

# Towards A Gender Equitable City Government

## STRATEGIC PLAN FY2023-2025

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Updated January 2025

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**City and County of San Francisco  
Commission and Department  
on the Status of Women**

# OVERVIEW OF THE COMMISSION AND THE DEPARTMENT ON THE STATUS OF WOMEN (C/DOSW)



## OUR MISSION

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

## OUR HISTORY

Established in **1975** (the Commission) and **1994** (the Department), the C/DOSW both originated in the women's movement, because of advocacy by leading **feminists** and passed by San Francisco **voters**.

## OUR MANDATE

The City Charter entrusts us to **monitor the status** of women and girls throughout San Francisco, to **investigate inequalities** and to **propose remedies**.<sup>2</sup>

## OUR RESOURCES & TEAM

In FY2024-2025, we have a total budget of **\$12,040,571** and employed **eleven** full-time staff and **two** interns. The Commission includes **seven** Commissioners appointed by the Mayor with wide-ranging expertise in gender equality.

[1] All references to "women and girls" includes nonbinary people and gender-expansive individuals, [2] Other mandates include, for example, implementing the principles of [CEDAW] the Convention on the Elimination of all Forms of Discrimination Against Women in San Francisco

# EXECUTIVE SUMMARY OF OUR STRATEGY



## WHERE WE ARE GOING — OUR NORTH STAR

To transform San Francisco into a **fully gender equitable City**, we will **unlock the potential** of the City and County of San Francisco to **better serve women, girls and nonbinary people** by incorporating a strong gender lens in (i) City government's **internal** operations and policies as well as (ii) the City government's **external** policies, programs and partnerships.

Ultimately, we will **catalyze transformative change** in the lives of women, girls and nonbinary people while building a more **diverse and efficient** City government through **gender-responsive, racially-equitable policies and programs**, as well as **equity in budget allocation**.



## GETTING THERE

We will achieve our goals as:

- A **Watch Dog** and technical assistance provider to help other City agencies apply a gender lens to their work.
- An **Advocate** for gender-responsive and racially-equitable policies, as well as equity in budget allocation.
- A **Convener** (e.g., of the Mayor's Office, the Board of Supervisors, City agencies, and other stakeholders).
- A **Researcher** on issues facing women, girls and nonbinary people within City government.
- A direct **Funder** (e.g., of Health & Safety, Economic Security and Civic Engagement & Political Empowerment services).

To enhance our organizational effectiveness, we will undertake the following objectives:

- **Align existing activities:** We will prioritize and make cohesive our current portfolio to align with our new strategic direction and our Racial Equity Action Plan.
- **Increase resources:** We will intentionally work to redirect human and financial resources to our three core service areas.
- **Invest in data integrity & performance accountability:** We will streamline workflow and internal operations and increase departmental transparency, accountability and integrity.



## STAYING ON TRACK

We will **develop and implement criteria** to assess Department resources to address pressing issues that do not align with our overall strategic direction.



## MEASURING PROGRESS

We will **measure, track** and **report against key indicators** that capture our target outcomes.

# GUIDING PRINCIPLES OF OUR APPROACH



## WATCHDOG

We will serve as an accountability partner to all CCSF departments and agencies as it relates to our commitment to gender equity across all indexes.



## ADVOCATE

We will advocate for equity in service delivery, employment opportunities, leadership development and budget allocation and champion policies that best support women, girls and nonbinary people to thrive.



## CONVENER

We will work in close partnership with the Mayor's Office, the Board of Supervisors, City agencies and other stakeholders, bringing people together to collaborate on ideas, strategy and impactful action.

# OUR NORTH STAR

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To transform San Francisco into a fully gender equitable City, we will champion the equitable treatment and advancement of women, girls and nonbinary people across social, economic and political indexes through policies, programs and legislation, both within City and County government and in the private sector.



# OUR NORTH STAR

If we are successful in our efforts, we will enable greater health and physical safety, housing and economic stability, security and mobility, as well as civic engagement and political empowerment for women, girls and nonbinary people throughout San Francisco.



## ILLUSTRATIVE IMPACTS FROM ACHIEVING OUR NORTH STAR

*Not exhaustive*

### HEALTH & SAFETY

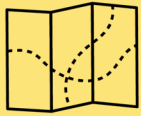
A healthy life isn't simply a checked box at an annual checkup; it's so much more, including what we eat, how we move and the practices and tools we use to strengthen not just our minds and bodies, but our souls too. At the Department on the Status of Women, we recognize our responsibility to take a more holistic approach as it relates to providing San Francisco's women, girls and nonbinary people with the information, tools and resources they need to live their best and healthiest whole lives possible.

### ECONOMIC SECURITY

Financial empowerment and independence have been the greatest drivers of gender equity around the world. DOSW has expanded its focus to include services that support financial stability, security and mobility around jobs and employment, housing, financial literacy, subsidized childcare, paid family and dependent leave, saving and investing, entrepreneurship and other avenues to economic success.

### CIVIC ENGAGEMENT & POLITICAL EMPOWERMENT

Benefiting from democracy only occurs if citizens and residents are active, engaged, and educated to leverage the tools available to make an impact in their communities. This new core service area will include a host of trainings, educational workshops, and public service campaigns, with the goal of getting women, girls, and nonbinary people organized, registered to vote, educated on critical issues and actively participating in all levels of government.



# GETTING THERE

Our theory of change will include five key sets of activities to advance towards our desired outcomes and end-goal.



## WHAT WE WILL DO (ACTIVITIES)

- Watch Dog** and technical assistance provider to help other City agencies apply a gender lens to their work.
- Advocate** for gender-responsive and racially-equitable policies, as well as equity in budget allocation.
- Convener** (e.g., of the Mayor’s Office, the Board of Supervisors, City agencies, and other stakeholders).
- Researcher** on issues facing women, girls and nonbinary people and gender equity within City government.
- Funder** (e.g., of Health & Safety, Economic Security and Civic Engagement & Political Empowerment services).



## WHAT THIS WILL CREATE (OUTPUTS)

- Accountability**  
Increased City government accountability to the public on how gender equity is incorporated in policies, practices and operations.
- Data, Resources and Guidance**  
Data, research reports and projects, and guidance (insights, toolkits, gender action plans) to measure progress towards gender equity across all indexes.
- Relationships**  
Cohesive and strategic partnerships between the Commission/ Department on the Status of Women, the Mayor’s Office, Board of Supervisors and other City agencies and stakeholders.



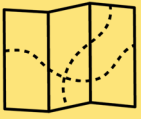
## TO WHAT END (OUTCOMES AND GOALS)

- Outcome 1 - Internal**  
Utilization of a stronger gender lens in City government operations and governance through gender equitable opportunities in service delivery, employment opportunities, leadership development and budget allocation.
- Outcome 2 - External**  
A commitment from City government’s private partners to utilize a stronger gender lens to support issues such as:
  - mental and physical health, wellness and safety
  - pay equity and advancement
  - housing and economic stability, security and mobility



**GOAL**

Unlock the full potential of the City and County of San Francisco to better serve women, girls and nonbinary people.



# GETTING THERE

In conjunction with our five key activities, we will pursue three strategic objectives to improve our organizational effectiveness and efficiency.

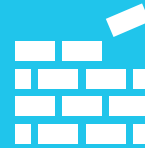
## STRATEGIC OBJECTIVE 1



### ALIGN

We will prioritize and make cohesive our current portfolio to align with our new strategic direction.

## STRATEGIC OBJECTIVE 2



### RESOURCES

We will intentionally work to redirect human and financial resources in our three core service areas.

## STRATEGIC OBJECTIVE 3



### INVEST

We will streamline workflow and internal operations and increase departmental transparency, accountability and integrity.





# ALIGNING OUR ACTIVITIES

We will prioritize key activities that align with our new strategic direction and reorient activities not aligned in our portfolio.





# INCREASING RESOURCES

We will intentionally work to redirect human and financial resources in our three core service areas.



## HUMAN CAPITAL

We will work to maintain adequate staffing levels to support the fiscal, administrative and programmatic operations of the Department.

We will continue to advocate for equitable funding to invest in our three core service areas, as well as data and research efforts.

## FINANCIAL CAPITAL



## POLITICAL CAPITAL

We will continue to build deeper and stronger relationships with the Mayor's Office, Board of Supervisors, City agencies, state legislators and other stakeholders.



# INVEST IN DATA INTEGRITY & PERFORMANCE ACCOUNTABILITY

We will streamline workflow and internal operations and increase departmental transparency, accountability and integrity.

## IMPROVING DATA SYSTEMS

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Implement technology solutions to create greater accuracy in our data and reporting, reliability in our operations, as well as strengthen efficiencies and eliminate redundancies throughout our portfolio.

## ENHANCE PERFORMANCE ACCOUNTABILITY

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Launch performance tracking tools across all program lines, as well as consolidate contracts to maximize management of limited public resources.

## LEVERAGE RESEARCH & ADVOCACY

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Develop a comprehensive policy agenda that utilizes reliable data to position DOSW as the go-to municipal knowledge broker on policies concerning gender equity and the human rights of women, girls and nonbinary people.



# STAYING ON TRACK

To stay on track, we will clearly articulate what we will not do and develop annual work plans.

## WHAT WE WILL NOT DO



Partner directly with the private sector to implement programs without involving other City agencies.



Support broader state, national, or international efforts to advance gender equality without a clear link back to City government and our gender focus at home.



Support one-off new initiatives or partnerships that do not clearly leverage synergies within our current portfolio and efforts.



## HOW WE HOLD OURSELVES ACCOUNTABLE

**We will develop annual work plans with performance monitoring systems that are based on both our Strategic Plan and other planning tools.**

- Identify and assess community needs
- Integrate research into policy and social innovation
- Report and evaluate effectiveness of our efforts



# MEASURING OUR PROGRESS

We will measure, track, and report against indicators that map to our theory of change.



## OUTPUT INDICATORS

### Data, Resources & Guidance

- Number of events, services or programming held, sponsored or supported by the Department in advance of transforming SF into a gender equitable City.
- Number of policy proposals, legislation passed and research reports.
- Number of collaborations and partnerships with other City agencies as well as outside and/or private entities.

### Relationships

- Strengthened relationships with Mayor, Board of Supervisors and other City departments and stakeholders.
- Number of collaborations with other City agencies and outside organizations.



## OUTCOME INDICATORS

### Outcome 1 – Internal City Operations

- Percent of women in leadership, employees in City government.<sup>1</sup>
- Percent of women in Citywide workforce development programs.
- Percent of women on City commissions and boards.

### Outcome 2 – External Policies, Programs & Statistics

- **Health & Safety/Freedom from Violence:** Work with appropriate departments and CBOs to monitor and reduce the percentage of women experiencing gender-based violence over the course of a 12-month period.
- **Economic Security:** Identify specific initiatives to implement to help close the gender pay gap.
- **Housing Security:** Increase housing stock, availability and placements, and reduce percentage of women experiencing housing insecurity or homelessness over the course of a 12-month period.
- **Civic Engagement & Political Empowerment:** Increase voter registration and civic participation of women and nonbinary people.

[1] To be compiled in partnership with the San Francisco Department of Human Resources.

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***ONWARD!***



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