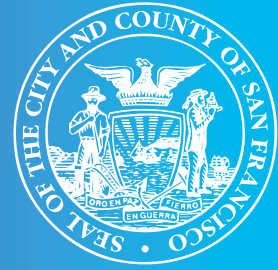


**SAN FRANCISCO OFFICE OF  
TRANSGENDER INITIATIVES**



# Strategic Plan 2025-2027



# Introduction

Founded in 2017, the Office of Transgender Initiatives (OTI) is the only city government office in the United States dedicated to the issues of transgender and gender diverse (TGD) people. As attacks on the rights and humanity of TGD people proliferate on a national level, the city of San Francisco remains committed to equity, inclusion, and representation of TGD individuals.

Grounded in its mission, vision, and values, OTI remains focused on supporting the TGD community through the strategies described in this document.



**These OTI staff helped with the development of the 2025-2027 strategic plan: Asri Wulandari, Shane Zaldivar, Honey Mahogany, and Cherry Javier**

# Mission

To advocate for and uplift the voices and needs of transgender and gender diverse (TGD) people by acting as a bridge between TGD communities and the City and County of San Francisco in the pursuit of equity.

# Vision

We envision a San Francisco that sets the standard for protection and equity for all people and celebrates, nurtures, and affirms TGD people.

# Values



## **Humility**

As a city agency with the goal of uplifting transgender and gender diverse (TGD) communities' array of lived experiences, we embody an approach rooted in active listening, respect, and care to ensure our work is collaborative, effective, and relevant.



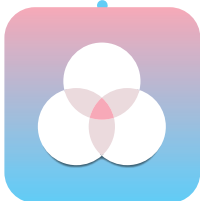
## **Accountability**

We believe a government must be both responsive and accountable to the communities it serves, particularly those communities who have historically been neglected or harmed by government. We collaborate with community, city departments, and city leaders to ensure our government is responsive to the needs of TGD communities through the creation and implementation of policies and the allocation of resources.



## **Empowerment**

We recognize the community's ability to make positive political changes. We foster space for community conversations and understanding of local government, so TGD people can utilize their voices, experience, and power to create effective change.



## **Intersectionality**

A concept coined by Kimberlé Crenshaw, our approach to intersectionality strives to dismantle the multiple systems of oppression that impact people at the intersections of various forms of inequality. We believe in a movement of TGD people that is in solidarity and works in tandem with movements for the liberation of all people.



## OTI's Theory of Change

A theory of change can help agencies understand how the work they do can lead to the change they want to see in the world. OTI's theory of change describes how our work to (i) advise city government, (ii) train city-funded agencies, (iii) serve as a resource, and (iv) support TGD visibility broadly, helps TGD people thrive in and beyond San Francisco. OTI's theory of change is summarized on the next page.

# How the Office of Transgender Initiatives (OTI) Helps TGD\* People Thrive in and Beyond San Francisco

## We Advise City Government

- We advocate for policies and practices that promote TGD inclusivity and further equity

## We Provide Training

- We teach cultural humility to help public and social services better serve TGD clients

## We are a Resource

- We provide support, information, and referrals to services
- We create space for TGD leadership to collaborate

## We Support Visibility

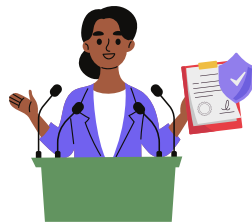
- We raise the profile of TGD people, their contributions, strengths, and needs

## Working to Create a San Francisco Where...

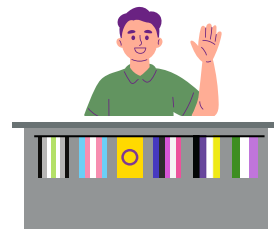
**The public** is more aware and inclusive of TGD people



**Policymakers** champion policies that increase equity for TGD people



**Services** are affirming and responsive to the needs of TGD people



**TGD people** can access services and advocate for the community



## So that TGD Communities in San Francisco:

- Are visible and strongly represented in city leadership
- Will achieve social, economic, and health equity
- Will experience safety, good health, and well-being



... and the City and County of San Francisco is a Model for TGD Inclusion!



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\*TGD = Transgender and gender diverse

# Core Strategies for our Work

1

Uplift transgender and gender diverse (TGD) inclusion and representation within San Francisco's city government and the social service sector.

2

Support San Francisco's TGD-affirming social services.

3

Support TGD leadership and visibility locally and nationally.

4

Ensure an efficient and supportive work environment for OTI staff.

# Core Strategy 1

Uplift transgender and gender diverse (TGD) inclusion and representation within San Francisco's city government and the social service sector.

- 1.1** Advise the San Francisco Mayor's Office on policy issues impacting TGD folks in San Francisco and beyond.
- 1.2** Protect TGD rights locally and statewide in the context of a national reversal on progress towards TGD equity.
- 1.3** Serve as a trusted resource and central hub for information and resources pertaining to TGD issues in San Francisco.
- 1.4** Stay abreast of political issues impacting TGD communities in San Francisco and beyond in order to remain well positioned to champion TGD rights and wellness.

# Core Strategy 2

Support San Francisco's transgender and gender diverse (TGD)-affirming social services.

- 2.1** Provide training and technical assistance to city departments and San Francisco-based community organizations in order to ensure the provision of culturally competent social services for TGD people.
- 2.2** Support and advise TGD providers through the city budget process to ensure equitable budgetary allocation and foster proactive civic engagement.
- 2.3** Provide space and infrastructure for TGD-led organizations to learn from each other and build capacity and leadership.
- 2.4** Support community building activities among TGD people in San Francisco, creating opportunities for socialization, celebration, and joy.
- 2.5** Partner with other city agencies in their efforts to bolster and uplift TGD-focused programming and services.
- 2.6** Convene the Trans Advisory Committee (TAC) and leverage their expertise regarding the experiences and needs of TGD San Franciscans.

# Core Strategy 3

Support transgender and gender diverse (TGD) leadership and visibility locally and nationally.

- 3.1** Build OTI's recognition and reputation both locally and nationally through active engagement in earned and social media.
- 3.2** Develop and support a network of local TGD leaders in order to build relationships, foster mutual support, and ensure continuity and progress towards equity.
- 3.3** Advise and support other municipalities in implementing similar government offices advocating for TGD representation, inclusion, and support.
- 3.4** Assess opportunities to expand trainings on TGD-affirming services beyond city government and contracted services.
- 3.5** Develop strategies for additional ongoing outreach to TGD San Franciscans that are inclusive of the spectrum of TGD experiences from trans masc to trans femme and beyond.
- 3.6** Promote OTI's role and function in new and diverse ways, ensuring that all TGD San Franciscans are aware that San Francisco hosts the only city office solely dedicated to TGD issues, and that they all belong in spaces and activities that OTI creates.

# Core Strategy 4

Ensure an efficient and supportive work environment for OTI staff.

- 4.1** Ground OTI's office culture in trauma-informed approaches by leading with empathy, safety, and mutual respect.
- 4.2** Prioritize the development of additional strong, iterative communication mechanisms for OTI staff.
- 4.3** Ensure clear and accessible documentation of OTI scopes of practice, job descriptions, policies, and procedures.
- 4.4** Create communication language, brochures, and other tools that explain the role and function of OTI.

# Acknowledging Our Transgender and Gender Diverse Communities

To transgender and gender diverse communities in San Francisco: we see you, celebrate you, and are committed to doing all that we can to help you thrive.



“ Trans people have always been at the forefront of liberation. It was black and brown trans women, drag queens, and lesbians who threw those first bricks at Stonewall. People like Stormé DeLarverie, Miss Major Griffin-Gracy, Sylvia Rivera, and Marsha P Johnson who were much abused, and perhaps had not much more to lose. They fought back and helped launch a movement that continues to this day.

We have come a long way over the last sixty years, but today, across this country, we are seeing many of the rights we fought so hard for rolled back. San Francisco has long been a safe haven for transgender people, and the Office of Transgender Initiatives exists to ensure that we live up to our status as a sanctuary city for the transgender community. As a city that prides itself on innovation and celebrates diversity, we understand that social movements must be intersectional, and we are committed to continuing our progress towards equity for all people.

We will not accept a future where the next generation of queer, trans, and gender diverse folks are forced to deny who they are. Trans people are here, and we are not going anywhere. We exist - we have always existed - we will always exist - and San Francisco is our home. ”

-Honey Mahogany

Director of the San Francisco Office of Transgender Initiatives



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Strategic Plan 2025-2027



# Learn more



<https://www.sf.gov/departments--city-administrator--office-transgender-initiatives>



[Transcitysf@gov.org](mailto:Transcitysf@gov.org)



<https://www.instagram.com/transcitysf/>