synthesis of legal mandate, City priorities, data, institutional expertise, and community voice.

The City Charter entrusts us to monitor the status of women and girls throughout San Francisco, to investigate inequalities and to propose remedies.



Core Policy Areas





Health

Goal:

Advance holistic health equity for women, girls, and non-binary people by addressing structural barriers to physical, mental, and reproductive well-being and promoting policies as well as environments that support healing, autonomy, and dignity.

Objectives:

1. Assess how City and County of San Francisco health policies, programs, and systems address holistic health needs, including reproductive, maternal, behavioral health, gender affirming and trauma-informed care.
2. Elevate health issues requiring local, state, or federal policy advocacy, including food security.



Health

Examples:

- **Reproductive Health & Freedom:** The Women's Agenda will advance reproductive health and freedom by strengthening policy coordination, advocacy, and oversight across City systems. The Department will work with health partners and community organizations to support access to reproductive healthcare, including contraception, abortion care, and family planning services, while elevating policies that protect reproductive rights and health equity.
- **Strong Starts Initiative:** The Women's Agenda will support the Strong Starts initiative by strengthening cross-agency coordination and elevating maternal health equity as a priority within the Women's Agenda. Working alongside partners such as the Department of Public Health, the Department of Early Childhood, and the Human Rights Commission, DOSW will help align policy, data tracking, and community engagement to improve outcomes for mothers and families across San Francisco.



Safety

Goal:

Improve both real and perceived safety for women, girls, and non-binary people through prevention-oriented, survivor-centered, and equity-informed approaches across public, institutional, and digital spaces.

Objectives:

1. Examine how City and County of San Francisco safety policies and practices affect women, girls, and non-binary people, including harms not reflected in traditional crime data.
2. Elevate transit, nightlife, and public-space safety concerns that limit participation in education, employment, and community life.
3. Support proactive safety strategies, including prevention trainings.
4. Monitor immigration and law enforcement activities impacting women, girls, and non-binary people.
5. Monitor violence against women incidents and policies and continue supporting funding programs, including creating reports.
6. Tracking incidents of discrimination and sexual harassment and develop strategies to improve the advancement of women and non-binary communities.

Safety

Examples:

- **Gender-Based Violence Prevention & Institutional Coordination:**
Consistent with San Francisco Charter §4.119 and Administrative Code Chapter 33, DOSW will strengthen coordination across institutions responsible for safety and survivor support. The Department will collaborate with the **San Francisco Sheriff's Department, Department of Police Accountability (DPA), Human Rights Commission (HRC)**, and community partners to identify system gaps, improve survivor-centered responses, and advance prevention strategies.
- **Tracking Discrimination & Sexual Harassment:**
Consistent with San Francisco Charter §4.119 and Administrative Code Chapter 33, DOSW will track incidents of discrimination and sexual harassment across workplaces and public institutions. In partnership with the **Human Rights Commission (HRC)**, DOSW will support referrals on cases, analyze trends, and elevate strategies that strengthen accountability and institutional response.



Safety

Examples:

- **MOHCD Gender-Based Violence (GBV) Grant Portfolio**
 - 39 GBV grants: \$9.37M annual investment supporting survivors of domestic violence, sexual assault, stalking, and human trafficking
 - Services include- Crisis lines, Emergency shelter, Transitional housing, Legal Services & Advocacy, Education, Intervention & Prevention programs



Civic Leadership & Community Engagement

Goal:

Increase equitable access to civic participation, leadership opportunities, and decision-making for women, girls, and non-binary people by reducing structural barriers and strengthening pathways for advancement.

Objectives:

1. Identify barriers to civic participation, including childcare, work schedules, language access, and system navigation.
2. Assess representation of women, girls, and non-binary people in City and County of San Francisco leadership and advisory bodies.
3. Strengthen programming and opportunities to promote women, girls, and non-binary people in leadership roles.
4. Complete mandated reports such as the Gender Analysis of SF Commissions and Boards Report and the Representation of Women in City Property Report.



Civic Leadership & Community Engagement

Examples:

- **Women's Civic Leadership & Representation Initiative:**
Consistent with **San Francisco Charter §4.119** and **Administrative Code Chapter 33**, **DOSW will assess representation** of women, girls, and non-binary people across City leadership, boards, and advisory bodies. The Department will **identify barriers** to civic participation—such as **childcare, work schedules, language access, and system navigation**—and **elevate strategies** that expand pathways to leadership.
- **Citywide Gender Representation & Accountability Reporting:**
DOSW will strengthen transparency and accountability by completing mandated reports, including the **Gender Analysis of SF Commissions and Boards Report** and the **Representation of Women in City Property Report**. These reports will inform policy recommendations and strategies to advance equitable representation and leadership opportunities across City government.



Economic Mobility and Security

Goal:

Strengthen economic security and expand pathways to economic mobility for women, girls, and non-binary people by addressing housing, wage inequities, caregiving infrastructure, and access to stable employment through workforce development services and entrepreneurship opportunities.

Objectives:

1. Monitor and analyze gender-based wage gaps and economic disparities in the City and County of San Francisco.
2. Monitor and promote policy approaches supporting wage growth, workforce stability, and professional development in care sectors.
3. Elevate economic strategies that support family stability and reduce survival-driven criminalization, through workforce development services such as self-sufficiency projects (Guaranteed Income Pilots).
4. Promoting diversity in employment and economic advancement, including leadership development pathways.



Economic Mobility and Security

Examples:

- **Women's Economic Mobility & Workforce Equity Initiative:**
Consistent with **San Francisco Charter §4.119** and **Administrative Code Chapter 33**, **DOSW will assess economic conditions** affecting women, girls, and non-binary people, including **wage equity, caregiving responsibilities, and barriers to workforce participation**. The Department will elevate policies and cross-agency strategies that strengthen economic mobility, workforce access, and long-term financial stability.
- **Workforce Development & Self-Sufficiency Partnerships:**
DOSW will partner with the **Office of Economic and Workforce Development (OEWD)** to continue **workforce development pipelines** for women, girls, and non-binary people. Through collaboration with **OEWD** and community partners, the Department will continue to **support referrals to employment, economic mobility, and financial stability pathways**.



Economic Mobility and Security

Examples:

- **Housing-Based Services Grant Portfolio (71% female participants)**
 - 20 grants: \$4.79M annual investment citywide providing Trauma-informed, place-based services across HOPE SF, HOPE VI, RAD, and SRO programs that help families remain safely housed and connected to opportunity.
 - Services include- Housing stabilization, Tenant education, Community leadership, Health & Wellness & Economic mobility

Economic Mobility and Security

Examples:

- **Expanding Transitional Housing for Survivors of Gender-Based Violence: Two New Developments & \$30M Proposition A Bond (2025).** MOHCD awarded funding to expand transitional housing and supportive services for survivors of domestic violence, sexual assault, and human trafficking.

San Francisco SafeHouse – 101 Gough Street

- Conversion of former residential facility
- 23 units | 53 beds for survivors of trafficking and sexual exploitation
- On-site services: case management, mental health care, safety planning, legal advocacy

Friendship House – The Village SF (80 Julian Avenue)

- New development with 36 transitional housing units including 72 beds
- Culturally grounded services supporting Native women, families, and underserved communities
- Behavioral health, recovery services, cultural healing, and workforce development

How the Department of Early Childhood is supporting women's economic mobility, security & workforce equity

Women's economic mobility depends on early learning that is **affordable for families** and **sustainable for the early educators who provide it**. DEC is working on both sides of that equation.

- early learning infrastructure
- career pathways
- educator pay

FOR FAMILIES

10,287

children enrolled in city funded early learning and transitional kindergarten

DEC's Early Learning For All initiative makes high-quality early care more accessible, so families are better able re-enter or stay in the workforce

72%

of SF 3- and 4-year-olds enrolled in preschool vs. 44% statewide and 46% nationally

CAREER PATHWAYS & QUALITY IMPROVEMENTS

1,427

educators advancing education, degrees & careers

DEC removes barriers by pairing education, training, and day-to-day supports for early educators.

- scholarships
- career and educational counseling
- paid apprenticeships
- stipends

78%

of quality instructional improvement coaching were offered in Spanish, Mandarin & Cantonese

FOR EDUCATORS

3,175

educators received higher compensation

Salaries rose an average of 47% at the city's highest-need programs. Stipends averaged \$13,306 annually.

The vast majority of San Francisco's early education workforce are women of color — investing in their wages is workforce equity.

Retention improved. Turnover declines.
Compensation investment is stabilizing SF's early education workforce

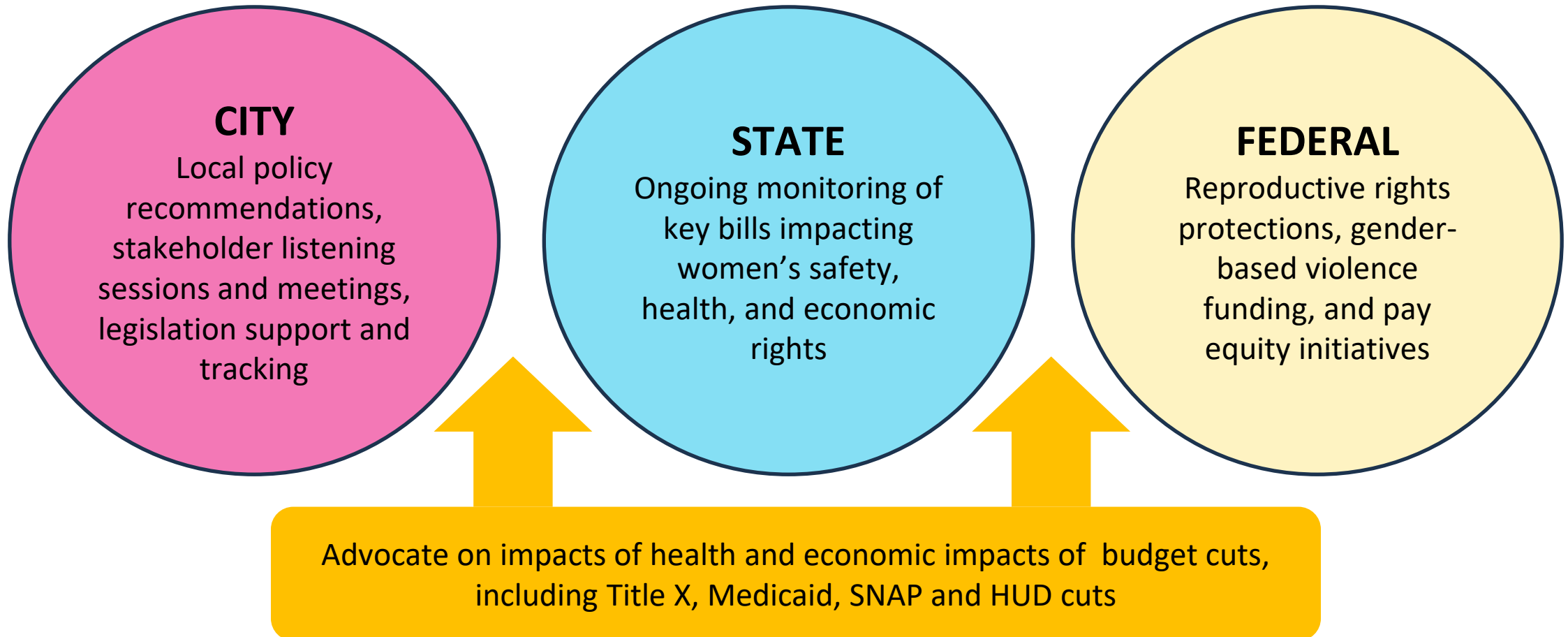
San Francisco is the first city to extend publicly funded workforce compensation and career investments to early educators across its mixed delivery system — **family childcare providers, community-based centers, and SFUSD sites**

a systemic, publicly funded workforce equity policy that functions simultaneously as women's economic security policy — and a model cities are now considering

Women's Agenda alignment

- wage equity
- stable jobs
- Childcare access

DOSW Policy & Advocacy Work





Next Steps

1. Public Launch – March 19, 2026

- Official release of the Women's Agenda during the Women's History Month celebration at San Francisco City Hall
- Begin phased implementation and public engagement

2. Implementation Planning

- Finalize implementation timeline and assign lead agencies for each strategic pillar
- Align departmental roles and resource needs to support execution

3. Stakeholder Coordination

- Convene partner agencies and community partners to align on implementation priorities
- Confirm coordination across DOSW, HRC, DPH, OEWD, DEC, and other City partners

4. Report & Accountability

- Establish performance indicators and progress benchmarks
- Provide regular updates to the Mayor, the Commission on the Status of Women, and the Board of Supervisors

Thank you!



*[https://www.sf.gov/departments-
department-on-the-status-of-women](https://www.sf.gov/departments/departments-on-the-status-of-women)*



@StatusofWomenSF



@sfdosw





Community Listening Sessions Report Fall 2025



Issued: January 2026

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Mayor
Daniel Lurie

City and County of San Francisco
Department on the Status of Women



Letter from the Executive Director

San Francisco Department on the Status of Women

Dear Community Members, Service Providers, Advocates, and Partners,

On behalf of the San Francisco Department on the Status of Women, I want to extend my deepest appreciation to all who joined us for the Fall 2025 Community Listening Sessions. Your insights, expertise, and lived experiences are foundational to this report, and they will directly guide our work, our FY26-28 Strategic Plan, and the Women's Agenda for San Francisco for the next three fiscal years.

Across five sessions—held in neighborhoods throughout the City and County and online—we had the privilege of hearing from a broad cross-section of San Franciscans: community members, nonprofit leaders, advocates, service providers, and elected officials. Your contributions offered powerful reminders that the challenges our communities face—around health, safety, civic participation, and economic mobility—are not separate issues, but deeply interwoven systems that require collective, intersectional solutions.

Participants emphasized the critical importance of reproductive health and rights, called for increased support for survivors of gender-based violence, and highlighted the need for expanded childcare and early education infrastructure. We also heard compelling calls to invest in safe, culturally rooted spaces where women, girls, and non-binary people can gather, lead, and thrive. Equally urgent were the demands for more accessible leadership pathways, especially for young people, and stronger connections to civic processes and decision-makers.

These listening sessions were more than just conversations—they were a bold affirmation that the community's voice must remain central to policymaking and systems change. They were also a powerful reminder that this work cannot wait. I am especially grateful for the trust you placed in us by showing up, speaking truth to power, and holding this Department and City government accountable to the values of equity, justice, and inclusion. You gave us a mandate to act with urgency and integrity.

As we move ahead, the San Francisco Department on the Status of Women is committed to transforming what we heard into sustained action. The insights you shared will directly inform our programs, partnerships, and policy priorities. Together, we will continue building a city where every woman, girl, and non-binary person can live safely, with autonomy, dignity, and with opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "Diana Aroche". The signature is fluid and cursive, with a horizontal line underneath it.

Dr. Diana Aroche

Executive Director

San Francisco Department on the Status of Women

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Acknowledgements

The San Francisco Department on the Status of Women extends its sincere appreciation to the community members, advocates, service providers, and residents who participated in the Community Listening Sessions and shared their experiences, insights, and recommendations. Their willingness to engage openly and thoughtfully was essential to informing this work and elevating the voices of women, girls, and non-binary people across San Francisco.

The Department expresses deep gratitude to the Commission on the Status of Women for its leadership, guidance, and oversight throughout this engagement. The Commission's continued commitment to centering community voice and advancing gender equity was instrumental in shaping the purpose and direction of the listening sessions and the Department's broader strategic planning efforts.

The Department also thanks Mayor Daniel Lurie for his leadership and support of a renewed strategic planning process aligned with the City's current priorities. The Mayor's emphasis on safety, affordability, effective governance, and public trust provides important context for this work. It reinforces the City's commitment to equitable outcomes for women, girls, and non-binary people.

Additionally, we are grateful for the Board of Supervisors' broad support. Specifically, we would like to thank Shamann Walton for his support of the Department's Community Listening Sessions within his district.

Special thanks are extended to the Department's community-based partners and host organizations, including Sentro Filipino, and the Southeast Community Center, for their support in hosting the Community Listening Sessions and helping to create welcoming spaces for dialogue. The Department also appreciates the support of community partners who assisted with outreach and participation.

The Department further acknowledges the Members of the San Francisco Board of Supervisors who attended listening sessions and supported outreach to their constituents, contributing to broader awareness and engagement across districts.

Finally, the Department recognizes the dedication and collaboration of the Department on the Status of Women staff, whose efforts supported all phases of this engagement, from planning and facilitation to documentation and synthesis. Their commitment ensured that

community input was gathered thoughtfully and integrated into the Department's ongoing strategic planning work.

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Executive Summary

Five Community Listening Sessions were held between December 1 and December 15, 2025, utilizing both in-person and virtual formats to maximize accessibility. Participants included residents, community leaders, advocates, service providers, and local elected officials. Discussions focused on four core service areas that guide the Department's work: health, safety, civic and community engagement, and economic mobility.

Across sessions, participants emphasized the interconnected nature of these issue areas. They highlighted how challenges related to safety, economic stability, healthcare access, and civic participation often overlap and compound one another. Community members consistently underscored the importance of culturally responsive, trauma-informed, and prevention-oriented approaches, as well as the need for sustained engagement and visible action by City and County institutions.

Participants emphasized a holistic understanding of health that extends beyond clinical care to include mental well-being, reproductive autonomy, safety, and supportive environments. Community members advocated for systemic approaches to address gender-based violence and sexual harassment—particularly on public transit and in digital spaces. Childcare costs, wage inequities, and limited career pathways were consistently described as drivers of economic vulnerability for participants. Support for accessible leadership pathways within local government and stronger connections to civic processes and decision-makers were underscored throughout the sessions. Together, these insights underscore the Department's critical role in advancing gender equity through coordinated, community-informed strategies.

This report synthesizes the key themes, concerns, and priorities raised during the Community Listening Sessions. While it is not a verbatim record of the discussions, this report reflects participants' collective perspectives and shared insights. Moreover, it is important to consider these summaries as a snapshot of feedback within a dynamic strategic planning process, and some of the feedback may or may not be reflected in the final strategic plan. The findings presented here will complement the Department's Community Needs Assessment Report. Both products will directly inform the Department's FY26-28 Strategic Plan, policy advocacy, and coordination with City partners, supporting the Department's ongoing work to advance gender equity for women, girls, and non-binary people in alignment with the Commission's direction and the City's broader priorities under Mayor Lurie's leadership.

Introduction

In the fall of 2025, following the expiration of the Department's prior strategic planning document, the Commission on the Status of Women directed the Department to initiate a renewed strategic planning process aligned with Mayor Lurie's leadership and the City's current priorities. In line with this directive, the strategic plan is led by Executive Director Dr. Diana Aroche and carried out in collaboration with Department staff. The directive reflects the Commission's commitment to ensuring that the Department on the Status of Women remains responsive to evolving City leadership, community needs, and policy priorities.

This strategic plan is undertaken at a time when the rights and well-being of women, girls, and non-binary people are experiencing significant change and uncertainty at the local, state, and national levels. Ongoing challenges related to access to healthcare, economic security, personal safety, and civic participation continue to disproportionately affect these communities, particularly those who experience intersecting forms of marginalization. In this context, the role of local government in advancing gender equity and protecting access to essential services has become increasingly critical.

As a foundational step in the strategic planning effort, the San Francisco Department on the Status of Women convened a series of Community Listening Sessions in Fall 2025. These sessions were designed to center community voice, elevate lived experience, and ensure that the development of the Department's FY26-28 Strategic Plan is informed directly by the perspectives of those most impacted by gender inequities across San Francisco.

The San Francisco Department on the Status of Women convened the Community Listening Sessions as part of a renewed strategic planning effort. The sessions were convened in response to a federal political climate hostile to the women, girls, and non-binary people in San Francisco. Remaining current on community sentiment and soliciting feedback from San Franciscans not only updates the Department's existing Community Needs Assessment (CNA) Report (DOSW 2024) but also ensures our strategic planning process includes more recent community feedback. The Department's work is rooted in the City's governance framework for the Commission on the Status of Women and the Department on the Status of Women, as established in the San Francisco Charter (City and County of San Francisco, n.d.-c) and Administrative Code (City and County of San Francisco, n.d.-a), respectively.

The San Francisco Administrative Code, Chapter 33, assigns specific powers and duties to the Commission and the Department (City and County of San Francisco, n.d.-a). These include conducting public education and outreach, reviewing legislation affecting the status of women and girls, coordinating the City's response to violence against women and girls, advancing economic equity, and supporting compliance with the City's local implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) through Chapter 33A (City and County of San Francisco, n.d.-b).

Of particular relevance to this report, Administrative Code Section 33.4(p) charges the Department to coordinate with other City departments, policy bodies, and community groups to develop an integrated services plan for women and girls (City and County of San Francisco, n.d.-a). The Community Listening Sessions were designed to advance this mandate by elevating community priorities, identifying cross-sectional needs, and surfacing opportunities for coordination and integrated service planning across City systems.

Methodological Approach

The Community Listening Sessions were conceptualized as an extension of and complement to the Department's CNA Report (DOSW, 2025c). The CNA Report provided a wealth of insight into where San Franciscans stood across various policy areas, including health, safety, economic security, and civic engagement. However, recognizing the sudden increase of federal policies targeting vulnerable communities and the deepening economic instability for these populations, the listening sessions were identified as the best format to supplement existing research with additional insight into the challenges community members face in the current political and economic climate. Conducting these sessions at this phase of the strategic planning process was intentional to integrate the most community feedback.

The Community Listening Sessions were designed as a qualitative engagement process to collect lived-experience insight and to identify recurring themes relevant to strategic planning. A qualitative methodology was intentionally selected to center community voice, capture nuance, and surface complex social dynamics that cannot be easily quantified through survey instruments alone. Qualitative approaches are particularly well-suited to equity-focused policy work, as they allow participants to describe experiences in their own words and to articulate how structural conditions shape outcomes across multiple domains of life (Fung, 2015; Quick & Feldman, 2011).

The methodology emphasized accessibility, inclusiveness, and trauma-informed facilitation. Listening sessions were structured to create space for participants to share experiences related to health, safety, civic participation, and economic mobility in a manner that recognized the impact of trauma, systemic inequities, and historical marginalization. Qualitative community engagement practices are widely recognized as essential when working with communities affected by violence, economic instability, and institutional harm, as they prioritize safety, trust, and participant agency (Harris & Fallot, 2001; Substance Abuse and Mental Health Services Administration [SAMHSA], 2014).

Five Community Listening Sessions were held between December 1 and December 15, 2025, at 49 South Van Ness, 25 Van Ness, Sentro Filipino, and the Southeast Community Center, as well as virtually through Zoom. Hosting sessions across City facilities, community-based spaces, and an online platform was intended to reduce barriers to participation and to reach a broad range of community members with differing schedules, mobility needs, caregiving responsibilities, and levels of comfort engaging in government spaces. Community-based locations were selected to foster familiarity and trust, while the virtual option expanded access for individuals unable to attend in person.

At the same time, the Department recognized that relying solely on government spaces can unintentionally exclude individuals who experience historical mistrust of public institutions or face barriers related to immigration status, trauma, or prior involvement with the justice system (Hankivsky et al., 2014). To address these concerns, community-based locations such as Sentro Filipino and the Southeast Community Center were selected to anchor engagement in trusted, culturally rooted spaces. Community-based settings foster familiarity, cultural safety, and a sense of belonging, which support more open and authentic dialogue, particularly among women, girls, and non-binary people from historically marginalized communities (Low, 2017).

Practical considerations, including time constraints, space availability, and access to reservations also shaped location selection. Session sites were identified based on the feasibility of securing meeting spaces within the project timeline, the availability of rooms during evenings or outside standard working hours, and the ability to confirm reservations within required timeframes. These logistical considerations are common in public-sector engagement efforts and were carefully balanced with the Department's commitment to community-centered outreach and meaningful participation (Fung, 2015).

The inclusion of a virtual session via Zoom further expanded geographic and logistical access. Virtual participation reduced barriers related to transportation, mobility limitations, caregiving responsibilities, and work schedules, while allowing engagement by

individuals who may otherwise be unable or unwilling to attend in-person sessions. Hybrid engagement models that combine in-person and virtual options are increasingly recognized as effective strategies for inclusive civic participation in diverse urban contexts (Fung, 2015).

Participants in the Community Listening Sessions included residents, community leaders, advocates, service providers, and local elected officials. Participants contributed perspectives shaped by caregiving responsibilities, economic insecurity, immigration concerns, experiences with violence or harassment, and interactions with public systems. The diversity of roles and lived experiences contributed to a more comprehensive understanding of how gender inequities are experienced across communities and institutional contexts. The sessions also provided an opportunity for the Department to reconnect with communities and partners it serves and to reinforce its commitment to maintaining a visible and active presence in community spaces.

Session notes were reviewed and synthesized to identify recurring themes and areas of convergence. While the findings are not statistically representative, qualitative synthesis is widely recognized as an effective approach for informing strategic planning and policy decisions, particularly when the goal is to understand lived experience, identify systemic barriers, and inform responsive, equity-driven action (Quick & Feldman, 2011). The insights generated through this process provide critical context and guidance for the Department's FY26-28 Strategic Plan and its ongoing coordination with City partners.

Limitations

The findings presented in this report are informed by a qualitative community engagement process and should be interpreted within the context of several limitations. The Community Listening Sessions were designed to elevate lived experience and identify recurring themes rather than to produce statistically representative results. Participation was voluntary and shaped by factors such as time availability, location, outreach reach, and awareness of the sessions, which may have influenced whose perspectives were captured.

The number of listening sessions and the timeframe in which they were conducted necessarily constrained the breadth of engagement. While sessions were intentionally held across multiple geographic locations and formats to reduce barriers to participation, not all communities or lived experiences may be fully reflected in the findings. Additionally, qualitative synthesis prioritizes depth, context, and meaning over frequency. It therefore

does not quantify the prevalence of specific concerns across the broader population of women, girls, and non-binary people in San Francisco.

The listening sessions were also conducted during a period marked by broader social, economic, and political uncertainty, including heightened concerns about safety, financial stability, and protections for reproductive rights. These conditions may have shaped the urgency and framing of participant input. As such, the findings should be understood as a snapshot of community perspectives during this period, rather than as a comprehensive or static assessment.

Despite these limitations, qualitative community listening is a well-established and appropriate methodology for informing strategic planning, particularly in equity-focused policy contexts. The insights captured through this process provide critical context for understanding lived experiences, identifying systemic barriers, and guiding responsive, community-informed action.

Community Feedback

The following sections provide summaries of the five Community Listening Sessions. They are organized into five sections: Purpose and Vision, Health, Safety, Civic Advancement and Community Engagement, and Economic Mobility and Security. Importantly, the core policy areas defined here are expanded and redefined from those articulated in the CNA Report. The Department's strategic planning process is ongoing, so the feedback summarized here may or may not be reflected in the final strategic plan.

Purpose and Vision

During the listening sessions, participants raised a clear and urgent call to revisit the foundational language used to describe the work of the San Francisco Department on the Status of Women. In particular, participants stated that the term “*mission*” is deeply harmful. Community members expressed that the word glorifies histories of colonization, genocide, forced conversion, and cultural erasure, and the continued use of the term by a city department charged with advancing gender equity is not only misaligned but also offensive. Participants emphasized that language is not neutral, and that institutional language can either reproduce harm or actively challenge it.

In response to this feedback, the Department replaced the previous “*mission*” language with a Purpose Statement. This shift reflects a community-directed reframing grounded in relational accountability, collective responsibility, and respect for community sovereignty, rather than institutional dominance or conquest. Participants underscored that this change

in language is not symbolic but structural. These changes influence how the Department perceives its role, power, and responsibilities within the City and County of San Francisco. This reframing is also aligned with the Department's responsibility to honor the original stewards of the land on which the City and County of San Francisco exists—the Ohlone people—and to reject institutional frameworks rooted in settler colonialism and erasure.

Participants emphasized that honoring Indigenous sovereignty requires more than ceremonial acknowledgment; it requires intentional shifts in governance, language, and accountability practices. By moving away from colonial, mission-based language, the Department affirms a commitment to public service grounded in respect for Indigenous presence, self-determination, dignity, and community-led futures.

Participants also emphasized that the Department on the Status of Women occupies a role within City government that is distinct from most other departments. In their view, most City departments are designed primarily to deliver services or administer discrete programs. In contrast, the Department functions as a policy-shaping, advocacy, and accountability entity operating across systems to improve institutions that serve women, girls, and non-binary people. Participants described the Department's work within the broader City and County structure as ambiguous. They called for more precise articulation of how the Department advances equity through policy leadership, interdepartmental coordination, and accountability mechanisms, rather than solely through service delivery.

Community members further raised concerns about the vagueness of prior foundational language. Phrases included within initial drafts of the statements, such as “advancement of women” and “across all measures,” were described as broad and insufficiently accountable. Participants questioned what advancement means in a moment when many women and families are focused on survival, and whose needs are prioritized when resources are limited. Participants called for language that is specific, measurable, and clearly tied to the Department's statutory authority and core policy focus areas.

Participants also stressed that accountability must be understood as more than symbolic oversight or a passive “watchdog” role. They raised concerns that accountability for women—particularly incarcerated women—has diminished over time and questioned how the Commission and Department on the Status of Women can effectively hold City agencies accountable. These questions specifically cited the Proposition E Commission Streamlining Task Force's recommendation to redefine the Commission's current decision-making status into an advisory function. Participants noted that a change to the Commission's existing authority threatened resources, clear governance pathways, and accountability.

Throughout the listening sessions, participants highlighted the urgency of the Department’s work, alongside its limited staffing and budgetary constraints. Rising harm to women, girls, and non-binary people—particularly related to safety, immigration enforcement, incarceration, homelessness, and economic instability—was described as occurring alongside shrinking public infrastructure. Participants emphasized the importance of relational pathways, including Cultural Heritage Districts and community-based organizations, as essential partners that can extend the Department’s reach while maintaining public accountability and government responsibility.

Participants consistently framed gender equity within the context of family and household dynamics. They emphasized that policies related to immigration, foster care, economic security, housing, and public safety cannot be separated from women’s roles as caregivers, cultural anchors, and stabilizers of family systems. Survival, safety, and dignity were described as prerequisites for advancement, not outcomes that follow it.

Prior to community input, the initial Department statement read as follows:

Mission

The San Francisco Department on the Status of Women champions the advancement of women, girls, and non-binary individuals across all measures through advocacy, policies, and programs in the City and County of San Francisco.

Informed by the collective input from listening sessions, the Department has reframed its foundational language as follows:

Purpose Statement

The purpose of the San Francisco Department on the Status of Women is to advance gender equity by shaping policy, holding City systems accountable, and strengthening community-anchored pathways that support the safety, dignity, health, and economic security of women, girls, and non-binary people in San Francisco.

This purpose reflects the Department’s unique role within the City and County of San Francisco as an advocacy and accountability entity working across systems that have historically underserved women and families, particularly those impacted by racism, immigration enforcement, incarceration, poverty, disability, gender discrimination, and

gender-based violence. The Department centers survival alongside opportunity, recognizing that equity cannot be achieved without safety, agency, and material support.

Prior to community input, the initial Department statement read as follows:

Vision

We envision a world where opportunities for women, girls, and non-binary people to thrive are woven into every fabric of our society. Everyone has full agency over their body and the power to shape and control their future in San Francisco.

Informed by the collective input from listening sessions, the Department has reframed the vision statement to read as follows:

Vision

The San Francisco Department on the Status of Women envisions a city where women, girls, and non-binary people are safe, supported, thrive, and where public systems are accountable to those most impacted by gender-based inequities.

In a moment defined by regressive national policy, threats to bodily autonomy, weakened accountability structures, and increasing harm to women and families, this vision affirms the necessity of local leadership that protects agency, dignity, and sovereignty. The Department envisions a San Francisco where cultural and community-rooted spaces are recognized as essential infrastructure; where family unity is protected; and where equity is measured not only by access, but by lived safety, civic voice, and sustained well-being.

This purpose and vision are advanced through four integrated core policy areas—Health, Safety, Civic Advancement and Engagement, and Economic Mobility and Security—which together reflect the conditions required for women, girls, and non-binary people to survive, lead, and shape the future of the City.

Health

Participants described health as a holistic and multidimensional concept encompassing physical health, mental and emotional well-being, personal safety, bodily autonomy, and access to supportive and affirming environments. Community members consistently emphasized that health outcomes are shaped not only by access to medical care, but also by social conditions, environmental safety, and structural factors that influence daily life. As a result, discussions of health frequently overlapped with other service areas, particularly safety, economic stability, and civic participation. This framing aligns with

public health research recognizing the social determinants of health as critical drivers of well-being and health equity (Braveman & Gottlieb, 2014; World Health Organization [WHO], 2008).

The concerns raised during the Community Listening Sessions reflect broader and ongoing challenges affecting women, girls, and non-binary people at the local, state, and national levels. In recent years, access to comprehensive healthcare has become increasingly uneven due to shifts in federal and state policy, rising healthcare costs, workforce shortages, and persistent inequities rooted in race, income, immigration status, and gender identity. These dynamics have heightened the importance of local government leadership in advancing health equity and safeguarding access to essential services (National Academies of Sciences, Engineering, and Medicine [NASEM], 2023).

Reproductive health access emerged as a particularly salient issue. Following changes to federal constitutional protections, access to abortion, contraception, and related reproductive health services has become more fragmented nationwide, placing increased responsibility on states and local jurisdictions to ensure continuity of care. Even in jurisdictions where reproductive rights are protected, barriers such as cost, clinic availability, fear of surveillance, and concerns about data privacy can impede access, especially for low-income individuals, immigrants, and survivors of violence (Forouzan, 2024; NASEM, 2023). Participants viewed the Department as a critical advocate in this landscape and encouraged continued leadership on reproductive health policy and access.

Across sessions, participants discussed the importance of increasing girls' participation in sports and other activities and programs as a strategy to promote physical health, mental well-being, self-confidence, and social connection. Many noted that few programs exist for girls, and that there are often waitlists and other barriers to enrolling girls and non-binary youth in these programs. Research demonstrates that participation in sports is associated with improved mental health outcomes, reduced stress, and increased self-esteem among girls and adolescents (Eime et al., 2013). At the same time, community members raised concerns about injury prevention and safety, particularly in settings where adequate medical oversight may be limited. Participants emphasized the need for trained sports medicine staff, clear safety protocols, and equitable access to safe facilities and parks to ensure that expanded participation does not introduce additional risk.

Mental and emotional health were also central to discussions. Participants noted rising levels of anxiety, depression, and stress among women, girls, and non-binary individuals, often linked to economic insecurity, caregiving burdens, exposure to violence or

harassment, and social isolation. Adolescents and young women were described as facing particularly acute mental health challenges, reflecting national trends documented in recent public health data (Centers for Disease Control and Prevention [CDC], 2023). Participants emphasized that safe, supportive environments—including community spaces and extracurricular activities—can serve as protective factors for mental health when designed with safety and inclusion in mind. They reaffirmed the importance of programs for girls, young women, and non-binary youth that provide stability, social and community connections, and healthy outlets.

Participants further emphasized the need for safe, low-barrier spaces where women, girls, and non-binary people can find respite from violence, harassment, and chronic stress. These spaces were intentionally distinguished from formal programs or services and were described as essential environments where individuals can rest, feel safe, and exist without expectations or performance requirements. Research on trauma and recovery underscores the importance of safe, predictable environments in supporting healing, resilience, and overall well-being, particularly for individuals exposed to violence or prolonged stress (Herman, 1997; Substance Abuse and Mental Health Services Administration [SAMHSA], 2014).

The Department was widely viewed as an important advocate for women’s health beyond clinical care. Participants cited the Department’s role in supporting access to reproductive healthcare and encouraged continued advocacy on issues affecting survivors of violence, including expanding access to timely, trauma-informed forensic medical examinations. Access to forensic exams is widely recognized as a critical component of survivor-centered care, public health response, and accountability (Campbell et al., 2011).

Participants also raised concerns about how fear related to federal immigration policies can deter individuals from seeking healthcare, even when services are legally available. Community members described how uncertainty and fear of system involvement can lead to delayed care, untreated health conditions, and increased stress for women and families. Research has shown that immigration-related fear is associated with reduced healthcare utilization and poorer health outcomes, particularly among women and mixed-status households (Hacker et al., 2015). Participants emphasized the importance of trusted messengers, clear communication, and local advocacy to mitigate these barriers and ensure that all community members can safely access care.

Taken together, participant input underscores the need to address health as an integrated and intersectional issue, inseparable from safety, economic stability, and access to trusted community spaces. The perspectives shared during the listening sessions highlight the

critical role of local government in advancing health equity through policy leadership, cross-sector coordination, and community-informed approaches that promote dignity, autonomy, and well-being for women, girls, and non-binary people.

Safety

Safety emerged as one of the most urgent and pervasive concerns across all Community Listening Sessions. Participants described safety as a multidimensional issue encompassing physical safety in public and private spaces, protection from institutional harm, and freedom from harassment and violence in digital environments. Community members emphasized that threats to safety are closely intertwined with economic insecurity, social isolation, and unequal access to protective resources, underscoring the need for comprehensive and prevention-oriented responses.

Participant concerns reflect broader trends in San Francisco, where public safety challenges have evolved in recent years. While overall violent crime rates have fluctuated, reported incidents of certain gender-based harms—particularly sexual assault, domestic violence, and harassment—remain persistent concerns (San Francisco Police Department, 2024). Research consistently shows that women, girls, and non-binary people experience distinct patterns of victimization, often in everyday environments such as transit systems, workplaces, and online spaces, which can significantly limit mobility and participation in public life (CDC, 2023b).

Federal immigration policies and enforcement practices were described as a source of fear and instability for many families, particularly concerning the potential loss of household breadwinners. Participants shared that immigration-related fear can discourage individuals from reporting crimes, seeking assistance, or engaging with public institutions, thereby increasing vulnerability to exploitation and violence. Studies have shown that fear of immigration enforcement is associated with lower reporting of crime and reduced access to protective services, particularly for women in mixed-status households (Hacker et al., 2015; Messing et al., 2017). Participants emphasized that safety strategies must account for these dynamics to ensure that protections are accessible regardless of immigration status.

Public transit safety was one of the most frequently raised issues across sessions. Participants described repeated experiences of sexual harassment on buses, trains, and platforms, noting that these incidents restrict access to education, employment, and community activities. Some participants shared that harassment on public transit has led them to alter travel patterns, rely on more costly transportation options, or avoid certain

activities altogether. Young women especially reported not being able to take transit safely to school or work. The current process for reporting harassment was viewed as structurally flawed and threatened to expose victims to greater harm. Without rapid responses from the enforcement agencies, victims are exposed to extended periods of harassment or risk being followed away from the transit areas. These concerns align with findings from regional and international studies indicating that women—including transwomen—disproportionately experience harassment on public transportation, with significant impacts on mobility, mental health, and economic opportunity (Kany, et.al., 2024; SFMTA, 2023).

Concerns were also raised about safety in institutional settings, including for incarcerated women. Participants referenced reports of harassment and abuse as indicators of systemic gaps in oversight and accountability. National research underscores that incarcerated women face elevated risks of sexual victimization and trauma, with long-term consequences for physical and mental health (Beck, 2015; Human Rights Watch, 2020). Participants emphasized the importance of transparency, independent oversight, and survivor-centered accountability mechanisms in institutional environments.

Digital spaces were increasingly identified as sites of harm, particularly for women, girls, and non-binary people. Participants described experiences of online harassment, stalking, and threats, noting that digital violence often mirrors and amplifies offline harms. Research indicates that women and gender-diverse individuals are disproportionately targeted for online abuse, which can lead to psychological distress, withdrawal from public discourse, and heightened safety concerns (Pew Research Center, 2021).

At the same time, participants consistently identified community-based spaces rooted in culture, shared identity, and gender-centered support as places where they feel safest and most supported. These spaces were described as protective environments that foster trust, collective care, and resilience. Research on community safety highlights the importance of culturally grounded, community-led spaces in preventing violence and promoting well-being, particularly for populations that experience systemic marginalization (Klevens et al., 2016).

Taken together, participant input emphasizes that safety for women, girls, and non-binary people must be understood as both an individual and a structural issue. Addressing safety requires coordinated approaches that span public space design, transportation systems, institutional accountability, digital protections, and community-based prevention strategies. The perspectives shared during the listening sessions highlight the critical role

of local government in advancing safety through cross-sector collaboration, trauma-informed practices, and policies that prioritize dignity, trust, and accessibility.

Civic Advancement and Community Engagement

Community members consistently framed civic advancement as both an individual opportunity and a structural condition shaped by time, caregiving, language access, and proximity to decision-making. Participants described civic engagement as more than voting or attending public meetings; it included the everyday ability to access reliable information, navigate City systems, and influence policy decisions that affect safety, health, and economic mobility. This framing aligns with the Department’s mandate to coordinate with policy bodies and community groups to advance an integrated approach to services and equity outcomes for women, girls, and non-binary people.

Participants emphasized that meaningful civic participation is often constrained by the practical realities of caregiving. While various forms of caregiving were discussed, childcare was salient across the listening sessions. Childcare was repeatedly described as essential civic infrastructure: without safe, affordable, and flexible childcare, many caregivers cannot attend meetings, participate in leadership development, or pursue civic pathways. Participants also described a “time-poverty” barrier in which long commutes, inflexible work schedules, and the rising cost of living combine to reduce the ability to engage in public life. These constraints were not presented as personal shortcomings, but as predictable outcomes of structural conditions that shape whose voices are heard and whose needs are prioritized.

In addition, participants underscored that civic engagement depends on accurate, accessible information. Many described experiences of encountering outdated outreach materials, inconsistent guidance across agencies, and difficulty identifying the right point of contact within government. When information is unreliable, the cost of participation rises—requiring additional time, familiarity with bureaucratic processes, and social networks that are unevenly distributed. Participants linked these information barriers to a broader sense that City leadership can feel “out of reach,” particularly for residents who do not already have institutional relationships or prior experience navigating public systems.

Participants also highlighted the importance of culturally rooted community ecosystems—particularly Cultural Heritage Districts and community-based organizations—as trusted intermediaries that strengthen civic belonging and leadership development. These local institutions were described as places where residents develop confidence, shared identity, and a sense of community protection, which, in turn, supports civic voice and public

participation. Consistent with this theme, the Department’s prior reporting has emphasized that representation within public decision-making bodies matters for governance legitimacy and equity, including through analyses of Boards and Commissions that are conducted pursuant to City requirements and intended to assess how communities are represented in oversight and policy structures (San Francisco Department on the Status of Women [DOSW], 2025a; San Francisco Board of Supervisors, 2025).

Finally, participants called for expanded and visible pathways for women, girls, and non-binary people into leadership—within neighborhood governance, City commissions, youth advisory structures, and paid public service pipelines. Participants viewed leadership development as inseparable from material supports (childcare, transportation affordability, safe public spaces, and credible information). This perspective closely mirrors the Department’s CNA Report framing that civic engagement and political empowerment must be addressed alongside health, safety, and economic security—because barriers in one domain reduce participation in the others (DOSW, 2025a).

Economic Mobility and Security

Economic mobility emerged as a foundational concern that participants linked to safety, health, and civic participation. Participants repeatedly described economic insecurity as a condition that increases vulnerability to violence and harassment, limits choices about where to live and how to travel and reduces the capacity to engage in public life. In this sense, economic mobility was not treated as a stand-alone policy area; it was discussed as a cross-cutting driver of well-being for women, girls, and non-binary people.

Participants identified the lack of clear career pathways—particularly for justice-impacted youth—as a major barrier to long-term stability. They described a need for structured routes into paid work with advancement potential, including City internships and pipeline programs that translate early exposure into sustainable careers. Participants also emphasized that youth programming must operate outside standard business hours to reflect the realities of working families, long commutes, and non-traditional schedules. In their view, expanded after-hours programming and safe spaces are both workforce support (helping caregivers maintain employment) and safety interventions (reducing isolation and exposure to harm).

Childcare and early childhood education surfaced as central workforce and equity issues. Participants described childcare as both a prerequisite for caregivers’ employment and a sector whose workforce—predominantly women—requires improved compensation and

advancement opportunities. Across the board, participants cited childcare costs as an economic burden. Participants advocated for upskilling, professional development, and wage increases for early childhood and daycare workers, noting that strengthening this sector would stabilize families and improve the economic security of workers who provide essential care labor.

Many families wrangle with the decision to enroll a child in childcare or to have a parent stay home, out of the workforce, and face pressure from the high cost of housing, inflation, and other economic pressures. This impact is predominant in working- and middle-class households. Participants noted that immigration enforcement activities have increased the demand for childcare, especially before and after school hours, while forcing many childcare providers to cease offering care, adding to the economic burden of caregivers, childcare providers, and their families.

Participants' concerns about wage equity were consistent with San Francisco's long-standing policy attention to pay disparities. The City's Parity in Pay findings explicitly document persistent wage gaps in San Francisco and their disproportionate impact on women of color, citing that women were paid 84 cents for every dollar paid to men (with substantially lower ratios reported for African American women and Latinas in the cited findings) (San Francisco Labor and Employment Code, 2025). San Francisco's policy framework also includes the Equal Pay Ordinance (requiring pay reporting in covered City contracting contexts) and the Parity in Pay Ordinance's restrictions on salary history practices, both aimed at interrupting mechanisms that reproduce inequities over time (DOSW, 2025b). Participants' calls to "close the wage gap" therefore reflect not only present-day pressures—such as affordability and caregiving costs—but also an ongoing equity challenge recognized in the City's legislative and administrative record (DOSW, 2025b; San Francisco Labor and Employment Code, 2025).

Participants also situated economic mobility within San Francisco's high-cost environment, describing housing and basic necessities as stressors that intensify economic precarity and constrain choices. In this context, participants' recommendations—expanding internship pipelines, increasing access to after-hours youth programming, strengthening childcare systems, and supporting wage growth in care sectors—function as a connected set of economic and equity strategies. These priorities align with the Department's broader direction, including its CNA Report emphasis on using community-informed evidence to guide funding, advocacy, and cross-departmental coordination in economic security and related domains (DOSW, 2025a).

Conclusion and Strategic Direction

The Community Listening Sessions reaffirmed the importance of centering community voices in the work of the San Francisco Department on the Status of Women. The insights documented in this report reflect both the complexity of the challenges facing women, girls, and non-binary people in San Francisco and the collective commitment to addressing them through coordinated, equity-driven action. Across all sessions, participants articulated how issues of safety, health, civic participation, and economic mobility are deeply interconnected and shaped by broader structural conditions beyond any single program or department.

The findings from these sessions will directly inform the Department's forthcoming FY26-FY28 Strategic Plan and guide its policy advocacy, interdepartmental coordination, and engagement with community partners. This work is being advanced in alignment with Mayor Daniel Lurie's 2026 direction for the City and County of San Francisco, which emphasizes improving public safety and perceptions of safety, strengthening health and social service systems, making San Francisco more affordable and livable for families, supporting neighborhood economic vitality, and modernizing City government to deliver measurable results. Viewed through a gender-equity lens, community input underscores how these Citywide priorities must account for the distinct ways women, girls, and non-binary people experience public systems, public space, and economic pressure.

Community perspectives also reflect broader conditions across California, where rising housing costs, persistent wage gaps, childcare shortages, and uneven access to healthcare continue to place disproportionate burdens on women and caregivers. While California has maintained strong statutory protection for reproductive rights and gender equity, participants' concerns highlight that legal protections alone do not eliminate barriers related to affordability, access, and safety. In this context, local governments play a critical role in translating statewide policy commitments into lived realities through coordinated service delivery, community-based partnerships, and responsive local planning.

Participants' concerns must also be understood within a national climate marked by heightened political polarization, increased public discourse around gender and identity, and ongoing challenges to LGBTQ+ rights in many parts of the country. Even in jurisdictions such as San Francisco—where overall crime has declined (Echeverria, 2025), and many protections remain in place—national rhetoric and widely publicized incidents of violence contribute to fear, stress, and uncertainty for women, girls, and non-binary people. These broader dynamics shape how residents experience safety, access care, and engage in

public life, reinforcing the importance of local leadership that centers dignity, inclusion, and trust.

As the Department moves forward, continued engagement with communities will remain essential to translating these insights into action. The FY26-28 Strategic Plan will serve as a bridge between community-identified priorities and Citywide goals, ensuring that gender equity is embedded across public safety strategies, health systems, economic development, and civic engagement efforts. Through this alignment, the Department on the Status of Women will continue to advance its statutory mandate to promote the well-being, safety, and economic security of women, girls, and non-binary people while contributing to a more equitable, resilient, and inclusive San Francisco.

The Department anticipates presenting the final FY26-28 Strategic Plan for adoption by the Commission on the Status of Women in February 2026, following the Commission engagement, policy review, and community validation, with public release and implementation to follow in accordance with the Commission-approved timeline, ensuring that community insights directly shape City policy and programmatic priorities moving forward.

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Appendix A: Community Listening Session Summary Table: Department Principles/Roles

Purpose & Vision
<p>Community members offered suggestions across both statements, such as:</p> <ul style="list-style-type: none"> • Replacing Mission to Purpose Statement was suggested to align the language with indigenous perspectives and solidarity. • Replace vague phrases (e.g., “advancement of women,” “across all measures”) with specific language that articulates the metrics and mechanisms by which advancement would be identified and quantified. • Emphasize survival before advancement and clarify how the Department prioritizes those most vulnerable (women, girls, and non-binary people). • Make the Department’s core policy areas visible and integrated into Purpose/Vision language (graphic or short list).
Accountability
<ul style="list-style-type: none"> • Participants recognized the shift away from “Watchdog” and felt that the new term best aligned with the urgency reflected in the current political climate. • Accountability concerns included safety and dignity in custody and ensuring oversight mechanisms remain effective. • Participants flagged that governance changes (post-Prop E) may weaken enforcement power, making accountability a central strategic priority. • Strong call for clear authority pathways (how DOSW/COSW holds systems accountable, and what tools exist).
Advocate
<ul style="list-style-type: none"> • Participants agreed that the Advocate title and role were important for the Department to continue, and no additional feedback was provided. • Participants called for policy advocacy that centers women’s needs, especially amid federal shifts impacting families and safety. • Advocacy priorities included: continued legal funding, prevention investments, and protections from federal anti-immigrant policies. • Participants emphasized advocating for women’s safety, dignity, and rights in institutional settings (custody and related systems). • Need to elevate policies beyond general equity language to women- and gender-responsive policy outcomes.

Convener

- Participants agreed that the Convener title and role were important for the Department to continue, and no additional feedback was provided.
- Participants emphasized DOSW's role in **coordinating and aligning City departments** around a “full family dynamic” lens.
- Convening needs included cross-system alignment on: **health services, benefits access, housing stability, childcare, safety, and service navigation**, especially for mixed-status households.
- Participants lifted the value of convening **community partners** and trusted intermediaries to improve access and trust.
- Strong call for **visible coordination** so community sees follow-through (not fragmented efforts).

Appendix B: Community Listening Session Summary Table: Department Core Policy Areas

Health	Safety	Civic Advancement & Community Engagement	Economic Mobility & Security
<ul style="list-style-type: none"> Community members consistently defined health as a holistic condition shaped by physical health, mental and emotional well-being, reproductive autonomy, caregiving responsibilities, and access to supportive environments. Participants reported immigration-related fear, leading some to avoid health services they are legally entitled to. Equity concerns included birth equity (maternal outcomes, subsidy changes/replacements) and access barriers for caregivers, immigrants, and Black women. Participants emphasized expanding safe, well-supported sports and activity programs for girls and non-binary youth to improve physical and mental health 	<ul style="list-style-type: none"> Safety emerged as one of the most urgent concerns, encompassing harassment on public transit, nightlife safety, institutional harm, digital violence, and the ability to move freely without fear. Participants emphasized the need to move beyond reactive responses toward prevention, accountability, and culturally grounded safety strategies. Participants described barriers to reporting harm: lack of faith in the justice system and fear tied to immigration/Visa status, contributing to DV underreporting. Institutional safety priorities included safety and dignity in custody and clearer accountability mechanisms. Youth safety concerns included violence between students and safety issues connected to school transfers/Title IX. 	<ul style="list-style-type: none"> Participants emphasized that the desire for more robust civic participation is constrained by limited access to childcare, language, and culturally relevant pathways into leadership. Participants emphasized that governance and accountability structures matter: concerns that Prop E-era changes may reduce COSW/DOSW leverage (“losing teeth without authority”). Specific civic structure ideas surfaced: reserved seats on commissions, strengthening “champions,” and protecting oversight and advisory bodies (e.g., immigrant rights, family violence, sheriff oversight). Participants asked: “What is the status of women in SF?” and stressed the need for shared metrics and public-facing accountability. 	<ul style="list-style-type: none"> Economic insecurity was identified as a root driver of vulnerability across health, safety, and civic engagement, especially as benefits/resources shrink while needs increase. Wage inequities, childcare access, housing instability, and workforce barriers disproportionately affect caregivers, justice-impacted individuals, immigrants, and workers in care-dominated sectors. Participants tied federal shifts and immigration impacts to household destabilization, loss of eligibility, and increased basic needs pressure. Workforce priorities included paid training and pathways, including for those without work authorization, and addressing certification barriers that block justice-impacted people. Major stressors included housing costs, childcare/subsidies, and flexible funding needs, with emphasis on

			strengthening supports that stabilize family systems.
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San Francisco Department on the Status of Women

Table 1. Community Listening Sessions Summary: Department Principles/Roles

Purpose & Vision

Community members offered suggestions across both statements, such as:

- Replacing **Mission to Purpose Statement** was suggested to align the language with indigenous perspectives and solidarity.
- Replace vague phrases (e.g., “**advancement of women**,” “**across all measures**”) with specific language that articulates the metrics and mechanisms by which advancement would be identified and quantified.
- Emphasize **survival before advancement** and clarify how the Department prioritizes those most vulnerable (women, girls, and non-binary people).
- Make the Department’s **core policy areas** visible and integrated into Purpose/Vision language (graphic or short list).

Accountability

- Participants recognized the shift away from “Watchdog” and felt that the new term best aligned with the urgency reflected in the current political climate.
- Accountability concerns included **safety and dignity in custody** and ensuring oversight mechanisms remain effective.
- Participants flagged that **governance changes (post-Prop E)** may weaken enforcement power, making accountability a central strategic priority.
- Strong call for **clear authority pathways** (how DOSW/COSW holds systems accountable, and what tools exist).

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- Participants agreed that the Advocate title and role were important for the Department to continue, and no additional feedback was provided.
- Participants called for **policy advocacy that centers women’s needs**, especially amid federal shifts impacting families and safety.
- Advocacy priorities included: **continued legal funding**, **prevention investments**, and protections tied to immigration-related fear that reduces service access.
- Participants emphasized advocating for **women’s safety, dignity, and rights in institutional settings** (custody and related systems).
- Need to elevate policies beyond general equity language to **women- and gender-responsive policy outcomes**.

Convener

- Participants agreed that the Convener title and role were important for the Department to continue, and no additional feedback was provided.
- Participants emphasized DOSW’s role in **coordinating and aligning City departments** around a “full family dynamic” lens.
- Convening needs included cross-system alignment on: **health services, benefits access, housing stability, childcare, safety, and service navigation**, especially for mixed-status households.
- Participants lifted the value of convening **community partners** and trusted intermediaries to improve access and trust.
- Strong call for **visible coordination** so community sees follow-through (not fragmented efforts).

San Francisco Department on the Status of Women

Table 2. Community Listening Sessions Summary: Department Core Policy Areas

Health	Safety	Civic Advancement & Community Engagement	Economic Mobility & Security
<ul style="list-style-type: none"> Community members consistently defined health as a holistic condition shaped by physical health, mental and emotional well-being, reproductive autonomy, caregiving responsibilities, and access to supportive environments. Participants reported immigration-related fear leading some to avoid health services they are legally entitled to. Equity concerns included birth equity (maternal outcomes, subsidy changes/replacements) and access barriers for caregivers, immigrants, and Black women. Participants emphasized expanding safe, well-supported sports and activity programs for girls and non-binary youth to improve physical and mental health 	<ul style="list-style-type: none"> Safety emerged as one of the most urgent concerns, encompassing harassment on public transit, nightlife safety, institutional harm, digital violence, and the ability to move freely without fear. Participants emphasized the need to move beyond reactive responses toward prevention, accountability, and culturally grounded safety strategies. Participants described barriers to reporting harm: lack of faith in the justice system and fear tied to immigration/Visa status, contributing to DV underreporting. Institutional safety priorities included safety and dignity in custody and clearer accountability mechanisms. Youth safety concerns included violence between students and safety issues connected to school transfers/Title IX. 	<ul style="list-style-type: none"> Participants emphasized that the desire for more robust civic participation is constrained by limited access to childcare, language, and culturally relevant pathways into leadership. Participants emphasized that governance and accountability structures matter: concerns that Prop E-era changes may reduce COSW/DOSW leverage (“losing teeth without authority”). Specific civic structure ideas surfaced: reserved seats on commissions, strengthening “champions,” and protecting oversight and advisory bodies (e.g., immigrant rights, family violence, sheriff oversight). Participants asked: “What is the status of women in SF?” and stressed the need for shared metrics and public-facing accountability. 	<ul style="list-style-type: none"> Economic insecurity was identified as a root driver of vulnerability across health, safety, and civic engagement, especially as benefits/resources shrink while needs increase. Wage inequities, childcare access, housing instability, and workforce barriers disproportionately affect caregivers, justice-impacted individuals, immigrants, and workers in care-dominated sectors. Participants tied federal shifts and immigration impacts to household destabilization, loss of eligibility, and increased basic needs pressure. Workforce priorities included paid training and pathways, including for those without work authorization, and addressing certification barriers that block justice-impacted people. Major stressors included housing costs, childcare/subsidies, and flexible funding needs, with emphasis on strengthening supports that stabilize family systems.

Mayor's Office for Victims' Rights (MOVVR)

Independent department by design, distinct from law enforcement, that can **confidentially** help crime victims/survivors regardless of their contact with law enforcement.

- Provide information, warm connections to resources, direct advocacy.
- Receive complaints about violations & identify systemic problems.
- Develop legislative and policy solutions to improve the victim support system.
- Help victims/survivors problem-solve when support needed but either decline law enforcement contact or struggling to access help
- Trainings and Technical Assistance

Gaps Impacting Public & Personal Safety

Challenges:

- No safe housing: 43% unhoused families cite family violence as cause; relocation, urgent, and transitional housing solutions insufficient to meet need
- Increased lethality and violence: IPV
- Prevention limited by scarcity of resources

Effective Solutions:

- **Homelessness Prevention:** urgent accommodation vouchers, imminent harm analysis
- **Strengthen Public Safety:** Enforcement of ROs, SVU and community-based victim response
 - **Focus on Prevention:** Right to counsel, expand upstream work

Cost of Inaction: IPV

- Tangible economic toll in California of Intimate Partner Violence alone: **\$73B**
 - Lost productivity: fewer hours worked, job loss, income loss
 - Expenditures to criminal system, health care
 - Economic strain on victims/survivors, during and after
 - Perpetuation of cycle of violence
 - Deepens inequities, most vulnerable more deeply impacted – women, transgender, non-binary, women of color, immigrants

Cost of Inaction: Sexual Violence

Tangible costs: \$9B in 2012 -- \$10.3B in 2026

- Medical, mental health care
- Prevention, investigation, sanctioning, treatment, victim services

Intangible costs: \$131B -- \$178B in 2026

- Lost quality of life, lost work productivity

➤ \$2.9B from tangible local, state, federal spending, almost **\$117B** of costs shouldered by victims and their families

Every prevented rape of an adult can save up to \$223,000, every prevented rape of a child can save up to \$309,000.

What Are We Doing to Address Challenges?

- Bird's eye and granular vision, annual landscape analysis with actionable recommendations for immediate, short-term, long-term change
 - Proactive recommendations in real-time: e.g. housing vouchers, SVU staffing, protective order reform
- Supporting victims/survivors
- Operational support, trouble-shooting in partnership with governmental and nongovernmental organizations
- Cost-neutral trainings and TA for departments, relevant NGOs
- Cost-neutral leveraging of external support: STOUT++
- Sheriff office hours, SHARP Night Out

From: [Board of Supervisors \(BOS\)](#)
To: [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Cc: [BOS-Operations](#); [Crayton, Monique \(BOS\)](#); [Calvillo, Angela \(BOS\)](#); [De Asis, Edward \(BOS\)](#); [Entezari, Mehran \(BOS\)](#); [Mchugh, Eileen \(BOS\)](#); [Ng, Wilson \(BOS\)](#); [Somera, Alisa \(BOS\)](#)
Subject: FW: Support and Immediate Action on Women's Advancement and Gender Equity Citywide Action Plan
Date: Thursday, March 19, 2026 9:45:35 AM

Hello,

Please see below communication regarding **File No. 260127:**

Resolution urging the Mayor to issue an executive directive establishing a Citywide Women's Advancement and Gender Equity Action Plan, led and coordinated by the San Francisco Department on the Status of Women, with full cross-departmental participation and dedicated budgetary support to ensure effective implementation.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sfbos.org

***Disclosures:** Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

From: Andary, Sophia (HRC) <sophia.andary@sfgov.org>
Sent: Friday, March 13, 2026 7:44 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Chan, Connie (BOS) <connie.chan@sfgov.org>; ChanStaff (BOS) <ChanStaff@sfgov.org>; Hsieh, Frances (BOS) <frances.hsieh@sfgov.org>; Sherrill, Stephen (BOS) <stephen.sherrill@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; Hebb, Jack (BOS) <jack.hebb@sfgov.org>; Wong, Alan (BOS) <alan.wong@sfgov.org>; WongStaff (BOS) <WongStaff@sfgov.org>; Mahmood, Bilal (BOS) <bilal.mahmood@sfgov.org>; Logan, Samantha (BOS) <sam.logan@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; Dorsey, Matt (BOS)

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Cc: Blakely, Dominique (HRC) <dominique.blakely@sfgov.org>; Aroche, Diana (HRC) <diana.aroche@sfgov.org>; Andary, Sophia (HRC) <sophia.andary@sfgov.org>

Subject: Support and Immediate Action on Women's Advancement and Gender Equity Citywide Action Plan

March 13, 2026

San Francisco Board of Supervisors
1 Dr Carlton B Goodlett Pl.
San Francisco, CA 94102

RE: Resolution Urging an Executive Directive and Citywide Action Plan to Advance Women and Gender Equity Action Plan

Government Audit and Oversight Committee - March 19, 2026

Dear Members of the Government and Oversight Committee and the Board of Supervisors,

I write to express my strong and unequivocal support for the resolution introduced by Supervisor Myrna Melgar, urging the Mayor to issue an executive directive establishing a Citywide Women's Advancement and Gender Equity Action Plan. This plan, coordinated by the San Francisco Department on the Status of Women, must include full cross-departmental participation and the dedicated resources necessary to ensure meaningful and measurable implementation.

The first and most immediate step you can take is to sign on to this resolution. Doing so would be a clear and public statement of your commitment to the women of our city. But support cannot end with symbolic gestures. The women of San Francisco deserve action that is meaningful and substantive, not merely performative.

A critical next step is to correct the serious mistake of merging the San Francisco Department on the Status of Women into a new "Agency on Human Rights" alongside the Human Rights Commission. This proposal disregards the will of San Francisco voters and undermines the Department's independence, weakening its ability to effectively advocate for women, girls, and gender-nonconforming individuals.

Equally troubling are the recommendations put forward by the Mayor and the Commission Streamlining Task Force. These proposals call for sweeping and short-sighted changes that would weaken democratic oversight, strip authority from commissioners, and remove several commissions, including the Commission on the Status of Women, from the City Charter.

Eliminating these protections would diminish community oversight and silence vital voices that hold our government accountable. At this moment, it is essential that you stand with the community, especially our most marginalized communities, and oppose efforts that would erode representation and weaken the structures designed to protect them.

This resolution outlines a clear path forward and calls for concrete action, including but not limited to:

- Urging the Mayor to issue an executive directive establishing a Citywide Women's Advancement and Gender Equity Action Plan.

- Designating the Department on the Status of Women as the lead agency and central coordinating body for gender equity efforts across all city departments.
- Requiring collaboration across departments, including the sharing of policies, programs, data, and budget information related to women and gender equity.
- Conducting annual assessments of gender representation in leadership across city commissions, boards, elected offices, and departmental leadership.
- Requiring regular progress reports from the Department on the Status of Women to the Mayor and the Board of Supervisors, including policy and budget recommendations.
- Reaffirming San Francisco's commitment to the principles of CEDAW and advancing gender equity throughout city government.
- Requesting studies from the Budget and Legislative Analyst regarding funding for women-focused programs and city human resources policies related to family leave and caregiving.

These actions are not controversial; they are responsible governance. The question before you is not complicated: whether you will actively stand with the women of San Francisco by supporting and advancing these measures.

The women of this city are watching closely. We expect leadership and accountability.

Thank you,
Sophia Andary
Commissioner, Commission on the Status of Women
City and County of San Francisco



• SAN FRANCISCO •
WOMEN'S POLITICAL COMMITTEE

SFWPC Support for BOS File No. 260127

March 19, 2026

Government Audit and Oversight Committee

Cc: Board of Supervisors

San Francisco Board of Supervisors

1 Dr Carlton B Goodlett Pl, #244,

San Francisco, CA 94102

RE: Statement in support of Resolution Urging an Executive Directive and Citywide Action Plan to Advance Women and Gender Equity

Dear Members of the Government and Oversight Committee,

The San Francisco Women's Political Committee (SFWPC) supports the resolution introduced by Supervisor Myrna Melgar, urging the Mayor to issue an executive directive establishing a Citywide Women's Advancement and Gender Equity Action Plan, coordinated by the San Francisco Department on the Status of Women with full cross-departmental participation and dedicated resources to ensure effective implementation.

This resolution calls for a coordinated, citywide strategy to advance gender equity across San Francisco – bringing City departments together to examine how policies, programs, and budget decisions affect women, girls, and gender-diverse communities, and ensuring that gender equity is consistently integrated across City government.

San Francisco has long been a national leader on gender equity, most notably becoming the first municipality in the world to adopt the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) into local law. However, despite this legacy, women and gender-marginalized people in San Francisco continue to experience persistent disparities in economic security, safety, health outcomes, and representation in leadership.



• SAN FRANCISCO •
WOMEN'S POLITICAL COMMITTEE

The Gender Equity Action Plan proposed in this resolution would help close that gap by:

- Identifying and eliminating policies, procedures, and programs that perpetuate gender inequity across City government.
- Expanding economic security and opportunity for women, including through greater coordination of policies affecting workforce participation, caregiving responsibilities, and economic mobility.
- Strengthening cross-department collaboration and data-sharing so that the City can better understand how its policies impact women and gender-diverse communities.
- Establishing measurable goals, timelines, and accountability measures to track progress in advancing gender equity.

SFWPC supports this resolution because meaningful gender equity requires more than good intentions – it demands a coordinated, data-driven approach embedded across all levels of City government. We commend the leadership of Supervisor Melgar and the resolution's cosponsors, and we look forward to continued collaboration between the Board of Supervisors, the Mayor's Office, the Department on the Status of Women, and community stakeholders in turning this commitment into action.

Sincerely,

San Francisco Women's Political Committee

Introduction Form

(by a Member of the Board of Supervisors or the Mayor)



I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee (Ordinance, Resolution, Motion or Charter Amendment)
- 2. Request for next printed agenda (For Adoption Without Committee Reference)
(Routine, non-controversial and/or commendatory matters only)
- 3. Request for Hearing on a subject matter at Committee
- 4. Request for Letter beginning with "Supervisor inquires..."
- 5. City Attorney Request
- 6. Call File No. from Committee.
- 7. Budget and Legislative Analyst Request (attached written Motion)
- 8. Substitute Legislation File No.
- 9. Reactivate File No.
- 10. Topic submitted for Mayoral Appearance before the Board on

The proposed legislation should be forwarded to the following (please check all appropriate boxes):

- Small Business Commission Youth Commission Ethics Commission
- Planning Commission Building Inspection Commission Human Resources Department

General Plan Referral sent to the Planning Department (proposed legislation subject to Charter 4.105 & Admin 2A.53):

- Yes No

(Note: For Imperative Agenda items (a Resolution not on the printed agenda), use the Imperative Agenda Form.)

Sponsor(s):

Subject:

Long Title or text listed:

Signature of Sponsoring Supervisor: