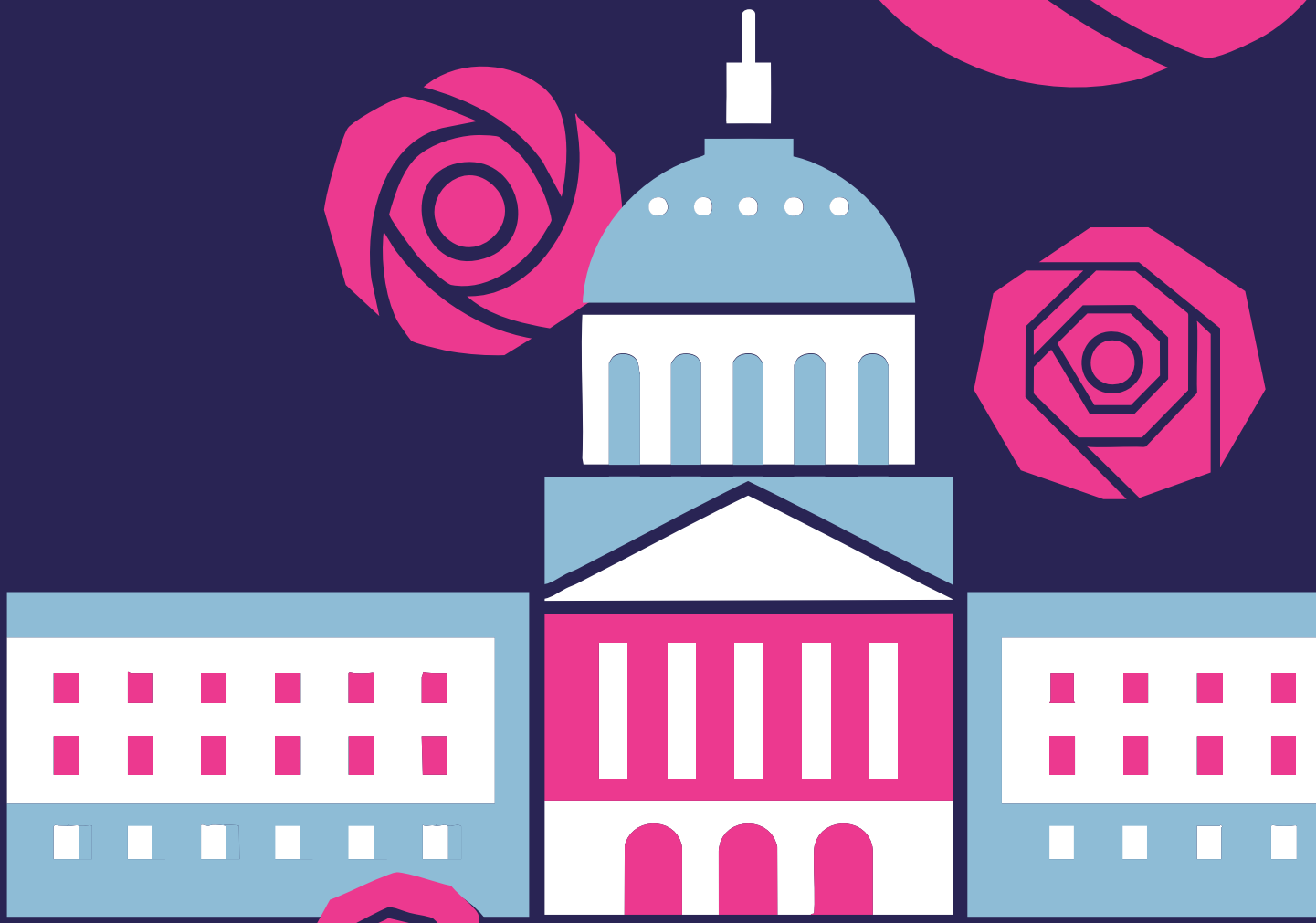
CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT ON THE STATUS OF WOMEN

WOMEN'S AGENDA



DEPARTMENT ON THE STATUS OF
WOMEN

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Acknowledgments

The San Francisco Department on the Status of Women would like to first acknowledge the City and County of San Francisco's Ramaytush Ohlone land acknowledgment.

> *We acknowledge that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the ancestors, elders, and relatives of the Ramaytush Community and by affirming their sovereign rights as First Peoples.*

The San Francisco Department on the Status of Women extends its sincere appreciation to the many individuals, agencies, and community partners whose leadership, collaboration, and commitment made the Women's Agenda possible.

We also acknowledge San Francisco **Mayor Daniel Lurie** for prioritizing safety, dignity, economic opportunity, and equity for all San Franciscans through effective, accountable City governance. We are grateful to the Office of the Mayor, specifically the Health and Human Services team and Mayor's Office of Community Engagement, for their partnership, guidance, and collaboration throughout the Women's Agenda planning process.

We extend deep appreciation to the **Commission on the Status of Women**, including all **past and current Commissioners**, whose stewardship, advocacy, and institutional memory continue to shape the Department's work. The Commission's leadership has been instrumental in grounding this Women's Agenda in statutory authority, public, and community trust.

The Department also acknowledges the City and County agencies that work collaboratively to advance gender equity across systems. Thank you to our partners across City government and elected offices. Their ongoing partnership is essential to advancing coordinated, Citywide approaches to gender equity.

We are especially grateful to community-based organizations whose leadership, advocacy, and lived experience continue to guide this work. Special acknowledgment to **Indigenous Justice** and **Black Women Revolt Against Domestic Violence**, whose courage, clarity, and longstanding leadership have

shaped the City's understanding of safety, accountability, and healing. Their work exemplifies the community-rooted expertise that this Women's Agenda seeks to honor and uplift.

Finally, we thank the many residents, advocates, service providers, and community leaders who participated in DOSW's past Community Needs Assessment and Community Listening Sessions. Their testimony, insights, and expectations for accountability are reflected throughout this Women's Agenda and remain central to its implementation.

Dedication

This Women's Agenda is dedicated to the women, girls, and non-binary people of San Francisco—past, present, and future—whose lives, labor, resistance, and leadership continue to shape this City.

We dedicate this Agenda to those who came before us: the women who organized, advocated, and built institutions when gender equity was neither assumed nor protected; the Indigenous women whose stewardship of this land predates the City itself; and the generations of immigrant, working-class, and oppressed women who demanded safety, dignity, and justice in the face of systemic patriarchal harm. Thank you!

We also dedicate this Agenda to those living these realities today—women navigating caregiving, economic precarity, violence, displacement, discrimination, and threats to bodily autonomy—whose survival, resilience, and advocacy make clear why accountability within public systems is not optional, but essential.

This Women's Agenda is offered in recognition that gender equity is not achieved through aspiration alone, but through sustained, collective responsibility. It is dedicated to advancing a San Francisco where public systems are accountable, community voice is honored, and all women, girls, and non-binary people can live with safety, dignity, and opportunity.

Letter from the Executive Director

Dear City and Community Key Stakeholders,

I am proud to present the San Francisco Women's Agenda. This Agenda is offered at a moment of heightened urgency for women, girls, and non-binary people, locally and nationally, when safety, bodily autonomy, economic security, and trust in public institutions are increasingly under strain.

Across the country, long-standing protections for reproductive health and gender equity have been rolled back, while gender-based violence, economic instability, and caregiving burdens continue to fall disproportionately on women. These challenges are intensified for those navigating intersecting systems of harm, including racism, immigration enforcement, disability, poverty, and involvement with the criminal legal system. Community members and key stakeholders made clear that these pressures are not abstract; they shape daily decisions about safety, health, economic mobility, and participation in civic life throughout San Francisco.

The Women's Agenda is grounded in the Department's authority under the Administrative Code and in San Francisco's local implementation of the Convention on the Elimination of All Forms of Discrimination Against Women. It is also shaped directly by community voice through the Department's Community Needs Assessment and Fall 2025 Community Listening Sessions. Participants consistently emphasized that survival, safety, and dignity must come before advancement. They called for prevention-oriented approaches, survivor-centered policies, and stronger accountability across City systems, particularly where oversight has weakened or coordination has fractured.

The Women's Agenda responds to this moment with clarity and purpose. It establishes a governing and accountability framework—not a service delivery model—organizing the Department's work across four core policy areas: Health; Safety; Economic Mobility and Security; and Civic Leadership and Community Engagement. Within each area, the Agenda identifies initiatives that will surface

over the next three fiscal years to strengthen policy oversight, coordination, reporting, and measurable outcomes across City government.

This work is inherently collaborative. Advancing gender equity requires coordinated action across departments, elected offices, commissions, and community partners. The Department's role is interdependent with City systems responsible for health, safety, housing, economic opportunity, and civic participation. In alignment with Mayor Lurie's priorities for effective, common-sense government, this Women's Agenda emphasizes transparency, shared responsibility, and practical coordination to improve the lives of San Franciscans.

I am deeply grateful to Mayor Daniel Lurie, the Office of the Mayor, the Commission on the Status of Women, the Members of the San Francisco Board of Supervisors, the Department on the Status of Women staff, City colleagues, community agencies, and partners who shaped this Agenda. This Women's Agenda reflects a shared commitment to protecting dignity, strengthening systems, and advancing gender equity through accountable governance. I look forward to continuing this work in partnership across the City and County of San Francisco.

Sincerely,

Dr. Diana Aroche
Executive Director
San Francisco Department on the Status of Women

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Executive Summary

The Women's Agenda is grounded in the City and County of San Francisco Charter and Administrative Code provisions that establish the Commission on the Status of Women and the Department's responsibility to advance gender equity across City government. Informed by these authorities, San Francisco's local implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and extensive community engagement, the Women's Agenda defines the Department's purpose, roles, policy priorities, and accountability mechanisms for FY26-FY28.

The Women's Agenda is not an operational work plan or a catalogue of programs; it serves as a governing and policy framework that clarifies how the Department fulfills its mandate as a policy-shaping, advocacy, and coordination entity working across City systems. Through its roles as Women's Advancement Steward, Advocate, and Convener, the Department advances gender equity by shaping policy, strengthening transparency and oversight, aligning cross-departmental efforts, and supporting measurable outcomes. This work is inherently collaborative and interdependent, requiring sustained partnership with City departments, elected offices, commissions, and community-based organizations to achieve shared goals.

This Agenda is informed by the Fall 2025 Community Listening Sessions and the Department's Community Needs Assessment, which documented persistent and intersecting inequities affecting women, girls, and non-binary people across health, safety, economic security, and civic participation. Community members emphasized that safety, bodily autonomy, family stability, and economic security are foundational conditions that must be addressed before broader opportunity and leadership can be realized. Participants called for prevention-oriented, survivor-centered, and systems-level approaches that move beyond fragmented or reactive responses.

In response, the Women's Agenda organizes the Department's work around four core policy areas: Health; Safety; Economic Mobility and Security; and Civic Leadership and Community Engagement. Within each policy area, the Agenda identifies and advances collaborative initiatives, policies, coordination, and reporting. These initiatives are designed to align City policies and practices, elevate issues requiring local, state, or federal action, and strengthen institutional responses to gender inequities, rather than providing direct services.

The Women's Agenda aligns with the priorities of Mayor Daniel Lurie, including his emphasis on effective, common-sense government; public safety rooted in prevention and trust; economic stability for working families; and expanded access to opportunity. By embedding gender equity into governance, policy development, and interdepartmental coordination, the Agenda supports Citywide objectives to improve outcomes while reinforcing oversight by the Mayor's Office, the Commission on the Status of Women, the Board of Supervisors, and City departments.

The Women's Agenda establishes a collaborative, accountable framework to advance gender equity across the City and County of San Francisco. By aligning policy leadership, oversight, and coordination across departments and systems, the Agenda supports sustained, measurable progress toward safety, dignity, economic security, and civic participation for women, girls, and non-binary people, while reinforcing shared responsibility across City government.

Introduction

The Women's Agenda for the San Francisco Department on the Status of Women (DOSW) outlines a vision to advance gender equity across the City and County of San Francisco amid significant social, political, and economic change. This Agenda provides a governing and policy framework that guides the Department's goals, objectives, and strategic direction. It is grounded in statutory mandate, informed by community priorities, and aligned with Citywide governance frameworks.

This Agenda is developed pursuant to the San Francisco Charter and Administrative Code Chapters 33 and 33A, which establish the Commission on the Status of Women (COSW), the Department on the Status of Women, and San Francisco's local implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). The San Francisco Charter and Administrative Code frames gender equity as a Citywide responsibility and sets expectations for the use of gender analysis and accountability across municipal policies, programs, and systems.

The Women's Agenda follows the expiration of the Department's previous strategic plan and reflects the Commission on the Status of Women's direction, in alignment with San Francisco Mayor Daniel Lurie's priorities. It was developed amid national conditions marked by threats to reproductive autonomy, impacts of immigration enforcement, economic instability, childcare shortages, wage inequities, safety concerns, and governance changes that weaken accountability structures.

As a foundational step, DOSW convened five Community Listening Sessions in Fall 2025 across City facilities, community-based spaces, and virtual platforms. Participants included residents, advocates, service providers, nonprofit leaders, and elected officials. Their lived experiences, policy insights, and collective priorities form the backbone of this Agenda and inform every section that follows.

This document affirms the Department on the Status of Women's role as a Citywide gender-advancement steward at a moment when gender equity cannot be assumed and must be consistently forwarded and actively defended. It establishes a shared framework for governance, policy leadership, and coordination grounded in law, community direction, and lived experience. The sections that follow articulate the Department's purpose and vision, define its core roles, and outline priority policy areas that will guide DOSW's work over

Fiscal Years 2026–2028 in service of safety, dignity, health, and economic security for women, girls, and non-binary[1] people in San Francisco.

Background

Women and girls make up just under half of San Francisco's population, a pattern that distinguishes the city from both California and the nation. According to the U.S. Census Bureau, women and girls account for approximately 49 percent of San Francisco residents, with men slightly outnumbering women.[2] This imbalance is largely driven by the city's labor market and housing dynamics, which attract a high concentration of working-age adults. The largest share of women in San Francisco is between ages 20 and 39, while girls under 18 comprise a relatively small share—roughly 6 to 7 percent—reflecting lower rates of family households with children than in most U.S. cities.[3]

Across the life course, census data show sharp contrasts in the experiences of women and girls. Adult women in San Francisco are among the most educated and economically active in the country, with high labor force participation and a majority holding a bachelor's degree or higher.[4] At the same time, family formation tends to occur later: women in San Francisco are more likely to delay childbirth into their late 30s and 40s.[5] Older women, particularly those aged 65 and over, represent a growing share of residents and are more likely to live alone, increasing vulnerability to fixed incomes, health challenges, and housing instability.[6]

Race, immigration status, and income inequality further shape the landscape for women and girls in the city. Census data indicate that a substantial portion of San Francisco's women are immigrants or children of immigrants, and experiences vary widely across racial and ethnic groups. While the city overall is affluent, women of color are disproportionately affected by poverty, housing cost burden, and unpaid caregiving responsibilities. The census reveals a city where women are highly educated and economically engaged, yet where girls are underrepresented, families face structural pressures, and gender-based

[1] The Department utilizes "women, girls, and non-binary people" to include cisgender women, transgender women, femme-identifying people, and others across the gender spectrum.
[2] U.S. Census Bureau. *2020-2024 ACS 5-Year Estimates*. American Community Survey 2022-2023.
[3] Ibid.
[4] Orbach - Mandel, Hannah, and Laura Pryor. (2024). *The California women's well-being index.* California Budget & Policy Center.
[5] Kopf, D,, Li, R., Sumida, N. (2025, July). "This Is the real doom loop. It will change everything about life in the Bay Area." *The San Francisco Chronicle.*
[6] Ibid.

disparities persist across age, race, and income—critical considerations for policies and programs serving women and girls in San Francisco.[7]

Economic Conditions and Security

Economic inequality remains a primary driver of gender-based disparities in San Francisco. Despite the City's high median household income, women—particularly women of color, immigrant women, and single mothers—are disproportionately affected by wage gaps, housing cost burden, and unstable employment. Data from the U.S. Census Bureau and the California Civil Rights Department's pay data reporting show persistent gender and racial wage disparities across industries, including care, service, and nonprofit sectors, where women are overrepresented.[8] High housing costs further exacerbate economic insecurity, with women more likely to be rent-burdened and to assume unpaid caregiving responsibilities that limit workforce participation and advancement. These economic pressures intersect with health, safety, and civic participation, underscoring the importance of gender-responsive economic policy.

Housing Needs and Economic Security for Women in San Francisco

Housing affordability and stability are central components of economic security for women in San Francisco, where high housing costs strain already limited incomes and widen disparities. San Francisco's most recent *CityBeat* poll showed that an increasing number of residents believe life in the city is improving, expressing better perceptions of quality of life and the gains in the downtown economy. However, the survey also highlighted that affordable housing and the cost of living remain significant challenges, with a majority of respondents noting that the availability of low-cost housing has worsened and that the city remains too expensive for families.[9]

In San Francisco County, median gross rent exceeds $2,400 per month, and median home values hover near $1.39 million, reflecting one of the most expensive housing markets in the nation.[10] A substantial share of renter households — especially those with incomes below 200% of the federal poverty level — pay 50% or more of their income toward rent, leaving limited resources for

[7] U.S. Census Bureau. (2024). *QuickFacts: San Francisco County, CA*.
[8] U.S. Census Bureau. (2024). *QuickFacts: San Francisco County, CA;* Anonymous. (2025). *Ahead of equal pay day, Civil Rights Department releases statewide breakdown of gender and racial pay disparities for 2023*. California Civil Rights Department.
[9] Nova, K. (2026, February). *San Francisco poll shows city life is improving, but affordable housing is still an issue*, ABC7 (KGO-TV).
[10] U.S. Census Bureau. (2024). *QuickFacts: San Francisco County, CA*.

other necessities.[11] These cost burdens are compounded by broader regional trends: approximately 31 % of Bay Area residents spend more than 35 % of their income on housing costs, a standard measure of unaffordability.[12] National and California-level research shows that women are more likely than men to be rent-burdened and to have extremely low incomes, and that single mothers, older women, and women of color face the highest risk of housing instability and displacement.[13] In San Francisco, where nearly half of households rent, and homeownership is less accessible to lower-income households, these dynamics translate into heightened vulnerability for women juggling caregiving responsibilities, stagnant wages, and the high cost of housing.[14] [15] Without targeted housing affordability and stability strategies — including expanded affordable units, renter protections, and support for gender-specific housing needs — women's economic security remains undermined by the housing crisis.

Health Outcomes Across the Life Course

Health outcomes for women in San Francisco are shaped by the City's distinctive demographic profile, including a large share of working-age adults, a relatively small proportion of children, and a rapidly growing older adult population. Women are disproportionately concentrated in the 20–39 age range and are more likely than women statewide to delay childbirth into their late 30s and 40s, contributing to higher rates of pregnancy at advanced maternal age and associated obstetric risks.[16] [17] While overall health insurance coverage in San Francisco is high, women's health outcomes vary substantially by race, ethnicity, income, age, and immigration status. Local and statewide data consistently show persistent disparities in maternal health, mental health, and chronic disease outcomes across racial and ethnic groups, underscoring that access alone does not ensure equity.

These disparities are particularly evident in maternal and reproductive health. Black women in San Francisco experience disproportionately higher rates of severe maternal morbidity, pregnancy-related complications, and preventable hospitalizations, reflecting patterns documented at both the state and national

[11] San Francisco Department of Public Health. (2024). *Housing and community health data: Housing burden and stability.*
[12] Metropolitan Transportation Commission Vital Signs. (2025). *Housing affordability indicator.*
[13] Cohen, N.. (2025). *A gender equality perspective on California's housing crisis.* Gender Equity Policy Institute.
[14] San Francisco Department of Public Health. (2024). *Housing and community health data: Housing burden and stability.*
[15] U.S. Census Bureau. (2024). *QuickFacts: San Francisco County, CA*.
[16] U.S. Census Bureau. (2023). *American Community Survey 5-year estimates.*
[17] San Francisco Department of Public Health. (2024). *Housing and community health data: Housing burden and stability.*

levels.[18] [19] Latina women face elevated risks related to delayed prenatal care and gestational diabetes, often linked to language access barriers, insurance instability, and immigration-related fear.[20] Pacific Islander women experience higher prevalence of diabetes, cardiovascular disease, and obesity-related conditions, while Asian women show wide variation across subgroups, including elevated rates of certain cancers and later-life chronic conditions that are frequently obscured in aggregated data.[21]

Across the life course, reproductive and hormonal health play a central role in shaping morbidity for women and remain inadequately addressed within present health systems. Menstrual health conditions—including dysmenorrhea, endometriosis, anemia, and inconsistent access to menstrual products—affect adolescents and working-age women, with documented impacts on school attendance, workforce participation, and overall well-being, particularly for low-income, unhoused, and justice-impacted populations.[22] [23] As San Francisco's population ages, perimenopause and menopause—typically occurring between the mid-40s and mid-50s—affect a growing share of women and are associated with sleep disruption, cognitive changes, depression, anxiety, and increased risk of cardiovascular disease and osteoporosis.[24] These conditions are frequently underdiagnosed and undertreated due to limited provider training, inconsistent insurance coverage, and longstanding gaps in research on women's aging and long-term health, with disparities most pronounced among Black, Latina, Pacific Islander, and immigrant women.[25]

The first year of the Trump-Vance administration suggests that many barriers to health care will progressively worsen. Planned Parenthood assesses that the largest cuts to Medicaid in the program's history threaten health coverage for nearly 8 million people, including over 2 million women of reproductive age who are at risk of losing coverage. Additionally, 2025 saw severe rollbacks in protections from discrimination for LGBTQ+, especially transgender people. The loss of protection for vulnerable communities and the simultaneous increase in

[18] California Department of Public Health. (2023). *California maternal mortality review committee report.*
[19] Centers for Disease Control and Prevention. (2023). *Preventing intimate partner violence.*
[20] California Department of Public Health. (2023). *California maternal mortality review committee report.*
[21] Ibid.
[22] National Academies of Sciences, Engineering, and Medicine (NASEM). (2020). *The promises and perils of hormone therapy for women.* Washington, DC: The National Academies Press.
[23] Ibid.
[24] North American Menopause Society (NAMS). (2023). *The 2023 nonhormone therapy position statement of The North American Menopause Society.* Menopause.
[25] White House. (2024). *Executive Order on Advancing Women's Health Research and Innovation*.

deportations have created a climate of fear, preventing families from receiving basic health care, including reproductive and sexual health care.[26]

These patterns demonstrate that women's health in San Francisco must be understood through a life-course lens that accounts for the City's age distribution, racial and ethnic diversity, and social conditions. Achieving health equity requires addressing not only healthcare access, but also the structural, demographic, and gender-specific factors that shape morbidity and exposure to premature death across all stages of life.

Safety Landscape for Women in San Francisco

Safety in San Francisco is shaped by both reported crime trends and perceptions of safety, with distinct implications for women, girls, and non-binary people.

Official San Francisco Police Department data show that in recent years there have been declines in several serious violent crime categories, including homicide and robbery, alongside continued challenges related to property crime, street disorder, and quality-of-life conditions that affect daily use of public space .[27] While aggregate crime indicators provide an important measure of public safety, they do not fully capture how safety is experienced across neighborhoods or populations.

Citywide survey and public health data indicate that perceptions of safety have declined in recent years, with residents reporting lower feelings of safety when walking alone in their neighborhoods—particularly at night—and with the most pronounced concerns in eastern and central neighborhoods such as the Tenderloin, South of Market, Bayview, and Visitacion Valley, where safety ratings are consistently lowest.[28] [29] For women and gender-diverse residents, perceptions of risk are closely associated with experiences of harassment, exposure to street-based violence, and environmental conditions such as limited lighting, visible disorder, and reduced pedestrian activity, which research has shown to influence travel behavior, use of public space, and reliance on public transit. [30] [31]

[26] Planned Parenthood Federation of America. (2025). *First Year of the Trump-Vance Administration.*
[27] *San Francisco Police Department Crime Dashboard*. (2026). San Francisco Police Department, Official Crime Statistics Portal.
[28] City and County of San Francisco. (2023). *City Survey 2023*. San Francisco, CA.
[29] San Francisco Department of Public Health. (2024). *Housing and community health data: Housing burden and stability.*
[30] San Francisco Municipal Transportation Agency. (2024). *Muni rider safety and harassment research.*
[31] Wasserman, J. L, Brozen, M., & Loukaitou-Sideris, A. (2025). *Building transit safety surveys that matter: lessons from San Francisco muni.* UC Office of the President: University of California Institute of Transportation Studies.

Public transit safety remains a persistent concern for women across the city. Research and transit safety surveys show that personal safety risks on Muni disproportionately affect women and gender minorities, with many riders reporting sexual harassment, unwanted contact, and fear of reporting incidents due to anticipated retaliation, normalization of harassment, or lack of confidence in agency response.[32] [33] These conditions contribute to constrained mobility, altered travel patterns, and reduced access to employment, education, and caregiving responsibilities, particularly for women who rely on public transit during early-morning or late-evening hours.

Reported crime data present a mixed picture. While several categories of serious violent crime in San Francisco have declined in recent years, gender-based violence remains persistent, and certain offenses—particularly human trafficking for sexual exploitation—have increased, underscoring the disconnect between aggregate crime trends and the lived safety realities of women and girls.[34] [35] Research and administrative data further indicate that sexual violence, trafficking, and intimate partner violence are significantly underreported due to fear of retaliation, coercion, immigration concerns, and lack of confidence in institutional response.[36] [37] This divergence highlights the importance of assessing safety not only through overall crime statistics but through gender-responsive analysis that accounts for underreporting, coercive dynamics, and the cumulative impacts of fear, harassment, and violence on women's daily lives.

Immigration and the Experiences of Women in San Francisco

Since the 1989 passage of San Francisco's Sanctuary Ordinance, protecting the City's immigrant residents has remained a priority for the City and County. The Immigrant Rights Council continues to lead in identifying ways the City and County can bring immigrants closer to City Hall, such as by holding special hearings and policy discussions, or by advocating for equal access to City services for all residents, regardless of their language. The San Francisco immigrant community is an essential component of our civic fabric and one we must protect.

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[32] Ibid.
[33] San Francisco Municipal Transportation Agency. (2024). *Muni rider safety and harassment research*.
[34] *San Francisco Police Department Crime Dashboard*. (2026). San Francisco Police Department, Official Crime Statistics Portal.
[35] Shaban, B. (2025). *San Francisco welcomes holiday season with declining crime rates*. NBC Bay Area.
[36] U.S. Department of Justice. (n.d.). *Barriers to reporting crime for immigrant survivors.* Office for Victims of Crime.
[37] Centers for Disease Control and Prevention. (2023). *Preventing intimate partner violence.*

The previous thirteen months have seen a dramatic change in the approach and impact of immigration enforcement. Indeed, there has been a dramatic uptick in the number of people held in immigration detention- rising a whopping 75 percent during the first year of the Trump-Vance administration.[38] News coverage has consistently reported on targeted enforcement operations carried out nationwide by federal law enforcement officers. The expansion of and policy changes to ICE detention resulted in historic levels in the total number of detentions and deaths for 2025.[39] Among those detained, the proportion of children and immigrant women has reached historic rates in 2025. [40] [41] Information about transgender immigrants in detention has been increasingly difficult to obtain, putting transgender and non-binary people at risk of harm.[42] Among the immigrant community in San Francisco, the current national political landscape ensures that fear dominates their everyday lives.

Immigration status significantly shapes the safety, health, and economic security of women in San Francisco, where a substantial share of women are immigrants or live in mixed-status households.[43] San Francisco's Sanctuary City Ordinance limits the use of City resources for federal immigration enforcement and is intended to ensure that access to municipal services is not conditioned on immigration status.[44] Despite these legal protections, immigrant women—particularly undocumented women and survivors of gender-based violence—continue to face heightened barriers to healthcare, housing stability, employment, and public benefits due to fear of enforcement, language access gaps, and misinformation.[45] Local and national research shows that immigration-related fear discourages many women from seeking medical care, reporting violence, or engaging with public systems, even when services are legally protected.[46] [47] These dynamics are especially acute for immigrant women who are caregivers, survivors of domestic or sexual violence, or employed in low-wage and informal sectors, where economic precarity and lack of legal protections compound vulnerability. Immigration status operates as a cross-cutting determinant that

[38] American Immigration Council. (2026). *Immigration detention expansion in Trump's second term.*
[39] Ibid.
[40] Flagg, A. and Heffernan, S. (2026, January). *'Why Is this happening to us?' Daily number of kids in ICE detention jumps 6x under Trump.* The Marshall Project.
[41] Vaglanos, A. (2025, August). *What Happens To The Women ICE Detains?*. The Huffpost.
[42] Anonymous. (2025, June). *ICE is excluding data on transgender people in detention.* Vera Institute of Justice.
[43] U.S. Census Bureau. (2023). *American Community Survey 5-year estimates.*
[44] City and County of San Francisco. (n.d.). *Sanctuary City Ordinance (Administrative Code Chapter 12H).*
[45] San Francisco Immigrant Rights Commission. (2025). *San Francisco all immigrant rights (SF AIR) report.* City and County of San Francisco.
[46] Yamanis, T. J. et al. (2021). *Understanding fear of deportation and its impact on healthcare access among immigrant Latinx men who have sex with men*. Advances in Medical Sociology.
[47] U.S. Department of Justice. (n.d.). *Barriers to reporting crime for immigrant survivors.* Office for Victims of Crime. https://ovc.ojp.gov

shapes women's access to safety, dignity, and opportunity across health, housing, employment, and civic life in San Francisco. Our community listening sessions echoed these concerns.

Strategic Framework: Grounding Equity and Advancement

The conditions outlined in the preceding sections make clear that advancing gender equity in San Francisco requires more than documenting disparities—it requires a coherent framework that translates data, mandate, and lived experience into accountable action across City systems. Persistent inequities in health, safety, economic stability, and civic participation reflect structural gaps in coordination, oversight, and policy alignment that cannot be addressed through isolated programs or short-term interventions.

In response, the Department on the Status of Women has established a strategic framework grounded in its Charter mandate to monitor the status of women and girls, investigate inequalities, and propose remedies where disparities persist. This framework clarifies the Department's role within City government as a system-level entity responsible for advancing gender equity through policy, leadership, and coordination across departments and community systems. It affirms the Department's responsibility to ensure that public policies and institutions are responsive to those most impacted by gender-based inequities and aligned with local human rights obligations, including San Francisco's implementation of CEDAW.

The Women's Agenda is also aligned with San Francisco Mayor Daniel Lurie's policy priorities, emphasizing effective, accountable government; public safety grounded in prevention and trust; economic stability for working families; and expanded access to opportunity across San Francisco. Through its focus on health, safety, economic mobility and security, and civic leadership and community engagement, the Agenda advances the Mayor's commitment to strengthening core City systems while ensuring that policies respond to lived experience and protect those most impacted by inequity. The Department's roles as Women's Advancement Steward, Advocate, and Convener directly support Citywide goals by promoting data-informed decision-making, cross-departmental coordination, transparency, and measurable outcomes. By embedding gender equity into governance, service coordination, and policy oversight, this Agenda reinforces the Mayor's vision of a City where safety, dignity, economic security, and

civic participation are not aspirational values but operational standards across all departments.

The strategic framework is organized around three interrelated roles—Women's Advancement Steward, Advocate, and Convener—which together define how the Department moves from analysis to action. As a Women's Advancement Steward, the Department monitors City policies, programs, and systems for disparate impacts; conducts gender-based and intersectional analyses; and elevates findings and recommendations to City leadership. As an Advocate, the Department advances gender-responsive policy at the local level and engages state and federal policy environments when external actions shape local gender equity outcomes. As a Convener, the Department bridges silos across City departments and community partners to align efforts, strengthen coordination, and support community-informed approaches to systemic change.

This framework establishes the foundation for the Department's Women's Agenda. It ensures that community engagement, policy priorities, and implementation strategies are anchored in clear authority and purpose. Within this approach, community voice is not an add-on but a critical input that informs how the Department applies its roles, sharpens its policy focus, and advances solutions that reflect the lived realities of women, girls, and non-binary people across San Francisco.

Data, Community Voice, and Strategic Direction

The Women's Agenda is directly informed by the Department's 2024 Community Needs Assessment (CNA) and the 2025 Community Listening Sessions Reports. The CNA surveyed over 900 women and non-binary people throughout the City on a range of topics related to their physical, mental, civic, and financial well-being. Building on the CNA, the 2025 Community Listening Sessions Report provided additional feedback from community members and providers who attended one of the five listening sessions hosted by the Department and held across the City.

San Francisco's local implementation of the CEDAW ordinance is an important guiding document for the Women's Agenda. Integrating gender equality and human rights into all City and County operations is a priority for the Department. Taken together, robust data collection and analysis and a recommitment to CEDAW help ensure the Agenda elevates the greatest obstacles faced by women, girls, and non-binary people in San Francisco by highlighting where the Department's attention is needed most.

The Agenda responds to the current national political climate that has constrained public resources and increased harm to already vulnerable communities. Throughout our Department's strategic planning process, testimonies from service providers and community members about the rise in suffering of marginalized groups across the City serve as a driver for the Department to reaffirm its responsibility to coordinate systems, elevate community voice, and strengthen collaborations.

Policy & Legislation

Policy and legislative analysis is a central function of the Department and a key way to translate gender equity commitments into action. The Department reviews legislation, executive directives, and policy proposals affecting women, girls, and non-binary people and provides analysis to the Commission on the Status of Women, the Mayor's Office, and the Board of Supervisors.

Through this role, the Department advances the City's Women's Agenda, supports the local implementation of CEDAW, and strengthens transparency to advance gender equity priorities. The Department's policy work focuses on ensuring that gender equity principles are embedded in legislative and administrative decision-making and that adopted commitments are supported by clear standards, collaborative mechanisms, and measurable outcomes.

Consistent with its Administrative Code-aligned authority, the Department serves as a coordinating and advisory body rather than a legislative sponsor, working collaboratively across City departments and elected offices to assess policy impacts, elevate community-informed priorities, and identify opportunities to strengthen alignment across City systems.

The table below outlines the Department's primary policy and legislative focus areas during FY26–FY28, reflecting its role in analysis, coordination, and reporting across City, state, and federal policy environments.

Core Policy Area	City Policies & Areas of Focus	State & Federal & Areas of Focus
Health	Reproductive justice policies; menstruation and menopause access across City facilities; health-related leave and workplace protections; coordination with SFUSD and DPH	Advocacy for state and federal reproductive health protections; funding and policy related to abortion access, contraception, and menopause care
Safety	Sexual harassment analysis; transit rapid-response systems; research and policy development on femicide and violence-against-women; safety in public, institutional, and digital spaces	Gun relinquishment and restraining order laws; anti-trafficking and gender-based violence legislation; digital safety, cyber-harassment, and online-scam protections
Civic Leadership & Community Engagement	Review and alignment of City regulations affecting civic participation; Language Access Ordinance implementation; boards and commissions representation analysis	Not applicable (local governance focus)
Economic Mobility & Security	Family Medical Leave Act implementation and impacts; policies affecting caregiving, parental leave, retirement, adoption, and workplace equity	Childcare credits; wage transparency and pay equity laws; workforce and caregiving supports
Governance	Women's Agenda implementation; CEDAW local reporting and compliance;	Alignment with federal and international gender equity standards, as applicable

behested payment transparency
and reporting

Overall Governance Framework

The Women's Agenda is anchored in San Francisco's local implementation of CEDAW. The Department serves as the City's central entity for aligning gender equity commitments, supporting compliance, and monitoring progress across departments, translating decades of movement-driven principles into sustained institutional practice.

San Francisco became the first city in the nation to locally adopt CEDAW in 1998, when the San Francisco Board of Supervisors enacted legislation incorporating the treaty's principles into municipal governance.[48] This action established a durable framework for oversight, coordination, and accountability across City and County operations. Reflecting decades of advocacy and policy development rooted in the women's rights movement of the 1970s, when gender equality became increasingly recognized as a matter of public policy and government responsibility in the United States. This period laid the groundwork for institutional approaches to addressing discrimination in employment, health, housing, education, and public safety, as well as for the creation of local women's commissions and departments nationwide.

The Women's Agenda builds on CEDAW and operationalizes the City's longstanding gender equity commitments by clarifying roles, expectations, and lines of responsibility across City and County departments. Therefore, the Department serves as the City's mobilizing entity for departmental alignment, priority setting, compliance support, and monitoring.

The Agenda is framed with careful consideration of the constrained fiscal environment in which implementation must occur. Persistent budget shortfalls have heightened the need for coordinated, transparent approaches to resourcing gender equity initiatives. In this context, behested payments—contributions solicited by City officials from external entities to support public purposes or community-based initiatives—represent a potential supplemental resource mechanism.[49] While not a substitute for public funding, behested payments can help sustain priority gender equity efforts during periods of fiscal constraint,

[48] See Appendix II in this report.
[49] City and County of San Francisco Ethics Commission. (2025). Behested payments.

provided they are used transparently, in compliance, and aligned with City priorities.

Given current and potentially future fiscal challenges, the Department may consider "behested payments waivers" as a vehicle to reduce funding gaps impacting the well-being of women, girls, and non-binary people. Current regulations set forth by the Ethics Commission require the Board of Supervisors to approve waivers that allow specific agencies to conduct private fundraising in support of approved funding areas for six-month periods. The Ethics Department requires certain disclosures for all behested payments (see Ordinance No. 220539[50] and Behested Payment Regulations[51]). The Department would advocate for further analysis of the funds raised and used regarding their impact (or lack thereof) on programs and services supporting girls, women, and non-binary people.

More broadly, DOSW plans to integrate this governance and resource-alignment function throughout the Women's Agenda to support coordinated planning and sustained progress toward gender equity outcomes. By improving visibility into both public and supplemental resources, the Department will support alignment among the Mayor's Office, the Commission on the Status of Women, the Board of Supervisors, and City departments. This cross-cutting approach is designed to ensure that the Department's policy, advocacy, and convening strategies are supported by transparent and coordinated resource practices across City and County operations.

An effective Women's Agenda requires both a clear governance framework and the practical capacity to support implementation. The Women's Agenda establishes the governance framework for advancing gender equity commitments across City and County operations. At the same time, strengthened transparency and alignment related to how financial resources are utilized will support this work, particularly during periods of fiscal constraint. Together, these frameworks enable coherent implementation and sustained progress on gender equity outcomes across San Francisco.

Purpose Statement & Vision

The Women's Agenda is anchored in a clear articulation of the Department on the Status of Women's purpose and vision. These statements reflect the Department's statutory mandate and the experiences of its constituents documented throughout this report. Together, the Purpose Statement and Vision

[50] Ordinance No. 220539
[51] Behested Payment Regulations (C&GCC Section 3.600 et seq)

establish the foundation for the Department's strategic direction, clarifying why the Department exists, whom it serves, and how it defines progress and advancement on gender equity across San Francisco. These statements are not aspirational alone; they function as governing commitments that guide policy oversight, advocacy, and coordination across City systems.

Community members participating in the Fall 2025 Community Listening Sessions issued a clear directive to fundamentally revise the Department's foundational language. Participants explicitly rejected the term "mission," identifying it as rooted in colonial histories of domination, forced conversion, and cultural erasure. They emphasized that institutional language shapes power, accountability, and governance—and that equity-focused public institutions must reject language that reproduces harm.

In response, the Department intentionally adopts a Purpose Statement framework. This shift is not symbolic; it reflects a community-directed reframing grounded in a collective responsibility and respect for community sovereignty. Participants also emphasized alignment with Indigenous epistemology and the responsibility to honor the Ohlone people as the original stewards of the land on which San Francisco exists.

Participants emphasized that the Department occupies a distinct role within City government. Unlike service-delivery departments, DOSW functions as a women's advancement steward, policy-shaping, advocacy, coordination, and collaborative entity operating across systems. Community members called for clearer articulation of this role and for foundational language that is specific, measurable, and tied to statutory authority.

A central theme across sessions was that survival, safety, and dignity must precede advancement. Participants rejected narratives that frame gender equity solely as leadership or representation. Instead, participants emphasized that bodily autonomy, freedom from violence, family stability, and economic security are prerequisites for opportunity. Community members stressed that in the current social, economic, and political climate, many women, girls, and non-binary people are navigating conditions of harm and instability that demand urgent, system-level intervention. This framing reinforces the Department's responsibility to prioritize advancing women and protecting them as the foundation for long-term equity for women, girls, and nonbinary communities.

Guided by its Administrative Code authority, community engagement, and responsibility to provide Citywide policy leadership on gender equity, the

Department must clearly articulate the foundation that anchors all strategic action. A shared understanding of purpose and vision is essential to advancing, sustaining, and legitimizing policy oversight, advocacy, and coordination efforts. In response to community direction and evolving conditions facing women, girls, and non-binary people, the Department has intentionally revisited and clarified its foundational language to reflect both its statutory role and the lived realities shaping gender equity in San Francisco.

The following Purpose Statement and Vision articulate the foundational commitments that guide the Department's work, grounding its strategic direction in statutory authority, community direction, and advancement for gender equity across San Francisco.

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 and 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 statutory role as an advocacy and women's advancement steward collaborating across systems that have historically underserved women and families—particularly those impacted by racism, immigration enforcement, incarceration, poverty, disability, and gender-based violence.

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.**

This vision affirms the necessity of strong local leadership in a climate marked by threats to bodily autonomy and weakened accountability structures at the federal level. It commits to equity measured not only by access, but by lived safety, civic voice, and sustained well-being.

Core Roles

The Department's strategic framework is organized around three interrelated roles: Women's Advancement Steward, Advocate, and Convener. These roles reflect community expectations that DOSW center survival, safety, dignity, and equity in governance, moving beyond symbolic oversight and actively coordinating systems to prevent harm rather than respond only after crises occur. Together, they define how the Department operationalizes its mandate and responds to the lived realities documented through data and community voice.

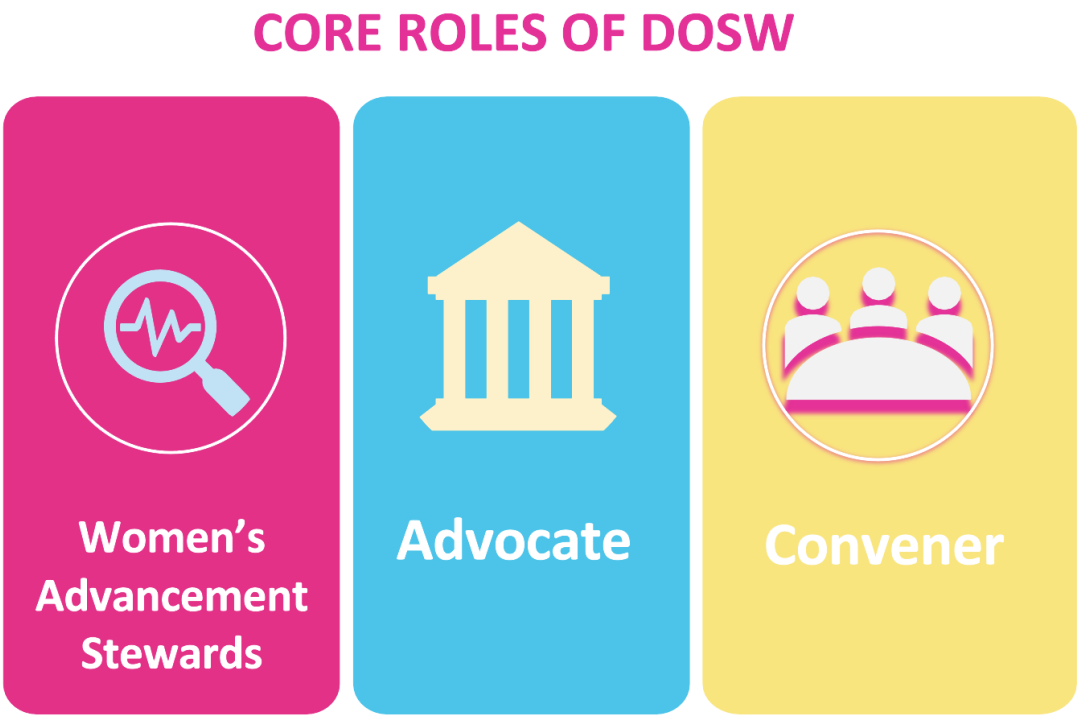
The Women's Agenda operationalizes the Department on the Status of Women's purpose by aligning core roles, policy areas, and initiatives, ensuring that gender equity is advanced through accountable governance rather than fragmented efforts. Community members and key stakeholders consistently emphasized that equity cannot be achieved through isolated programs alone; instead, it requires Citywide coordination, transparency, and enforceable standards. In response, the Agenda is structured to align DOSW's work with Mayor Lurie's 2026 priorities and Citywide objectives, maintaining the Department's statutory responsibility to elevate gender equity.

The Department's role as Women's Advancement Steward is anchored in the City's local implementation of CEDAW and guides San Francisco's Women's Agenda. This role responds directly to community concerns regarding weakened oversight, inconsistent enforcement, and lack of transparency—particularly following governance changes under Proposition E.[52] Through initiatives such as CEDAW review, behested payments oversight, and Citywide gender analysis, DOSW will strengthen governance mechanisms, establish consistent tracking and work collaboratively with city partners to ensure that gender equity commitments are implemented across departments in a coordinated and compliant manner. The Department's Advocate role advances gender-responsive policy and resource decisions across four core policy areas—Health; Safety; Civic Leadership and Community Engagement; and Economic Mobility and Security—each of which reflects conditions raised repeatedly during the Community Listening Sessions. As a Convener, DOSW will bridge silos across City and County departments and community systems to align resources, strategies, and outcomes. Community members and key stakeholders consistently identified

[52] Establishes a task force charged with making recommendations to the Mayor and Board of Supervisors on reforming San Francisco's boards and commissions. See also Toledo, A. (2024). *S.F. voters approve Prop E to cut City Hall red tape.* San Francisco Chronicle.

fragmentation as a barrier to access, trust, and effectiveness, calling for clearer coordination and follow-through.

Together, the alignment of core roles, policy areas, and initiatives establishes a coherent framework for advancing gender equity across San Francisco. By grounding implementation in community and stakeholder feedback, reinforcing CEDAW, and aligning with Citywide priorities under Mayor Lurie's leadership, the Women's Agenda positions the Department on the Status of Women to deliver measurable progress toward safety, dignity, health, and economic security for women, girls, and non-binary people.



Women's Advancement Steward

The City and County of San Francisco has established a framework to advance gender equity and ensure compliance with human rights obligations, including the local implementation of the CEDAW. Within this framework, the Department on the Status of Women is tasked with supporting city agencies to ensure equitable implementation of these commitments across City and County policies, programs, and systems.[53]

[53] See Appendix II in this report.

As a Women's Advancement Steward, the Department proposes to ensure that gender equity commitments articulated in the Charter, local law, and CEDAW are translated into consistent, measurable action across City and County of San Francisco policies, programs, and systems. Through this role, the Department proposes to provide proactive, data-informed oversight grounded in statutory authority and responsive to community and stakeholder priorities, with an emphasis on transparency and consistency. In this capacity, the Department proposes to continue conducting gender-based and intersectional analyses to surface disparities that may be obscured in aggregate data; monitors compliance with adopted equity frameworks and legal mandates; evaluates Citywide policies, programs, and institutional practices to identify systemic barriers; and issues formal findings and recommendations to City leadership and departments. This role anchors the Agenda's policy areas by ensuring that commitments to advancing women's health, safety, civic leadership, and economic mobility are implemented consistently, equitably, and with measurable outcomes.

The following summary highlights how the Women's Advancement Steward role is defined and operationalized within the Women's Agenda.

Element	Description
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's CEDAW ordinance.
Scope of Authority	Conduct gender-based and intersectional analyses; monitor compliance with adopted equity frameworks; evaluate Citywide policies and systems; identify disparities and systemic barriers; issue findings and recommendations to City leadership and departments.
Alignment with Mayor's Priorities	Effective, common-sense government
Oversight Bodies & Partnerships	Commission on the Status of Women; Mayor's Office; Board of Supervisors

Advocate

The Department's role as an Advocate advances gender-responsive policy at the local level and elevates San Francisco's priorities in state and federal policy discussions when external frameworks affect local gender equity outcomes. This role reflects the Department's responsibility to ensure that policy development and resource allocation are informed by lived experience, data, and equity principles—particularly in a shifting policy environment that can exacerbate harm to women, girls, and non-binary people.

This advocacy role is grounded in the Department's responsibilities under Chapter 33 and Chapter 33.4 of the San Francisco Administrative Code, which charges the Commission and Department on the Status of Women with advancing gender equity through policy review, legislative engagement, and public education. Within this framework, the Department's advocacy function supports informed decision-making by elevating gender-responsive analysis and aligning local priorities with broader policy environments.[54]

Within its advocacy authority, the Department develops and advances policy recommendations aligned with core policy areas; engages in legislative and state and federal budget advocacy; provides guidance on equitable resource allocation; educates policymakers and the public; and uplifts local priorities in broader policy environments. Through this role, the Department strengthens the City's ability to respond to emerging challenges while advancing long-term structural change across health, safety, civic participation, and economic security.

The summary below provides a reference overview of the Advocate role, including its purpose, scope of authority, and alignment with Citywide priorities.

Element	Description
Purpose of the Role	Advance gender-responsive policy and resource decisions at the local level and support San Francisco's priorities in state and federal policy discussions when external frameworks affect gender equity outcomes.
Scope of Authority	Develop and advance policy recommendations; engage in legislative and budget advocacy; provide guidance on equitable resource allocation; educate policymakers and the public; support alignment between local priorities and broader policy environments.

[54] City and County of San Francisco. (n.d.). San Francisco Administrative Code § 33: Commission on the Status of Women American Legal Publishing Code Library.

Alignment with Mayor's Priorities	Effective, common-sense government
Oversight Bodies & Partnerships	Mayor's Office; Board of Supervisors; state and federal partners; advocacy coalitions; community-based organizations

Convener

The Department's role as a Convener bridges silos across City and County departments and community systems to align efforts, resources, and outcomes to address gender inequities. This role responds directly to community and stakeholder feedback, highlighting fragmentation across systems as a barrier to access, trust, and effectiveness. Convening is therefore outcome-oriented, emphasizing coordination and follow-through.

This role reflects Chapters 33 and 33.4 of the San Francisco Administrative Code, which emphasize coordination, information sharing, and public engagement as essential mechanisms for advancing gender equity. Community and stakeholder feedback has consistently identified fragmentation across systems as a barrier to access, trust, and effectiveness, underscoring the need for coordinated, sustained implementation approaches.[55]

As a Convener, the Department brings together interagency and cross-sector working groups, facilitates collaboration across public and community partners, supports the development and scaling of effective, community-informed approaches, and strengthens coordination across City systems. This role ensures that the policy areas within the Women's Agenda are implemented in coordination, reflecting the interconnected realities of women's lives.

As the Women's Advancement Steward, Advocate, and Convener for women, girls, and non-binary people in San Francisco, the Department supports improvements that strengthen governance, align policy and practice, and promote a more effective, common-sense government.

The summary below provides a reference overview of the Convener role, including its purpose, scope of authority, and key coordination partners.

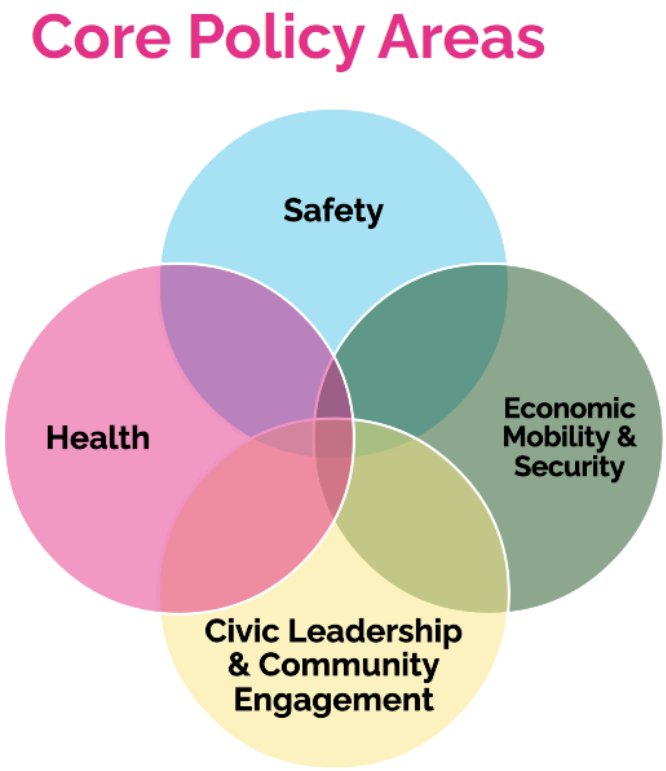
Element	Description

[55] City and County of San Francisco. (n.d.). San Francisco Administrative Code § 33: Commission on the Status of Women American Legal Publishing Code Library.

Purpose of the Role	Bridge silos across City and County departments and community systems to align efforts, resources, and outcomes to address gender inequities.
Scope of Authority	Convene interagency and cross-sector working groups; facilitate collaboration; support the development and scaling of community-informed approaches; strengthen coordination across City systems.
Alignment with Mayor's Priorities	Effective, common-sense government
Oversight Bodies & Partnerships	City and County of San Francisco departments and agencies; Commission on the Status of Women; community-based organizations; Cultural Heritage Districts; academic and policy partners

Policy Areas

As a result of community feedback and input from key stakeholders, the Department will include the following core policy areas in the Women's Agenda: Health, Safety, Economic Mobility and Security, and Civic Leadership and Community Engagement. Community members, advocates, and City partners consistently identified these policy areas as central to addressing the conditions shaping gender equity outcomes in San Francisco. Organizing the Women's Agenda around these four policy areas enables the Department effectively address gaps in policymaking, advocacy, and service delivery over the FY26–28 period through coordinated, equity-centered approaches.



Health

The Department recognizes its responsibility to take a more holistic approach to supporting San Francisco's women, girls, and non-binary people with the information, tools, and resources they need to live healthy, safe, and self-determined lives.

The commitment is grounded in the San Francisco City Charter's charge to address the specific impacts of inequity on women and girls, including disparities in health care access and outcomes. The Charter directs the Commission on the Status of Women to "develop and recommend policies and practices for the City and County to reduce the particular impacts on women and girls of problems such as… health care inequity," and to advocate on behalf of women and girls in these areas.[56] This mandate provides the legal and policy foundation for the Department's work to assess how health policies, systems, and environments affect women, girls, and non-binary people, and to advance gender-responsive approaches that address structural barriers to physical, mental, and reproductive well-being. Consistent with this Charter responsibility, the Department's Health

[56] City and County of San Francisco. (n.d.). San Francisco Charter § 4.119: Commission on the Status of Women. American Legal Publishing Code Library.

policy area centers holistic health equity as a core component of gender equity and Citywide governance.

From maternal, reproductive, and sexual health to mental, emotional, and nutritional wellbeing to physical and digital safety, health outcomes are shaped by access, protection, and the ability to prioritize care. Yet women disproportionately shoulder caregiving responsibilities while often delaying or deprioritizing their own health needs. These gendered dynamics underscore the importance of policies and systems that actively support self-care, autonomy, and protection rather than relying on individual resilience alone. [57] [58] This mandate provides the foundation for the Department's work to assess how health policies, systems, and environments affect women, girls, and non-binary people, and to advance gender-responsive approaches that address structural barriers to physical, mental, and reproductive well-being.

The landscape of health access is uneven. At the state level, California has one of the best outcomes among states.[59] While California has comparatively strong outcomes for women's reproductive health and wellbeing, it ranks 25th nationally in overall health care access and affordability, with access in some areas and room for improvement in others. At the County level, San Francisco ranks first in the percentage of residents with health care coverage in an index comparing coverage across all 58 Counties in the state.[60] Even when health coverage is available, about a third of women delayed a routine check-up in the past 12 months, indicating persistent barriers to accessing health care.[61] Although health policy appears expansive and unwieldy, the Department's research and community input provide a solid direction for the forthcoming fiscal years.

Concerns raised during the Department 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

[57] Ranji, U., et. al. (2022). *Women, work, and family health: key findings from the KFF women's health survey.* Kaiser Family Foundation.
[58] U.S. Department of Labor. (2023). *American time use survey: Caregiving in the United States*.
[59] Radley, D.C., Kolb, K., and Collins, Sara R. (2025). *2025 scorecard on state health system performance.* The Commonwealth Fund.
[60] Orbach - Mandel, Hannah, and Laura Pryor. (2024). *The California women's well-being index.* California Budget & Policy Center.
[61] San Francisco Department on the Status of Women. (2024). 2024 community needs assessment report.

have heightened the importance of local government leadership in advancing health equity and safeguarding access to essential services.[62] [63]

Preterm birth (before 37 weeks) remains a leading cause of infant illness and mortality in San Francisco. Black, Latina/o, and other women of color have continued to experience higher rates of pre-term birth compared to white residents. Public health officials stress the importance of early, continuous, and culturally responsive prenatal care across neighborhoods to improve child wellbeing.[64] The Department is committed to supporting health agencies to center racial equity in maternal-child health strategies and reduce barriers to adequate prenatal care for women of color.

Reproductive health access emerged as a particularly salient issue. Following the weakening of federal 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, cost, clinic availability, fear of surveillance, and concerns about data privacy can impede access.[65] Participants viewed the Department as a critical advocate in this landscape and encouraged continued leadership on reproductive health policy and access.

Reproductive justice will remain a focus area for the Department. Particularly, defending the right to abortion and related protections are Department priorities during a time of ongoing attacks from federal legislation. Since the constitutional right to abortion was eliminated in the 2022 Dobbs Decision, the anti-abortion movement continues to seek an abortion ban at the national level. By supporting the Bay Area Abortion Rights Coalition, the Department has worked to prioritize building and deepening partnerships across the Bay Area to ensure a robust reproductive healthcare delivery system in the post-Dobbs era.[66] This nine-county initiative, which includes Alameda, Contra Costa, Marin, Napa, Santa Clara, San Francisco, San Mateo, Solano, and Sonoma, is a model infrastructure for delivering high-quality sexual and reproductive healthcare. Looking ahead, the

[62] San Francisco Department on the Status of Women. (2025). Community listening sessions report fall 2025.
[63] National Academies of Sciences, Engineering, and Medicine. (2023). *Reproductive health, equity, and access in the United States*. National Academies Press.
[64] San Francisco Department of Public Health. (n.d.). Preterm birth is the #1 cause of health problems and death for infants. City and County of San Francisco.
[65] Forouzan, K. (2024). *State policy trends, 2025 full-year analysis: new restrictions and criminalization target remaining avenues of care*. Guttmacher Institute.
[66] Cohen, N., et al. (2024). *Preparing for an uncertain future in post-Dobbs America: A landscape analysis on abortion care in the San Francisco Bay area.* Gender Equity Policy Institute.

Department will focus on strengthening this infrastructure by expanding partnerships and increasing service availability.

The Department also looks forward to advancing reproductive justice in the areas of menstruation and menopause to support girls, women, and non-binary people throughout different reproductive and life transitions. Supporting menstrual health education and expansive access to no-cost menstrual products across City spaces, such as airports, schools, libraries, and carceral spaces, has a positive impact on the physical, mental, and social well-being of all people with reproductive organs.

The Department is also committed to supporting education and legislation surrounding menopause. We know the median age of San Franciscans was about 41 years old in 2024, and the city is one of the fastest-aging metro areas in the nation (having a similar share of children as adults over 65).[67] This demographic reality underscores the importance of increasing our collective understanding and access to support around perimenopause, menopause, and post-menopause.

According to the Department's Community Needs Assessment Report, respondents knew less about menopause and aging-related changes in reproductive health than about other areas of reproductive health. The findings highlighted a significant number of survey respondents knowing little about reproductive issues related to aging, with Asian women knowing the least about this topic. Considering that the median age of all women in California is 39 and the median age of Asian women is 42, there is a fruitful opportunity to provide support for the reproductive health of women as they age.[68] Indeed, most women experience menopause between the ages of 45 and 55.[69] And yet, few understand the symptoms, experiences, and daily impact of this life phase on their social and working lives.[70] Combined with practitioners' limited knowledge of menopause, these knowledge gaps are significant. Legislation introduced in 2025, AB 432, sought to address these gaps by expanding practitioner education and insurance coverage for menopause.[71] In March of 2024, the White House noted a series of gaps in research on women's health, including gaps in research on the health of older women.[72]

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[67] Kopf, D,, Li, R., Sumida, N. (2025, July). "This Is the real doom loop. It will change everything about life in the bay area." *The San Francisco Chronicle.*
[68] The Report on the Status of Women and Girls in California. (2024). *The cost of being a woman: Advancing solutions for economic equity*. Center for the Advancement of Women at Mount Saint Mary's University.
[69] Centers for Disease Control. (2024). *Menopause, women's health, and work.*
[70] Bonafide Health. (2021). "The state of menopause" *Hello Bonafide.*
[71] Lentz, L. (2025, May). "Bauer-Kahan on a mission to improve menopause education" *Capitol Weekly.*
[72] White House. (2024). *Executive Order on Advancing Women's Health Research and Innovation*.

How the Department Will Move Forward on Health

The Department is committed to advancing holistic health equity for women, girls, and non-binary people by addressing structural barriers to physical, mental, and reproductive well-being and by promoting policies and environments that support healing, autonomy, and dignity. The Department's goals in the Health policy area are to assess how the City and County of San Francisco's health policies, programs, and systems address holistic health needs, including reproductive, maternal, mental, gender-affirming, and trauma-informed care. This work is intended to surface gaps in access, outcomes, and coordination that contribute to persistent health inequities.

To achieve these goals, the Department will evaluate City and County of San Francisco's health policies, programs, and systems through a gender-responsive and intersectional lens, with particular attention to areas requiring local, state, or federal policy advocacy, including food security. This assessment-based approach allows the Department to elevate priority health issues that require policy alignment or intervention beyond the local level while ensuring that local systems are responsive to lived experience. The Department will carry out this work in partnership with sister agencies, including the Department of Public Health and the Human Rights Commission.

Recognizing that maternal health outcomes are a leading indicator of family stability, workforce participation, and long-term economic mobility, the Department on the Status of Women elevates maternal health equity as a central pillar of the City's Women's Agenda. Persistent disparities in severe maternal morbidity and preterm birth—particularly among Black and other historically marginalized communities—require a coordinated, prevention-focused response that aligns public health, economic security, and safety systems.[73] This Women's Agenda, therefore, positions maternal health not solely as a healthcare issue, but as a cross-agency equity priority that demands sustained leadership, shared accountability, and measurable outcomes across San Francisco.

Strong Starts is a cross-sector maternal health equity initiative designed to address these disparities by aligning public health, economic mobility, housing stability, and community safety systems. Grounded in evidence that social determinants of health significantly influence maternal morbidity, preterm birth, and infant outcomes, the initiative prioritizes prevention, early intervention, and

[73] San Francisco Department of Public Health. (2023). Maternal and infant health data: Severe maternal morbidity and preterm birth indicators. San Francisco, CA: City and County of San Francisco; San Francisco Department of Public Health. (2023). Maternal and infant health data: Severe maternal morbidity and preterm birth indicators. San Francisco, CA: City and County of San Francisco.

culturally responsive care for those most impacted by inequities.[74] By embedding maternal health within the Women's Agenda, DOSW advances a coordinated framework that links health equity with workforce participation, family stabilization, and long-term economic mobility.

Through formalized interagency partnerships and community-based implementation, Strong Starts will establish shared performance indicators, strengthen data transparency, and expand access to wraparound supports that reduce risk factors before crisis escalates. Research demonstrates that integrated care models and community-led outreach improve maternal and infant health outcomes when paired with sustained economic and social support systems.[75] This initiative commits the City to measurable reductions in severe maternal morbidity and disparities in preterm birth, while reinforcing accountability, prevention-focused investments, and cross-agency coordination that deliver lasting impact for families across San Francisco.

In doing so, the Department will ensure we meet Citywide objectives such as addressing disparities in maternal health outcomes and advancing equity-focused policy recommendations; identifying inequities in health access related to race, caregiving status, immigration status, disability, and work schedules; promote coordination across health, human services, and community systems to expand culturally responsive, low-barrier care; and create clear resources for all priority areas, including behavioral health services and physical health opportunities.

The Department will prioritize local efforts to protect and fight for reproductive justice, access to abortion, and related reproductive health services. Menstruation- and menopausal-related policies will be prioritized during FY26–28. These focus areas align with the Department's responsibility to promote health, dignity, and autonomy for the populations it serves.

The table below summarizes the Department's Health policy goals, objectives, partner agencies, and Citywide alignment for the FY26–28 period.

[74] Centers for Disease Control and Prevention. (2023). Pregnancy-related deaths and severe maternal morbidity in the United States. Atlanta, GA: U.S. Department of Health and Human Services; California Department of Public Health (CDPH). (2024). Maternal, Child and Adolescent Health (MCAH) Program and Maternal Mortality Review data reports. Sacramento, CA: CDPH.
[75] U.S. Department of Health and Human Services. (2023). HHS initiative to improve maternal health outcomes and reduce disparities. Washington, D.C.; San Francisco Department of Public Health. (2023). Maternal and infant health data: Severe maternal morbidity and preterm birth indicators. San Francisco, CA: City and County of San Francisco.

Element	Description
Policy Area	**Health**
Goal	Assess how City and County of San Francisco health policies, programs, and systems address holistic health needs for women, girls, and non-binary people, including reproductive, maternal, mental, gender-affirming, and trauma-informed care.
DOSW Objectives	Evaluate health policies and systems through a gender-responsive and intersectional lens; identify disparities and gaps in access and outcomes; elevate health issues requiring local, state, or federal policy advocacy, including food security; advance reproductive justice, menstruation equity, and menopause-related policy priorities.
Key City and County Partners	Department of Public Health; Human Rights Commission; Department of Children, Youth and Their Families; Department of Homelessness and Supportive Housing; Human Services Agency; community-based health providers.
Citywide Alignment	Address disparities in maternal health outcomes; advance equity-focused health policy recommendations; expand culturally responsive, low-barrier care; strengthen coordination across health, human services, and community systems; improve access to behavioral and physical health resources.

Safety

Safety must be understood as a multidimensional approach that shapes how women, girls, and non-binary people move through the City and participate in daily activities. Individuals who live, work, and attend school in San Francisco should be able to navigate the City's geography with confidence and dignity at all times of day, safety and perceptions of safety directly affect mental well-being, travel, mobility and how people engage (or don't) in social activities, and making this policy area foundational to gender equity and quality of life.

Available data and community input underscore the urgency of safety. San Francisco ranks near the bottom (56th of 58) among California counties in the percentage of women who feel safe in their neighborhoods all or most of the time.[76] Research consistently shows that women, girls, and non-binary people experience distinct patterns of victimization, often in everyday environments such

[76] Orbach - Mandel, Hannah, and Laura Pryor. (2024). *The California women's well-being index.* California Budget & Policy Center.

as transit systems, workplaces, and online, digital spaces, which can significantly limit mobility and participation in public life.[77]

Respondents to our Department CNA Report viewed transit safety as a significant challenge for women and non-binary people living, working, or going to school in the City.[78] Similar concerns about public transit harassment were raised during listening sessions and were expanded to include nightlife safety, digital violence, and freedom from fear during daily movement. Finally, participants called for prevention-oriented, survivor-centered, and culturally grounded safety strategies rather than reactive enforcement-only approaches.[79]

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 their travel patterns, rely on more costly transportation options, or avoid certain activities altogether. Young women take transit to school and/or work. Without rapid responses from enforcement agencies, transit riders are at risk of prolonged harassment or being followed away from transit areas. These concerns align with findings from studies indicating that women —including transwomen— disproportionately experience harassment on public transportation, with significant impacts on mobility, mental health, and economic opportunity. [80] [81] The San Francisco Metropolitan Transportation Agency's (SFMTA) efforts to improve transit safety have led to higher safety scores in 2025, the highest scores in the last four annual surveys.[82] The Department is eager to collaborate with SFMTA to identify strategies and policies to improve real and perceived transit safety toward increased ridership among girls, women, and nonbinary people.[83]

Digital safety has emerged as an increasingly significant component of overall safety for women, girls, and non-binary people. Research demonstrates that women and gender-diverse individuals experience disproportionately high rates of online harassment, stalking, image-based abuse, and technology-facilitated gender-based violence, with negative impacts on mental health, economic

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[77] Centers for Disease Control and Prevention. (2023). *Preventing intimate partner violence.*
[78] San Francisco Department on the Status of Women. (2024). 2024 community needs assessment report.
[79] Ibid.
[80] San Francisco Municipal Transportation Agency. (2023). *Customer experience and safety survey*. City and County of San Francisco.
[81] Kanny D, Lee K, Olansky E, et al. (2024). Overview and methodology of the national HIV behavioral surveillance among transgender women — seven urban areas, United States, 2019–2020. *MMWR Suppl* 2024;73(Suppl-1):1–8.
[82] Corey, Canapary, and Galanis Research. 2025. ***Ridership survey 2025: Executive summary questionnaire.***
[83] *Muni service equity strategy: making Muni accessible to all.* (n.d.). San Francisco Metropolitan Transportation Agency.

participation, and civic engagement.[84] These harms often intersect with offline violence and can be exacerbated by gaps in platform accountability, limited legal remedies, and a lack of accessible reporting mechanisms. Community feedback highlighted digital harassment and surveillance as growing concerns, underscoring the need for policy approaches that address online safety, data privacy, and technology-enabled abuse as part of a comprehensive, gender-responsive safety framework.

Concerns about safety in parks and open spaces were raised repeatedly during the Department's Community Listening Sessions, particularly by parents, caregivers, and youth advocates who described limiting use of parks due to fear of harassment, violence, or inadequate safety infrastructure. In San Francisco, these concerns are underscored by recent high-profile safety incidents in public parks. In late 2025, a minor was reportedly sexually assaulted in a restroom near youth soccer fields in Golden Gate Park, prompting expanded law enforcement and park ranger presence, additional security cameras, and public safety reminders from city officials. Community response to this incident emphasized the expectation that parks that serve families and young people should provide safe, well-monitored environments rather than spaces where violence or harassment is normalized or tolerated. These developments align with broader research showing that perceptions of park safety are strongly influenced by both real incidents of harm and visible safety infrastructure, with women and girls more likely than men to limit park use due to safety concerns.[85] Together, community input and recent events underscore the need for coordinated, prevention-oriented, and gender-responsive approaches to park safety that address both actual risk and perceptions of safety for women, girls, and non-binary people in public open spaces.

Safety for women, girls, and non-binary people also includes institutional safety within workplaces and carceral settings, where power imbalances, confinement, and dependence on systems can heighten vulnerability to harm. The San Francisco City Charter directs the Commission on the Status of Women to address "the particular impacts on women and girls of problems such as… employment and health care inequity" and to advocate for policies that reduce systemic harm.[86] Consistent with this mandate, the Department has long carried

[84] Vogels, E. A. (2021). The state of online harassment. Pew Research Center; Anonymous. (2023). Technology Safety and Privacy Toolkit. National Network to End Domestic Violence (NNEDV); Building networks & addressing harm: A community guide to online youth radicalization. (2022). Southern Poverty Law Center.
[85] San Francisco Recreation and Park Department. (2022). *Park safety and maintenance assessment*; *Trust for public land. (2020).* The heat is on: Parks and an equitable recovery*; Pena, L. (2025). "Minor sexually assaulted in Golden Gate Park bathroom during soccer practice, police say; suspect described." NBC7 News.*
[86] City and County of San Francisco. (n.d.). San Francisco Charter § 4.119: Commission on the Status of Women. American Legal Publishing Code Library.

responsibility for monitoring conditions, reviewing data, and issuing reports related to discrimination, harassment, and treatment of women and gender-diverse people within City systems, including correctional environments and workplaces. Community input and historical reporting underscore the need for continued oversight, transparency, and accountability in these settings, particularly where fear of retaliation, immigration consequences, or job loss contributes to underreporting. Ongoing monitoring of institutional safety remains essential to ensuring that City systems uphold dignity, protect rights, and align with San Francisco's gender equity commitments.

Immigration-related fear emerged as a significant factor shaping safety for women, girls, and non-binary people, particularly in relation to underreporting of violence, workplace exploitation, and access to public services. Research and local reporting consistently show that fear related to immigration status, family separation, retaliation, and interaction with government systems discourages survivors from reporting harassment, abuse, or unsafe conditions, even when protections are formally available. In San Francisco, City departments and justice system partners have similarly documented that immigrant survivors face heightened barriers to seeking help, particularly in cases involving domestic violence, sexual assault, labor exploitation, and trafficking. These fears can compound vulnerability in everyday environments, including workplaces, housing, public transit, and interactions with City systems, effectively limiting access to protection and support. Consistent with the San Francisco City Charter's charge to address systemic inequities affecting women and to advocate for policies that reduce harm, the Department recognizes the need for continued monitoring, coordination, and public education to ensure that safety strategies account for immigration-related barriers. Addressing fear-based underreporting and strengthening trust in City systems are essential to advancing equitable safety outcomes and ensuring that all women, regardless of immigration status, can seek protection and support without fear.[87] [88]

Law enforcement agencies play an important role in the City's broader safety ecosystem, particularly in responding to gender-based violence, exploitation, and repeat harm. Public reporting and local analyses indicate that survivor engagement with law enforcement and the justice system is affected by underreporting, fear of retaliation, and concerns about confidentiality, immigration consequences, and the demands of legal processes, especially among immigrant

[87] San Francisco Office of Civic Engagement and Immigrant Affairs (OCEIA). (2020). *Language access and immigrant inclusion report*; San Francisco District Attorney's Office. (n.d.). *Immigrant victims unit: Annual overview.*
[88] San Francisco Department of Public Health. (2021). *Community health needs assessment*; Human Rights Commission of San Francisco. *(2019). Discrimination complaint trends and analysis.*

survivors and survivors of sexual and domestic violence.[89] [90] In this context, the Department recognizes the value of continued coordination, information sharing, and transparency across City systems to better understand trends in survivor access, case progression, and connections to support services. Consistent with its Charter-based role, the Department seeks to support shared learning and alignment across agencies in ways that strengthen trust, improve access to resources, and contribute to safer outcomes for women, girls, and non-binary people.

These findings highlight the need for coordinated, prevention-oriented, and gender-responsive safety strategies that address both actual risk and perceptions of safety. The Department advances safety through policy analysis, coordination, collaborations and reporting rather than enforcement, with the goal of ensuring that women, girls, and non-binary people can move freely, participate fully, and experience dignity and security throughout San Francisco.

How the Department Will Move Forward on Safety

The Department will partner with many City and County agencies and elected offices to advance safety for women, girls, and non-binary people by improving both actual and perceived safety through prevention-oriented, survivor-centered, and equity-informed approaches across public, institutional, and digital spaces. This work recognizes that safety outcomes are shaped not only by individual incidents but by how systems are designed, coordinated, and trusted.

To move this work forward, the Department will pursue objectives that include examining how the City and County of San Francisco's safety policies and practices affect women, girls, and non-binary people, including harms not reflected in traditional crime data.

Prioritizing these areas of safety, the Department will align with Citywide objectives seeking to assess accessibility, clarity, and accuracy of City and County of San Francisco safety and victim-support information; promote expanded access to survivor-centered services and culturally rooted safety spaces; and ensure the City and County of San Francisco implements clear interventions to discrimination and sexual harassment claims. This alignment supports

[89] San Francisco District Attorney's Office. City and County of San Francisco. (n.d.). *Survivor services and immigrant victims unit overview;* San Francisco Controller's Office. (2022). *Justice system performance and equity review.*
[90] San Francisco Department of Public Health. (2021). *Community health needs assessment.*

coordinated implementation of safety strategies while centering dignity, trust, and equity.

Specifically, the Department will support local efforts to improve rapid-response systems for reporting sexual harassment on or near transit systems. Additionally, the department will conduct sexual harassment analyses across the City and County. At the State and federal levels, the Department will support policy efforts addressing gender-based violence, including femicide related research and policy development, which disproportionately impacts women and gender-diverse people in communities of color.

The Department will elevate transit, nightlife, and public-space safety concerns that limit participation in education, employment, and community life; support proactive safety strategies such as prevention training and transparency mechanisms; monitor immigration and law enforcement activities impacting women, girls, and non-binary people; monitor violence against women incidents and policies and continue supporting funding programs, including producing reports; and tracking incidents of discrimination and sexual harassment and develop strategies to improve systems.

The Department will partner with sister agencies and partners, including the Recreation and Parks Department, the Office of Civic Engagement and Immigration Affairs, the SF Police Department, the Mayor's Office for Victims' Rights, the Department of Police Accountability, and the Human Rights Commission, and relevant elected offices. Through these partnerships, the Department seeks to reduce fragmentation, improve information sharing, and strengthen alignment across safety and victim support.

The table below summarizes how the Department will operationalize its Safety objectives during the FY26–28 period, including key focus areas, partner agencies, and alignment with Citywide safety and equity priorities.

Element	Description
Policy Area	**Safety**
Goal	Improve both actual 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.

Key Objectives	Examine safety policies and practices affecting women, girls, and non-binary people, including harms not reflected in traditional crime data; elevate transit, nightlife, and public-space safety concerns; support prevention training, and reporting pathways; monitor impacts of immigration enforcement and law enforcement practices on safety and reporting; track violence against women and gender-diverse people; monitor discrimination and sexual harassment trends and institutional responses.
Key City and County Partners	Recreation and Parks Department; Office of Civic Engagement and Immigrant Affairs; San Francisco Police Department; Mayor's Office for Victims' Rights; Department of Police Accountability; Human Rights Commission; relevant elected offices.
Citywide Alignment	Improve access to accurate safety and victim-support information; expand survivor-centered and culturally rooted services; strengthen responses to discrimination and sexual harassment; promote coordinated, prevention-oriented safety strategies across City systems.

Civic Leadership & Community Engagement

A healthy democracy depends on residents who are informed, engaged, and equipped to participate meaningfully in civic life. For women, girls, and non-binary people, civic leadership and engagement include voting, serving on boards and commissions, organizing within communities, navigating City systems, and influencing public decision-making. These pathways are foundational to gender equity, yet access to civic participation and leadership remains uneven across San Francisco.

San Francisco has made strides in expanding opportunities for civic engagement, but data indicate persistent gaps.[91] Although county-level voter registration data are not published by gender, the San Francisco Department of Elections has undertaken substantial outreach to encourage voter registration and participation, including sending more than 300,000 voter registration and participation notices ahead of the November 5, 2024 General Election. Overall voter registration in San Francisco remains high, with more than 531,000 registered voters as of early 2026, and turnout varied by election cycle, with approximately 46.6 percent

[91] Orbach - Mandel, Hannah, and Laura Pryor. (2024). "The California women's well-being index." *California Budget & Policy Center*.

participation in the March 5, 2024 Presidential Primary and nearly 79 percent turnout in the November 5, 2024 General Election. National and statewide survey data provide additional gender context: recent U.S. Census Bureau estimates show that women consistently register and vote at slightly higher rates than men overall, yet experience distinct participation barriers related to caregiving responsibilities, work schedules, and access to information—factors that local community feedback indicates continue to shape civic participation for women and non-binary people in San Francisco. These patterns underscore the importance of pairing broad registration outreach with targeted strategies that address structural barriers to participation.

At the same time, the Department's Community Needs Assessment Report found that approximately two-thirds of women and non-binary respondents had volunteered their time in the previous 12 months. Demonstrating strong civic commitment outside of formal political structures[92] This gap between high levels of community engagement and lower representation in formal leadership roles presents an opportunity to intentionally identify, support, and cultivate pathways into civic participation and public leadership.

During Department-led Community Listening Sessions, culturally rooted community organizations and San Francisco's Cultural Heritage Districts were consistently identified as trusted intermediaries that strengthen civic belonging, leadership development, and sustained engagement among communities historically underrepresented in public decision-making. Participants highlighted the need for greater representation on boards and commissions, as well as the expansion of paid and accessible pathways into public service. This approach aims to address the economic, time, and caregiving barriers that limit participation.

These community perspectives are reinforced by the Department's mandated representation analyses, including the *Gender Analysis of San Francisco Commissions and Boards Report*, which has documented persistent gender and intersectional gaps in appointment-based leadership.[93] These findings underscore a disconnect between high levels of civic engagement and volunteering among women and non-binary people and their representation in formal leadership roles.

Citywide equity reporting by the San Francisco Human Rights Commission further corroborates the Department's findings. Analysis of discrimination complaint trends and equity indicators shows that gender- and race-based disparities

[92] San Francisco Department on the Status of Women. (2024). *Community needs assessment report.*
[93] San Francisco Department on the Status of Women. (2023). *Gender analysis of San Francisco commissions and boards.*

persist across employment, housing, and access to public decision-making contexts, with women—particularly women of color—disproportionately experiencing barriers to advancement and leadership opportunities. Importantly, the Commission's analysis indicates that these disparities are driven by structural conditions, including inequitable recruitment, promotion, and appointment processes, rather than a lack of civic interest or participation. Citywide equity reporting by the San Francisco Human Rights Commission has similarly found that gender- and race-based disparities persist across employment and public decision-making contexts, with patterns indicating structural barriers to advancement and access rather than lack of participation or interest by affected communities.[94] The Human Rights Commission has emphasized the need for sustained monitoring, disaggregated data, and transparency to identify where equity commitments fail to translate into outcomes. When considered alongside DOSW's representation reports and Community Needs Assessment findings, increasing representation in formal civic leadership requires intentional policy intervention, not merely expanded outreach.

San Francisco's local implementation of CEDAW provides a foundational framework for advancing gender equity in civic participation and leadership. Adopted by the City to move beyond formal equality toward substantive outcomes, CEDAW requires examining laws, policies, and institutional practices to identify structural barriers that limit women's full participation in civic life. Through gender analysis and periodic reporting, the CEDAW framework emphasizes accountability, transparency, and corrective action across City systems, including representation in decision-making bodies, access to public resources, and participation in governance. Consistent with this mandate, the Department uses CEDAW to assess disparities, elevate community concerns, and support policy reforms that expand equitable access to civic leadership and ensure that women, girls, and non-binary people are meaningfully represented in decisions that shape San Francisco's future.[95]

Within this context, the Department on the Status of Women advances civic leadership by assessing representation across City systems, promoting equitable engagement practices, and coordinating pathways that reduce structural barriers to participation. Through partnership with community-based organizations and City departments, the Department seeks to expand access to leadership opportunities, strengthen pipelines into public service, and ensure that civic

[94] San Francisco Human Rights Commission. (2019). *Discrimination complaint trends and equity indicators report. City and County of San Francisco.*
[95] See Appendix II in this report.

participation reflects the diversity and lived experiences of San Francisco's women, girls, and non-binary people.

How the Department Will Move Forward in Civic Leadership & Community Engagement

The Department's goals are to 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. This work responds directly to community feedback, mandated reporting findings, and the City's obligation to ensure inclusive participation in governance and public decision-making.

To advance these goals, the Department has established several core objectives. These include identifying barriers to civic participation, such as childcare responsibilities, work schedules, language access, and system navigation. The Department will also assess the representation of women, girls, and non-binary people across City and County of San Francisco leadership and advisory bodies. In addition, the Department will strengthen programming and pathways that support leadership development and appointment readiness. As part of its mandated responsibilities, the Department will continue to produce required analyses, including the *Gender Analysis of San Francisco Commissions and Boards Report* and the *Representation of Women in City Property Report*. Implementation of these objectives will occur in coordination with partner agencies such as the City Administrator, the Mayor's Office, and the Department of Elections.

The Department's goals and objectives in this area align with Citywide priorities to promote equitable implementation of the Language Access Ordinance across the City and County of San Francisco, and to promote asset-based, culturally grounded engagement approaches to civic engagement. Through this work, the Department seeks to promote equitable access to civic participation, strengthen representation on boards and commissions, and reduce structural barriers to participation in public decision-making.

The table below summarizes how the Department will advance Civic Leadership and Community Engagement during the FY26–28 period, including key goals, objectives, partner agencies, and alignment with Citywide equity priorities.

Element	Description
Policy Area	**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.
Key Objectives	Identify barriers to civic participation including childcare, work schedules, language access, and system navigation; assess representation of women, girls, and non-binary people in City and County leadership and advisory bodies; strengthen culturally grounded programming that promotes leadership development; complete mandated reports including the Gender Analysis of San Francisco Commissions and Boards Report and the Representation of Women in City Property Report.
Key City and County Partners	City Administrator; Mayor's Office; Department of Elections; Human Rights Commission; Cultural Heritage Districts; community-based organizations.
Citywide Alignment	Promote equitable implementation of the Language Access Ordinance; expand culturally rooted and asset-based civic engagement approaches; strengthen representation on boards and commissions; reduce barriers to participation in public decision-making.

Economic Mobility & Security

Economic mobility and financial security are foundational to gender equity and influence outcomes across health, safety, and civic participation. The Department recognizes that the ability to meet basic needs and build economic stability is essential to individual well-being and family resilience. One UC Berkeley study of California voters found that female voters were most likely to report difficulty accessing basic resources (e.g., housing, healthy food, and childcare) at affordable prices in their local geography.[96]

Community Listening Sessions reinforced these findings, with participants consistently identifying economic insecurity as a root driver of vulnerability across health, safety, and civic participation. Participants cited wage inequities, childcare access, housing costs, and workforce barriers that disproportionately affect caregivers, immigrants, justice-impacted individuals, and workers in care-

[96] Anonymous. (2024). *Californians' experiences accessing basic resources.* Possibility Lab, University of California, Berkeley.

dominated sectors. Economic instability was frequently described as compounding health risks, limiting safety, and constraining civic participation.

Childcare emerged as a critical form of economic infrastructure during listening sessions. Participants emphasized the importance of improving the local childcare sector by enforcing pay equity, developing workforce pipelines, expanding after-hours youth leadership programming, and implementing strategies to reduce economic precarity.

In the San Francisco–Oakland–Fremont metropolitan area, housing cost burdens remain severe despite high regional incomes. Recent U.S. Census Bureau American Community Survey data show that approximately 24 percent of renter households spend more than 50 percent of their income on housing, a level of cost burden associated with heightened economic instability, reduced access to health care, and increased risk of displacement.[97] These regional pressures were reflected directly in community feedback. Women and gender-queer respondents to the Department's 2024 Community Needs Assessment consistently identified access to low-cost housing as a pressing priority, underscoring that the lack of low-cost housing remains a central barrier to economic security, safety, and long-term opportunity for the populations the Department is charged to support.[98] Respondents identified the cost of living in San Francisco as a significant challenge for those who work, live, and/or attend school in the City, with many singling out housing costs as their highest expense. Approximately 69% of respondents were rent-burdened or severely rent-burdened.[99] Housing insecurity was also identified as overlapping with health and safety, particularly for survivors and individuals navigating a crisis.[100]

Moreover, low-cost housing remains a significant barrier to economic stability for women of color and queer, non-binary populations who have historically faced barriers to housing. Drilling down on housing, the Gender Equity Policy Institute (GEPI) notes that across each major race/ethnicity group, women experience significantly higher levels of rent burden than their male counterparts.[101] [102] In California, Black women bear the heaviest rent burden, with 63% of Black women

[97] U.S. Census Bureau. (2023). *American community survey, 1-year estimates: Housing cost burden by metropolitan statistical area.; U.S. Department of Housing and Urban Development. (2024). Worst case housing needs report to Congress.*
[98] San Francisco Department on the Status of Women. (2024). *Community needs assessment report.*
[99] San Francisco Department on the Status of Women. (2024). *Community needs assessment report.*
[100] Fukushima, A., Gezinski, L., and Boley, E. (2018). "2017 Violence against women community needs assessment report." University of Utah.
[101] Cohen, N. (2025). *A gender equality perspective on California's housing crisis.* Gender Equity Policy Institute.
[102] Individuals experiencing a "rent burden" are those who spend 30% or more of their income on rent. Individuals who experience "severe rent burden" are those who spend 50% or more of their income on rent.

being rent burdened and more than a third (36%) severely rent burdened.[103] Therefore, housing stability is foundational for achieving economic security.

Additionally, wages remain a central determinant of economic security. Despite progress in some sectors, the persistence of a gender wage gap continues to undermine financial stability for many women. According to the U.S. Women's Bureau, Latinas and Black women were paid 57 and 67 cents, respectively, for every dollar paid to white, non-Latino men. The Bureau further notes that about 70% of the wage gap cannot be attributed to any measurable difference between workers, underscoring the role of structural discrimination in shaping earnings outcomes.[104]

Legislation seeking to address wage gap disparities in California, Senate Bill 973, passed in 2020, directs the Civil Rights Department to collect pay data across various jobs and industries. Data from about 170,000 businesses in the state indicate that in 2023, employees in the highest pay range (earning $144,560 or more) were significantly more likely to be men (64%) than women (36%). Additionally, among the non-binary workers reported in 2023, fewer than 10% were in the same pay range.[105]

Locally, San Francisco's wage disparities remain pronounced. San Francisco women of all races and ethnicities earn $0.85, compared to San Francisco White men's $1.00. The Women's Well-Being Index ranks San Francisco County 23rd out of 58 California counties for the ratio of women's to men's median annual earnings.[106] These disparities are reflected in occupational distribution patterns, with women well represented in managerial and professional roles but disproportionately concentrated in low-wage work. Accordingly, San Francisco ranks 42nd among 58 counties in the share of women earning low wages, highlighting persistent stratification in the local labor market.[107]

How the Department Will Move Forward on Economic Mobility & Security

The Department seeks to strengthen economic security and expand pathways to economic mobility for women, girls, and non-binary people by addressing interconnected drivers of financial stability, including housing affordability, wage inequities, caregiving infrastructure, access to stable employment, and opportunities for entrepreneurship. This work recognizes that economic

[103] Cohen, N. (2025). *A gender equality perspective on California's housing crisis.* Gender Equity Policy Institute.
[104] U.S. Women's Bureau. (2023). *Issue brief: Understanding the gender wage gap*. March 2023
[105] *Anonymous.* (2024). *Ahead of equal pay day, civil rights department releases statewide breakdown of gender and racial pay disparities for 2023.* California Civil Rights Department.
[106] Orbach - Mandel, Hannah, and Laura Pryor. (2024). *The California women's well-being index. California Budget & Policy Center*.
[107] Ibid.

outcomes are shaped by systems and policies across sectors and requires coordinated, data-informed action.

To advance these goals, the Department will focus on several core objectives. The Department will monitor and analyze gender-based wage gaps and broader economic disparities within the City and County of San Francisco. It will also assess and promote policy approaches that support wage growth, workforce stability, and professional development. In addition, the Department will elevate economic strategies that strengthen family stability and reduce survival-driven criminalization, including self-sufficiency and economic stabilization initiatives. Finally, the Department will promote diversity in employment and economic advancement, including the development of leadership pathways.

To implement these objectives, the Department will partner with key City agencies, including the Department of Early Childhood, the Office of Economic and Workforce Development, the Department of Human Resources, the Human Rights Commission, and the San Francisco Arts Commission. These partnerships will support coordinated analysis, reporting, and alignment across economic and workforce systems.

The Department's objectives align with those Citywide, which include assessing childcare affordability, availability, and non-traditional-hour coverage as essential infrastructure; producing reports that outline economic indicators facing caregivers, justice-impacted individuals, unhoused mothers, and immigrant families; and increasing economic mobility through entrepreneurship and career pathways.

Working in partnership with City departments, the Department will advance efforts to review and strengthen existing City regulations, ordinances, and policies to better support gender equity and economic security, and to promote alignment and women's advancement across systems.

The table below outlines how the Department will operationalize its Economic Mobility and Security priorities for FY26–28, including focus areas, objectives, partner agencies, and alignment with Citywide economic equity goals.

Element	Description
Policy Area	**Economic Mobility & 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.
Key Objectives	Monitor and analyze gender-based wage gaps and economic disparities; promote policy approaches supporting wage growth, workforce stability, and professional development in care-dominated sectors; elevate strategies that support family stability and reduce survival-driven criminalization; promote diversity in employment, leadership development, and economic advancement pathways.
Key City and County Partners	Department of Early Childhood; Office of Economic and Workforce Development; Department of Human Resources; Human Rights Commission; San Francisco Arts Commission; community-based workforce and economic development partners.
Citywide Alignment	Assess childcare affordability, availability, and non-traditional hour coverage as essential infrastructure; produce reports on economic indicators affecting caregivers, justice-impacted individuals, unhoused mothers, and immigrant families; expand entrepreneurship and career pathways to increase economic mobility.

Conclusion

The Women's Agenda establishes a clear, accountable framework for advancing gender equity across the City and County of San Francisco amid heightened vulnerability and structural change. Grounded in Charter authority, local implementation of CEDAW, and extensive community engagement, this Agenda affirms the Department on the Status of Women's role as a Citywide steward of women's advancement, policy leadership, and coordinated action.

The initiatives identified throughout this Agenda—and summarized in the accompanying policy tables—are intentionally selected to address the root conditions shaping gender inequities across health, safety, civic participation, and economic security. They reflect a shift away from fragmented or reactive responses toward a systems-based approach that emphasizes prevention, transparency, and measurable outcomes. By aligning policy analysis, interdepartmental coordination, and public reporting, the Department positions gender equity as a shared responsibility embedded within City governance rather than a standalone effort.

Through strengthened CEDAW compliance, implementation of the Women's Agenda and focused policy and legislative engagement, the Department will continue to translate community-identified priorities into relevant metrics and create durable institutional standards. In doing so, the Women's Agenda reinforces San Francisco's commitment to effective, common-sense government—one that protects dignity, advances equity, and ensures that women, girls, and non-binary people can live safely, participate fully, and thrive across every stage of life.

Appendix I: Glossary

Advocate
The role of the Department is to advance gender-responsive policy and resource decisions, educate policymakers and the public, and engage in legislative and budget advocacy at the local, state, and federal levels when external policies affect gender equity outcomes in San Francisco.

Behested Payments
A payment that is made at the behest of an officer, or an agent thereof, and that is made principally for a legislative, governmental, or charitable purpose. "At the behest of" means under the control or at the direction of, in cooperation, consultation, coordination, or in concert with, at the request or suggestion of, or with the express, prior consent of. Any commissioner, department head, or elected official, including certain designated employees, are prohibited from soliciting any behested payments from an "interested party." An "interested party" is defined at San Francisco Ethics Commission Regulations 3.620-10 through 3.620-20.

CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women)
An international human rights treaty adopted by the United Nations in 1979 that provides a comprehensive framework for eliminating discrimination against women and girls. San Francisco locally implemented the principles of CEDAW through Administrative Code Chapter 33A, making gender equity a Citywide governance responsibility. See Appendix II in this report.

Community Listening Sessions
Structured engagement sessions convened by the Department to gather qualitative input from residents, advocates, service providers, and stakeholders regarding lived experiences, policy gaps, and priorities affecting women, girls, and non-binary people. These sessions directly inform the priorities and approach to implementation for the Women's Agenda.

Community Needs Assessment (CNA)
A Department-led data collection and analysis effort that surveys women and non-binary people across San Francisco to assess conditions related to health, safety, economic security, and civic participation. CNA findings provide an empirical foundation for strategic planning and policy analysis.

Convener
The role of the Department is to bring together City departments, elected offices, community-based organizations, Cultural Heritage Districts, and other partners to align strategies, reduce fragmentation, and coordinate action across systems affecting gender equity outcomes.

Cultural Heritage Districts
Designated geographic areas in San Francisco that recognize and preserve the cultural, social, and economic contributions of historically marginalized communities. In this document, Cultural Heritage Districts are recognized as trusted intermediaries for civic engagement, leadership development, and community-anchored policy work.

Disaggregated Data
Data broken down by characteristics such as gender, race, ethnicity, immigration status, age, disability, and other attributes to identify disparities that may be obscured in aggregate data. Disaggregated data are a core requirement of CEDAW implementation and equity analysis.

Economic Mobility
The ability of individuals and families to improve their economic position over time through stable employment, wage growth, asset building, entrepreneurship, and access to opportunity.

Economic Security
The condition in which individuals can reliably meet basic needs—including housing, food, healthcare, and childcare—without constant risk of financial instability or crisis.

Gender Analysis
A systematic examination of how policies, programs, budgets, and institutional practices affect women, men, and gender-diverse people differently. Gender analysis is a required tool under San Francisco's CEDAW ordinance to identify disparities and inform corrective action.

Gender Equity
The redress of discriminatory practices and the establishment of conditions that enable fair and equitable outcomes for people of all genders, recognizing that different groups may require different supports to achieve substantive equality.

Gender-Responsive Policy
Policy design and implementation approach that explicitly considers gender-based impacts and addresses disparities through targeted, equitable approaches.

Institutional Safety
Conditions within formal systems such as workplaces, schools, detention and carceral settings, and government institutions, where power imbalances and dependency on systems may heighten vulnerability to harm, retaliation, or underreporting.

Intersectional Analysis
An analytical approach that recognizes how overlapping identities—such as gender, race, immigration status, disability, age, and income—interact to shape lived experiences of inequality and harm.

Intersecting Identities
The concept that a person's identity consists of several/intersecting factors, which include but are not limited to racial identity, ethnicity, religion, privilege, socioeconomic status, education level, gender identity, gender expression, sexual orientation, etc.

Language Access Ordinance
San Francisco law requires City departments to provide meaningful access to services and information for residents with limited English proficiency. Equitable implementation of this ordinance is a core component of civic participation and access.

Non-binary
People whose gender identity and/or gender expression fall outside or beyond the categories of man and woman. Non-binary people may define their gender as being somewhere in between man and woman, as a combination of masculinity and femininity, or as beyond the concepts of woman and man. Some non-binary people identify as trans, and some do not.

Policy Area
A substantive domain of focus within the Women's Agenda—Health; Safety; Civic Leadership & Community Engagement; and Economic Mobility & Security—used to organize goals, objectives, and initiatives.

Prevention-Oriented Approach
A strategy that prioritizes reducing harm before it occurs through systemic change, education, environmental design, and accountability mechanisms, rather than relying solely on reactive responses.

Survivor-Centered Approach
An approach to policy and systems design that centers the needs, autonomy, dignity, and safety of individuals who have experienced violence, harassment, or harm.

Women's Agenda
DOSW Framework advancing gender equity by outlining priority actions, support, and coordinating responsibilities across City and County of San Francisco operations.

Appendix II: CEDAW

CITY AND COUNTY OF
SAN FRANCISCO MUNICIPAL CODE
ADMINISTRATIVE CODE

CHAPTER 33A: LOCAL IMPLEMENTATION OF THE UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW)

SEC. 33A.1. FINDINGS.

The Board of Supervisors of the City and County of San Francisco hereby finds and declares as follows:

(a) The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), an international human rights treaty, provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. Countries that ratify CEDAW are mandated to condemn all forms of discrimination against women and girls and to ensure equality for women and girls in the civil, political, economic, social and cultural arenas. The United Nations General Assembly adopted CEDAW in 1979 and President Carter signed the treaty on behalf of the United States in 1980, but the United States Senate has not yet ratified CEDAW.

(b) On October 30, 1997, a consortium of community organizations, the Commission on the Status of Women, the Human Rights Commission and Board of Supervisors President Barbara Kaufman held a hearing on the local implications of CEDAW. The testimony at the hearing demonstrated that women and girls continue to face discrimination in the areas of economic development and employment, violence against women and girls, and health care. On November 10, 1997, the Board of Supervisors adopted Resolution No. 1021-97, supporting the local implementation of the underlying principles of CEDAW and urging the United States Senate to ratify CEDAW. On November 17, 1997, Mayor Willie Brown approved Resolution No. 1021-97.

(c) There is a continued need for the City and County of San Francisco to protect the human rights of women and girls by addressing discrimination, including violence, against them and to implement, locally, the principles of CEDAW. Adherence to the principles of CEDAW on the local level will especially promote equal access to and equity in health care, employment, economic development and educational opportunities for women and girls and will also address the continuing and critical problems of violence against women and girls. There is a need to analyze the operations of City departments, policies and programs to identify discrimination in, but not limited to, employment practices, budget allocation and the provision of direct and indirect services and, if identified, to remedy that discrimination. In addition, there is a need to work toward implementing the principles of CEDAW in the private sector.

(d) There is a need to strengthen effective national and local mechanisms, institutions and procedures and to provide adequate resources, commitment and authority to: (1) advise on the impact of all government policies on women and girls; (2) monitor the situation of women comprehensively; and (3) help formulate new policies and effectively carry out strategies and measures to eliminate discrimination. The Commission on the Status of Women shall be

designated as the implementing and monitoring agency of CEDAW in the City and County of San Francisco.

(e) In April 1998, the City and County of San Francisco originally enacted this ordinance implementing the principles underlying CEDAW. In 1998, City officials and community representatives formed a CEDAW Task Force. In 1999, the CEDAW Task Force and the Commission on the Status of Women developed "Guidelines for a Gender Analysis," a set of guidelines to assist City departments in implementing the local principles of CEDAW. In 1999, two City departments used the Guidelines to analyze their departments. The resulting report, "A Gender Analysis: Implementing the Convention on the Elimination of All Forms of Discrimination against Women" (November 1999) demonstrated a continuing need to work on elimination of discrimination against women. The Report further revealed that discrimination based on gender is interconnected and often overlaps with discrimination based on race and other criteria.

(f) The Report called on the City and County of San Francisco and its departments to:

(1) Increase education in human rights with a gender perspective;

(2) Expand the collection of data disaggregated by gender, race and other traits; and

(3) Create a more fair and equitable workplace by increasing effective recruitment efforts for a diverse workforce, providing meaningful family friendly policies to retain employees and increasing professional development and training opportunities for all employees.

The Report revealed the need to analyze policies, procedures and programs on a Citywide, in addition to, department level. Both the Report and the department human rights trainings revealed the need to consider the intersection of gender and race in particular recognizing the unique experiences of women of color.

(Added as Sec. 12K.1 by Ord. 128-98, App. 4/13/98; amended by Ord. 325-00, File No. 001920, App. 12/28/2000; redesignated by Ord. 142-17, File No. 170350, App. 7/19/2017, Eff. 8/18/2017, Oper. 7/1/2018)

SEC. 33A.2. DEFINITIONS.

As used in this Article, the following words and phrases shall have the meanings indicated herein:

(a) "City or City and County" shall mean the City and County of San Francisco.

(b) "Commission" shall mean the Commission on the Status of Women.

(c) "Disaggregated data" shall mean information collected and analyzed by enumerated categories in order to identify the disparities existing between women and men. These categories shall include, to the extent permitted by law, sex, race, immigration status, parental status, language, sexual orientation, disability, age and other attributes.

(d) "Discrimination against women" shall include, but not be limited to, any distinction, exclusion or restriction made on the basis of sex that has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. The definition of discrimination includes gender-

based violence, that is, violence that is directed against a woman because she is a woman or that affects women disproportionately. It includes acts that inflict physical, mental, or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty by family, community or government.

(e) "Gender" shall mean the way society constructs the difference between women and men, focusing on their different roles, responsibilities, opportunities and needs, rather than their biological differences.

(f) "Gender analysis" shall mean an examination of the cultural, economic, social, civil, legal and political relations between women and men within a certain entity, recognizing that women and men have different social roles, responsibilities, opportunities and needs and that these differences, which permeate our society, affect how decisions and policy are made.

(g) "Gender equity" shall mean the redress of discriminatory practices and establishment of conditions enabling women to achieve full equality with men, recognizing that needs of women and men may differ, resulting in fair and equitable outcomes for both.

(h) "Human rights" shall mean the rights every individual possesses that are intended to improve the conditions in society that protect each person's dignity and well-being and the humanity of all people.

(i) "Racial discrimination" shall mean any distinction, exclusion, restriction or preference based on race, color, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.

(Added as Sec. 12K.2 by Ord. 325-00, File No. 001920, App. 12/28/2000; redesignated by Ord. 142-17, File No. 170350, App. 7/19/2017, Eff. 8/18/2017, Oper. 7/1/2018)

SEC. 33A.3. LOCAL PRINCIPLES OF CEDAW.

It shall be the goal of the City to implement the principles underlying CEDAW, listed in Section 12K.6 by addressing discrimination against women and girls in areas including economic development, violence against women and girls and health care. In implementing CEDAW, the City recognizes the connection between racial discrimination, as articulated in the International Convention on the Elimination of All Forms of Racial Discrimination, and discrimination against women. The City shall ensure that the City does not discriminate against women in areas including employment practices, allocation of funding and delivery of direct and indirect services. The City shall conduct gender analyses, as described in Section 12K.4, to determine what, if any, City practices and policies should change to implement the principles of CEDAW.

(a) Economic Development.

(1) The City shall take all appropriate measures to eliminate discrimination against women and girls in the City of San Francisco in employment and other economic opportunities, including, but not limited to, ensuring:

(A) The right to the same employment opportunities, including the application of the same criteria for selection in matters of employment and the right to receive access to and vocational training for nontraditional jobs;

(B) The right to promotion, job security and all benefits and conditions of service, regardless of parental status, particularly encouraging the appointment of women to decision making posts, City revenue generating and managing commissions and departments, and judicial positions;

(C) The right to equal remuneration, including benefits and to equal pay in respect to work of equal value;

(D) The right to the protection of health and safety in working conditions, including supporting efforts not to purchase sweatshop goods, regular inspection of work premises, and protection from violent acts at the workplace.

(2) The City shall encourage and, where possible, fund the provisions of the necessary supporting social services to enable parents to combine family obligations with work responsibilities and participation in public life, in particular through promoting the establishment and development of a network of child care facilities, paid family leave, family-friendly policies and work-life balance.

(3) The City shall encourage the use of public education and all other available means to urge financial institutions to facilitate women's access to bank accounts, loans, mortgages, and other forms of financial services.

(b) Violence Against Women and Girls.

(1) The City shall take and diligently pursue all appropriate measures to prevent and redress sexual and domestic violence against women and girls, including, but not limited to:

(A) Police enforcement of criminal penalties and civil remedies, when appropriate;

(B) Providing appropriate protective and support services for survivors, including counseling and rehabilitation programs;

(C) Providing gender-sensitive training of City employees regarding violence against women and girls, where appropriate; and

(D) Providing rehabilitation programs for perpetrators of violence against women or girls, where appropriate.

The City shall not discriminate on the basis of race, ethnicity, culture, language or sexual orientation, when providing the above supportive services.

(2) It shall be the goal of the City to take all necessary measures to protect women and girls from sexual harassment in their places of employment, school, public transportation, and any other places where they may be subject to harassment. Such protection shall include streamlined and rapid investigation of complaints.

(3) Prostitutes are especially vulnerable to violence because their legal status tends to marginalize them. It shall be the policy of San Francisco that the Police Department diligently investigate violent attacks against prostitutes and take efforts to establish the level of coercion involved in the prostitution, in particular where there is evidence of trafficking in women and girls. It shall be the

goal of the City to develop and fund projects to help prostitutes who have been subject to violence and to prevent such acts.

(4) The City shall ensure that all public works projects include measures, such as adequate lighting, to protect the safety of women and girls.

(5) It shall be the goal of the City to fund public information and education programs to change traditional attitudes concerning the roles and status of women and men.

(c) Health Care.

(1) It shall be the goal of the City to take all appropriate measures to eliminate discrimination against women and girls in the field of health care in order to ensure, on a basis of equity, information about and access to adequate health care facilities and services, according to the needs of all communities, regardless of race, ethnicity, culture, language, and sexual orientation, including information, counseling and services in family planning.

(2) It shall be the goal of the City to ensure that women and girls receive appropriate services in connection with prenatal care, delivery, and the post-natal period, granting free services where possible, as well as adequate nutrition during pregnancy and lactation.

(d) In undertaking the enforcement of this ordinance, the City is assuming an undertaking only to promote the general welfare. It is not assuming, nor is it imposing on its officers and employees, an obligation for breach of which it is liable in money damages to any person who claims that such breach proximately caused injury.

(Added as Sec. 12K.2 by Ord. 128-98, App. 4/13/98; renumbered as Sec. 12K.3 and amended by Ord. 325-00, File No. 001920, App. 12/28/2000; redesignated by Ord. 142-17, File No. 170350, App. 7/19/2017, Eff. 8/18/2017, Oper. 7/1/2018)

SEC. 33A.4. IMPLEMENTATION OF THE PRINCIPLES OF CEDAW IN SAN FRANCISCO.

(a) Citywide integration of human rights principles. The City shall work towards integrating gender equity and human rights principles into all of its operations, including policy, program and budgetary decision-making. The Commission shall train selected departments in human rights with a gender perspective.

(b) Gender Analysis and Action Plan. As a tool for determining whether the City is implementing the local principles of CEDAW and/or discriminating against women and girls, selected City departments, programs, policies, and private entities to the extent permitted by law, shall undergo a gender analysis and develop an Action Plan. The gender analysis shall be conducted according to guidelines developed by the CEDAW Task Force and Commission. The gender analysis shall include: (i) the collection of disaggregateddata; (ii) an evaluation of gender equity in the entity's operations, including its budget allocations, delivery of direct and indirect services and employment practices and (iii) the entity's integration of human rights principles and the local principles of CEDAW as set forth in section 12K.3. Upon completion of the gender analysis, the entity shall develop an Action Plan that contains specific recommendations on how it will correct any identified deficiencies and integrate human rights principles and the local principles of CEDAW into its operations.

(1) The CEDAW Task Force shall identify the City departments, programs, policies, and entities, to undergo the gender analysis and shall develop timelines for completion of the analyses and Action Plans. In the absence of Task Force action, the Commission shall make the selections.

(2) The Commission shall train the selected department, entity, policy or program staff to conduct its gender analysis and shall provide technical assistance to the entity throughout the gender analysis process and development of the Action Plan.

(3) Each department or entity undergoing a gender analysis shall designate a management and/or executive level employee to serve as a liaison to the Commission and to coordinate the completion of the gender analysis.

(4) Each department or entity undergoing a gender analysis shall provide a report on its gender analysis and its Action Plan to the CEDAW Task Force and the Commission, which shall review, analyze and comment on the report and forward it to the Board of Supervisors and the Mayor.

(5) The Commission shall monitor the implementation of each department or entity's Action Plan.

(c) Five-year Citywide Action Plan. Provided sufficient funds are available, the Commission and the CEDAW Task Force shall jointly develop a five-year Citywide Action Plan. The Citywide Action Plan shall address how to integrate human rights principles into the City's operations, how to further implement the local principles of CEDAW as described in Section 12K.3, any and all deficiencies found in the gender analyses and the measures recommended to correct those deficiencies. The Commission and the CEDAW Task Force shall present the Action Plan to the Mayor and the Board of Supervisors on or before December 30, 2002. The Board of Supervisors Committee responsible for considering the City's budget shall hold a hearing to receive the Citywide Action Plan and public comment thereon. The Commission shall monitor the implementation of the Citywide Action Plan.

(Added as Sec. 12K.3 by Ord. 128-98, App. 4/13/98; renumbered as Sec. 12K.4 and amended by Ord. 325-00, File No. 001920, App. 12/28/2000; redesignated by Ord. 142-17, File No. 170350, App. 7/19/2017, Eff. 8/18/2017, Oper. 7/1/2018)

SEC. 33A.5. CEDAW TASK FORCE.

(a) Establishment. A CEDAW Task Force is hereby established. The Task Force shall report to the Mayor, the Board of Supervisors and the Commission. The Commission shall provide administrative support for the Task Force. The Task Force shall consist of 11 members.

(b) Purpose. The Task Force is established to advise the Mayor, the Board of Supervisors and the Commission about the local implementation of CEDAW.

(c) Powers and Duties. The Task Force shall have all powers and duties necessary to carry out the local implementation of CEDAW as described in Section 12K.4.

(d) Membership and Organization.

(1) The members of the Task Force shall be as follows:

(A) The President of the Human Rights Commission or her or his designee;

(B) A staff member from the Mayor's Office knowledgeable about the City's budget, to be designated by the Mayor;

(C) The head of the Department of Human Resources or her or his designee;

(D) The President of the Board of Supervisors or her or his designee;

(E) The President of the Commission or her or his designee;

(F) Six members from the community to be appointed by the Commission, as follows:

(i) Two representatives shall work in the field of international human rights and be knowledgeable about CEDAW,

(ii) One representative shall be knowledgeable about economic development, including employment issues,

(iii) One representative shall be knowledgeable about health care issues,

(iv) One representative shall be knowledgeable about violence against women, and

(v) One representative shall be knowledgeable about City unions and experienced in women's issues.

(2) The Task Force shall convene by June 1, 1998.

(3) The Task Force shall expire on June 30, 2003, unless its powers are renewed by the Board of Supervisors. When the Task Force expires, the Commission shall take on the leadership and responsibilities previously designated to the Task Force.

(4) All appointed members of Task Force shall serve at the pleasure of their appointing authorities. The term of each community member of the CEDAW Task Force shall be for two years; provided however, that the initial members shall, by lot, classify their terms so that three members shall serve a two-year term and two members shall serve a three-year term. Subject to the expiration of the Task Force, their successors shall be appointed for a two-year term; provided, however, that any member may be reappointed for consecutive terms.

(e) Alternate members. An alternate may be designated for each member. Ex officio members enumerated in Subsection (d)1(A)--(E) may designate a person to serve as her or his alternate. The Commission may appoint alternate members for those community members enumerated in Subsection (d)(1)(F). The term of office of the alternate shall be the same as that of the regular member. When the regular member is not present at the meeting of the Task Force, the alternate may act as the regular member and shall have all the rights, privileges, and responsibilities of the regular member.

(f) Attendance requirement. The President of the Commission, or her or his designee, shall monitor the attendance of the Task Force. In the event that any community member, enumerated in Subsection (d)(1)(F), and her or his alternate miss three regularly scheduled meetings of the Task Force without the prior notice to the Task Force, the President or her or his designee shall certify in writing to the Commission that the member and alternate have missed three meetings. On the date of such certification, the member and alternate shall be deemed to have resigned from the

Task Force. The President or her or his designee shall notify the Commission of the resignation and request the appointment of a new member and alternate.

(Added as Sec. 12K.4 by Ord. 128-98, App. 4/13/98; renumbered as Sec. 12K.5 and amended by Ord. 325-00, File No. 001920, App. 12/28/2000; Ord. 16-03, File No. 021853, App 2/7/2003; redesignated by Ord. 142-17, File No. 170350, App. 7/19/2017, Eff. 8/18/2017, Oper. 7/1/2018)

SEC. 33A.6. SUMMARY OF CEDAW.

Article 1: Defines discrimination against women as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of marital status, on the basis of equality between men and women, of human rights or fundamental freedom in the political, economic, social, cultural, civil, or any other field."

Article 2. Mandates concrete steps, implementing laws, policies and practices to eliminate discrimination against women and embody the principle of equality.

Article 3. Requires action in all fields--civil, political, economic, social, and cultural--to advance the human rights of women.

Article 4. Permits affirmative action measures to accelerate equality and eliminate discrimination.

Article 5. Recognizes the role of culture and tradition, and calls for the elimination of sex role stereotyping.

Article 6. Requires suppression of traffic in women and exploitation of prostitutes.

Article 7. Mandates ending discrimination against women in political and public life.

Article 8. Requires action to allow women to represent their governments internationally on an equal basis with men.

Article 9. Mandates that women will have equal rights with men to acquire, change or retain their nationality and that of their children.

Article 10. Obligates equal access to all fields of education and the elimination of stereotyped concepts of the roles of men and women.

Article 11. Mandates the end of discrimination in the field of employment and recognizes the right to work as a human right.

Article 12. Requires steps to eliminate discrimination from the field of health care, including access to family planning. If necessary, these services must be free of charge.

Article 13. Requires that women be ensured equal access to family benefits, bank loans, credit, sports and cultural life.

Article 14. Focuses on the particular problems faced by rural women.

Article 15. Guarantees equality before the law and equal access to administer property.

Article 16. Requires steps to ensure equality in marriage and family relations.

Article 17. Calls for the establishment of a committee to evaluate the progress of the implementation of CEDAW.

Articles 18--30. Set forth elements of the operation of the treaty.

Appendix III: DOSW Roles, Policies, Initiatives, and Goals

Women's Agenda: Core Roles, Policy Areas, and Initiatives						
Core Policy Area	**Department on the Status of Women Key Initiatives**	**Goal**	**DOSW Objectives**	**Mayor Lurie's 2026 Priorities**	**City and County of San Francisco Partner Agencies**	**Citywide Objectives**
Overall	San Francisco Women's Agenda	Align Citywide gender equity efforts under a unified policy and legal framework. Develop philanthropic relationships and funding opportunities for gender equity priorities, while ensuring compliance with City ethics rules.	1. Review, align, and advance Citywide gender equity commitments under the Women's Agenda and CEDAW framework. 2. Strengthen governance, transparency, and mechanisms necessary to support implementation across all policy areas. 3. Create financial resources related to gender equity priorities.	Effective Common-Sense Government	Mayor Lurie, Commission on the Status of Women & Board of Supervisors	1. Ensure coordinated, compliant, and equity-centered implementation of gender equity initiatives across departments. 2. Establish shared accountability and alignment with Citywide priorities.

Core Roles	Purpose of the Role	Scope of Authority	Oversight Bodies & Partnerships
Women's Advancement Steward	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.	Conduct gender-based and intersectional analyses; evaluate Citywide policies and systems; identify disparities and systemic barriers; issue findings and recommendations to City and County of San Francisco leadership and departments.	Commission on the Status of Women; Mayor's Office; Board of Supervisors; Agency of Human Rights
Advocate	Advance gender-responsive policy at the local level and elevate San Francisco's priorities in state and federal policy discussions when external frameworks affect gender equity outcomes.	Develop and advance policy recommendations; engage in legislative and state and federal budget advocacy; provide guidance on equitable resource allocation; educate policymakers and the public; support alignment between local priorities and broader policy environments.	Mayor's Office; Board of Supervisors; State and federal partners; advocacy coalitions; community-based organizations
Convener	Bridge silos across City and County of San Francisco departments and community systems to align efforts, resources, and outcomes to address gender inequities.	Convene interagency and cross-sector working groups; facilitate collaboration; support the development and scaling of effective, community-informed approaches; strengthen coordination across City and County of San Francisco systems.	City and County of San Francisco departments and agencies; Commission on the Status of Women; community-based organizations; Cultural Heritage Districts; academic and policy partners

Women's Agenda: Core Policy Areas and Initiatives Proposal Health						
Core Policy Area	**Dept. on the Status of Women Key Initiatives**	**Goal**	**DOSW Objectives**	**Mayor Lurie's 2026 Priorities**	**City and County of San Francisco Partner Agencies**	**Citywide Objectives**
Health	Reproductive Justice and Health + SF Strong Starts Initiative: Improving Maternal and Infant Health Outcomes (Family Opportunity Agenda)	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.	1. Assess how City and County of San Francisco health policies, programs, and systems address holistic health needs, including reproductive, maternal, mental, gender affirming and trauma-informed care. 2. Elevate health issues requiring local, state, or federal policy advocacy, including food security.	Deliver Effective Care and Health Outcomes 1. Protect the safety net 2. Reduce health and social disparities 3. Help San Franciscans age with dignity	Department of Public Health (Behavioral Health) Human Rights Commission / Department of Public Health (Maternal and Child Health) Human Services Agency (Family services and benefits) Adult Probation Department Mayor's Office of Housing and Community Development Office of Transgender Initiatives	1. Elevate disparities in maternal health outcomes and advance equity-focused policy recommendations. 2. Identify inequities in health access related to race, caregiving status, immigration status, disability, and work schedules. 3. Promote coordination across health, human services, and community systems to expand culturally responsive, low-barrier care. 4. Create clear resources for all priority areas, including behavioral health services and physical health opportunities.

Women's Agenda: Core Policy Areas and Initiatives Proposal Safety						
Core Policy Area	**Department on the Status of Women Key Initiatives**	**Goal**	**DOSW Objectives**	**Mayor Lurie's 2026 Priorities**	**City and County of San Francisco Partner Agencies**	**Citywide Objectives**
Safety	Safety, well-being, and dignity for women, girls, and non-binary people	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.	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 w	Keep Our City Safe 1. Increase safe and reliable multimodal transportation 2. Fund and deliver key capital projects to improve the public realm experience and support economic recovery. 3. Fund and expand access to survivor-centered services.	Sheriff's Department Recreation and Park Department (Parks) Office of Civic Engagement an d Immigrant Affairs San Francisco Police Department Mayor's Office for Victims' Rights Department of Police Accountability Human Rights Commission-Civil Rights Division District Attorney's Office	1. Assess accessibility and accuracy of City and County of San Francisco safety and victim-support information. 2. Promote expanded access to survivor-centered services and culturally rooted safety spaces. 3. Ensure the City and County of San Francisco implements a clear intervention to discrimination and sexual harassment claims in the City and County of San Francisco. 4. Create a regional task force supporting anti-human trafficking efforts.

			omen, 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.		Adult Probation Department Department of Human Resources Mayor's Office of Housing and Community Development The Trauma Recovery Center (TRC) at ZSFG Office of Transgender Initiatives	

Women's Agenda: Core Policy Areas and Initiatives Proposal Civic Leadership and Community Engagement						
Core Policy Area	**Department on the Status of Women Key Initiatives**	**Goal**	**DOSW Objectives**	**Mayor Lurie's 2026 Priorities**	**City and County of San Francisco Partner Agencies**	**Citywide Objectives**
Civic Leadership and Community Engagement	Advancement and representation of women, girls, and non-binary people	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.	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.	Effective Common-sense Government And/or Economic Revitalization 1. Strengthen the City's Economy, Arts & Culture	City Administrator's Office Mayor's Office Department of Elections	1. Promote equitable implementation of the Language Access Ordinance across City and County of San Francisco departments. 2. Promote asset-based, culturally grounded engagement approaches.

			4. Complete mandated reports such as the Gender Analysis of SF Commissions and Boards Report and the Representation of Women in City Property Report.			

Women's Agenda: Core Policy Areas and Initiatives Proposal Economic Mobility and Security						
Core Policy Area	**Department on the Status of Women Key Initiatives**	**Goal**	**DOSW Objectives**	**Mayor Lurie's 2026 Priorities**	**City and County of San Francisco Partner Agencies**	**Citywide Objectives**
Economic Mobility and Security	Economic Mobility for Women	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.	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 Revitalization 1. Make the City more affordable and livable for families.	Department of Early Childhood Office of Economic and Workforce Development Department of Human Resources Human Rights Commission-Opportunities for All San Francisco Arts Commission Law Enforcement & Justice Partners	1. Assess childcare affordability, availability, and non-traditional hour coverage as essential infrastructure as well as elevating the early education workforce. 2. Produce reports that outline economic indicators facing caregivers, justice-impacted individuals, unhoused mothers, and immigrant families. 3. Increasing economic mobility via workforce development services such as career

						pathway development and entrepreneurship. 4. Create a construction pipeline focused on supporting and recruiting women into trades, including Healthcare initiatives. 5. Participate in the Council on Citywide Workforce Alignment meetings, with special attention to the Vulnerable Populations working group.

Women's Agenda: New and Existing Core Policy Areas and Legislation Efforts Health and Safety			
Core Policy Area	**Goal**	**City Policies & Areas of Focus**	**State & Federal Policies & Areas of Focus**
Health	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.	Department on the Status of Women	
		• Menopause and menstruation; Resources and Leave Policy (Inc SFUSD) • Reproductive Justice	• Menopause (State) • Reproductive Justice – Shield Laws and Funding
		CCSF Partner Agencies	
		• Implementation of Prop. O (DPH) • Maternal, Child, and Adolescent Health (DPH MCAH)	• Maternal, Child, and Adolescent Health (DPH MCAH)
Safety	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.	Department on the Status of Women	
		• Transit-Rapid Response systems • CCSF Sexual Harassment Analysis • Femicide related research & policy development	• Femicide related research & policy development
		CCSF Partner Agencies	
		• Gun relinquishment (SFPD) • Park safety (REC) • Safety for girls in sports (REC) • Nightlife and alcohol (SHARP)	• Reforms for Jail Conditions (DPA) • Gun laws (mental health checks); law enforcement visits, relinquishment • Restraining Order Increase • Nightlife and Alcohol (SHARP) • Cybersecurity and online scam prevention efforts (CAT, DA & SFPD)

Women's Agenda: New and Existing Core Policy Areas and Legislation Efforts Civic Leadership & Community Engagement and Economic Mobility & Security			
Core Policy Area	**Goal**	**City Policies & Areas of Focus**	**State & Federal Policies & Areas of Focus**
Civic Leadership and Community Engagement	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.	Department on the Status of Women	
		• Continue to monitor and evaluate City regulations and ordinances for their effectiveness of enhancing gender equity.	*Not Applicable*
		CCSF Partner Agencies	
		Not Applicable	• Ordinance/low-cost spaces for CBOs (CAT)
Economic Mobility and Security	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.	Department on the Status of Women	
		• Family Medical Leave Act – medical procedures for conceiving, parental leave, impacts on retirement, and adoption.	*Not Applicable*
		CCSF Partner Agencies	
		Not Applicable	• Childcare Credits (ECE)

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Appendix IV: Credits

The Department on the Status of Women would like to thank the community members who participated in our listening sessions. The Department also thanks the many departments that participated in the strategic planning process for the Women's Agenda, including:

Department of Public Health
Human Rights Commission
Agency for Human Rights
Office of Transgender Initiatives
Office of Economic and Workforce Development
City Attorney of San Francisco
San Francisco District Attorney's Office
San Francisco Police Department
San Francisco Sheriff's Department
Recreation and Park Department
Office of Sexual Harassment and Assault Response and Prevention
Department of Police Accountability
Department of Early Childhood
Department of Human Resources
Mayor's Office for Victims' Rights
Office of Civic Engagement and Immigrant Affairs
Board of Supervisors
Human Services Agency
City Administrator's Office
Department of Elections
Arts Commission
Adult Probation Department

Finally, the Department would like to recognize the input of all staff in compiling this report.

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Vice President Ani Rivera
Commissioner Sophia Andary
Commissioner Cecilia Chung
Commissioner Dr. Shokooh Miry
Commissioner Dr. Anne Moses
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