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# TOWARDS A GENDER-EQUITABLE SAN FRANCISCO: DOSW'S STRATEGIC VISION & PATH FORWARD

*Transforming City Systems through Gender Equity, Data, and Innovation*





# Agenda

- I. Introduction and Purpose
- II. Overview and Framework
- III. Strategic Plan Proposal
- IV. Conclusion and Next Steps
- V. Feedback/ Q&A



# I. Purpose of Today

Today's purpose is for Commissioners to examine the Strategic Planning Report's purpose, core roles, and policy focus areas; engage in deliberation to provide final feedback and propose refinements; and conclude with a formal vote to approve the draft Strategic Planning Report and framework.



## II. FY26-28 Strategic Planning Overview

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 is reflective of the Commission's commitment to ensuring the Department on the Status of Women remains responsive to evolving City leadership, community needs, and policy priorities.

# Strategic Planning Timeline

October  
2025

Internal data and staff reflection (CNA + program insights)

Fall 2025

Community Meetings

January 2026

Strategic Planning with Commission

Mid/End of Year Reporting

Measurement and impact

December  
2025

Commission engagement and policy review

January 2026

Drafting of goals, outcomes, and community validation  
Strategic Planning with COSW

February  
2026

Commission adoption and public release

# DOSW Strategic Framework

*The DOSW Strategic Framework 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.



# III. Strategic Plan Proposal



Fall 2024  
Community  
Needs  
Assessment



Fall 2025  
Community  
Listening  
Sessions



Winter 2026  
Commission on  
the Status of  
Women Retreat

Purpose and Vision

Core Roles

Core Policy Areas



# 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, 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**.

## 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



**Accountability  
Steward**



**Advocate**



**Convener**

# Accountability Steward

## Purpose of the Role:

Ensure that City and County of San Francisco policies, programs, and systems advance gender equity and comply with human rights obligations and local legislation, including the City and County of San Francisco's CEDAW ordinance.

## Scope of Authority:

1. Conduct gender-based and intersectional analyses
2. Monitor compliance with adopted equity frameworks
3. Evaluate Citywide policies and systems; identify disparities and systemic barriers
4. Issue findings and recommendations to City and County of San Francisco leadership and departments.



Accountability  
Steward

# Advocate

## Purpose of the Role:

Advance gender-responsive policy and resource decisions at the local level and elevate San Francisco's priorities in state and federal policy discussions when external frameworks affect gender equity outcomes.

## Scope of Authority:

1. Develop and advance policy recommendations
2. Engage in legislative and budget advocacy
3. Provide guidance on equitable resource allocation
4. Educate policymakers and the public
5. Support alignment between local priorities and broader policy environments.

# Convener

## Purpose of the Role:

Bridge silos across City and County of San Francisco departments and community systems to align efforts, resources, and outcomes to address gender inequities.

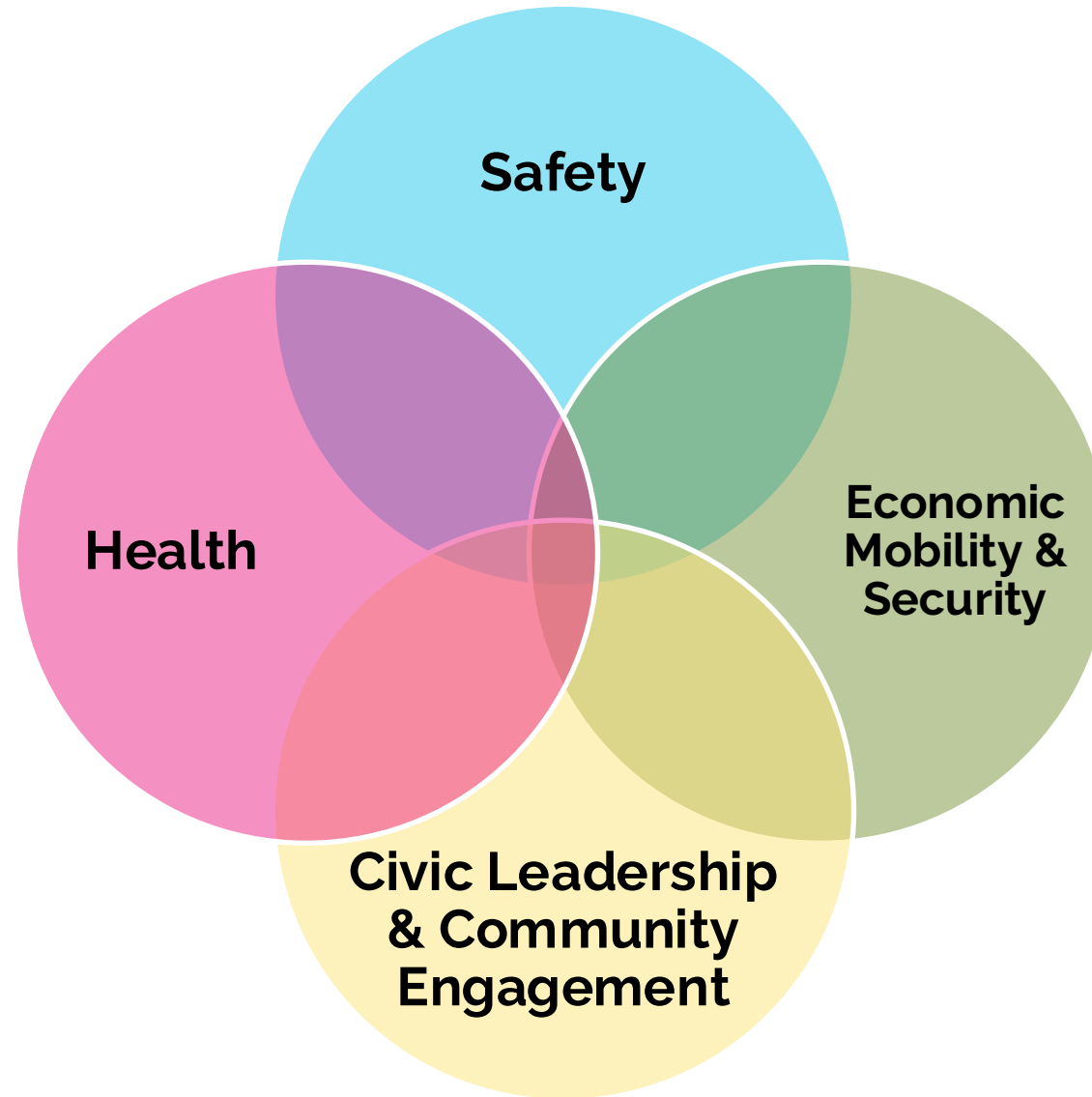
## Scope of Authority:

1. Convene interagency and cross-sector working groups
2. Facilitate collaboration
3. Support the development and scaling of effective, community-informed approaches
4. Strengthen coordination across City and County of San Francisco systems.



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# Core Policy Areas





# Health

## Rationale:

Community members consistently described health as a holistic condition shaped by physical health, mental and emotional well-being, reproductive autonomy, caregiving responsibilities, and access to supportive environments. Persistent inequities—particularly in maternal health outcomes for Black women and barriers for women of color, caregivers, and undocumented communities—underscore the need for focused policy oversight and coordination.



# 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, mental, and trauma-informed care.
2. Identify inequities in health access related to race, caregiving status, immigration status, disability, and work schedules.
3. Elevate disparities in maternal health outcomes and advance equity-focused policy recommendations.
4. Promote coordination across health, human services, and community systems to expand culturally responsive, low-barrier care.
5. Elevate health issues requiring local, state, or federal policy advocacy.



# Safety

## Rationale:

Safety emerged as one of the most urgent concerns, encompassing harassment in public parks, 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.





# 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 training and accountability mechanisms.
4. Assess accessibility and accuracy of City and County of San Francisco safety and victim-support information.
5. Promote expanded access to survivor-centered services and culturally rooted safety spaces.



# Civic Leadership & Community Engagement

## Rationale:

Participants emphasized that civic advancement depends on access to childcare and language support, trust, timely distribution of accurate information, and culturally relevant pathways. Civic engagement was viewed as both an equity outcome and a tool for countering regressive narratives, strengthening accountability, and advancing meaningful change.



# 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. Promote equitable implementation of the Language Access Ordinance across City and County of San Francisco departments.
3. Assess representation of women, girls, and non-binary people in City and County of San Francisco leadership and advisory bodies.
4. Strengthen fellowship, internship, and leadership programs into clearer civic pipelines.
5. Promote asset-based, culturally grounded engagement approaches.



# Economic Mobility and Security

## Rationale:

Economic insecurity was identified as a root driver of vulnerability across health, safety, and civic engagement. Wage inequities, childcare access and affordability, housing costs and instability, and workforce barriers disproportionately affect caregivers, justice-impacted individuals, undocumented communities, and individuals with low or fixed incomes and working-class families.



# Economic Mobility and Security

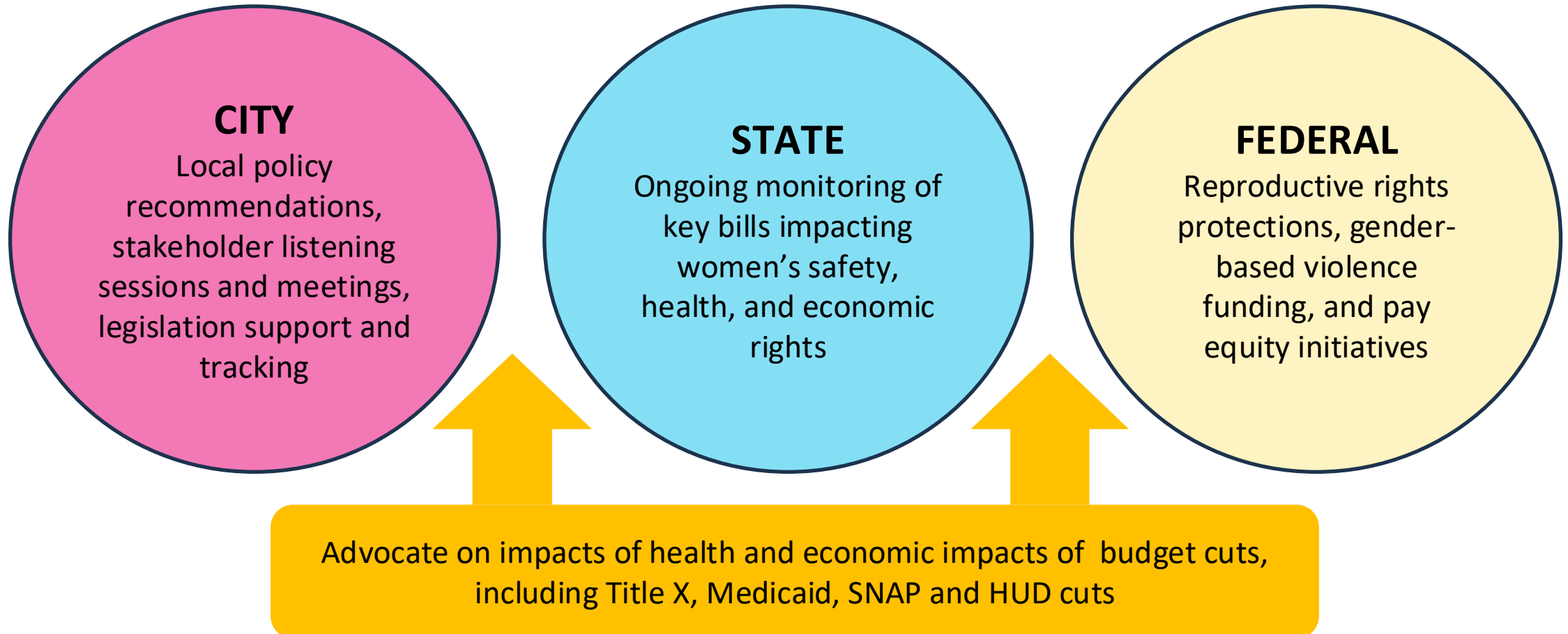
## Goal:

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 as well as entrepreneurship opportunities.

## Objectives:

1. Monitor and analyze gender-based wage gaps and economic disparities in San Francisco.
2. Assess childcare affordability, availability, and non-traditional hour coverage as essential infrastructure.
3. Identify economic barriers facing caregivers, justice-impacted individuals, unhoused mothers, and immigrant families.
4. Promote policy approaches supporting wage growth, workforce stability, and professional development in care sectors.
5. Elevate economic strategies that support family stability and reduce survival-driven criminalization.

# DOSW Policy & Advocacy Work



# DOSW & City Policy

Core Policy Areas	Health	Safety	Civic Advancement & Community Engagement	Economic Mobility & Security
<p><b>Goal</b></p>          <p><b>City Policy</b></p>	<p>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.</p> <ul style="list-style-type: none"><li>• <b>Menopause</b></li><li>• <b>Menstruation</b></li><li>• <b>Resources and Leave Policy</b></li><li>• Prop O Implementation</li><li>• Maternal and Child Health, Medical</li></ul>	<p>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.</p> <ul style="list-style-type: none"><li>• <b>Transit-Rapid Response Systems</b></li><li>• <b>CCSF Sexual Harassment Analysis</b></li><li>• Gun Relinquishment</li><li>• Park Safety for Girls</li><li>• Nightlife and Alcohol</li></ul>	<p>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.</p> <ul style="list-style-type: none"><li>• <b>Continue to monitor and evaluate City regulations and ordinances for their effectiveness of enhancing gender equity.</b></li></ul>	<p>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 as well as entrepreneurship opportunities.</p> <ul style="list-style-type: none"><li>• <b>Family Medical Leave Act</b></li></ul>

# DOSW & State/Federal Policy

Core Policy Areas	Health	Safety	Civic Advancement & Community Engagement	Economic Mobility & Security
<p><b>Goal</b></p> <p><b>State &amp; Federal Policy</b></p>	<p>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.</p> <ul style="list-style-type: none"> <li>• <b>Menopause</b></li> <li>• Maternal &amp; Child Health, Medical</li> </ul>	<p>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.</p> <ul style="list-style-type: none"> <li>• <b>Femicide</b></li> <li>• Reforms for jail conditions</li> <li>• Gun laws (mental health checks); law enforcement visits, relinquishment</li> </ul>	<p>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.</p> <ul style="list-style-type: none"> <li>• Ordinance/low-cost spaces for CBO's</li> </ul>	<p>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 as well as entrepreneurship opportunities.</p> <ul style="list-style-type: none"> <li>• Childcare Credits</li> </ul>





## **IV. Conclusion: From Mandate to Measurable impact**

Grounded in its Charter mandate and informed by robust data and community voice, the Department on the Status of Women has undertaken a deliberate and accountable strategic planning process to clarify its role, sharpen its policy focus, and strengthen alignment with Citywide priorities. This draft framework positions DOSW to advance gender equity through clear accountability, effective advocacy, and strategic convening—ensuring that public systems respond to the lived realities of women, girls, and non-binary people across San Francisco. The proposed framework now moves forward for Commission review, refinement, and formal action.



# What Happens Next: Strategic Planning Checklist

## **Commission Deliberation & Refinement**

Commission on the Status of Women discusses findings, provides direction, and proposes revisions as needed

## **Formal Commission Vote**

Commission votes to approve the final Strategic Planning Report and framework

## **Submission to the Mayor**

Approved Strategic Planning Report is transmitted to [Mayor Daniel Lurie](#) for review and approval

## **Public Release & Transparency**

Final report is published on the Department's website and shared publicly

## **Implementation & Accountability Phase**

DOSW advances implementation through policy advocacy, interdepartmental coordination, and accountability mechanisms aligned with the approved framework

## **Ongoing Reporting to the Commission**

Regular updates provided to the [Commission on the Status of Women](#) to monitor progress and outcomes

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# V. Feedback/ Q&A



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# *Thank you!*



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



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