



Emily M. Murase, PhD
Director

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



City and County of
San Francisco

FIVE-YEAR STRATEGIC PLAN FOR FY2016 – 2020

Year 3: FY2017-2018

Approved January 24, 2018

I. MISSION

The Commission and Department on the Status of Women work to foster equitable treatment and the advancement of all women and girls throughout San Francisco through policies, legislation, and programs.

II. BACKGROUND

The Commission on the Status of Women was established by the San Francisco Board of Supervisors in 1975 after years of advocacy on the part of the San Francisco women's community. In 1994, the voters of San Francisco approved Proposition E, which created a permanent Department on the Status of Women to carry out the policies of the Commission. In April 1998, San Francisco became the first municipality in the world to adopt an ordinance implementing locally the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), an international bill of rights for women. Through the landmark local implementation of this Women's Human Rights Treaty, the Department and the Commission have received national and international attention and awards.

The overall vision is to serve as San Francisco's premier policy-making body on women's issues, using the CEDAW framework in all our work, through the following means:

- 1. Policy Advocacy:** Create comprehensive policies in San Francisco based on a CEDAW women's human rights framework to advance the status of women and girls in San Francisco by working collaboratively with community leaders, other departments, and elected officials.
- 2. Legislative Advocacy:** Create comprehensive policies in San Francisco by legislation, and, when appropriate, advocating for or against legislation, or proposing legislation or policy reforms to the Mayor, Board of Supervisors, and others. Monitor and act upon local, state, and federal legislation impacting women and girls through letters, press releases, and other tools.
- 3. Oversight & Implementation of Programs:** Ensure the sustainability and document the impact of the Violence Against Women Prevention & Intervention Grants Program; oversee programs, not only at the Department but city-wide that are intended to meet the needs of women and girls; and, implement programs to support policy and legislative advocacy.

*****Appendix A documents Department Accomplishments FY16-17.**

III. GOALS

GOAL 1: ADVANCE THE HUMAN RIGHTS OF WOMEN & GIRLS IN SAN FRANCISCO

A. OBJECTIVES

1. **Legislation:** Advise the Mayor, the Board of Supervisors, and other city agencies on women's issues; support Mayoral priorities; monitor state legislation and engage with the city-wide Legislation Committee; monitor and develop Board of Supervisors legislative proposals; monitor legislative updates from the Mayor; provided technical assistance to other City Departments on issues impacting women and girls. Participate in coalitions such as the Healthy Mother's Workplace Coalition and the It's Time Network to advance legislation supporting women and girls.
2. **Gender Analysis:** Complete a gender analysis of San Francisco Police Department recruitment of senior staff. Provide technical assistance to other City Departmentson issues impacting women and girls. Monitor sexual harassment claims within City and County government on a quarterly basis as required by Section 33.7 (b) of the Administrative Code and report findings through the Department's performance measures.
3. **National Advocacy: Cities for CEDAW:** The campaign's goal now is to have cities across the country commit to passing a local measure of the CEDAW Ordinance. Committed cities must fulfill three requirements: (1) designate an oversight body, (2) conduct gender analyses of city operations, and (3) allocate funding to support implementations of CEDAW principles. Staff work is limited to fielding questions and providing technical assistance upon request by city government officials.
4. **International Advocacy: United Nations Commission on the Status of Women Forum**
Partner with the United Nations Non-Governmental Committee on the Status of Women (NGO CSW); foster connections with national and international leaders on women's human rights and gender equity; continue to share and learn best practices through the annual NGO CSW Parallel Sessions in March.
 - Organize a panel, attend the NGO Forum and relevant panel presentations, and participate in the UN Global Compact Women's Empowerment event annually to showcase advances in women's human rights from San Francisco.
 - FY2017 – 2018: Partner with the California Commission on the Status of Women to organize a California delegation to attend the 2018 UN Commission on the Status of Women meetings.
5. **Commission Meetings:** Convene monthly Commission meetings to address key issues impacting women; be inclusive in speaker and audience outreach; conduct meetings in an open and transparent manner. Schedule joint meetings with the relevant Commissions.
 - FY2018: Human Rights Commission
 - FY2019: TBD
 - FY2020: TBD

***See Appendix B: Commission Meeting Schedule.

6. Recognition of Women Leaders

- a. Organize the annual **Women Making History Ceremony** for Women's History Month in March with the Mayor, District Attorney, and the Board of Supervisors.
- b. Recognize unsung heroines from the community through **Commission resolutions**.
- c. Support the work of the Friends of the Commission on the Status of Women and **CEDAW Women's Human Rights Awards Ceremony** as appropriate.

7. Issue the *Comprehensive Report on San Francisco Girls* corresponding with the U.S. Centers for Disease Control Youth Risk Behavior Survey in CY2018.

B. METRICS

1. **Legislation:** Advocate for **3 local ordinances and 5 state bills** impacting women each legislative cycle.

2. CEDAW Gender Analysis

- a. Complete *Gender Analysis of Commissions & Boards* biennial report: 2017, 2019.
- b. Complete Gender Analysis of San Francisco Police Department recruitment of senior staff by end of CY2018.

GOAL 2: PROMOTE THE ECONOMIC EMPOWERMENT OF WOMEN

A. OBJECTIVES

1. **Gender Equity Challenge:** Encourage organizational and cultural change to advance gender equality in private sector workplaces through the collection and sharing of model practices from large employers in the region that can be measured and replicated; host Challenge Forum to showcase model practices, promote peer learning, and recognize employers for their leadership. Maintain and update GEP website, Facebook, Twitter, and LinkedIn pages regularly to promote new learnings and best practices. Reconstitute the Gender Equity Council in CY 2018.

2. **Maintain coalitions and partnerships with business associations and employer representatives** to expand use of Gender Equality Principles and model practices. Engage with Bay Area Council Gender Equity Committee. Engage with Bay Area Council Gender Equity Committee; participate in Hotel Council Women in Leadership Conference

3. Advance women and family economic security through City-wide policies, programs.

- a. **Women and Family Friendly Workplace Policies:** Partnered strategically with other organizations to increase public awareness of family friendly policies; engage in the

legislative process for policy solutions; monitor implementation of new legislations; monitor and support child care development legislation and efforts at First 5, the Office of Early Care & Education, Human Services Agency, and the Child Care Planning and Advisory Council to expand childcare resources.

- b. **Healthy Mother's Workplace Coalition:** Continued to participate in the Coalition, including organizing the annual Healthy Mother's Workplace Award Ceremony, providing technical assistance and promoting best practices.
- c. Support the **salary negotiations workshops** initiative "20,000 by 2020," organized by the Friends of the Commission.
- d. **Bay Area Women's Summit:** Support the leadership of the Summit Co-Chair and Commission President, Summit Co-Chair and City Administrator, the Mayor, and others to develop and support the program, engagement, and implementation of the Bay Area Women's Summit on June 19, 2018.
- e. Explore partnerships to promote **financial literacy** among women.

B. METRICS

- 1. Rebrand the Gender Equality Principles Challenge as the **Gender Equity Challenge**, reconstitute the **Gender Equity Council** in CY2018.
- 2. **Grow the Gender Equity Challenge** participation by 10% annually.
 - a. 2017: 10 employer practices submitted, 120 participants
 - b. 2018: 11 employer practices submitted, 132 participants
- 3. **Grow Healthy Mothers Workplace Awards Program** by 10%.

Year	# of Honorees
2013	19 (inaugural year)
2014	24 (+26% from previous year)
2015	33 (+29%)
2016	43 (+30%)
2017	65 (+51%)
2018	72 (+10% proposed)

GOAL 3: END VIOLENCE AGAINST WOMEN

A. OBJECTIVES

- 1. Maintain and enhance a safety net for women survivors of violence through the **Violence Against Women Prevention & Intervention Grants Program**. The vast majority of the Department's funds are dedicated to community programs specifically designed to address violence against women, including domestic violence, sexual assault, and human trafficking. Program categories include: 1) Crisis Lines, 2) Intervention/Advocacy, 3) Legal Assistance, 4) Shelter Services, 5) Transitional Housing, and 6) Prevention Education.

- a. Analyze quarterly data collected from Partner Agencies for contract compliance, programmatic monitoring, and to discern trends in the field; issue year-end performance summaries each fiscal year to the Controller's Office; offer ongoing technical assistance to grantees in the collection and submission of data through the quarterly grant reports.
 - b. Collect disaggregated data on Transitional-Aged Youth. Currently we do not collect this data via VAW quarterly reports, but will going forward, anticipated to start with FY2018 – 2019 report.
 - c. Continue participating in the annual monitoring program led by the Controller's Office to ensure all applicable grantees are in compliance with standard accounting and management procedures. Completed annually and we participate on an ongoing basis.
 - d. FY2017 – 2018: Develop guidelines for programmatic monitoring of Partner Agencies.
 - e. Convene a Partner Agency Conference focused on capacity building, conduct a survey of participants with a satisfaction rate goal of 90%. FY2017 – 2018: Department staff will convene a Partner Agency Conference on Americans with Disabilities Act with the Mayor's Office on Disability in early 2018.
- 2. Create a seamless City response to violence against women and girls.**
- a. Conduct regular meetings with Department Heads and senior City officials; JUSTIS Implementation.
 - b. FY2016 – 2018: Supervise the **High Risk Lethality Pilot Project** in the Bayview, a 3-year federal grant of \$750,000. Based on data from the Family Violence Council report indicating a high volume of domestic violence calls, the grant is focused on the Bayview District. This is the first time the Department is partnering with the Bayview YMCA. La Casa de las Madres, a provider of comprehensive services to domestic violence survivors, will provide case management and technical assistance to the Bayview YMCA and the Glide Foundation Women's Program will ensure that the services are culturally competent. The grant will also enhance staffing at the District Attorney's Office and the Police Department to strengthen law enforcement response to high risk domestic violence cases. This is an important new initiative focused on building community-based capacity to respond to domestic violence in the southeast sector of the City.
 - c. Recruit new **Domestic Violence Liaisons** at least every 18 months to continue supporting City employees who are experiencing domestic violence.
 - d. Annual City-wide performance measures will be submitted to the Controller's Office no later than September 1 of each year.
- 3. Coordinate City-wide family violence prevention and intervention through the Family Violence Council.**
- a. **Meetings:** Convene quarterly meetings of the Family Violence Council annually with a participation rate goal of 90% of council members at each meeting, as well as any committee or ad hoc meetings necessary. Partner with government and community agencies to identify gaps in intervention services, and create a structure for addressing

those gaps by increasing reporting with a goal of decreasing the annual homicide rate for all forms of family violence (child abuse, domestic violence, and elder abuse). Staff or monitor subcommittee meetings: Domestic Violence & Housing, Justice & Courage Committee, and Elder Justice Committee.

4. **Resources:** Produce annually the *Report on Family Violence in San Francisco* to be submitted to the Mayor, the Board of Supervisors, and the community at large. Presented FY 2015 report to Board of Supervisors which resulted in additional funds for child abuse prevention in the City budget.
5. Advance policies and public awareness to **stop human trafficking**.
 - a. **Mayor's Task Force on Human Trafficking:** Continue to staff or monitor meetings of Task Force, including bimonthly general meetings, bi-monthly youth trafficking committee meetings, quarterly adult trafficking committee meetings, and bimonthly sex work and trafficking policy impact committee meetings. Issue *Human Trafficking in San Francisco Report* annually. Present findings to elected leaders and community groups.
 - b. **San Francisco Collaborative Against Human Trafficking (SFOAHT):** Continue to advise on projects as appropriate, including the Human Trafficking Awareness Month Kickoff event and the Annual SFOAHT Conference.
 - c. Improve San Francisco's response to sexual assault: **Safer Schools Sexual Assault Task Force.** The Department was tasked with staffing the new Safer Schools Sexual Assault Task Force created in 2016 by local ordinance. The Task Force met for a year and issued a report recommending: (1) best practices for colleges and universities on preventing and responding to sexual assault, and (2) any local policies or ordinances necessary for the City to implement these recommendations. The Department received money to hire a consultant to staff this work. The consultant was hired in the summer of 2016 and the Task Force began meeting in November 2016. The Department hopes to receive funding to continue and expand the work of the Task Force to cover all sexual assaults in San Francisco.

B. METRICS

1. Maintain service delivery of VAW Grants Program and increase funding by 10% annually. Convene a Partner Agency Conference on disabilities that receives a 90% satisfaction rating.
2. Complete the community needs assessment of services for victim/survivors of gender based violence by June 2018.
3. Issue competitive Request for Proposal for VAW Services in Fall 2018 for funding in FY 2019-2022.
4. Complete the Bayview Domestic Violence High Risk Program by December 2018 and assess advisability and feasibility of launching program City wide.
5. Continue to staff Family Violence Council quarterly meetings and publish annual report.
6. Secure \$500,000 in additional funding for priorities of the Family Violence Council.

7. Continue to staff Mayor’s Task Force on Anti-Human Trafficking and develop a strategic plan for the Task Force.
8. Secure \$500,000 in funding dedicated to sexual assault prevention, and intervention, which would include a new staff person for the Department.
9. Maintain a pool of at least 50 Domestic Violence Liaisons among at least 25 City departments.

GOAL 4: MAINTAIN A POSITIVE, HEALTHY, JOYFUL WORKPLACE

A. OBJECTIVES

1. **Staff Development:** Continue to conduct annual performance evaluations for all staff and promote the professional development of staff year-round; ensure that each staff member participates in professional development, attending at least one training/conference per year.
2. **Internship Program:** provide high quality mentoring and supervision to all interns placed with the Department
 - Yearlong Fellows (September – May): recruit, interview, and place on rolling basis 2-3 graduate-level interns to support the work of the Department.
 - Summer Interns (June – August): recruit and interview candidates in January. By April, place 2-3 summer collegiate interns to support specific Department projects.
3. **Work Environment:** Maintain safe and healthy work environment for all staff and maintain a goal of no expenditures on workers’ compensation claims; continue annual participation in the Shape Up San Francisco program, the October Combined Charities Campaign, and work with other City Departments at 25 Van Ness Avenue to host health events for employees.
4. **Performance Measures:** Continue to track data that reflects the status of women in San Francisco and the quality of work carried out by the Department by meeting all reporting deadlines.
5. **Annual Report:** Publish an annual report to distribute and post on the Department website.
6. **Budget & Fund Development:** On an ongoing basis, pursue strategies to increase departmental resources necessary for addressing the needs of women and girls; secure at least one outside grant.
7. **Information and Referrals:** Continue to provide high quality customer service by responding to constituent requests in a timely fashion, including members of the public, members of other City agencies, and elected officials by maintaining record of no complaints; report to the Commission on trends at least once a year.
8. **Public Outreach:** Comply with all public meeting requirements; maintain a current website that is updated at least once every two weeks. Regularly speak publicly about Department work.

- a. **Newsletter and Social Media:** Educate the public about the Commission and Department's work through monthly newsletters or alerts from the Department's Twitter, Facebook, and LinkedIn accounts.

APPENDIX A: Department Accomplishments FY16-17

GOAL 1: ADVANCE THE HUMAN RIGHTS OF WOMEN & GIRLS IN SAN FRANCISCO

1. Legislation

- Developed the No Traffick Ahead resolution which was passed first in San Francisco, then adopted by 24 other jurisdictions.

FY 16-17: State Legislative Advocacy

Bill Number	Subject	Position	Status
AB 10 (Garcia)	Feminine hygiene products: adequate supply: public schools	Support	Chaptered 2017
AB 41 (Chiu)	DNA evidence	Support	Enrolled 2017
AB 372 (Stone)	Domestic violence: probation	Oppose unless amended	Amended, removed opposition. Two- year bill
AB 557 (Rubio)	CalWORKs: victim of abuse	Support	Chaptered 2017
AB 820 (Gipson)	Emergency Medical Services Authority: task force: transportation alternatives	Support	Two-year bill
AB 1209 (Gonzalez Fletcher)	Employers: gender pay differentials	Support	Vetoed 2017
AB 1978 (Gonzalez)	Additional protections for janitorial workers, including sexual harassment training	Support	Chaptered 2016
SB 63 (Jackson)	Unlawful employment practice: parental leave	Support	Chaptered 2017
SB 270 (Atkins)	Human trafficking recognition and reporting: training: hotels and motels	Support	Two-year bill
SB 314 (Nguyen)	Massage therapy: certification: credit hours	Oppose	Chaptered 2017
SB 1015 (Leyva)	Removed sunset date for Domestic Workers Bill of Rights	Support	Chaptered 2016
SB 1322 (Mitchell)	Decriminalized prostitution for minors	Support	Chaptered 2016

Appendix A: Department Accomplishments FY16-17

FY 16-17: San Francisco Legislative Advocacy

File Number	Subject	Position	Status
160592	Lactation in the Workplace Policy	Support	Enacted
170240	Police, Building Codes – Lactation in the Workplace	Support	Enacted
170350	Proposal to Ban Salary History	Support	Enacted
170743	Affirming San Francisco’s Commitment to 30 Percent Female Representation by 2020	Advised	Introduced
170781	Administrative Code - Maya Angelou Statue at Main Library - City Policy Regarding Depiction of Women on City Property - Women’s Recognition Public Art Fund	Advised	Introduced

2. Gender Analysis

- a. **Gender Analysis of City Departments:** Gender Analysis of Women in Non-Traditional Occupations in City and County of San Francisco Workforce completed.
- b. **Sexual Harassment Claims:** Monitored claims within City and County government on a quarterly basis as required by Section 33.7 (b) of the Administrative Code and report findings through the Department's performance measures.

3. National Advocacy: Cities for CEDAW

The following is a list of cities active in this movement:

1. Berkeley, California – CEDAW Ordinance
2. Cincinnati, Ohio – CEDAW Ordinance
3. Daly City, California – CEDAW Resolution
4. Edina, Minnesota – CEDAW Resolution
5. Eugene, Oregon – CEDAW Resolution
6. Honolulu, Hawaii – CEDAW Ordinance
7. Kansas City, Missouri – CEDAW Resolution
8. Lafayette, Colorado – CEDAW Resolution
9. Long Beach, California – CEDAW Resolution
10. Los Angeles, California – CEDAW Ordinance
11. Louisville, Colorado – CEDAW Resolution
12. Louisville, Kentucky – CEDAW Resolution
13. Miami-Dade County, Florida – CEDAW Ordinance
14. Minneapolis, Minnesota – CEDAW Resolution
15. Mount Vernon, New York – CEDAW Resolution
16. New Orleans, Louisiana – CEDAW Resolution
17. Pittsburgh, Pennsylvania – CEDAW Ordinance
18. Richfield, Minnesota – CEDAW Resolution

- 19. Salt Lake City, Utah – CEDAW Resolution
- 20. Santa Monica, California – CEDAW Resolution
- 21. St. Paul, Minnesota – CEDAW Resolution
- 22. St. Petersburg, Florida – CEDAW Resolution
- 23. Tampa, Florida – CEDAW Resolution
- 24. University City, Missouri – CEDAW Resolution
- 25. West Hollywood, California – CEDAW Resolution

An additional 35 cities are in the process of enacting a CEDAW measure.

4. International Advocacy: United Nations Commission on the Status of Women Forum

- a. 2017 “Healthy Nails, Good Food, Slavery-Free Hospitality in San Francisco and Beyond”
Moderator: Dr. Emily Murase. Presenters: Debbie Raphael, Director, San Francisco Department on the Environment on Healthy Nails Program; Diana Robinson, Campaign & Education Coordinator, Food Chain Workers Alliance on Good Food Purchasing Program; Sharan Dhanoa, Coordinator, No Traffick Ahead Campaign; Professor Katherine Jolluck, Professor of History, Stanford University/No Traffick Ahead Steering Committee on the Stanford Online Training Videos; Linda Calhoun, CEO, CareerGirls.

Participated in:

- UN Global Compact 2017 WEPs Annual Event Program: Measuring Success, Making it Count: Business Investing in Women and Girls
- Cities for CEDAW: Strategies and Lessons Learned
- NGO CSW Consultation Day and Parallel Events

- b. Director Murase was invited to join the International Alliance of Women, the inaugural steering committee of the National Democratic Institute Women Mayors Network, was re-elected to the San Francisco-Osaka Sister City Association, and was appointed a part-time lecturer for Osaka University (unpaid).

5. Commission Meetings (See Appendix B)

6. Recognition of Women Leaders

a. Commission Resolutions

FY 2016 – 2017 Commission Resolutions (July 2016 – June 2017)

COSW Meeting Date	Resolution in honor of:
7/27/2016	Jane Morrison
8/24/2016	Autumn McDonald
8/24/2016	Marcy Adelman
8/24/2016	San Francisco Bay Sox
9/26/2016	Anne Marie Theilin / 40th Anniversary SCRAP

Appendix A: Department Accomplishments FY16-17

9/26/2016	National Domestic Violence Hotline
9/28/2016	Resolution for all the 2016 CEDAW Awardees
9/28/2016	Horizons 50th Anniversary
9/28/2016	Legal Aid Society-Employment Law Center 100th Anniversary
9/28/2016	Planned Parenthood 100th Anniversary
10/26/2016	Rally Visitation Services 25th Anniversary
10/26/2016	La Casa de Los Madres 40th Anniversary
10/26/2016	Laura Busch
1/25/2017	Lisa Adukia
1/25/2017	Peg McAllister
2/22/2017	Catherine Dodd
2/22/2017	Emma Mayerson
2/22/2017	Domestic Violence Consortium
2/22/2017	Andrea Ferrucci
2/22/2017	Beverly Upton
2/22/2017	Buffy Maguire
2/22/2017	Conny Ford
2/22/2017	Eden Stein
2/22/2017	Jean Robertson
2/22/2017	Kate Kendell
2/22/2017	Linshao Chin
2/22/2017	Marnie Webb
2/22/2017	Molly Richardson
2/22/2017	Monique Woodard
2/22/2017	Olga Miranda
2/22/2017	Pamela David
2/22/2017	Patricia Lanao Molero
2/22/2017	Roma Pauline Guy
2/22/2017	Sabrina Hernandez
2/22/2017	Shlomit Heller
2/22/2017	Sue Lee
2/22/2017	Suzy Loftus
2/22/2017	Yolanda Jackson
3/22/2017	Midge Wilson
4/26/2017	Nancy Kirshner-Rodriguez
4/26/2017	Shalom Bayit's 25th Anniversary
4/26/2017	APA Family Support Service's 30th Anniversary
5/17/2017	Anna Damiani
5/17/2017	San Francisco Older Women's League
6/28/2017	Dr. Betty Sullivan
6/28/2017	Joanie Juster
6/28/2017	Jennifer Viegas

b. Women Making History Ceremony.

2017 Women’s History Month – “Honoring Trailblazing Women in Labor and Business”

Honoree	Organization	Honored by
Pamela David, Executive Director	Walter & Elise Haas Fund	Mayor Edwin M. Lee
Yolanda Jackson, Executive Director and General Counsel	Bar Association of San Francisco and the Justice & Diversity Center	Mayor Edwin M. Lee
Kate Kendell, Executive Director	National Center for Lesbian Rights	Mayor Edwin M. Lee
Sue Lee, Executive Director	Chinese Historical Society of America	Mayor Edwin M. Lee
Suzy Loftus, Assistant Chief Legal Counsel	Sheriff Department of San Francisco	Mayor Edwin M. Lee
Olga Miranda, President	Service Employees International Union Local 87	Mayor Edwin M. Lee
Marnie Webb, CEO	Caravan Studios	Mayor Edwin M. Lee
Monique Woodard, Venture Partner	500 Startups and Co-Founder, Black Founders	Mayor Edwin M. Lee
Beverly Upton, Executive Director	San Francisco Domestic Violence Consortium	District Attorney George Gascón
Linshao Chin	Office of Labor Standards and Enforcement	Supervisor Norman Yee
Andrea Ferrucci	The Dark Horse Inn	Supervisor Ahsha Safaí
Conny Ford	Professional Employees International Union Local 3	Supervisor Jane Kim
Roma Pauline Guy	Advocate for Justice Reform	President London Breed
Shlomit Heller	The Beauty Network	Supervisor Sandra Lee Fewer
Sabrina Hernandez	International Brotherhood of Electrical Workers	Supervisor Malia Cohen
Patricia Lanao Molero	Patricia’s Flowers	Supervisor Aaron Peskin
Buffy Maguire	Java Beach Cafe	Supervisor Katy Tang
Molly Richardson (Retired)	Office of Supervisor Mark Farrell	Supervisor Mark Farrell
Jean Robertson	Glen Park Elementary School	Supervisor Jeff Sheehy
Eden Stein	Mission Bernal Merchants Association	Supervisor Hillary Ronen

c. CEDAW Women’s Human Rights Awards Breakfast – Friday, November 3, 2017

- 1) Claire Joyce Tempongko Memorial Award: Honorable George Gascón, Office of the District Attorney
- 2) CEDAW Leadership Award: Kevin Carroll, Hotel Council of San Francisco
- 3) CEDAW Legacy Award: Elizabeth Colton, International Museum of Women
- 4) CEDAW Health Award: Elizabeth Ferber, Kaiser Permanente
- 5) CEDAW Arts & Culture Award: Linda Harrison, Museum of the African Diaspora
- 6) CEDAW Community Building Award: Vanita Louie, Rotary Club of San Francisco Chinatown
- 7) CEDAW Girls Empowerment & Education Award: Dr. Susan McMane, Young Women’s Choral Projects of San Francisco
- 8) CEDAW Environment Award: Minna Tao, Recology San Francisco
- 9) CEDAW Technology: Leanne Pittsford, Lesbians Who Tech

7. Monitor Funding for Girls Services:

The Department engaged with the Our Children Our Families Council and the Department of Children Youth and Families to provide input and feedback on gender equity in data gathering and analysis and funding plans and priorities.

GOAL 2: PROMOTE THE ECONOMIC EMPOWERMENT OF WOMEN

- A. The **Gender Equality Challenge** held at the Gap Headquarters in January 2017 showcased best practices by 10 employers, attended by 121 employer representatives, advocates, and officials.
 - I. Employment & Compensation – Glassdoor, Pinterest
 - II. Work-life Balance & Career Development – PricewaterhouseCoopers, Morgan Stanley
 - III. Health, Safety, & Freedom from Violence - Latham & Watkins LLP, UCSF
 - IV. Management & Governance - Bank of America, Prologis
 - V. Business, Supply Chain, & Marketing Practices
 - VI. Civic & Community Engagement
 - VII. Leadership, Transparency, & Accountability - Moss Adams, Target Corporation
- B. Supported implementation of **Paid Parental Leave Ordinance** with stakeholder meeting of employer and worker representatives in November 2016 and **Paid Parental Leave Playbook** in June 2017. Both events were hosted by a collaboration that included the Office of Labor Standards Enforcement, Bay Area Council, the U.S. Department of Labor Women’s Bureau, the U.S. Equal Employment Opportunity Commission, and Legal Aid at Work.
- C. Serve on the planning committee for the **Hotel Council’s Women in Leadership Conference** on May 4, 2017, attended by over 500 participants, and presented on new and recent San Francisco Policies. U.S. Senator Barbara Boxes served as the keynote speaker.
- D. Continued to participate in the **Healthy Mother's Workplace Coalition**, including organizing the annual **Healthy Mother’s Workplace Awards Ceremony**, providing technical assistance

Appendix A: Department Accomplishments FY16-17

and promoting best practices. Increased participating employers from 43 to 65, a remarkable 51% increase.

GOLD AWARDS:

Invitae Corporation

Legal Aid at Work

LUCY

Morrison & Foerster LLP

Orrick, Herrington & Sutcliffe LLP

BRONZE AWARDS:

Adobe

Asian Art Museum

Bay Area Community Resources

Boys & Girls Clubs of San Francisco

California Child Care Resource & Referral Network

Catholic Charities SF

Cliff's Variety

Dolby Laboratories Inc.

Eleven Inc.

Fandom/Wikia

HelloSign

La Casa de las Madres

LinkedIn

Open Table

Planet Inc.

Portola and Excelsior Family Connections

Public Library of Science

San Francisco Police Department

Slack

Spotify

Venable LLP

VLP Law Group LLP

YouAppi

YWCA San Francisco & Marin

SILVER AWARDS:

Amplitude Inc.

Bi-Rite Family of Businesses

Change.org

Child Care Law Center

Children's Council of San Francisco

San Francisco GSA – Real Estate Division

CSAA Insurance Group

San Francisco Dept. of Human Resources

San Francisco Dept. of the Environment

Folger Levin LLP
Gusto
Hanson Bridgett
La Cocina
LendingClub
San Francisco Dept. of Public Health, Maternal, Child and Adolescent Health
San Francisco Office of Labor Standards Enforcement
O'Melveny & Myers LLP
Pacific Gas & Electric Co.
Pinterest
Port of San Francisco
Practice Fusion
Reddit
Ripple
San Francisco Adult Probation Dept.
San Francisco Airport Commission
San Francisco Dept. of Children, Youth and Their Families
San Francisco Dept. on the Status of Women
San Francisco Public Utilities Commission
San Francisco Rent Board
Square Inc.
UC San Francisco
Women Organized to Make Abuse Nonexistent
Zoosk
Zuckerberg San Francisco General Hospital and Trauma Center

E. Universal Childcare

- Monitored and supported childcare legislation and efforts at First 5, the Office of Early Care & Education, and the Human Service Agency, and the Child Care Planning and Advisory Council to expand childcare resources.
- Participated in meetings with the Office of Early Care & Education and Child Care Planning and Advisory Council.

GOAL 3: END VIOLENCE AGAINST WOMEN

A. OBJECTIVES

1. Maintain and enhance a safety net for women survivors of violence through the **Violence Against Women Prevention & Intervention Grants Program**.
 - a. Convened the **Annual Partner Agency Conference** on July 29, 2016, "Strengthening What Works: Preventing Intimate Violence in Immigrant and Refugee Communities and Healthy Sister, Healthy Brothers" by Niel Tashima and Cathleen Crain, LTG Associates.

b. Services Data

	Monitor the following performance measures	FY2015	FY2016	FY2017
A	Number of hours of supportive services:	31,297	28,809	30,416
B	Number of unduplicated individuals served:	24,418	21,171	23,489
C	Individuals served for which English is not the primary language:	4,797	4,471	4,251
D	Number of crisis line calls:	14,973	15,610	15,257
E	Number of emergency shelter bed-nights:	3,991	4,815	4,057
F	Number of transitional housing bed-nights:	6,459	7,393	15,612
G	Number of individuals turned away from shelters:	1,496	2,644	403

d. **Data Analysis:** In January 2017, the Department has an opportunity to partner with Carnegie Mellon University to develop an online system for data entry to be used by the Partner Agencies to submit quarterly report data. Special thanks to Commissioner Brianna Zwart for connecting the Department to this program. The pro-bono project, staffed by Commission Secretary Herschell Larrick and Associate Director Carol Sacco, has been completed.

1. Create a **seamless City response to violence against women and girls.**

a. **Domestic Violence Monitoring:**

	Annual City-wide performance measures:	FY2015	FY2016	FY2017
A	Number of domestic violence incident reports made to the Police Department:	2,430	3,174	u/k
B	Number of domestic violence calls made to 911	8,256	8,437	7,726

b. Monitor the City's **Domestic Violence Liaison Program**; continue supporting the program.

- FY2016 – 2017: Reenlisted members and recruited new members. A new cohort of liaisons was recruited in summer 2017, bringing the total number to 52 liaisons from 29 different departments.

c. FY2016 – 2017: Rollout **High Risk Lethality Project**. The Department staffed a workgroup that developed a screening tool for first responders, a unit order for the Bayview District, trained 130 officers in the Bayview station, and coordinated a Press Event launching the project in June, attended by the Mayor and the Police Chief, and covered by several news outlets.

d. FY2016 – 2017: Phased out annual cell phone drive and encourage individuals to recycle phones with their carriers.

2. Coordinate City-wide family violence prevention and intervention through the **Family Violence Council**

a. **Council Meetings**

- The Family Violence Council created the Justice & Courage Committee and the Elder Justice Committee.
- Held first Strategic Planning Retreat in December 2016.

b. **Protocol Development**

- Created a draft protocol for the Death Review Team.
- Developed new protocol for health care providers responding to domestic violence.
- FY2016 – 2017: Finalized several protocols with the Police Department Special Victims Unit, relating to assignment of domestic violence cases for investigation and notification of Special Victims Unit from scene of domestic violence incident.
- Finalized an employee-involved policy with the Sheriff's Department.
- Improved response time of law enforcement to City employees of Adult Protective Services or Child Protective Services making reports.
- Improved entry of restraining orders into the CLETS state wide data base.

e. **Resources:** Produce annually the *Report on Family Violence in San Francisco* to be submitted to the Mayor, the Board of Supervisors, and the community at large.

- Issued *2015 Report on Family Violence in San Francisco*.
- Presented the report's finding to the Board of Supervisors Public Safety & Neighborhood Services Committee in March 2017.

3. Advance policies and public awareness to stop human trafficking.

a. **Mayor's Task Force on Human Trafficking:**

- Continued to work with police department and sex worker rights groups on creating protocols to facilitate reporting by sex workers of violent predators.
- Convened a strategic planning retreat in early 2017.
- Collaborated with the Department on Environment to expand the Healthy Nails program to address labor exploitation. Completed development of new content.
- Briefed labor unions on labor trafficking.
- Collaborated with federally-funded evaluators on evaluation of the Task Force.
- Completed development of on-line human trafficking training which launched on Stanford University's on-line education platform in January 2017.
- Published report in 2016 on full year's worth of data on human trafficking in San Francisco.
- Launched 24-hour response to commercially sexually exploited youth in spring 2016.

4. Improve San Francisco's response to sexual assault.

- Collaborated with consultant Julie Weber to convene monthly meetings of the Safer Schools Sexual Assault Task Force in order to develop recommendations for a final report to be completed by December 2017.

GOAL 4: MAINTAIN A POSITIVE, HEALTHY, JOYFUL WORKPLACE

1. Internship Program:

- Yearlong Fellows (September 2015 – May 2016)
Richa Dhanju
Sarah Hyde
Alana Rotti
Nicolette Severson
Maria Tourtchaninova
Elizabeth Yang
Shani Winston
 - a. Summer Interns (June – August 2015)
Sharon Chung
Sage Fanucchi-Funes
Jenna Waldman
Ruka Wang
 - b. Summer Interns (June – August 2016)
Yasmin Kouchesfahani
Madeline Murnane
Nethra Raman
Katharine Sierchio
 - c. Yearlong Fellows (Fall 2016-Summer 2017)
Allison Walker, GEP Fellow
Yumi Nguyen, PAAWBAC Fellow
Marguerite McHale, Public Policy Fellow
Arisa Kobe, Osaka University Fellow
 - d. Summer Interns (June – August 2017)
Clare Sackson
Rachael Cairati
Corey Smith
Sarah Chen Small

2. Work Environment:

- FY2016 – 2017: Implement lactation accommodation for staff.
- Provided flexible schedules for staff returning from maternity leave.

3. Budget & Fund Development:

- Secured volunteer support to explore funding opportunities. Submitted a letter of intent to the California Wellness Foundation but was declined.
- Applied for federal funding to support parental leave research but was declined.

4. Information and Referrals:

- Developed a language access policy, trained staff, and implemented data collection protocol.
- Translated the Domestic Violence Resources for City Employees brochure and the Violence Against Women Prevention & Intervention Grants Program brochure into Chinese, Spanish, and Filipino.
- Established a protocol for oral translation for limited-English proficient members of the public through Language Line.

• **Public Outreach**

- Fully implemented multilingual phone messages on the Department's main telephone line as required by City policy.
- Translated the Department brochure into Chinese, Spanish, and Filipino.

• **Newsletter and Social Media:**

FY2014 – 2015 social media statistics

- DOSW website: 65,000 views; 24,000 unique visitors.
- Facebook: 117 likes.
- Twitter: 593 followers; 100 Tweets; 47 retweeted, 32,000 people reached.

FY2015 – 2016 social media statistics

- DOSW website: 99,000 views; 49,000 unique visitors.
- Facebook: 641 likes. (YTD 11/11/2016)
- Twitter: 1175 followers; 620 Tweets; 131,000 people reached.

FY2016 – 2017 social media statistics

- DOSW website: 68,000 views; 56,500 unique visitors.
- Facebook: 683 followers.
- Twitter: 1648 followers; 446 Tweets; 117,000 people reached.

Appendix B: Commission Meeting Schedule

2018 Meeting Schedule

Date	Time	Location
Tuesday, January 9*	1 – 4:30 pm	25 Van Ness Avenue, Room 610
Wednesday, January 24	4 – 6 pm	City Hall, Room 408
Wednesday, February 28	4 – 6 pm	City Hall, Room 408
Wednesday, March 28	4 – 6 pm	City Hall, Room 408
Wednesday, April 25	4 – 6 pm	City Hall, Room 408
Wednesday, May 23	4 – 6 pm	City Hall, Room 408
Wednesday, June 27	4 – 6 pm	City Hall, Room 408
Wednesday, July 25	4 – 6 pm	City Hall, Room 408
Wednesday, August 22	4 – 6 pm	City Hall, Room 408
Wednesday, September 26	4 – 6 pm	City Hall, Room 408
Wednesday, October 24	4 – 6 pm	City Hall, Room 408
Friday, November 16 <i>Annual Planning Meeting</i>	9 am – 1:30 pm	TBD
Wednesday, December 12	4 – 6 pm	TBD

*Special Meeting: Strategic Planning Part 2

Appendix B: Commission Meeting Schedule

2018 Proposed Meeting Plan

Month	Meeting Date	Location	Community Themes/Events	Topics	Resolutions
January	Special Meeting (date, time TBD) & Wed, 1/24/2018, 4-6 pm	Special Meeting (TBD), City Hall, Rm 408	Human Trafficking Awareness month, SF Budget	New Bus: Budget, Consent: Statagic Plan, Annual Report	SFPD Capt. Una Bailey; Asst Sheriff Eileen Hirst
February	Wed, 2/28/2018, 4-6 pm	City Hall, Rm 408			Women Making History resos
March	Wed, 3/28/2018, 4-6 pm	City Hall, Rm 408	Women Making History, UN Commission on the Status of Women		Child Abuse Prevention themed; GEP Honorees
April	Wed, 4/25/2018, 4-6 pm	City Hall, Rm 408	Child Abuse Month; GEP Challenge		
May	Wed, 5/23/2018, 4-6 pm	City Hall, Rm 408	Mother's Day event	Family Violence Council Report	Elder Abuse Prevention themed
June	Wed, 6/27/2018, 4-6 pm	City Hall, Rm 408	Elder Abuse Month		
July	Wed, 7/25/2018, 4-6 pm	City Hall, Rm 408			
August	Wed, 8/22/2018, 4-6 pm	City Hall, Rm 408	Joint mtg w HRC? 8/23?	Human Trafficking Report	CEDAW resolutions
September	Wed, 9/26/2018, 4-6 pm	City Hall, Rm 408	Healthy Mothers Workplace Awards; CEDAW Breakfast (9/20)	Human Trafficking Report	for DV month
October	Wed, 10/24/2018, 4-6 pm	City Hall, Rm 408	Domestic Violence Awareness Month	DV HRT Presentation	
November	Fri, 11/16/2018, 4-6 pm	tbd,		Strategic Planning	
December	Wed, 12/12/2018, 4-6 pm	tbd		Commission & Boards Gender Analysis Report; Family Violence Council Report	

APPENDIX C: 5-Year Plan to Address Family Violence

The Department staffs the San Francisco Family Violence Council which was created by the 2007 Family Violence Council Ordinance. The following 5-Year Plan was endorsed by the Council on February 17, 2016, and approved by the Commission on the Status of Women on February 24, 2016. Attached to the recommendations are budget requests that would need to be met in order to undertake the body of work described below that is above and beyond what Council members are currently undertaking with existing resources.

San Francisco has made some important strides in the past decade in responding to family violence. In 2007, the Family Violence Council emerged from the prior Domestic Violence Council, incorporating child abuse, domestic violence and elder abuse, with recognition that forms of family violence are linked. For almost four years, from 2010-2014, we were able to go 44 months without a domestic violence homicide. We have created a state of the art Child Advocacy Center, and recently put more law enforcement resources into investigating elder abuse.

However, we can do more to “connect the dots,” among many inter-related forms of violence including family violence, address family violence more vigorously, and facilitate collaboration with other violence prevention efforts in the City. Addressing family violence should be incorporated into initiatives like the Trauma Informed Systems Initiative at the Department of Public Health, the Our Families, Our Children Council, and the Interrupt, Predict, and Organize effort, and other important violence prevention programs in San Francisco. The various efforts to prevent and respond to violence in San Francisco present an opportunity for synergistic collaboration. By prioritizing and responding to risk factors and cultivating protective factors that are shared across multiple forms of violence our violence prevention efforts will be more successful. Wherever possible, institutions should also incorporate screening for high lethality potential risk factors and doing multi-system case review of potential high lethality cases.

The following recommendations build out in part from the recommendations contained in the *FY2014 Family Violence Council Report*, published in late 2015. The recommendations prioritize solutions that cut across disciplines, and work together to strengthen San Francisco’s response to the various forms of family violence. They aim to change attitudes, beliefs, norms, and practice towards family violence by: training the city workforce and the public; expanding access to services through linguistically accessible and culturally competent programs; sustaining a network of public and community based service providers through increased funding; and leveraging collaborations and multi-disciplinary work groups. The recommendations put prevention in the foreground and focus on root causes of violence. The recommendations were assembled with input from members of the Family Violence Council and related stakeholders.

1. Assess, address, and prevent root causes of violence (\$157,000/year) Not Funded

There is a growing body of work from the public health world on the connections between different forms of violence, and how individual violence links to violence in the home, neighborhood and broader community. For example, children exposed to violence in the home by an abusive parent can have similar risk and protective factors as children exposed to violence in the community. In San Francisco, there are many initiatives and programs that address violence prevention. Some of these programs address limited aspects of the violence prevention puzzle, and others comprehensively address both violence and trauma. Synergistic effects could be realized if there were shared evidence-based practices and coordinated efforts amongst all violence prevention groups.

- Engage with university researchers to provide local recommendations on strategies to assess, address, and prevent root causes of violence. Neutral outside researchers should analyze San Francisco’s current landscape of violence prevention work, and make recommendations on how San Francisco can best collectively address risk factors and bolster protective factors for various forms of violence.
- The Department on the Status of Women also recommends hiring 1 FTE 1823 Senior Administrative Analyst in the Mayor’s Office of Violence Prevention (\$157,000/year) to help coordinate the various anti-violence initiatives in San Francisco to collectively address risk factors and bolster protective factors for various forms of violence.

2. Create a Training Institute on Prevention and Response to Family Violence Not Funded (\$307,000/year)

Hire 1 FTE 1823 Senior Administrative Analyst at Dept. on the Status of Women (\$157,000/year)
Fund 2 FTE Community Advocates through Dept. on the Status of Women (\$150,000)

Multiple city agencies require on-going training on family violence to ensure they are responding effectively to cases of child abuse, domestic violence, and elder abuse. It has been eight years since the City last offered the Domestic Violence Response Cross-Training Institute, which trained over 430 criminal justice personnel from the Police Department, Adult Probation, Sheriff’s Department, District Attorney’s Office and Department of Emergency Management. This innovative model of training professionals across agencies helped the participants understand how their role fit into the overall response to domestic violence, and the challenges for victims in navigating systems. An independent evaluator rated the Institute as “a very important advance in the governmental response to...domestic violence.”

Developing a permanent Training Institute and broadening its scope to focus on both prevention and response as well as child abuse and elder abuse would institutionalize this best practice. San Diego has developed a training program for first responders to elder abuse that could be incorporated into the training. The Institute could also engage an even broader sector of city employees who come into contact with victims of family violence (like EMT workers or

library staff), and provide targeted trainings to particular agencies in addition to the cross sector trainings. For prevention, the key themes should be teaching all city employees about all forms of family violence with specific focus on knowledge development, cultivation of protective factors as well as understanding the adverse effects when children are exposed to family violence, recognition and the importance of screening, and how to take action when risk or violence is identified, including heightened response when high risk factors are identified. The Institute could also work with individual agencies to ensure that their protocols reflect best practices on preventing and responding to family violence.

The person staffing the Training Institute could also help oversee implementation of the other components of this 5 Year Plan.

Goal: Improve San Francisco's prevention and response to family violence.

Year 1 OBJECTIVES

- Hire 1 FTE staff at DOSW;
- Develop Request for Proposal for 2 FTE community advocates to assist with training and protocol development and issue Request for Proposal and award grants;
- Create curriculum for Cross Training Institute;
- Oversee implementation of 5 Year Plan to Address Family Violence.

Year 2 OBJECTIVES

- Provide 10 8-hour Cross Training Institutes;
- Develop tailored curriculum for particular city agencies and provide 10 3-hour targeted trainings;
- Assist one city agency with updating its family violence protocols;
- Aim to have trained 20% of staff of participating agencies in Cross Training Institutes by end of Year 2;
- Oversee implementation of 5 Year Plan to Address Family Violence

Year 3 OBJECTIVES

- Provide 10 8-hour Cross Training Institutes;
- Provide 10 3-hour targeted trainings to particular city departments;
- Assist a second city agency with updating its family violence protocols;
- Aim to have trained 40% of staff of participating agencies in Cross Training Institutes by end of Year 3;
- Oversee implementation of 5 Year Plan to Address Family Violence

Year 4 OBJECTIVES

- Provide 10 8-hour Cross Training Institutes;
- Provide 10 3-hour targeted trainings to particular city departments;

- Assist a third city agency with updating its family violence protocols;
- Aim to have trained 60% of staff of participating agencies in Cross Training Institutes by end of Year 4;
- Oversee implementation of 5 Year Plan to Address Family Violence.

Year 5 OBJECTIVES

- Provide 10 8-hour Cross Training Institutes;
- Provide 10 3-hour targeted trainings to particular city departments;
- Assist a fourth city agency with updating its family violence protocols;
- Aim to have trained 80% of staff of participating agencies Cross Training Institutes by end of Year 5;
- Oversee implementation of 5 Year Plan to Address Family Violence.

3. Improve Language Access for Victims of Family Violence (\$175,000) Not Funded

Fund 1 FTE Community Based Advocate through Office of Civic Engagement and Immigrant Affairs to lead process to develop best practices on enhancing language access for family violence cases (\$75,000/year);

Implement pilot project to provide Language Line access at no cost to family violence non-profits receiving city funding (\$100,000/year);

After best practices are identified, provide funding for in-person interpreters for city and non-profit providers serving victims of family violence, cost TBD.

Limited English Proficient victims of family violence face additional barriers to reporting abuse and receiving services. Many victims are unable to even make a police report at district stations due to lack of personnel who speak their language, face long wait times for assistance, or are uncomfortable utilizing interpretation services. Language assistance services for victims are difficult to obtain in a timely manner for many departments working with children, adults and elders. For example, interpreter services for on-going investigation of child abuse are not guaranteed without 24 hours' notice. Community based organizations also struggle to provide optimal language services in all the needed languages of their clients.

Goal: A family violence victim speaking any language shall be able to receive appropriate response and services, in a timely and culturally appropriate manner, from both City Departments and non-profit agencies.

Year 1 OBJECTIVES

- Pilot a program to provide Language Line access at no cost to certain family violence non-profit service providers receiving grants from the City;
- Continue the work of the Limited English Proficient (LEP) Workgroup that currently consists of Domestic Violence and Sexual Assault service providers, the San Francisco Domestic Violence Consortium, District Attorney's Office, the Office of Citizen's Complaints and the

Police Department. Help to fully implement the Police Department Limited English Proficient General Order (DGO 5.20 from 10/17/07);

- Ensure that all Police Department public facing personnel are continuously trained on language access protocols and how to approach or serve individuals for whom English is not a primary language and/or who are hearing impaired in a culturally appropriate manner;
- Ensure all Police Department officer phones are loaded with Language Line account information and train all officers in using Language Line;
- Create a card in multiple languages that is posted on the City's website and can be downloaded that says "My preferred language is _____. Please provide me an interpreter" that limited English proficient victims can use to notify city department staff about their preferred language. Customize "I Can Help You" guide cards for public facing employees to use;
- Increase outreach to increase number of bilingual police recruits;
- Hire or reassign more Department of Human Resources staff to test bilingual/signing employees on written skills and to re-test all bilingual employees or oral/signing skills every three years;
- Create a list of all bilingual/signing employees at the police department (both sworn and civilian) who might be available to help with interpretation/translation;
- Create a database of all bilingual/signing employees of the City and community volunteers, including their interpretation skill level, who may be available to assist during crisis or emergency situations;
- Create a video in multiple languages to play at Police Department district stations which informs limited English proficient victims of their language access rights;
- Create a Police Departmental bulletin that if a district station cannot take a victim's report within 30 minutes, they shall assist the victim in making an appointment with the Special Victims Unit to file the report;
- Develop Request for Proposal for 1 FTE community advocate to oversee development of best practice model for providing timely, culturally appropriate services to limited English speaking survivors of family violence, and issue Request for Proposal and award grant;
- Once position is filled, explore best models for providing in-person interpretation in various settings, both for City Departments and non-profit agencies, including but not limited to exploration of: (1) Improving quality and timely accessibility of contracted translation services for departments serving victims of family violence; (2) Creating a new job classification in the City for staff whose primary purpose is to interpret/translate for multiple City departments, and determining which agency should house them; (3) enabling departments to hire their own interpreters/translators; (4) creating a multi-lingual access model of bilingual interpreters/translators specifically trained in working with victims of family violence.

Year 2 OBJECTIVES

- At least 15% of new police recruits will be certified bilingual;
- Conduct outreach campaign to non-profits that work with limited English proficient clients on the new "please provide me with an interpreter" card;
- Begin testing bilingual staff on written skills and re-testing all bilingual staff on oral/signing skills every three years;

- Set up devices in Police Department district stations that can play the language access rights video and train district staff on how to utilize the video;
- Complete recommendation for best practices for providing timely, culturally appropriate services to limited English speaking survivors of family violence.
- Report out on recommendations and progress of Limited English Proficient Workgroup to Commission on the Status of Women, the Mayor’s Office, the Police Commission and the Board of Supervisors.

Year 3 OBJECTIVES

- At least 20% of new police recruits will be bilingual.
- Fund and implement recommendation for best practices on for providing timely, culturally appropriate services to limited English speaking survivors of family violence;
- Continue to report out on recommendations and progress of Limited English Proficient Workgroup to Commission on the Status of Women, the Mayor’s Office, the Police Commission and the Board of Supervisors.

Year 4 OBJECTIVES

- At least 25% of new police recruits will be bilingual;
- Continue to fund, implement recommendations, and report out on best practices for providing timely, culturally appropriate services to limited English speaking survivors of family violence.

Year 5 OBJECTIVES

- At least 25% of new police recruits will be bilingual;
- Continue to fund, implement recommendations, and report out on best practices for providing timely, culturally appropriate services to limited English speaking survivors of family violence;
- Celebrate accomplishments, adjust where necessary, and work on next draft of the Family Violence plan.

4. Cost of Doing Business Sustainability for Non-Profits Partially Funded (5% increase)

Cost to be determined in collaboration with Mayor’s Office and Controller’s Office

San Francisco’s non-profits are a crucial element of the City’s response to family violence. Increasing costs of wages, rents and other organizational expenses in the City are creating significant hardships for non-profits. Organizations are struggling to keep staff -- many of whom are early responders to family violence -- who can afford to live in or close enough to work in the City, and struggling to meet increasing health insurance costs, rising rents and building operational costs. When agency staff cannot live in or near the City, a 24-hour, in-person response to the needs of survivors and their children can be compromised.

City contracts with non-profits should reflect a sustainable cost of doing business which includes a living wage for the staff who provide crucial services to victims of family violence,

adequate coverage for rising health insurance costs, and increases for operational costs of rented and owned facilities.

Goal: Ensure that non-profits providing services to victims of family violence are able to recruit/maintain staff to provide those services. **Not Funded.**

Year 1 OBJECTIVES

- Work with the Mayor’s Office, Controller’s Office, and other working groups on Non-Profit Sustainability to determine the actual cost of doing business for non-profits serving victims of family violence (including: living wages, health insurance increase, and facilities’ operation increases), pegged to the real rate of inflation;
- Request additional funding to be included in city contracts with non-profits providing services to victims of family violence to cover the real cost of doing business, including a living wage;
- Survey available city properties that could be rented to non-profit agencies;
- Develop legislation to require new commercial developments to either make a certain percentage of their property available at below-market rents to non-profit agencies that provide essential services to city residents, or pay into a fund to develop office space or provide rental subsidies for those non-profit agencies;
- Explore a BMR (below market rate) program for non-profit workers struggling to remain residents in San Francisco.

Year 2 OBJECTIVES

- Include increases pegged to actual cost of doing business including a living wage in city contracts with non-profits serving victims of family violence;
- Explore the possibility of the City purchasing a large building that it could make available for non-profits providing essential services to city residents;
- Enact legislation to require new commercial developments to either make a certain percentage of their property available at below-market rents to non-profit agencies that provide essential services to city residents, or pay into a fund to develop office space or provide rental subsidies for those non-profit agencies;
- Fully implement the Below Market Rate housing program for non-profit staff;
- Measure outcomes of efforts so far. Monitor and expand progress. Report out this information to Commission on the Status of Women, the Mayor’s Office, and the Board of Supervisors.

Year 3 OBJECTIVES

- Include increases pegged to actual cost of doing business including a living wage in city contracts with non-profits serving victims of family violence;
- Create an ongoing task force to implement aforementioned programs, monitor progress, and report out to the Commission on the Status of Women, Mayor’s Office and the Board of Supervisors;

Year 4 OBJECTIVES

- Include increases pegged to actual cost of doing business including a living wage in city contracts with non-profits serving victims of family violence;
- Measure outcomes of efforts so far. Monitor and expand progress. Report out this information to Commission on the Status of Women, the Mayor’s Office, and the Board of Supervisors.

Year 5 OBJECTIVES

- Include increases pegged to actual cost of doing business including a living wage in city contracts with non-profits serving victims of family violence;
- Measure outcomes of efforts so far. Monitor and expand progress. Report out this information to Commission on the Status of Women, the Mayor’s Office, and the Board of Supervisors;
- Celebrate accomplishments, adjust where necessary, and work on next draft of the Family Violence plan.

5. Hire a staff person to pursue state and federal grants related to family violence

Not Funded *Hire 1 FTE 1823 Senior Administrative Analyst at Mayor’s Office (\$157,000/year)*

Every year, San Francisco leaves hundreds of thousands of dollars on the table by failing to apply for state and federal grants that address family violence. Creating collaborations to apply for these grants and putting together the applications is a time intensive process for which many City Departments do not have adequate staffing. Dedicating resources towards a person who could coordinate with other City Departments and community based organizations and apply for grants would pay for itself in several years with the monies obtained from grants. City agencies applying for grants should make every effort to avoid competing with the City's community based organizations for funding. In evaluating collaborations with community based organizations in applying for funding, the City should make every effort to include a wide scope of the City's anti-family violence direct-service providers and other community based organizations.

Goal: Increase funds available to City Departments and non-profits to address family violence. Maintain a stream of at least \$300,000 in outside funding per year. Not Funded.

Year 1 OBJECTIVES

- Hire 1 FTE to develop and apply for grants;
- Survey city agencies and Family Violence Council on needed programs;
- Create centralized data base of all family violence related grants currently received by city departments;
- Research grants and apply for at least one federal or state grant and two other foundation, corporate or private grants to address family violence.

- Obtain at least \$150,000 in funding for both city and non-profit agencies.

Year 2 OBJECTIVES

- Apply for at least two federal or state grants and ten other foundation, corporate, private or other grants to address family violence. Target area of family violence (i.e. child abuse, domestic violence or elder abuse) not addressed by prior funding.
- Obtain at least \$300,000 in new grants for both city and non-profit agencies.

Year 3 OBJECTIVES

- Apply for at least two federal or state grants and ten other foundation, corporate, private, or other grants to address family violence. Target area of family violence (i.e. child abuse, domestic violence or elder abuse) not addressed by prior funding.
- Maintain a stream of at least \$300,000 in outside funding per year for both city and non-profit agencies.

Year 4 OBJECTIVES

- Apply for at least two federal or state grants and ten other foundation, corporate, private, or other grants to address family violence.
- Maintain a stream of at least \$300,000 in outside funding per year for both city and non-profit agencies.

Year 5 OBJECTIVES

- Apply for at least two federal grants and ten other foundation, corporate, state or other grants to address family violence.
- Maintain a stream of at least \$300,000 in outside funding per year for both city and non-profit agencies.

6. Gun relinquishment program for family violence offenders Not funded.

Hire 1 FTE 8302 Deputy Sheriff at Sheriff's Department (\$110,000/year)

Getting firearms out of the hands of domestic abusers is a critical step to preventing family violence homicides. Women who are threatened with a gun during a domestic violence incident are more than 20 times more likely to be murdered. In 80% of cases, the lethality is reduced when firearms are removed. California and federal law prohibit a person who is restrained by a civil or criminal protective order from possessing a firearm. California domestic violence restraining orders require the restrained party to surrender any firearms, but if they do not do so voluntarily, there is no consistent method in which the gun surrender is enforced. The California Attorney General's office has a program, the Armed and Prohibited Persons System, which is supposed to remove guns from the possession of persons prohibited from having a gun, but as of the end of 2015, the APPS program had a backlog of over 12,691 unrecovered firearms statewide. The APPS program does not review the actual restraining

order applications to gather information on firearm possession, and only retrieves firearms from persons who legally purchased or registered their firearm.

San Mateo County has implemented a Domestic Violence Firearms Compliance Unit through their Sheriff's Department, in which one full time deputy reviews every restraining order that is issued to determine whether the protected party believes the restrained party has access to firearms, and also cross references databases of registered gun owners to identify restrained parties who have guns. This program goes beyond the Attorney General's program. By reading the domestic violence restraining order applications, it is able to include *unregistered* firearms that the restrained party may possess. The deputy then actively works to recover the guns, either through voluntary surrender or through law enforcement efforts to recover the firearm.

Since January 2014 there have been several domestic violence homicides each year in San Francisco, and at least two involved firearms. Instituting a family violence firearms surrender program could help prevent future homicides.

Goal: Remove firearms from family violence offenders to prevent future homicides.

Year 1 OBJECTIVES

- Consult with relevant agencies and determine best model for the program;
- Hire 1 FTE to run the program;
- Develop protocols for the program.

Year 2 OBJECTIVES

- Begin gun relinquishment activities;
- Increase by 20% the number of guns identified in restraining orders that are removed from offenders;
- Create and implement public outreach campaign to inform community groups about the existence of the program so they can inform their clients at risk of gun violence on how they might access the program.

Year 3 OBJECTIVES

- Continue gun relinquishment activities;
- Increase by 10% the number of guns identified in restraining orders that are removed from offenders.

Year 4 OBJECTIVES

- Continue gun relinquishment activities;
- Maintain the number of guns identified in restraining orders that are removed from offenders.

Year 5 OBJECTIVES

- Continue gun relinquishment activities;
- Maintain the number of guns identified in restraining orders that are removed from offender

7. Sexual Assault System Reform: Invest in Sexual Assault Response Team (\$307,000) Partially Funded (\$40,000)

Hire 1 FTE 1823 Senior Administrative Analyst at Dept. on the Status of Women (\$157,000/year);

Fund 2 FTE Community Advocates through Dept. on the Status of Women (\$150,000/year)

The City has staffed interagency work groups that advocate for system reform in the areas of family violence and human trafficking, but no similar resources exist for sexual assault. The Department of Public Health runs the Sexual Assault Response Team, but they do not currently have resources to pursue broad systemic reform. In 2015, the state legislature enacted AB 1475, which set state guidelines for county Sexual Assault Response Teams. Pursuant to AB 1475, Sexual Assault Response Teams should: provide a forum for interagency cooperation and coordination, assess and make recommendations for the improvement in the local sexual assault intervention system, and facilitate improved communication and working relationships to effectively address the problem of sexual assault in California. This law creates an opportunity to strengthen and expand the work of our existing Sexual Assault Response Team. The issues around underserved populations, sexual assault on campus, and the need to improve how sexual assault victims are treated in our criminal justice system require a dedicated staff person who can amplify and expand the work of the existing Sexual Assault Response Team to address systemic issues, as well as support from community based advocates providing direct services to lend their expertise to both prevention and system advocacy.

Goal: Improve San Francisco’s Response to Sexual Assault

Year 1 OBJECTIVES

- Hire 1 FTE to staff the expanded Sexual Assault Response Team;
- Identify key stakeholders to participate in the expanded Sexual Assault Response Team;
- Develop Request for Proposal for 2 FTE community advocates, with one dedicated to prevention efforts and another assisting with policy and system advocacy, and issue Request for Proposal and award grants;
- Hold listening sessions with victims, advocates and government agency staff in order to review local sexual assault intervention undertaken by all disciplines and gather suggestions on how to promote effective intervention and best practices.

Year 2 OBJECTIVES

- Expanded Sexual Assault Response Team (SART) to build on existing meetings of the current SART and meet at least bi-monthly to undertake, among other issues:
 - An assessment of relevant trends, including drug-facilitated sexual assault, the incidence of predatory date rape, and human sex trafficking;
 - An evaluation of the cost-effectiveness and feasibility of a per capita funding model for local sexual assault forensic examination teams to achieve stability for this component of the SART program;
 - An evaluation of the effectiveness of individual agency and interagency protocols and systems by conducting case reviews of cases involving sexual assault;
 - Plan and implement effective prevention strategies and collaborate with other agencies and educational institutions to address sexual assault perpetrated by strangers, sexual assault perpetrated by persons known to the victim, including, but not limited to, a friend, family member, or general acquaintance of the victim, predatory date rape, risks associated with binge alcohol drinking, and drug-facilitated sexual assault.
 - Collect data and publish a report on Sexual Assault in San Francisco, similar to the Family Violence Council Report and the Mayor’s Task Force on Anti-Human Trafficking report.

Year 3 OBJECTIVES

- Continue objectives from Year 2.

Year 4 OBJECTIVES

- Continue objectives from Year 3.

Year 5 OBJECTIVES

- Continue objectives from Year 4.

**8. Child Abuse: Screening for child abuse and childhood exposure to violence and linkage to family support services that strengthen protective factors. Not Funded.
(\$275,000/year in Year 1 to \$975,000/year in Years 2-5 through the Joint Funders for Family Resource Centers Initiative—HSA, DCYF, First 5)**

\$150,000 to develop and evaluate a screening tool/protocol to effectively identify and link at-risk children and their families to services. (Years 1-5)

\$125,000 to provide training and technical assistance annually to child and family serving organizations in order to improve identification of at-risk children as well as implement best practices to build Protective Factors. (Years 1-5)

\$700,000 in increased support for Family Resource Centers via Joint Family Resource Center Initiative with a focus on building families’ protective factors. (Years 2-5)

Child Abuse, as all forms of family violence, is a complex public health issue requiring a tiered and sophisticated prevention and response approach. San Francisco has invested with success

in the child abuse response system and has invested somewhat less so in a citywide approach to prevention. The Our Children Our Families Outcome Framework -Measure A3 focuses on the reduction of child maltreatment. To make this prevention system possible, a robust screening, linkage and support service response for prevention should be developed. Happily, the majority of the pieces of this system already exist in our community. With some increased investment, these systems could be connected and aligned to maximize our collective impact.

To carry the impact of the Training Institute (above) further towards the prevention of child abuse, child-serving government and non-government entities require increased resources to put into practice their learnings regarding risk and protective factors. Specifically, critical to the implementation of a public health response to child abuse is consistent screening for child abuse by child-serving professionals. While some of this screening will inevitably lead child-serving professionals to make mandated reports to Family and Children's Services for those at highest risk, many children screened have risk factors for abuse and low family protective factors but do not reach the level of abuse required for reporting or, once a report is made, do not reach the legal definitions of abuse. Finding appropriate support for these at risk but not yet abusive family environments is challenging, even with successful implementation of Differential Response and similar programs. The City's 25 Family Resource Centers provide critical infrastructure to support low, medium and high-risk families to raise children in healthy, non-abusive environments. Increased funding to the Family Resources Centers via the Joint Funders to provide Protective-Factors based services would mean that, once families are screened and identified, there would be a robust, culturally and linguistically competent, community-based and protective factor-focused set of agencies increasingly able to receive and support them.

Goal: Provide child serving agencies and professionals with training, tools and resources to properly screen for child abuse, respond based on the level of risk identified, and refer to organizations providing services to build protective factors and reduce risk of child abuse.

Year 1 OBJECTIVES:

- Develop an effective screening tool for child abuse and family protective factors for implementation at all child and family serving agencies contracting with the city and child serving departments;
- Require child serving agencies to attend Training Institute discussed above or other forms of training to increase knowledge of family violence and learn how to take action.

Year 2 OBJECTIVES:

- Begin implementation of screening tool for child abuse and family protective factors;
- Provide increased funding to Family Resource Centers via the Joint Funders to adequately staff, train and support child and family serving agencies on best practices to build

protective factors aligned with the Protective Factors Framework. Create mechanisms to identify and evaluate effective interventions;

- Provide funding for technical assistance to those Family Resource Centers interested in adopting best practices and developing programmatic or organizational outcomes based on the Protective Factors Framework.

Year 3 OBJECTIVES:

- Continue implementation and testing of screening tool for child abuse and family protective factors;
- Identify promising practices that effectively build protective factors and share learnings with Family Resource Centers;
- Provide funding for technical assistance to those Family Resource Centers interested in developing programmatic or organizational outcomes based on the Protective Factors Framework.

Year 4 OBJECTIVES:

- Evaluate screening tool for child abuse and family protective factors for efficiency and effectiveness. Adjust tool as appropriate;
- Continue to identify promising and established practices that effectively build protective factors and share learnings with Family Resource Centers;
- Provide funding for technical assistance and capacity building to Family Resource Centers interested in implementing promising/best practices that build protective factors.

Year 5 OBJECTIVES:

- Evaluate and refine screening tool for efficiency and effectiveness;
- Evaluate promising practices that build family protective factors;
- Increase adoption of promising practices that build family protective factors.

9. Domestic Violence: Sustain and expand San Francisco’s existing and innovative domestic violence prevention and intervention services (\$900,000-\$1,000,000 annually) (Few to no new City positions are required; additional funds would go mostly to direct service providers and those they serve.)

Over 20,000 San Francisco residents and visitors reach out to the community for domestic violence prevention and intervention services annually. A network of approximately 25 non-profit organizations work with survivors of domestic violence and their children to help ensure their safety and self-determination. This network has 30+ years of successful strategies in collaboration with the San Francisco Department on the Status of Women. Shelter, legal services, 24-hour crisis line, therapeutic services, group work and community building are the backbone of San Francisco’s successful model.

A dashboard of the current issues facing the network of domestic violence and stalking service providers includes, but is not limited to:

- Innovative work regarding Language Access and an environment of cultural awareness is critical to removing barriers, creating opportunities for survivors, and improving the criminal justice system's response to, and prevention of, domestic violence in all communities.
- Cultural awareness regarding the LGBT community is key, with a particular need for attention to issues facing transgender victims of violence, including homicide, who are subject to wrongful arrests, unconscious bias and disrespect by some in law enforcement and the courts.
- The housing crisis in San Francisco affects public safety when victims of domestic violence fear that leaving their abusive homes will result in homelessness. Domestic violence is a leading cause of homelessness among women and children nationally.
- The housing crisis is also affecting domestic violence service providers. Advocates, community based attorneys and program directors are being forced out of the city by rising rents and evictions. This silent epidemic has gone largely unaddressed for those working in non-profits. Not only does this serve to reduce the connectedness of the service providers to the City, but it can be a barrier to 24 hour, in-person response to the needs of survivors and their children.
- CBO sustainability is a crisis in San Francisco. Those who have given their lives and careers to serve our most vulnerable are finding themselves underpaid, overworked and traumatized by their work with no resources or relief in sight.
- Employment is key to survivors as they struggle to attain self-sufficiency. We must do more to connect survivors to employment services and public benefits.
- Immigration policy can inhibit survivors from calling for help, particularly if they fear ICE detention for their partners or themselves.
- Regain trust for law enforcement and the criminal justice system by policy improvement, community building, and reform efforts. Recent events such as racist and homophobic texts, officer-involved domestic violence and stalking, and officer involved shootings have caused intense mistrust among many communities. This leaves the non-profit community responding to more and more dangerous calls for help, putting staff at greater danger, emboldening perpetrators, and, ultimately, putting the public at greater risk.
- Protecting children is a common goal among the Family Violence Council members and the communities that we serve. The fear of having one's children removed as a result of calling 911 for assistance poses a large threat to many domestic violence survivors. More must be

done to mitigate the unintended consequences of our best efforts to “save children” from witnessing domestic violence.

- Those who work with domestic violence and stalking perpetrators provide vital and potentially life-saving services to the community. More must be done to build bridges and affect policy and practice in Batterer Intervention Programs.
- Government and community engagement must be encouraged and supported. Responding to domestic violence homicides, marking significant occasions such as Domestic Violence Awareness Month, and joining celebrations of safety and justice help to build community, understanding of the issues, and send a message to the public that we are united in our concern for their safety and well-being and that of their children.
- Most of the victims of our latest domestic violence-related homicides were not connected to services. We need to work together to continue raising awareness and spreading the word of hope and safety. Every resident of San Francisco needs to know that help exists and how to access it.
- Related to the earlier recommendation on gun relinquishment, the use of firearms is now more prevalent in domestic violence-related abuse and homicides.

Goal: Sustain and expand the network of Violence Against Women and Domestic Violence-related services to meet the needs of San Francisco’s diverse communities.

Year 1 OBJECTIVES

- Housing & Services for Clients: Augment funding for Violence Against Women services by 10% - 20% to invest in residential, non-residential, legal and prevention services, in order to meet the needs of clients, maintain their safety and well-being;
- Employment: Encourage and fund existing and new partnerships among domestic violence agencies, non-profit work-readiness programs, and City Departments to develop job programs for domestic violence survivors;
- Immigration: Uphold San Francisco’s Sanctuary City Ordinance. Hold Town Hall-type discussions on Domestic Violence, Immigration and ICE detention;
- Trust in Law Enforcement:
 - Increase training for all law enforcement officers on Limited English Proficient issues and increase recognition and certification of bilingual officers. Hold town hall-type discussions around the City on domestic violence and violence against women. Identify officers at each district station that would be contacts for the violence against women/family violence service providers to contact when there is a problem with getting a police report or other issues;
 - Review methods to improve prosecution of restraining order violations with District Attorney’s Office, so that abusers will be held accountable for ignoring court orders;

- Protecting Children: The Police Department, Family & Children’s Services, and the domestic violence community should partner to monitor data on the effectiveness and/or unintended consequences of any cross-reporting policies, and hold the Police Department and the Domestic Violence community accountable for the safeguards that they agreed to in 2015 that have yet to be implemented. All stakeholders should be able to discuss these difficult issues openly and honestly;
- Perpetrators: Support the work of the Adult Probation / Domestic Violence Consortium “Batterers Intervention Audit Team;” and the work of the Batterers Intervention Programs offered in the community and through the Sheriff’s Department;
- Provide several trauma-informed trainings per year for Violence Against Women non-profit staff. Look into bringing the Trauma Stewardship Institute to San Francisco to provide trainings;
- Government & Community Engagement: Implement a joint response to domestic violence homicides, such as a vigil, a presence at memorials and family-requests. Domestic violence homicides should not go unnoticed in our City;
- Raising Awareness: Demonstrate strong collaboration during Domestic Violence Awareness Month. Light City Hall purple for the entire month of October, and issue press releases raising awareness about the services available. Contract with a media consultant to help the City and the Violence Against Women community based organizations tell their story and raise awareness;
- Gun Safety: Domestic violence service providers should be invited to partner with City Departments and the Mayor’s Office on gun safety discussions, homicide debriefing and legislation.

Year 2 OBJECTIVES

- Housing & Services for Clients: Continue General Fund investment and expand transitional housing programs;
- Employment: Assess effectiveness of vocational programming for survivors of domestic violence/sexual assault and the estimated financial impact of these programs on survivors, their families and the City. Continue support for the Department on the Status of Women/ Department of Human Resources Domestic Violence Liaison Program;
- Immigration: Maintain San Francisco’s commitment to be a Sanctuary City;
- Trust in Law Enforcement: Conduct a full audit of the Special Victims Unit and report on this information to Commission on the Status of Women, the Mayor’s Office, the Police Commission and the Board of Supervisors;
- Protecting Children: Track outcomes for families experiencing domestic violence and CPS intervention, and compare with community-based assistance;
- Perpetrators: Support and highlight existing work and community building with the Batterer Intervention Program provider community;
- Government & Community Engagement: Increase engagement with a City / Community meet & greet;
- Raising Awareness: Review and begin to implement the recommendations from the media consultant;

- Gun Safety: Make domestic violence a high priority in the gun safety conversation. Address domestic violence in gun buy-backs and other efforts.

Year 3 OBJECTIVES

- Housing & Services for Clients: Sustain investment and expansion of community-based services;
- Employment: Expand workplace protections for survivors;
- Immigration - Continue to meet the needs of immigrant survivors;
- Trust in Law Enforcement: Earn the trust of the community by holding accountable officers that do not adhere to Police Department general orders and policies;
- Protecting Children: Explore 'non institutional' partnerships to increase safety and reduce trauma for children who witness domestic violence;
- Perpetrators: Create a forum to hear from domestic violence offenders and those who work with them, to be hosted by the San Francisco Domestic Violence Consortium;
- Government & Community Engagement: Include advocates and violence against women leaders in events with other jurisdictions. Share our best practices and learn from neighboring communities about what is working;
- Help celebrate community-based advocates that risk their lives on a daily basis to do this work;
- Raising Awareness: Expand media strategy and monitor outcomes;
- Gun Safety: Work with San Francisco legislators to write and pass legislation that raises the bar on gun relinquishment in addition to the ongoing work;

Year 4 OBJECTIVES

- Housing & Services for Clients: Continue investment and support. Measure, assess and adjust based on outcomes and need;
- Employment: Measure, assess and adjust based on outcomes;
- Immigration: Continue bold efforts to protect immigrant survivors and their families;
- Trust in Law Enforcement: Measure, assess and adjust based on outcomes;
- Protecting Children: Explore innovative programs such as a summer camp for children affected by domestic violence and trauma;
- Perpetrators: Continue community building. Address women's domestic violence-related criminal justice involvement;
- Government & Community Engagement: Continued engagement;
- Raising Awareness: Measure, assess and adjust based on calls to the community and 911;
- Gun Safety: End gun related domestic violence homicides in San Francisco.

Year 5 OBJECTIVES

- Housing & Services for Clients - Continue investment and expansion.
- For all prior objectives: celebrate accomplishments, adjust where necessary and work on next draft of the Family Violence plan.

10. Elder Abuse: Build out direct services for older adults and adults with disabilities who are victims of abuse (\$883,184 /year) Not Funded

Hire 1 FTE 1823 Senior Administrative Analyst at Dept. of Public Health (\$157,000/year);

Hire 1 FTE Assistant District Attorney (\$162,000/year);

Hire 1 FTE Elder Abuse Inspector at Police Department Special Victims Unit (\$184,184/year);

Fund 1 FTE Forensic Accountant at a community based organization, through Department of Aging and Adult Services (\$80,000/year);

Fund 1 FTE case manager at a community based organization, through Department of Aging and Adult Services (\$100,000/year);

Fund 1 FTE therapist, at a community based organization, through Department of Aging and Adult Services (\$100,000/year);

Allocate \$50,000 for shelter beds through Department of Aging and Adult Services;

Allocate \$50,000 for assisted living/board and care placements through Department of Aging and Adult Services.

San Francisco has a significant older adult population, but services for older adults and adults with disabilities who are victims of abuse have not received the same kind of resources as other areas of family violence. The housing crisis in San Francisco has made elders particularly vulnerable to financial abuse connected to their mortgages and improper evictions. Funding for additional staff to investigate elder abuse at the Police Department, prosecute elder abuse at the District Attorney's Office, and provide prevention, intervention, and continuing case management services in the community are all needed.

Goal: Improve San Francisco's response to Elder Abuse.

Year 1 OBJECTIVES

- Secure funding for additional staff at the Police Department and District Attorney's Office to focus on financial abuse and abuse in long term care facilities.
- Secure funding for an additional staff person at the Department of Public Health to focus on the health care system's response to abuse of older adults and adults with disabilities;
- Explore the development of a hotline for caregivers of older adults/adults with disabilities, similar to the Talk Line, which would provide support and resources for caregivers feeling stressed or overwhelmed;

- Begin collaboration between Family Violence Council and new Department of Homelessness on developing best models for providing emergency shelter to abused older adult/adults with disabilities.

Year 2 OBJECTIVES

- Create a supervised visitation / family reunification program for elders abused by adult family members, coordinated with the District Attorney’s Office and Probation Department;
- Hold a hearing on the crisis of low-income elders facing eviction based on protected fair housing categories such as age and disability (hoarding, etc.). Coordinate with Department of Aging and Adult Services, the Human Rights Commission, Department of Fair Employment and Housing, Department of Housing and Urban Development, Asian Law Caucus, Asian Pacific Islander Legal Outreach, and other local nonprofit fair housing organizations (Project Sentinel, Housing Equality Law Project, etc.);
- Hire a forensic accountant for the San Francisco Elder Abuse Forensic Center and train Adult Protective Services workers on forensic investigation techniques, collection of evidence, etc.;
- Fund specialized shelter beds for adults with disabilities/older adults who are victims of abuse;
- Fund assisted living placements or board and care placements for older adults/adults with disabilities who are victims of abuse.

Year 3 OBJECTIVES

- Create a specialized case management program for survivors of older adult/adults with disabilities abuse in San Francisco. This program would not have income requirements and would be available to current and former Adult Protective Services clients. The program would include mental health services for older adults/adults with disabilities abuse, and provide for both support groups and home-based counseling for those who are homebound;
- Institute an evidence-based program for training first responders and emergency dispatch on responding to elder abuse, based on San Diego’s training program.

Year 4 OBJECTIVES

- Measure, assess and adjust based on outcomes and need.

Year 5 OBJECTIVES

- Measure, assess and adjust based on outcomes and need.

Family Violence Council 5-Year Plan Funding Summary

1	Assess, address, prevent root causes of violence	1.0 FTE 1823 @ Mayor’s Office of Violence Prevention (\$157,000)	\$157,000
2	Training Institute on Prevention & Response to Family Violence	1.0 FTE 1823 @ DOSW (\$157,000); 2 Community Advocates funded by DOSW (\$150,000)	\$307,000
3	Language Access for Victims of Family Violence	1 Community Advocate funded by OCEIA (\$75,000); Pilot free language line to family violence CBOs (\$100,000); hire interpreters (TBD)	\$175,000
4	Cost of Doing Business for Non-Profits	TBD	TBD
5	Pursue State & Federal Grants	1.0 FTE 1823 Grant Writer @ Mayor’s Office (\$157,000)	\$157,000
6	Gun Relinquishment Program	1.0 FTE 8302 Deputy Sheriff @ Sheriff’s Dept (\$110,000)	\$110,000
7	Sexual Assault Response Team	1.0 FTE 1823 @ DOSW (\$157,000); 2 Community Advocates funded by DOSW (\$150,000)	\$307,000
8	Child Abuse Screening, Training, Resources	Develop screening tool/protocol (\$150,000); training (\$125,000); add’l resources for Family Resource Centers (\$700,000) @ Joint Funders for Family Resource Centers Initiative (HSA, DCYF, First 5)	\$275,000 (yr1); \$975,000 (yr2-5)
9	Domestic Violence Resources & Policy Reform	Strengthen anti-domestic violence service providers network with add’l funding	\$900,000- \$1,000,000
10	Elder Abuse Resources, Investigations, Prosecutions	1.0 FTE 1823 @ DPH (\$157,000); 1.0 FTE Asst DA @ DA (\$162,000); 1.0 Elder Abuse Inspector @ SFPD (\$184,184); 1 Forensic Accountant funded by DAAS (\$80,000); 1 Community Case Manager funded by DAAS (\$100,000); 1 Community Therapist funded by DAAS (\$100,000); shelter beds funded by DAAS (\$50,000); assisted living placements funded by DAAS (\$50,000)	\$883,184
TOTAL			\$3,274,184 - \$4,071,184