

**Women's Agenda Department Action Plan
Department of Police Accountability (DPA)
FY 2026–27 through FY 2028–29**



Women's Agenda Vision

The Department of Police Accountability (DPA) will partner with the Department on the Status of Women (DOSW) to advance safety for women, girls, and non-binary people through independent oversight, transparency, accountability, and survivor-centered public safety practices. By strengthening investigations of custodial misconduct, promoting equitable law enforcement practices, monitoring gender-based discrimination and violence, and collaborating with oversight partners, DPA will help ensure that public safety systems uphold dignity, accountability, and trust in alignment with San Francisco's Women's Agenda.

Women's Agenda | Pillar Alignment

Pillar	Department Alignment
Health	Not Applicable
Safety	Priority Area
Economic Mobility & Security	Not Applicable
Civic Leadership & Community Engagement	Not Applicable

FY 2026–27 | Planning & Alignment

Overall

- Report on gender representation for department personnel and services provided by the department.

Health

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Safety

- Strengthen oversight of custodial practices involving women and non-binary people through independent investigations and accountability measures.
- Partner with DOSW, the Human Rights Commission (HRC), the Office of Transgender Initiatives (OTI), and the Sheriff's Department Oversight Board (SDOB) to improve transparency and institutional accountability.
- Review complaints involving strip searches, sexual misconduct, gender-based patterns and practices of retaliation, harassment, or bias, and reckless disregard for women and non-binary health or safety to identify systemic trends and opportunities for policy improvement.

- Support implementation of prevention-oriented training and recommendations that strengthen gender-responsive custodial practices.
- Monitor incidents involving violence against women, gender-based patterns and practices of retaliation, harassment, or bias, and other institutional misconduct to inform policy and oversight.

Economic Mobility & Security

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Civic Leadership & Community Engagement

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

FY 2027–28 | Implementation

Health

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Safety

- Provide recommendations resulting from investigations into custodial misconduct and institutional practices affecting women and non-binary people.
- Strengthen collaboration with DOSW, HRC, OTI, SDOB, and the Sheriff's Department to improve accountability and transparency.
- Provide technical assistance and policy recommendations supporting trauma-informed and gender-responsive practices.
- Monitor implementation of recommendations and identify additional opportunities for continuous improvement.

Economic Mobility & Security

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Civic Leadership & Community Engagement

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

FY 2028–29 | Sustainability & Continuous Improvement

Health

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Safety

- Support gender-responsive oversight and accountability practices across custodial investigations.
- Evaluate complaint trends, investigation outcomes, and policy improvements related to women and non-binary people.
- Continue strengthening oversight partnerships supporting transparency and public trust.
- Identify future Women's Agenda opportunities advancing accountability, institutional safety, and survivor-centered public safety.

Economic Mobility & Security

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Civic Leadership & Community Engagement

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Women's Agenda | Gender Representation

To advance equitable representation across City government and establish a consistent baseline for measuring progress, the Department on the Status of Women (DOSW) requests that each department report workforce and service-related gender data. This information will support implementation of the Women's Agenda, inform the Annual Women's Agenda Report, and help identify opportunities to improve gender equity across City departments. DOSW asks each department to share the following data:

- Workforce composition by gender across all employee classifications.
- Hiring, promotion, and retention outcomes by gender.
- Participation in leadership development, mentorship, and succession planning by gender.
- Department-specific strategies implemented to improve gender equity and representation.

Annual Performance Measures

- Number of complaints investigated involving women, girls, and non-binary people.
- Number of investigations involving a pattern or practice of gender-based retaliation, harassment, or bias, sexual misconduct, or gender-based misconduct.
- Timeliness of complaint investigations and case resolution.
- Number of policy recommendations issued and implemented.
- Number of collaborative initiatives with DOSW, HRC, OTI, SDOB, and the Sheriff's Department.
- Annual Women's Agenda implementation progress.

Summary of Key Deliverables

FY 2026–27

- Strengthen oversight of custodial practices affecting women and non-binary people.
- Expand collaboration with DOSW and oversight partners.
- Identify policy improvements through complaint trend analysis.
- Support implementation of prevention-oriented recommendations.

FY 2027–28

- Expand institutional accountability initiatives.
- Recommend reporting and data collection on gender-related complaints.
- Monitor implementation of policy recommendations.
- Continue cross-agency collaboration supporting Women's Agenda priorities.

FY 2028–29

- Institutionalize gender-responsive oversight practices.
- Evaluate investigation outcomes and policy improvements.
- Strengthen public transparency and accountability.
- Identify future opportunities to advance Women's Agenda implementation through independent oversight.

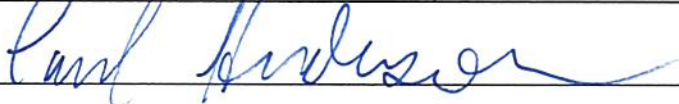
City Department Contact Information		
Role	Contact	Information
Department Head	Paul Henderson	paul.henderson@sfgov.org
Women's Agenda Champion	Marshall Khine	marshall.khine@sfgov.org

Department Certification

I certify that this report accurately reflects the department's implementation of its Women's Agenda Action Plan during the reporting period.

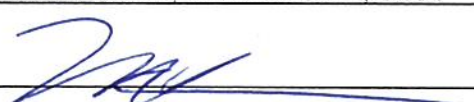
Department Head

Name: Paul D. Henderson, Executive Director, DPA

Signature:  Date: August 28, 2026

Women's Agenda Champion

Name: Marshall Khine, Chief of Staff, DPA

Signature:  Date: August 28, 2026