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City and County of San Francisco
DEPARTMENT ON THE STATUS OF WOMEN



Edwin M. Lee
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STRATEGIC PLAN
Fiscal Years 2015 – 2017
(July 1, 2015 – June 30, 2017)

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 United States 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.

III. POLICY LEADERSHIP

A. GOAL: Position the Commission/Department in the community as a significant leader in the area of women's equality.

OBJECTIVES

1. **Commission Meetings:** Convene monthly Commission meetings to address key women's issues; be inclusive in speaker and audience outreach; conduct meetings in an open and transparent manner.
2. **Status of Women in San Francisco Report:** Gather benchmark data and develop a report on the status of women and girls in San Francisco at least once every 3 years.
3. **City-wide Policy, Legislative Agenda:** Advise the Mayor, the Board of Supervisors, other city departments on women's issues; support Mayoral priorities; engage with the city-wide Legislation Committee; monitor and develop Board of Supervisors legislative proposals; provide technical assistance to other city departments on issues impacting women and girls.
4. **California Women's Policy Summit:** Continue to actively partner in the planning and support of the annual California Women's Policy Summit held in Sacramento in January.
5. **United Nations (UN) Commission on the Status of Women:** Partner with the UN Non-Governmental Committee on the Status of Women; focus on the Cities for CEDAW initiative in 2014 and 2015; identify resources necessary for outreach efforts and secure at least one private/public grant to support this initiative; continue to share best practices at the UN NGO Parallel Sessions annually in March; grow participation of San Francisco Bay Area Delegates to UN Parallel Sessions by 5% annually.
6. **CEDAW Women's Human Rights Awards Luncheon:** Support the work of the Friends in this annual fundraiser; double the participation by internationally recognized figures in 2015, adding 2 figures each year thereafter: 2 in 2015; 4 in 2016; 6 in 2017.
7. **Newsletter.** Educate the public about the Commission and Department's work through monthly newsletters or alerts.

B. GOAL: Advance women's leadership.**OBJECTIVES**

1. **Gender Analysis of Commissions and Boards:** Release report every 2 years (odd years) per local ordinance.
2. **City Hall Fellows Women in Government Initiative:** Serve in an advisory role to this quarterly networking lunch.
3. **Commission Resolutions:** Recognize women leaders in the community through Commission resolutions.
4. **Women Making History Ceremony** with the Mayor, District Attorney, and the Board of Supervisors: Organize this event held annually for Women's History Month in March. Expand the reach of the event by posting honoree profiles on department website and increase website hits by 5% annually beginning in 2015.

IV. WOMEN IN THE WORKPLACE

A. **GOAL: Create gender equality in the City and County of San Francisco's budgets, workplaces, policies, and programs.**

Following the adoption of CEDAW, the Department created a set of gender analysis guidelines and a gender budgeting training. These tools ensure that women's human rights are upheld and their unique needs are addressed.

OBJECTIVES

1. **Gender Analysis of City Departments:** Focus monitoring of City Departments to those that provide girls services; require agencies to report to the Commission on girls services (4 per year).
2. **Sexual Harassment Claims:** Monitor 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. Work with the Department of Human Resources to review trends in sexual harassment in 2014.
3. **City-wide Equity Initiative:** Work with the Mayor and Board of Supervisors to formalize an equity analysis of workforce (i.e. sex, race, immigration status, parental status, language, sexual orientation, disability, age, and other attributes), budget, and services.

B. **GOAL: Promote women's economic independence by advancing gender equality in San Francisco's private sector workplaces.**

OBJECTIVES

1. **Gender Equality Challenge:** Continue to collect gender responsive model practices from San Francisco Bay Area organizations; increase participation from San Francisco Bay Area organizations by 10% per year.
2. **Strategic Plan:** Together with the Gender Equality Council, develop an overall strategic plan including launching an independent organization and identifying a candidate organization by July 2014; develop and execute a strategy to fund a dedicated staff person for the GEP by hiring a fundraising consultant by July 2014.
3. **Family Friendly Workplace Policies:** Partner strategically with other organizations to increase public awareness of family friendly policies; organize at least one campaign per year; engage in the legislative process for policy solutions.
4. **Raise the Minimum Wage:** Given the fact that the majority of minimum wage workers are women, support efforts to increase the minimum wage.
5. **Outreach on City's Business Licensing:** Encourage the Office of Small Business to expand education among women entrepreneurs in the City's business licensing process.
6. **Small Business Week:** Assist in increasing participation of women-owned businesses at this annual event held annually in May.

- 7. Affordable, High Quality Childcare & Afterschool Programs:** Partner with other organizations to identify opportunities for new policies to promote affordable and high quality childcare and afterschool programs.

V. WOMEN'S HEALTH & SAFETY

A. GOAL: Create a comprehensive safety net for women survivors of violence through the administration of the Violence Against Women Prevention and Intervention (VAW) 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. The competitive RFP is slated for FY14-15 to begin a new 3-year grant cycle for FY15-18.

OBJECTIVES

- 1. Citywide Non-Profit Fiscal and Compliance Monitoring Program:** 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.
- 2. Annual Partner Agency Conference:** Convene a Partner Agency Conference focused on capacity building, to support the development of San Francisco non-profits and monitor its value by conducting a survey of participants with a satisfaction rate goal of 90%.
- 3. Data Analysis:** 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.

Monitor the following performance measures:

 - a. Number of hours of supportive services.
 - b. Number of unduplicated individuals served.
 - c. Individuals served for which English is not the primary language..
 - d. Number of crisis line calls.
 - e. Number of shelter bed-nights.
 - f. Number of individuals turned away from shelters.
- 4. Programmatic Monitoring of Partner Agencies:** Develop guidelines for programmatic monitoring of Partner Agencies; new programmatic monitoring procedures will be implemented in the next grant cycle, with 33% of grantees monitored each year of the cycle beginning in 2015-2016.

B. GOAL: Create a seamless City response to domestic violence.

OBJECTIVES

1. **Justice & Courage Project:** Wrap up the work of the Justice and Courage Oversight Panel efforts by issuing a final report by August 2014; continue following work of Justice & Courage through Department-led efforts on the following:
 - a. Safe Housing for Domestic Violence Survivors
 - b. Regular meetings with Department Heads and senior Court officials
 - c. JUSTIS implementation.
2. **Domestic Violence Monitoring:** Monitor the following city-wide measures.
 - a. Number of domestic violence incident reports made to the Police Department.
 - b. Number of domestic violence calls made to 911.
3. **Workplace Domestic Violence Policy:** Develop and implement a workplace policy on domestic violence for the City & County of San Francisco by December 2014.
4. **Domestic Violence Awareness Month:** Support the kick-off event annually in October and increase media coverage of the event by 5% annually beginning to benchmark in 2014.
5. **One Billion Rising:** Support this event, co-sponsored with the Mayor's Office, V-Day, and Filipina Women's Network, which brings attention to the global effort to fight violence against women by expanding the number of community partners and increasing the number of participants by 10% each year beginning in 2015 with a goal of 5,500.

C. GOAL: Coordinate community-based and City-wide family violence prevention and intervention, including elder abuse, child abuse, and domestic violence efforts in San Francisco through the Family Violence Council.

OBJECTIVES

1. **Meetings:** Convene 4 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.
2. **Intervention Services:** 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).
3. **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.

D. GOAL: To advance the policy agenda and public awareness to prevent and curtail the trafficking of women and girls in San Francisco.

OBJECTIVES

1. **Mayor's Task Force on Human Trafficking:** Continue to staff and oversee implementation of the Task Force's strategic plan by July 2014 and develop a funding strategy by December 2014; continue collaboration with the U.S. Attorney's Office and provide an update for the government executives briefing conference held annually in January.
2. **Human Trafficking Notice Law (SB 1193):** Execute the human trafficking notice law outreach effort; together with other city agencies, monitor compliance; develop recommendations for changes to the program.
3. **San Francisco Collaborative Against Human Trafficking:** Develop a plan and execute the transition to an independent organization by identifying a candidate organization by July 2014 and completing the transition by December 2014.
4. **Human Trafficking Awareness Day:** Coordinate this event held annually in January; conduct a Teen Poster Contest; track the number of submissions with the goal of increasing participation annually by 5%; explore resources to incorporate an educational outreach component at the high school level.

VI. GIRLS

A. GOAL: Ensure all girls in San Francisco have equal access to social services and education.

OBJECTIVES

1. **Girls and Science, Technology, Engineering, and Math (STEM) Careers:** Explore private and public partnerships with organizations such as American Association of University Women, UC San Francisco, and San Francisco Bay Area technology companies.
2. **Alliance for Girls:** Help build the capacity of girls service providers by meeting at least twice a year with the Alliance for Girls.
3. **Monitor Funding for Girls Services:** Ensure equitable funding of girls services by the City by supporting increases to city-wide funding, including renewal of the Children's Fund in 2014.

F. GOAL: Ensure all women and girls have access to adequate and appropriate healthcare.

OBJECTIVES

1. **Healthy Mother's Workplace Coalition:** Continue to participate in the Coalition and increase public awareness by organizing one outreach event annually.
2. **Affordable Care Act:** Support the City's outreach efforts for this law by presenting at one community event annually.

VI. DEPARTMENT ADMINISTRATION

A. GOAL: Carry out all essential internal operations necessary to ensure smooth operation of the Department and Commission.

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 1 training/conference per year.
- 2. Internship Program:** In January annually, recruit, interview, and, by April, place 2-3 summer collegiate interns to support the work of the Department from June through August; during the same time period, recruit, interview, and place 2-3 graduate-level interns to support the work of the Department from September through May; provide high quality mentoring and supervision to all interns placed with the Department.
- 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. Budget:** 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.

B. GOAL: Provide high quality customer service to individual constituents, community and government agencies, and all others accessing Department services.

OBJECTIVES

- 1. 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.
- 2. Public Outreach:** Comply with all public meeting requirements; maintain a current website that is updated at least once every 2 weeks.