

Towards A Gender Equitable City Government

STRATEGIC PLAN FY2020-23

*APPROVED BY COMMISSION
ON THE STATUS OF WOMEN*
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Source: Adobe

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



OUR MISSION

The Commission and Department on the Status of Women promotes the **equitable treatment** and fosters the **advancement** of women and girls¹ throughout San Francisco through **policies, legislation, and programs**.

OUR HISTORY

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

OUR MANDATE

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

OUR RESOURCES, TEAM

In FY 18-19, we managed a budget of **\$9.6 million** and employed **seven** full-time staff and **three** fellows. The Commission includes **seven** Commissioners appointed by the Mayor with wide-ranging expertise in gender equality.

[1] All references to “women and girls” include transgender and gender-expansive individuals, [2] Other mandates include, for example, implementing the principles of the Convention on the Elimination of all Forms of Discrimination Against Women in San Francisco.

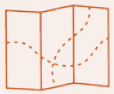
EXECUTIVE SUMMARY OF OUR STRATEGY



WHERE WE ARE GOING — OUR NORTH STAR

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

Ultimately, we aspire to **catalyze transformative change** in the lives of women and girls while building a more **diverse and efficient** city government through **gender-responsive policies and programs**. These could include, for example, direct benefits to women and potential savings to the City.



GETTING THERE

We will achieve our goals as:

- A direct **funder** (e.g., of the Gender-Based Violence Prevention and Intervention Program),
- A **convener** (e.g., of the Mayor's Office, the Board of Supervisors, city agencies, and other stakeholders),
- An **advocate** for gender-equitable policies,
- A **researcher** on issues facing women and girls and gender equity within city government, and
- A **technical assistance provider** to help other city agencies apply a gender lens to their work.

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

- **Align existing activities:** We will prioritize and make cohesive our current portfolio to align with our new strategic direction,
- **Increase resources:** We will intentionally work to secure additional staff and resources to support the expansion of the department by continuing to build strategic relationships, and
- **Invest in infrastructure:** We will streamline internal operations to increase cohesion and efficiency, particularly by reimagining our research, and investing in communication and data systems.



STAYING ON TRACK

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



MEASURING PROGRESS

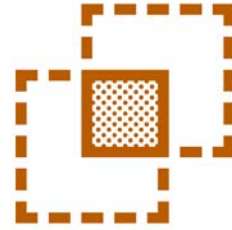
We will **measure, track, and report against key indicators** that capture our target outcomes.

GUIDING PRINCIPLES OF OUR APPROACH



GENDER EQUITABLE

We will apply gender equity principles and a human rights lens to all our work, in accordance with the principles of the U.N. Convention on the Elimination of all Forms of Discrimination Against Women.



INTERSECTIONAL

We will consider the needs of all women and girls, focusing on underserved communities and recognizing the overlapping and inter-dependent systems of discrimination.



COLLABORATIVE

We will work in close partnership and coordination with the Mayor's Office, the Board of Supervisors, city agencies, and other stakeholders, leveraging support from external partners and the Friends of the Commission on the Status of Women.

OUR NORTH STAR



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



OUR NORTH STAR

If we are successful in our efforts, we will catalyze greater personal safety, housing, and economic security for women and girls throughout San Francisco.



ILLUSTRATIVE IMPACTS FROM ACHIEVING OUR NORTH STAR

Not exhaustive

REDUCED GENDER-BASED VIOLENCE

Improving the link between law enforcement’s response to domestic violence incidents and access to service providers for victims could avert an estimated 250 incidents each year saving \$1.5 million in health care costs.¹

A SAFER WORKPLACE FOR WOMEN, AND COST SAVINGS TO THE CITY

Taking a gender lens to city operations could lead to a reduction in up to 87 internal sexual harassment related complaints (per 2018-19 data), creating a safer workplace with associated cost savings (e.g., settlements for lawsuits have cost the City as much as \$600,000 in some cases).²

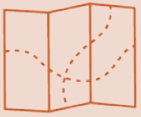
INCREASED WOMEN’S ECONOMIC EMPOWERMENT

Increasing the number of women participating in citywide apprenticeship programs could increase their earnings by up to \$22,460 per year.³

EXPAND HOUSING SECURITY

Increasing housing placements of commercially sexually exploited youth reduces youth homelessness.

**Impacts are illustrative, approximate, and not exhaustive. They also do not take into account attribution, i.e., they are not specific to the DOSW activities but rather demonstrate the macro impacts of achieving the goal. Source: Dalberg Analysis, leveraging DOSW reports. [1] Reducing Domestic Violence in San Francisco: How Lethality Assessments Increase Service Connection for Survivors, Department on the Status of Women, 2019.), [2] EDHR Annual Reports on Sexual Harassment Complaints, [3] An Effectiveness Assessment and Cost-Benefit Analysis of Registered Apprenticeship in 10 States, Mathematica Policy Research, 2012



GETTING THERE

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



WHAT WE WILL DO (ACTIVITIES)

Fund Gender-Based Violence Prevention and Intervention Grants program and other city government initiatives to address women’s needs (pending resourcing).

Convene the Mayor’s office, the Board of Supervisors, city agencies, and other stakeholders to share, amplify learnings.

Advocate for gender-responsive changes to city operations and policies.

Research the issues facing women and girls and track the extent of gender equity within city government.

Assist the Mayor’s Office, Board of Supervisors, and city agencies to apply a gender-responsive approach to policy-making in key areas of need, particularly freedom from violence, and economic and housing security.



WHAT THIS WILL CREATE (OUTPUTS)

Resources and Guidance

Resources and guidance (data, insights, toolkits, gender action plans) to measure progress towards gender equity of programming.

Relationships

Cohesive relationships and increased strategic partnerships between the Commission/Department on the Status of Women, city agencies, and other stakeholders.

Accountability

Increased city government accountability to the public on how gender equity is incorporated in policies and operations.



TO WHAT END (OUTCOMES AND GOALS)

Outcome 1 - Internal

A strong gender lens in city government operations and governance through gender-equitable leadership, policies, and processes.

Outcome 2 – External

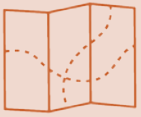
A strong gender lens in the city government's programs, policies, and partnerships tackling pressing needs of women and girls, such as:

- freedom from violence,
- workplace equity
- economic security, and
- housing security.



GOAL

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



GETTING THERE

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

STRATEGIC OBJECTIVE 1



ALIGN

We will prioritize and make cohesive our current portfolio to align with our new strategic direction while reorienting or deprioritizing activities that are not aligned.

STRATEGIC OBJECTIVE 2



INCREASE RESOURCES

We will intentionally work to secure additional staff and resources to support the expansion of the Department by continuing to build strategic relationships.

STRATEGIC OBJECTIVE 3



INVEST

We will streamline internal operations to increase cohesion and efficiency, particularly by reimagining our research and investing in communication and data systems.



ALIGNING OUR ACTIVITIES

We will prioritize key activities that align to our new strategic direction and refocus activities not aligned in our portfolio today.

		PRIORITIZE AND MAKE COHESIVE
MANDATED	REORIENT TO NEW STRATEGY OR DEPRIORITIZE	<p>EXAMPLES:</p> <ul style="list-style-type: none"> • Gender-Based Violence Prevention & Intervention Grants Program • SF SOL Project • Family Violence Council • Gender Analysis of City Departments • Local and State Legislation Analysis
NOT MANDATED	<p>EXAMPLES:</p> <ul style="list-style-type: none"> • Gender Equality Principles Initiative • Gender Equity Challenge • GEP Website • Hotel Council Women in Leadership Conference 	<p>EXAMPLES:</p> <ul style="list-style-type: none"> • Domestic Violence Liaison Program • Healthy Families Workplace Coalition • Collaboration with Sexual Harassment & Assault Response & Prevention (SHARP) Office • DV Awareness Month • Department Fellowship Program
	NOT CURRENTLY ALIGNED WITH STRATEGY	CURRENTLY ALIGNED WITH STRATEGY

Source: C/DOSW Activity Mapping. Note, this does not include 32 mandated administrative activities that we will continue to focus on to run the department’s day-to-day operations, e.g., preparation of the Annual Budget



INCREASING RESOURCES

We will strategically invest in adding staff and discretionary budget to our resource portfolio, as well as build and deepen relationships.



HUMAN CAPITAL

We will seek to expand staffing dedicated to (i) building quantitative tools and conducting data analysis, and (ii) conveying the Commission/Department's internal, external messages and cultivating media relations.

We will seek additional funding to invest in our people, data systems, and infrastructure.

FINANCIAL CAPITAL



POLITICAL CAPITAL

We will seek to build deeper and stronger relationships with the Mayor's Office, Board of Supervisors, city agencies, and other stakeholders.



INVESTING IN OUR INFRASTRUCTURE

We will make targeted investments in our research, communications, and data systems to increase cohesiveness and efficiency.

REIMAGINING OUR RESEARCH

- **Critically evaluate current research practice.**
- **Build more user-friendly online resources to share insights.**

SHARPENING OUR COMMUNICATIONS

- **Internal:** Conduct an end-to-end communication process review, identify and resolve pain-points; consider committee structure as one option to address pain points.
- **External:** Re-work website, update and standardize marketing materials, and develop Rapid Response Media protocols (see next page).

IMPROVING DATA SYSTEMS

- **Scan existing city data resources.**
- **Finalize ongoing internal data management efforts**, e.g., shared document storage and calendar between Commissioners and Staff.
- **Invest in developing back-end data collection and processing tools.**



STAYING ON TRACK

To stay on track, we will clearly articulate what we will **not** do and develop criteria for addressing time-sensitive issues.

WHAT WE WILL NOT DO



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



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



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



HOW WE WILL BE ADAPTIVE AND RESPONSIVE

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

To address these issues, we will also adopt a Rapid Response Media policy.

For example:

- Determine level of engagement (lead/support/decline),
- Deploy pre-assigned spokespeople and messages,
- Target pre-determined outlets (e.g., DOSW website, specific news agencies in coordination with the relevant city authorities).



MEASURING OUR PROGRESS

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



OUTPUT INDICATORS

Resources & Guidance

- Number of completed CEDAW gender analyses of city operations.
- Number of draft legislations reviewed for gender equity.

Relationships

- Number of partnerships with other city agencies.

Accountability

- Number of city agencies that collect gender data in delivery of services.



OUTCOME INDICATORS

Outcome 1 – Internal City Operations

- Percent of women leaders, employees in city government.¹
- Percent of women in city-wide workforce development programs.
- Number of contacts seeking support from Domestic Violence Liaisons.

Outcome 2 – External Policies, Programs

- **Freedom from violence:** Percentage of women experiencing gender-based violence in the past 12 months.
- **Workplace equity:** Gender pay gap.
- **Economic security:** Number and percentage of women-owned businesses.
- **Housing security:** Percentage of women experiencing poverty or acute economic insecurity in the last three months, including homelessness.

[1] To be compiled in partnership with the San Francisco Department of Human Resources. Source: Dalberg analysis, 2019. Indicators may be revised over time at DOSW’s discretion.

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