
Strategic Planning Framework 2025–2028: Aligning Data, Policy, and Impact Presentation to the Commission on the Status of Women

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Process and Approach

- Purpose: to align Department priorities with emerging data and evolving gender equity policies
- Conduct an overview of DOSW's strategic planning process





Mission

Tasked with **helping** to **transform San Francisco** into a fully gender **equitable City**, the San Francisco **Commission on the Status of Women** **champions** the **equitable treatment** and **advancement of women and girls** across **social, political** and **economic indexes** through **policies, programs** and **legislation**, both **within City and County government** and in the **private sector**.

Vision

We envision **a world where equality for women, girls and nonbinary people** is **woven into every fabric of our society**. We have **full agency and autonomy over our bodies** and the **power to shape and control our futures** and **our livelihoods**.

City Charter: Commission

SEC. 4.119. COMMISSION ON THE STATUS OF WOMEN.

The Commission on the Status of Women shall consist of seven members. Commission members shall be appointed by the Mayor, pursuant to Section [3.100](#), for four-year terms. Members may be removed by the Mayor only pursuant to Section [15.105](#). The Commission shall develop and recommend policies and practices for the City and County to reduce the particular impacts on women and girls of problems such as domestic violence, sexual harassment, employment and health care inequity, and homelessness, as well as advocate on behalf of women and girls in such areas. The Commission may be assigned additional duties and functions by ordinance or pursuant to Section [4.132](#).

SEC. 4.101. BOARDS AND COMMISSIONS – COMPOSITION

(d) The Commission on the Status of Women shall conduct an analysis of appointments to appointive boards, commissions, and advisory bodies established in the Charter or by legislative act, in the second and fourth year of each mayoral term to track the diversity of appointments to such bodies. This analysis, to be based only on voluntary disclosures, shall include ethnicity, sex, gender identity, sexual orientation, disability status, and any other relevant demographic qualities.

City Charter: Gender Equity Policy

Chapter 33 of the Administrative Code, Commission on the Status of Women, Section 33.2. Declaration of Policy

It is the policy of the City and County of San Francisco to give every inhabitant of the City and County, woman or man, girl or boy, equal economic, political, social and educational opportunities and to give equal services and protection by public agencies. It is the policy of the City and County of San Francisco to keep the public informed on developments in the legal and social status of women and girls; to develop and distribute pertinent information and recommendations to the City and County agencies and to the general public; to provide expert advice and assistance to the offices, agencies, boards, departments, and employees of the City and County in undertaking efforts to assure equality in the treatment of the sexes; and to officially encourage private persons and groups to take steps to remove the barriers in the struggle of both women and men for equal opportunities resulting from tradition and prejudice as well as the educational, economic, political, legal and social restrictions of the past. It is the policy of the City and County of San Francisco that the Mayor, the Board of Supervisors, and all City and County commissions, boards and department heads shall consult with the Commission on matters relating to gender.

City Charter: Role of Commission & Department

Chapter 33 of the Administrative Code, Section 33.3: Department, Commission, Executive Director

The Department shall be known as the Department on the Status of Women. The Commission shall formulate, evaluate and approve goals, objectives, plans and programs, set policies for **the Department** and carry out the additional functions enumerated in the Charter. The Executive Director shall be the department head and carry out the functions of department head as enumerated in Section [4.126](#) of the Charter. In selecting the Commission's staff, the Executive Director shall consider the diverse makeup of the general public of San Francisco, including the racial, ethnic, age and sexual orientation groups in the City and County. The Executive Director shall also ensure that staff have demonstrated commitment and expertise in working on behalf of women's issues and gender equity.

City Charter: Powers & Duties

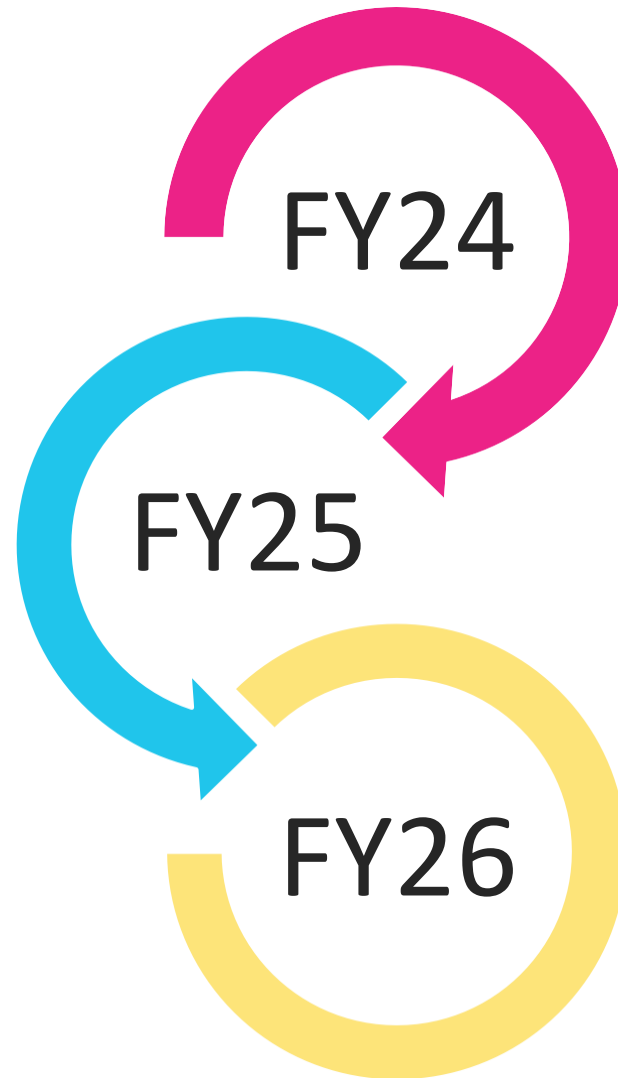
Chapter 33 of the Administrative Code, Section 33.4: Powers & Duties

The Commission and its Department shall have the power and the duty to:

- (a) Prepare and disseminate educational and informational material relative to the role that tradition and prejudice and the deprivation of equal opportunities in areas such as education and employment have played in keeping women and girls of all races, creeds, ages, marital status and sexual orientation from developing their full individual potentials and from contributing fully to the cultural and economic life of the community;
- (b) Hold public hearings on matters relevant to the general scope of the Commission, and subpoena records and witnesses in connection with such hearings;
- (c) Review national, State and local legislation that may have an impact on the status of women and girls and communicate the Commission's position regarding the proposed legislation to the appropriate legislative bodies, so long as the Commission's position on State and federal legislation does not conflict with any official position taken by the City and County;
- (d) Analyze the composition of boards and commissions by gender and advise the Mayor and the Board of Supervisors on the equity of appointments...
- (e) Study, make recommendations to and advocate for the Mayor, the Board of Supervisors and departments to implement programs that promote the economic development of women...

Where We've Been: FY 2022-23 to 24-25 Deliverables

- GBV Porting Project
- Citywide Gender Analysis*
- Childcare Pilot Program for law enforcement*
- Launch WOM Policy Portfolio*
- Update strategic plan



- BAARC Report - Landscape Analysis of Abortion Care
- Community Needs Assessment

- Where to next?

Core Policy Areas

Health & Safety

WISE Health Programs
CSES & SOL Programs
GBV programs

Economic Security

Guaranteed Income Pilots
for trauma impacted
communities and mothers

Civic and Community Engagement

Commission and Boards
Analysis
Representation of Women in
Public Spaces

Prior Goals

- Advance gender equity across city departments
- Strengthen gender-based violence prevention systems
- Promote economic empowerment and leadership opportunities for women and girls

Outcomes

- Improved cross-departmental collaboration on gender equity indicators
- Expansion of survivor-centered and culturally responsive services
- Completed three guaranteed income pilots that exceeded impact goals

Measurable goals and outcomes are key to impact and policy alignment

2024 Community Needs Assessment Results

Health and Safety

Respondents most often report that their health is good or very good. Relatively few respondents consider their health to be excellent, but most respondents are getting regular preventative healthcare. Over 2/3, 64%, reported being able to access mental health care when they needed it.

Economic Security

Nearly half of respondents are satisfied or very satisfied with their personal financial situation (45%). However, 56% worry about retirement savings often or very often.

Civic Engagement & Political Empowerment

About half of respondents are satisfied or very satisfied with the quality of life in their community and their ability to participate in community activities that are important to them. Overall, respondents feel that advocacy-based nonprofit groups and labor unions represent them best.

2024 Community Needs Assessment Challenges

Challenge #1: San Francisco's Cost of Living

- 35% of respondents who are parents and guardians of children face substantial costs for childcare

Challenge #2: Crime and Safety Concerns

- 45% of respondents experienced IPV

Challenge #3: San Francisco's Lack of Affordable Housing

- 59% of respondents are spending 30% or more of their income on housing

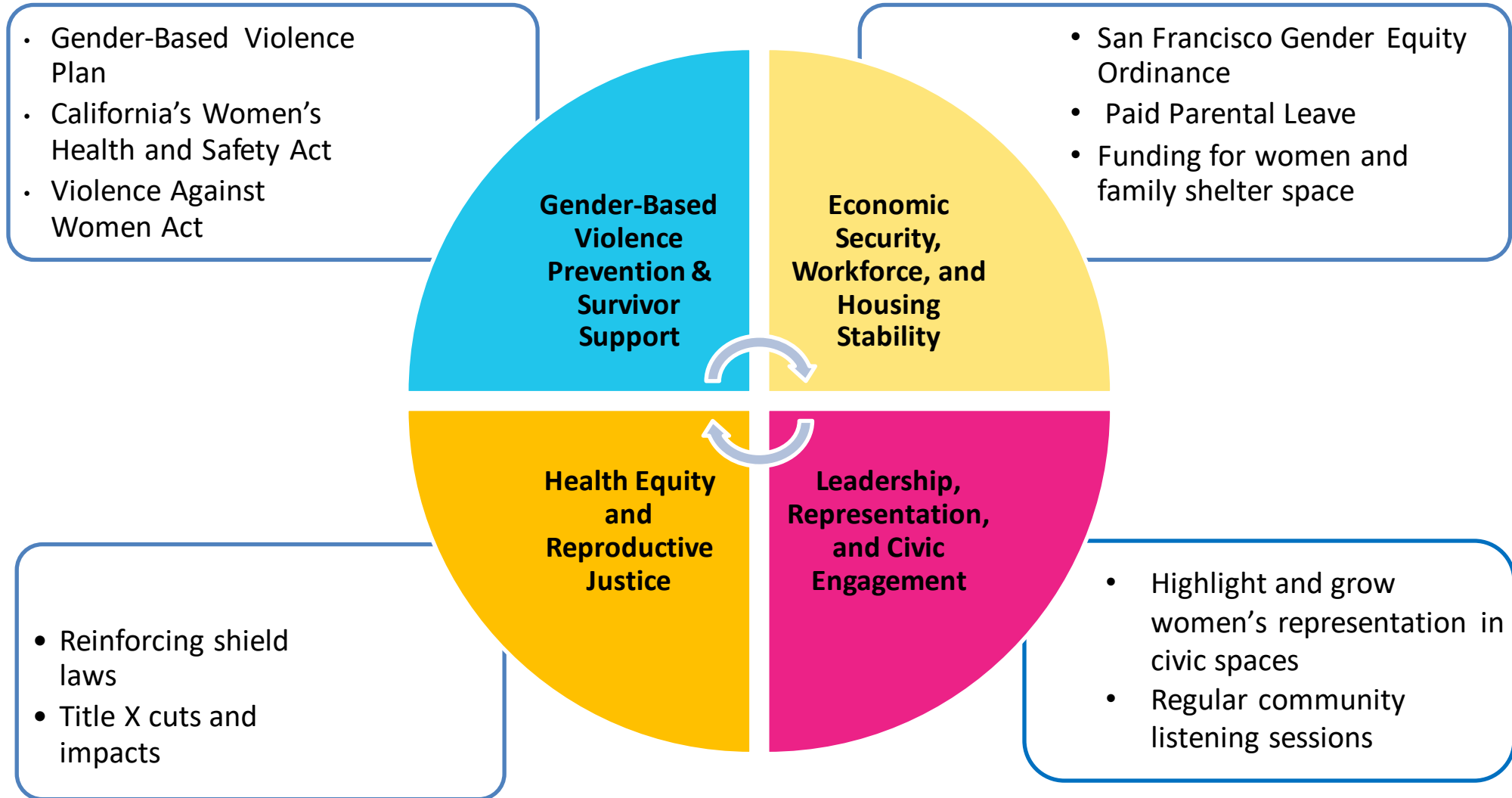
Challenge #4: Impacts of Unhoused, Mentally Ill, and Substance Addicted Individuals

- 57% of respondents do not feel safe walking alone at night

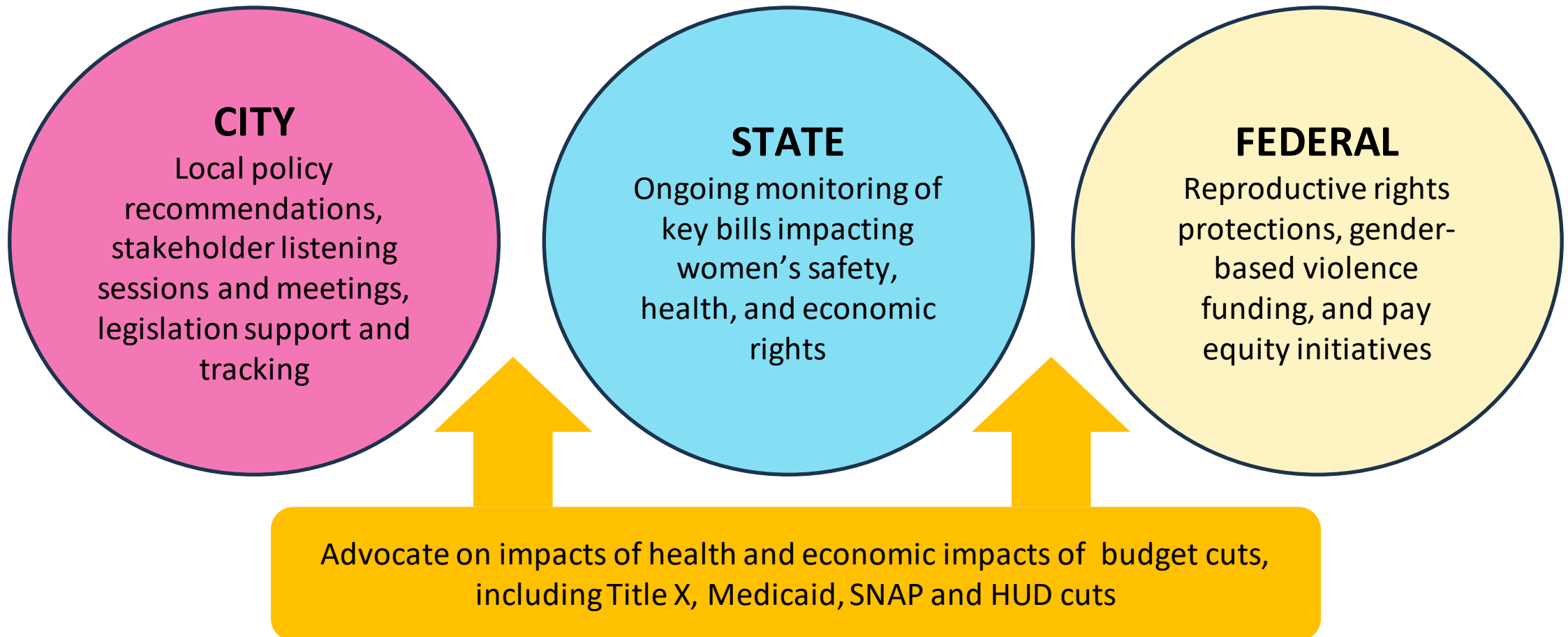
Challenge #5: Transportation-Related Needs

- 30% of respondents felt unsafe or very unsafe on transit

Early Priority Areas



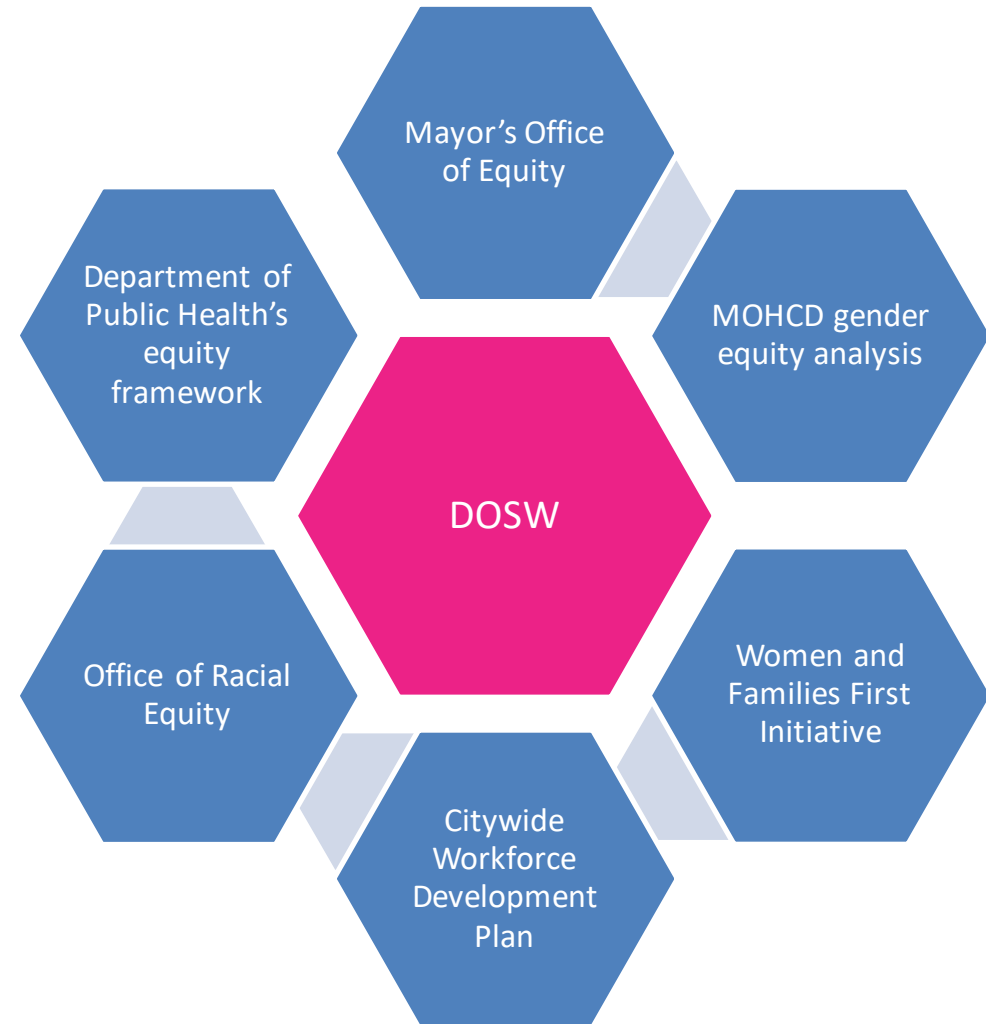
DOSW Policy & Advocacy Work



CCSF Stakeholder Alignment

DOSW's strategic planning process will align with and leverage numerous frameworks, policies and agencies that have a role in advancing gender equity across San Francisco.

Our role will be to collaborate with these agencies, translate policy into practice, measure impact and ensure San Francisco remains a leader in gender equity

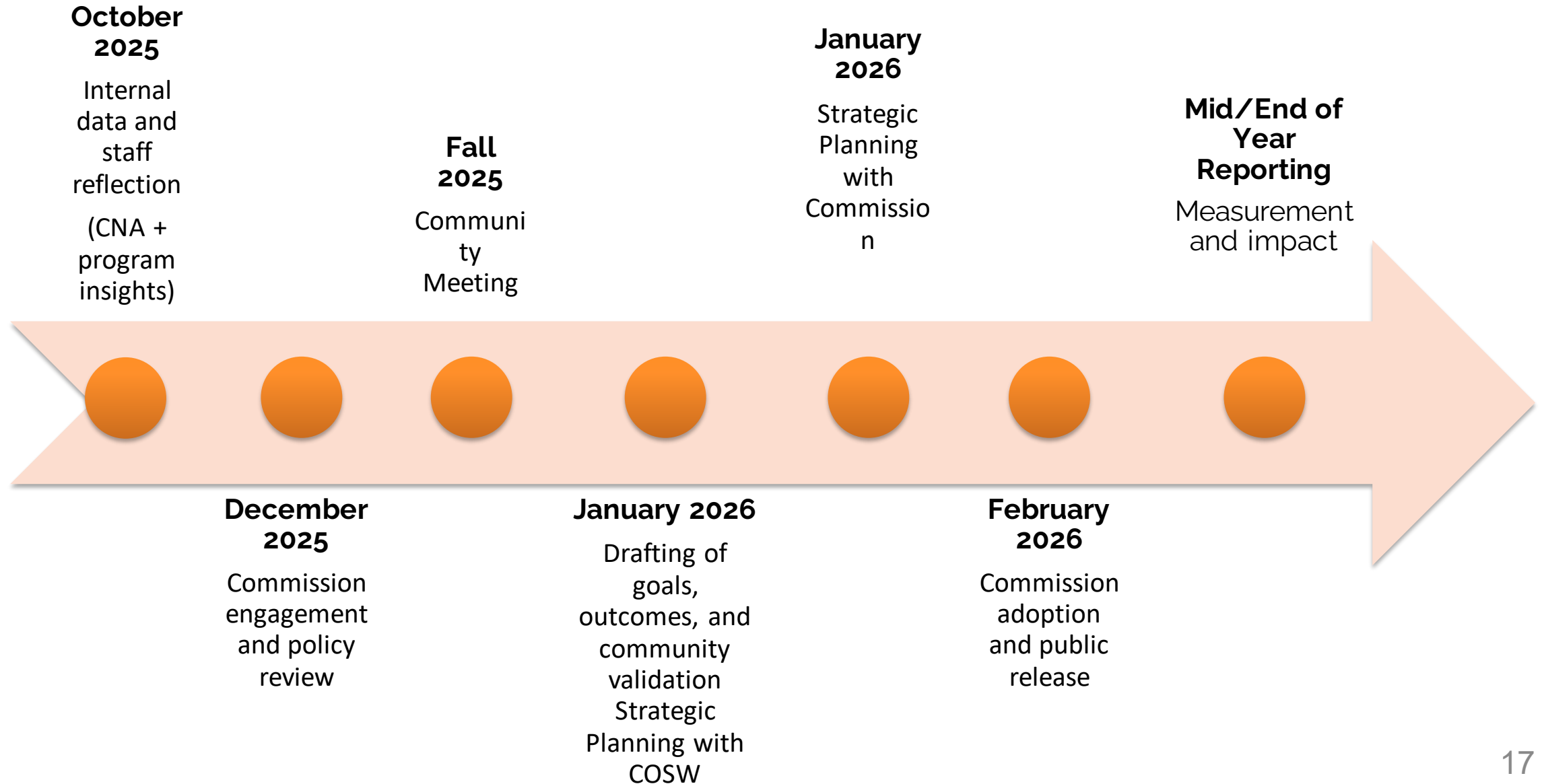


External Stakeholder Engagement

Across local, state and federal efforts, we will engage with mission-aligned organizations, elected officials and government agencies.

Local	State	Federal	Multiple Levels
Gender Based Violence CBOs	State Representatives	Members of Congress	Equal Rights Advocates
Maternal health organizations	CA Commission on the Status of Women and Girls	National Partnership for Women & Families	Planned Parenthood Federations/PPAC
Food security organizations	Rosie the Riveter	National Women's Law Center	Guttmacher, Reproductive Freedom for All
Women's health organizations	California Department of Social Services		American Association of University Women

Strategic Planning Timeline



COMMUNITY MEETING UPDATE

10.22.2025

- The Department is looking to host the first community meeting in mid-November, with follow-ups in December, including a virtual/hybrid option
- Meetings will be in the evenings
- We would love to have Commissioners support the events
- We are also planning to host 1-2 meetings with a group of community partners as well as site visits
- Our strategic planning process will incorporate takeaways from the meetings
- We will update the Commission as we refine the topics for discussion
- Denise will continue to work closely with Commissioner Miry on planning

PROGRAM GOALS AND OBJECTIVES

Topic Examples:

- Review the mental health feedback from 2024 and see if there are changes or emerging needs.
- Review how safe the community feels in public spaces, including transit and walking at night, compared to the summer of 2024 and what the community's needs are
- Objectives
 - Come away with a clearer understanding of community needs in the current political reality
 - Develop 2-3 policy recommendations based on community feedback and Department and Commission goals

Debrief and Next Steps

Discussion

- Do these priority areas reflect where DOSW should lead next?
- Are there local, state, or federal policy areas we should emphasize more strongly?
- How can the Commission help amplify our strategic goals citywide?

Next Steps:

- Integrate Commission feedback
- Dr. Huante has a feedback survey that Secretary Blakely will send out
- Conduct stakeholder listening sessions
- Return with a **draft 2025–2028 Strategic Framework** for review and adoption