



**It's Time**  
NETWORK

# MAYORS GUIDE: Accelerating Gender Equality

**STRENGTHENING COMMUNITIES BY  
ADVANCING WOMEN AND GIRLS**

MAY 2016





# MAYORS GUIDE: Accelerating Gender Equality

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## STRENGTHENING COMMUNITIES BY ADVANCING WOMEN AND GIRLS

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Women Mayors Caucus at US Conference of Mayors, June 2015

According to the U.S. Labor Department, women represent nearly half of all workers in the U.S., but women working full-time year-round earn just 78% of men's annual median earnings, and 44% percent more adult women live in poverty than adult men. In 2012, *The New York Times* reported that women in the U.S. spend approximately 100 more minutes per day on household chores, childcare and community activities than men. According to the Institute for Women's Policy Research, millennial women experience 4.9 days per month of poor mental health on average compared to 3.6 days for millennial men. Shockingly, nearly 1/3 of American women experience physical violence by an intimate partner in her lifetime.

## INTRODUCTION

The purpose of this guide is to provide U.S. mayors a “toolkit” of readily accessible resources, tangible solutions and existing programs that accelerate the advancement of women and girls in local communities. We hope it is widely shared with elected officials and key influencers at every level.

Despite many gains for women over the past century, there is still significant gender disparity in society. Women are still grossly underrepresented at the top levels of government, business, media and academia. Women still earn less than men and face different economic, social and political challenges.

Mayors have significant opportunities to affect the lives of women and girls by how they govern. For example, our cities train police officers to respond to domestic violence; address workplace conditions and pay; hire staff to run the city; and provide opportunities for civic engagement, such as appointing residents to boards and commissions. With specific attention paid to gender equality within each of these functions (and more), mayors can ensure that women and girls are fairly treated and represented.

This guide is designed to support mayors who want to govern with a gender lens to determine how all decisions, municipal policies and programs—including budgeting, training and hiring—affect women and girls. With that awareness, mayors can improve the lives of women and girls, strengthen families, and create stronger, healthier and more prosperous communities for all.



# BACKGROUND

## *MAYORS ROUNDTABLE, SAN FRANCISCO, JUNE 2015*



It's Time Network sponsored a Mayors Roundtable on June 18, 2015 that was co-hosted with the San Francisco Department on the Status of Women. The event took place a day before the semi-annual U.S. Conference of Mayors in the host city of San Francisco to engage mayors and 150 local civil society leaders in discussions about actions and policies to improve the lives of women and girls. As a specific outcome, everyone's expertise would be compiled by It's Time Network in this first ever Mayors Guide: Accelerating Gender Equality.

The event began with an opening plenary session and a panel of mayors sharing their challenges and success stories, before the table discussions began. Eleven issues vital to women and girls were discussed by the mayors and the civil society leaders who were seated at tables according to their expertise. Each table was asked to create a list of recommendations and resources for its topic. The discussions proceeded with a basic understanding of the

interdependence of all of the issues: policies in the workplace affect a woman's economic security and a woman's economic security impacts her health—which is interrelated with environmental health in her community and workplace conditions—along with domestic and other forms of violence a woman might face. Additionally, women of color and/or poor or working class women often experience the [intersectionality](#) of multiple and compound forms of race, class, age, religious and gender discrimination.

The energy in the room at the roundtable event was palpable and participants engaged in robust conversations. They were eager to share their expertise and recommendations with mayors throughout the U.S. via this guide. The mayors appreciated hearing the ideas for action as they participated in the roundtable discussions. They also affirmed the usefulness of a guide that compiles recommendations and resources.

# THE MAYORS GUIDE

This guide is a summary of those roundtable discussions, with additional content and resources added from subsequent interviews with experts and consultants. The recommendations from participants at the roundtables have not been subject to independent research to validate their effectiveness; all information is provided as a starting point for the reader's further investigation and to provide inspiration.



This document gives voice to people who are working every day to address the challenges faced by women and girls and is not meant to be exhaustive nor an academic treatment of each subject. It is intended to be accessible in length and depth and to spur creative thinking and action. Chapters vary in length and depth based upon the input provided.

This guide is a beginning. It's Time Network plans to convene additional roundtable events as it develops network cities throughout the country to advance gender equality. At those future events, additional recommendations, models and resources will be gathered from both mayors and



civil society leaders to refine this set of recommendations and resources. It will be a living document that will be ever-improving to share best practices based on feedback from experts, advocates, policy makers, mayors and others. If you have suggestions for edits or additions, please submit them online at [info@itstimenetwork.org](mailto:info@itstimenetwork.org).

## THE OPPORTUNITY

It is a unique time in our history, and the call for women's leadership and gender equality is rising everywhere. Mayors across the country have been answering that call and leading the way for decades. Many outstanding mayors have provided a path of success for others to follow. When women and girls thrive, the entire community benefits and improves. Women leaders are an untapped resource for helping mayors to build strong, compassionate and resilient communities. It's time to build on past successes, to share best practices and to accelerate women's advancement and gender equality in our cities.

# ABOUT IT'S TIME NETWORK



We are a growing community of people, organizations and visionary leaders working to accelerate the full empowerment of women and girls to achieve gender equality. We envision a world in which people across the gender spectrum bridge divides and use the power of love, compassion and partnership to build a just, regenerative and thriving world for all. To that end, we are developing a national network of cities as a framework for collective action and impact.

In network cities, **It's Time Network Local Advisory Councils** will support women's leadership, gender partnership and collaboration across all sectors—including environment, business, health, education, media, peace and security and government. It's Time Network fosters connection among individuals, local organizations, national associations and political leaders to build awareness across a range of issues and to increase the capacity for cooperation, collective action and impact.

In support of a city mayor, **It's Time Network Local Advisory Councils** can:

- Assist and partner in convenings
- Promote public education and share information across our local and national networks
- Enhance public-private partnerships and cross-sector collaboration

The network strengthens our ability for collective impact as we collaborate across sectors and commit to a common agenda for advancing women and girls and gender partnership to build a thriving future for all.

## It's Time supports the values of:

- **Interdependence** as our civic awareness
- **Partnership** as our method of engagement
- **Love and Compassion** as motivation to guide our actions
- **Service** to all people and to all life



# MAYORS PANEL

To open the Mayors Roundtable in San Francisco on June 18, 2015, a panel of mayors spoke about issues affecting women and girls in their cities and noted successful measures they have taken. Below is a summary of key comments from the mayors.



**Mayor Joy Cooper, Hallandale Beach, FL**, emphasized the importance of directly targeting the issue of women’s lack of empowerment in local government. Mayors can help by putting women in high-level positions. Under her administration, Mayor Cooper has appointed the first female city manager, the first female sergeant, and the first female main engineer in her city’s history.

Hallandale Beach is a tourist-driven economy where homelessness and economic insecurity are major issues. Women in the community need economic empowerment and jobs so they can be self-reliant.

In addition:

- Women need to help empower and mentor one another.
- Mayors can encourage nonprofit organizations to put money into their budgets for women’s needs. Cities can’t achieve gender equality by themselves.
- To address human trafficking issues, Mayor Cooper closed down most of the massage parlors and regulated them.



**Mayor Maureen Freschet, San Mateo, CA**, focused her comments on the issue of human trafficking and her efforts to raise awareness and address it effectively in her community. She noted that slavery is not an artifact of the past; there are more slaves now than at any time in history. Human trafficking—defined as the coercion of victims to engage in commercial sex acts or labor against their will—is the second-largest criminal industry in the world, generating annual profits of US\$150 billion globally. An estimated 100k-300k American-born children are at risk of being trafficked for commercial sex in the United States.

The San Francisco Bay Area is a major hub for human trafficking and San Mateo County is caught up in that hub of activity. Trafficking is occurring in restaurants, hotels, strip clubs, massage parlors, the streets, people’s homes and other locales. Adding to the

challenge, the Super Bowl, held in Santa Clara in 2016, contributes to a spike in human trafficking each year, wherever it is located.

To address human trafficking in San Mateo, the City is working with its community to promote awareness of the many faces of trafficking. In addition, in 2013 the San Mateo Police Department spearheaded a countywide collaborative task force aimed at aggressively countering sexual exploitation of human trafficking victims, the vast majority being young girls between the ages of 11 and 14.

The task force:

- Is training law enforcement personnel, who have traditionally viewed prostitutes as criminals, to understand that those being sexually trafficked are victims, not suspects.
- Focuses on a victim-centered approach, with the priorities of intervening and sheltering the women and girls.
- Trains hospitality industries to recognize and be on the lookout for the signs of trafficking.



**Mayor Timothy S. Grayson, Concord, CA**, served as a chaplain with the police department before becoming mayor, and was exposed to the issue of domestic violence. As mayor, he started a countywide network of family justice centers, which have been very successful, and he plans to establish more centers to cover the entire population of Contra Costa County.

Mayor Grayson had one of his staff pose as a domestic violence victim seeking help from the city. Using a video phone call to share the experience in real time, she gave his entire team a tour of what a victim had to go through in the county seat of Martinez in order to get help:

- Risk being fired by taking time off during the normal work day—the only time when the government offices are open
- Take unreliable public transit to get to the office on time to get a temporary restraining order
- Fill out a 40-page application with no help

She was not able to accomplish even the first step of a four-step process that required visiting different offices and performing actions required by each. It became clear that bureaucracy was forcing the victim back into the abusive environment instead of helping her.

In response, the mayor's team created a family justice center in Concord. There was such a need for the services, victims showed up before the center even opened! The program has extended office hours, and puts all the levels of government a victim must navigate

to receive domestic violence response services under one roof. It includes special victim units of the police department and a deputy district attorney on location. In addition:

- Victims don't have to go to court, and endure the ensuing intimidation.
  - Victims are offered shelter.
  - Advocacy and service providers are provided in one place.
  - Victims can acquire all the services they need in one building.
- 



**Mayor Cheryl Heitmann, Ventura, CA**, observed that women lead differently from men, and that it is important to recognize this so that women aren't judged by the male model of leadership. Because of women's unique perspective, no matter which position a woman supports, it's imperative to govern with a gender lens and with the needs of women in mind.

To encourage public awareness of women's leadership, Mayor Heitmann talked to a reporter in her town about women's roles in politics, business and government. She emphasized that:

- Only 17% of elected political leaders nationwide are women
- About the same statistic applies for women mayors and women in Congress

The reporter's further research resulted in a published feature story that sparked a public conversation that served to educate the community about female leadership issues. One result was that women who worked in nontraditional jobs in Ventura approached Mayor Heitmann to discuss the lack of advancement opportunities for them. The mayor became aware of an issue that had not been visible in her community previously.

In another area of concern, her administration took an aggressive stance on massage parlors (sex trafficking), finding 68 massage parlors in the city of Ventura (versus 34 gas stations), most of which were illegal. A Ventura police officer who took an interest in the issue of increased trafficking in Ventura moved to Southeast Asia for a year to learn about the supply side of this issue of human trafficking and returned to Ventura to utilize his learning in service to his community.

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Other mayors who arrived later in the day and joined the table discussions:

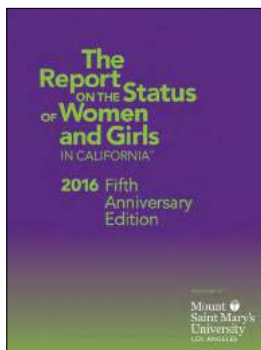
- **Helene Schneider, Mayor of Santa Barbara, CA**
- **John Dukes, Mayor of Yuba City, CA**
- **Ashton Hayward, Mayor of Pensacola, FL**
- **Jonathan Mitchell, Mayor of New Bedford, MA**



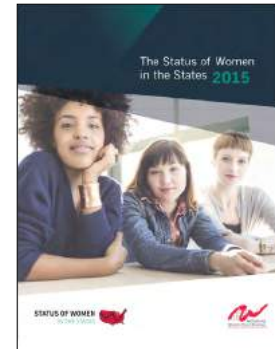
# ANNUAL BASELINE REPORTS ON THE STATUS OF WOMEN

## STATES

At the state level, [The Status of Women in the States 2015](#) report, published by Institute for Women's Policy Research (IWPR) provides data on seven issue areas affecting women and girls. It also provides a [website](#) with an interactive map showing the grade and rank for each of the 50 states based on data for many variables including race, ethnicity and gender.



Mount Saint Mary's University (MSMU), Los Angeles published its fifth annual [Report on the Status of Women and Girls in California](#) in March 2016. The set of issues it covers is similar to IWPR reports, though with notable differences. The MSMU annual report is an example of tracking status from year to year, solely in the state of California, while the IWPR report provides comparison information, grades and ranking for all states.

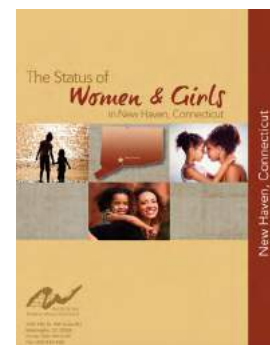


## CITIES

Cities vary widely in size, demographics and environmental, economic and social conditions. Annual or periodic status reports are now needed for **every** city to establish a baseline for achieving measurable goals. It's critical to assess the impact of local, state and national policy changes on each city and to track progress, or changes, from year to year.

IWPR was commissioned to publish [The Status of Women in New Haven, CT](#) and other [local reports](#) and they are important examples for future city reports.

In the years ahead, a standard set of issues for all baseline reports will help to build consistency and collaboration at the city, state, national and international levels. This is an exciting time, and opportunities for collaboration will continue to increase across all efforts.



# GENERAL RECOMMENDATIONS

This **MAYORS GUIDE: Accelerating Gender Equality**, the first ever “how to” resource, includes recommendations for how mayors can improve the status of women and girls across 11 issue areas. The set of GENERAL RECOMMENDATIONS listed in this section of the guide makes it easier to accomplish the more issue-specific set of recommendations at the end of each chapter.

The issues that affect women and girls often overlap, are interconnected and are relevant to men and boys and everyone across the gender spectrum. Engaging the whole community in partnership and across political lines is an essential component for achieving gender equality.

Mayors across the country are making great strides to improve the lives of women and girls, which helps to build strong, compassionate, resilient communities.

## **Mayors can make continued progress in their cities through:**

executive orders	city ordinances
direct appointments	adequate funding
public education policies	proposed legislation
policies and procedures	programs and convenings
public-private partnerships	

And through a mayor’s power of persuasion in personal, business and media relationships.

We hope that mayors will share their best practices with us to include in our next iteration of this guide. [share at [info@itstimenetwork.org](mailto:info@itstimenetwork.org)]

## **GENERAL RECOMMENDATIONS**

- 1. Adopt a city ordinance** on The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW).
- 2. Establish a permanent Commission** (or Department) on the Status of Women in your city.
- 3. Fully fund** that Commission.
- 4. Commission a Status of Women and Girls report for your city** to establish a baseline from which to set measurable goals and specific actions.

*(continued next page)*

5. **Create a city task force for women**, composed of private sector, nonprofit and government members to support the Commission and/or to stand in its place until one is developed.
6. **Strengthen relationships between nonprofit organizations and government agencies** and provide more opportunities to partner.
7. **Analyze, identify and change existing policies** that discriminate against women and girls.
8. **Ensure gender equality is embedded in the culture** and goals of your administration and is reflected in your messaging.
9. **Report on gender and racial diversity for city hires** to ensure gender equality at every level of staffing, including top positions.
10. **Look at tax benefits and incentives** to support and encourage the private sector.
11. **Use traditional women's venues** (i.e. women's colleges, community centers, etc.) for conducting outreach, advocacy and convenings.
12. **Utilize multiple sources of funding** for women's programs and initiatives, including private funding, foundations, municipal bonds, federal tax credits, federal grants, state grants, general-purpose city funds, etc.
13. **Engage people across political lines** to build a collaborative and inclusive approach.
14. **Engage leaders at the grassroots level** to ensure broad representation and perspectives.
15. **Create annual awards** and establish annual improvement levels for those who accelerate gender equality.
16. **Ensure women and girls have equal access to quality, affordable education.**
17. **Encourage STEM education** for girls, women and mid-career women.



# FOREWORD

Dear Mayor,

**It's Time Network** is pleased to present this first-ever **Mayors Guide: Accelerating Gender Equality: Strengthening Communities by Advancing Women and Girls**, which provides recommendations, models, resources and a checklist for actionable steps that will improve the lives of women and girls and advance gender equality at the municipal level. The bell is ringing all over the world. The status of women is directly related to the quality of life and well-being of every city, state and country.

It's Time Network is proud to be an affiliate business member of The United States Conference of Mayors, with the purpose of supporting our city leaders with information and best practices for supporting women and girls to create strong, resilient and regenerative communities. We are building a Network City Program in cities across the country to provide cross-sector advisory councils of women leaders in each city to support the efforts of mayors. We believe that strong, creative public-private partnerships are an important tool for building safe, compassionate and productive communities.

Thank you for all of the steps you have already taken to address the systemic challenges women face and to change the conditions of inequality in your own city. We hope the recommendations in this guide will stimulate creative thought within your administration and among city council members, state legislators and all others involved in policy and programs affecting women and girls.

It's Time to enjoy a new era of partnership between women and men working together in parity and sharing power to make a better world for all people and for all life.

Sincerely,



**Betsy Hall McKinney**

Founder and CEO  
It's Time Network

## CHAPTER 1:

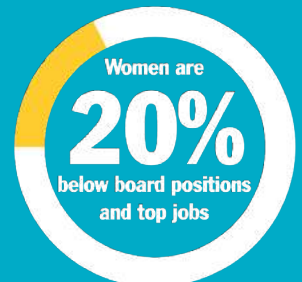
# Economic Security

## CHALLENGE

The Great Recession of 2007-2009 precipitated a slide from the middle class to poverty for millions of people, including many women who are now experiencing severe economic insecurity. Mayors can take concrete steps to make real improvements in women's economic situation—from increasing wages and providing financial literacy and retirement planning, to developing important family-supporting policies that ensure women can support themselves and sustain their families, to expanding job opportunities and ensuring fair pay.

At the same time, more women are rising in management and becoming entrepreneurs, running their own businesses. This is great progress, but there is a persistent ceiling for women in business, where women hold below 20% of corporate board positions and top jobs. City leaders can uplift women who are struggling at the bottom and middle of the economic ladder, and they can support women's rise to the top in management and entrepreneurship. It is particularly important to address these issues because women are living longer and need to be economically self-reliant throughout their lifetimes.

Education equity for women is key to economic equity. Although women are earning more degrees than men, they often work in jobs traditionally held by females that pay less. The fastest-growing sector of high-paying jobs is in STEM (science, technology, engineering and math), where women are vastly underrepresented. Girls need better STEM education and more



female role models in STEM jobs. Another section of this report addresses how to close the gender wage and wealth gaps by encouraging women and girls into STEM career paths and other occupations that are not traditionally held by females.

The unique circumstances of being a woman should not push anyone into economic insecurity. The number one factor associated with a woman living in poverty is being a mother. Women are aging into poverty—often because they are a primary caregiver in their families, to children and to aging adults. For all women to rise economically, it is important to address not only a woman's individual educational and career opportunities, but also her access to health and reproductive services, and to find new ways to support women as caregivers that ensure their economic stability in the long run.





# RECOMMENDATIONS

## WOMEN'S ECONOMIC SECURITY SUMMIT

**Establish a task force to host a women's economic security summit to connect people who are working on these issues.**

- Create an economic agenda.
- Set measurable goals and outcomes for tracking progress.

## ASSESSMENT

### Data Collection:

- Collect data to assess the current economic status of women in your city. Look specifically at wealth and income. Some resources to start with are the Bureau of Labor Statistics, Cultural Population Survey, [IWPR Quick Figures](#), [Femstats](#), and [The Status of Women in Your County: A Community Research Tool](#), which is a free download.
- Collect data on pay equity in your city, as [San Francisco](#) does.

## PLAN OF ACTION

### Convene Key Players to:

- Develop a plan of action to address concerns discovered in the assessment.
- Recommend a comprehensive budget for a plan of action.

## IMPLEMENTATION

- **Funding:** Fully fund the budget for implementation of the plan of action.
- **Staffing:** Approve or hire staff to implement the plan of action.

## JOBS

- **Gender Equity Staffing:** Review and report on gender and racial diversity for city hires to ensure gender equity at every level of staffing, including top positions. Implement a simplified, transparent recruitment process for city hires.
- **Contract Worker Requirements:** Report on gender and wages of workers who work for city contractors; require city contractors to hire women and pay them equally.
- **Minimum Wage:** Support and enact \$15 per hour minimum wage or community-appropriate minimum wage.
  - ▶ Religious institutions and faith-based communities have played a central role in the [minimum wage campaign](#).
  - ▶ Many minimum wage workers are women.
  - ▶ [Eliminate sub-minimum wage](#) for tipped workers, who are predominantly female.
- **Just Hours and Scheduling:** In addition to raising wages, it's important to make sure that women have access to enough hours of work and control over their schedules to be able to sustain their families and basic needs.
  - ▶ [DC Just Hours](#) is leading a campaign to transform service sector jobs into jobs with just hours and fair scheduling.
- **Paid Sick Days:** Ensure that city workers receive paid sick days.

## WAGES (CONT.)

- **Paid Family Leave:** Ensure that city pay policies include paid family leave.
  - ▶ **Department of Labor** offers grants for states and municipalities to conduct feasibility studies on family leave.
- **Childcare and eldercare:** Make every effort to ensure childcare and eldercare are included in benefits packages for workers.
  - ▶ Provide childcare for city workers via direct services, strategic partnerships and/or subsidies.
  - ▶ Ensure that educational and job training programs are more equitable by providing before and after school childcare.
- **Welfare to Work Programs:** Implement welfare to work programs that are effective and provide training and child care support to help women get off welfare and into jobs.
- **Health Insurance:** Ensure that city workers receive quality health insurance, including full reproductive healthcare.
- **Family Friendly Workplace Ordinance:** Enact a Family Family Workplace ordinance; offer flexible scheduling and the right to request flexible working conditions. This addresses the issue of taking care of children, a sick spouse/partner/family member and elder parents.
- **Expand Work Opportunities** through public-private partnerships.
  - ▶ Encourage non-traditional jobs for women and girls.
  - ▶ Education should include entrepreneurship training.
  - ▶ Options include hospitality and many other opportunities; ask hotels to take on students for career exposure.
  - ▶ Non-traditional work programs for city projects can provide exposure and experience. Offer small WPA projects for 16-24-year-old women. Host or co-sponsor job fairs that feature inclusive and women-owned companies, STEM job opportunities for women, and female role models.

## EDUCATION

### Strengthen Partnerships between cities and schools to promote:

- **Financial Literacy:**
  - ▶ Provide educational programs in financial literacy so women can learn skills in earning, managing and investing money, along with learning about retirement planning. Classes can be provided in partnership with and conducted at high schools, community colleges, community centers—and on job sites for easy accessibility.
  - ▶ Provide high school, college and adult programs for women that teach salary negotiation skills. Research shows that women are much more reticent than men to negotiate their salary offers.
  - ▶ Engage local and national celebrities and/or professionals—such as Suze Orman and Oprah Winfrey—to address financial literacy in an interactive forum.
  - ▶ Post programs on the city’s website to increase access.
- **Equal Access:** Ensure women and girls across race and class have equal access to quality, affordable education. Education is the doorway to

## EDUCATION (CONT.)

opportunity for women: unequal education contributes to inequality and diminished earning power for a lifetime.

- **STEM Programs:** The largest job growth and highest-paying job opportunities now and in the next few decades will be in science, technology, engineering and math (STEM). Encourage STEM education for girls, women and mid-career women.
- **Education Funds:** Explore the development of an education fund. Deposit \$100 to \$200 at the birth of each child, to be made available when a person turns 18, for college, trade school or other educational programs/training.
- **Research:** Provide scholarships in higher education for research in early child development and women in the job sector.
- **Support for Young Parents:** Ensure that young parents have the support they need to finish high school and receive their GED.
- **Sex Ed:** Ensure that students are receiving comprehensive sex education that is medically accurate, culturally competent and includes LGBTQ issues.
- **Girls:** Invest in their future by building support for public and private school programs.
  - ▶ Make science an educational priority in the 5th grade; identify which kids need extra support via mentorship and internship and provide it. Exposure is critical very early on.
  - ▶ Create private partnerships with women-owned companies and provide early mentoring for girls.
  - ▶ Have a tech “take your daughter to work” day.
  - ▶ Instill confidence in young women at an early age. Let them know that they can do it, whether it’s in the classroom or with a mentor.

## ENTREPRENEURSHIP


- **Encourage public-private partnerships to help women entrepreneurs succeed and grow.**
  - ▶ Provide access to mentors who can help them.
  - ▶ Provide information on finding capital to grow their business, including better understanding of crowdfunding and access to angel investors.
  - ▶ Provide information about doing business in other countries.
- **Reach out to women business owners** for participation in initiatives like having model workplace policies (e.g., paid family leave, pay equity), stopping human trafficking, helping the homeless (e.g., making packages of personal care items), raising minimum wage and registering women to vote.



# MODELS AND IMPACT

- The Center on Wage and Employment Dynamics published a policy brief, [The Impact of Oakland's Proposed City Minimum Wage Law: A Prospective Study](#) to determine the potential impact of minimum wage policies in Oakland, CA.
- The San Francisco Foundation and the Core Community Benefits Agreement Implementation Committee granted \$600,000 to the [San Francisco Housing Development Corp](#) to provide those in the Bayview Community/District 10 a case manager to help people with credit, loans and other financial service programs.
- The San Francisco office of [PwC US](#) donated \$160,000 in grants from the [PwC Charitable Foundation, Inc.](#) to three Bay Area-based nonprofit organizations: [Larkin Street Youth Services](#), [San Francisco Beacon Initiative](#) and [Faith Network of the East Bay](#) to develop financial literacy programs for youth, women and families.
- Financial literacy education is offered by the [Family Support Network in San Francisco](#). It has implemented standards, and community-based and school-based models are being adopted and looked at by the state. Current funding is being implemented by Department of Children, Youth and Their Families and the Mayor's Office of San Francisco.
- Vermont's [Commission on the Status of Women](#) hosted a [Vermont Women's Economic Security Summit](#) in October 2015 with 150 civil society leaders to create an economic agenda for their state.
- In 2015, Minnesota hosted a [Women's Economic Security Summit](#) as did [Michigan](#), [Mississippi](#) and [Maine](#).

EDUCATION  
EQUITY  
=  
ECONOMIC  
EQUITY



# RESOURCES

## Articles, Books, Organizations, Videos

- [The Economic Policy Institute](#) - in its report [Closing the Pay Gap and Beyond: A comprehensive strategy for improving economic security for women and families](#), examines the gender wage gap, shows how wage growth for women and men has failed to keep up with productivity gains in recent decades and concludes with a comprehensive [Women's Economic Agenda](#) to close the gender wage gap and raise wages to improve living standards for all working people.
- Articles about the power of mayors to impact student achievement:
  - ▶ [10 Ways a Mayor Can Help Improve Public Education](#)
  - ▶ [Center for Public Education: Mayoral Involvement in Urban Schools](#)
  - ▶ [Center for American Progress: Top 5 Things to Know About Mayoral Control of Schools](#)
  - ▶ [Mayoral Governance and student achievement](#)

## Reports and Research

- [The Shriver Report](#) - A nonpartisan initiative that raises awareness, ignites conversations and inspires impact around the [defining issues and fundamental changes](#) facing modern women and their families and is an initiative of [A Woman's Nation™](#).
- [The Status of Women in the States: 2015](#) - published by the Institute for Women's Policy Research, provides critical data to identify areas of progress for women in states across the nation and pinpoints where additional improvements are still needed. It presents hundreds of data points for each state across seven areas that affect women's lives: political participation, employment and earnings, work and family, poverty and opportunity, reproductive rights, health and well-being and violence and safety.
- [Administering Paid Family and Medical Leave](#) and [Moving America's Families Forward: Lessons Learned from Other Countries](#) - two reports published by [The Center for American Progress](#). Its [Women's Initiative](#) is a comprehensive effort to promote public policies that enable women to participate fully in our economy and our society. It has launched the [FAIR SHOT](#) campaign to promote a plan for women and families to get ahead.

## Expert Contact Info

- [Sarah Jane Glynn](#), Director of Women's Economic Policy at [The Center for American Progress](#), has a Women's Initiative

- **Nancy Duff Campbell**, Co-President, and Joan Entmacher, Vice President for Family Economic Security at the [National Women's Law Center's](#) program on [Poverty and Economic Security](#)
- **Cary Brown**, Executive Director of the Vermont Commission of Women Vermont Economic Summit Desk: 802-828-2840. VCW's toll-free #: 800-881-1561 or [cary.brown@vermont.gov](mailto:cary.brown@vermont.gov)
- **Latifa Lyles**, Director, [Women's Bureau at the U.S. Department of Labor](#): 800-827-5335 or 202-693-6710

### Organization Contact Info

- **[San Francisco Family Support Network](#)** - A unique partnership of stakeholders in the Family Support field: families, community-based organizations, public departments and private foundations.
- **[Urban Solutions](#)** - Working to strengthen underserved neighborhoods in San Francisco by supporting small businesses, job creation, diversity and sustainability.
- **[Mission Asset Fund](#)** - A nonprofit organization helping financially excluded communities—particularly low-income and immigrant families—become visible, active and successful participants in the U.S. financial mainstream.
- **[EARN](#)** - A national nonprofit that gives working families the power to create prosperity for generations. As the nation's leading microsavings provider, EARN gives families the tools to achieve life-changing goals, such as saving for college, buying a first home or starting a small business.
- **[Mypath](#)** - Places low-income youth and young adults on a path to economic mobility by ensuring they have access to quality financial products, a working knowledge of the financial system, and a peer-based social support system that encourages personal goal-setting and accountability.
- **[California Capital Women's Business Center](#)** (SBA) - Committed to helping entrepreneurs start and grow their businesses through educational workshops, one-on-one assistance, online learning and connection with local resources.
- **[Watermark Entrepreneur Conference](#)** - A nonprofit and community of executive women who have risen to the top of their fields—coming together to connect, develop and advocate for the advancement of women in the workforce.

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The number one factor associated with a woman living in poverty is being a mother. It is important to find new ways to support women as caregivers that ensure their economic stability in the long run.

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## CHECKLIST



- ☐ 1. Convene a Women's Economic Security Summit.
- ☐ 2. Collect data on economic conditions of women in your community.
- ☐ 3. Develop, fund and staff the implementation of a plan of action to enhance economic security for women.
- ☐ 4. Report on gender and racial diversity for city hires to ensure gender equality at every level of staffing, including top positions.
- ☐ 5. Require contractors to hire women and pay them equally.
- ☐ 6. Enact \$15 per hour or community-appropriate minimum wage.
- ☐ 7. Enact "Just Hours and Scheduling" policies that ensure economic stability for working women.
- ☐ 8. Ensure city policies include paid family leave.
- ☐ 9. Provide childcare to city workers via direct services, strategic partnerships, and/or subsidies.
- ☐ 10. Support and provide education in financial literacy so women and girls can learn skills in earning, managing and investing money, especially planning for retirement.
- ☐ 13. Encourage women entrepreneurs to succeed and grow; help with access to mentors and capital.
- ☐ 14. Reach out to women business owners for participation in initiatives like having model workplace policies.
- ☐ 15. Explore the development of an education fund at the birth of each child.



## CHAPTER 2:

# Ending Violence Against Women

## CHALLENGE

Despite the important work of mayors, governors, local, state and national legislatures, and international efforts, violence against women continues to be a major and pervasive public health problem in our country and around the world. More work must be done to address the intractable safety issues women face each and every day of their lives. The long standing history of violence against women is rooted in thousands of years of women being considered property, used as slave labor, treated as less than human, living without equal rights and being unable to secure economic independence with dignified, safe and adequately paid work.

Attacks can be in the form of domestic violence, dating violence, sexual assault, sexual slavery, physical violence, emotional abuse, stalking, college campus rape, police misconduct, murder and more. According to the Bureau of Justice Statistics, about one in five women in the U.S. have survived rape; an average of three women are murdered by an intimate partner every day—and black women and other women of color are disproportionately impacted. Domestic violence-related calls constitute the single largest category of calls received by the police. Women need safe places to escape their attackers, and they need support to build the self-confidence to move forward with their lives. Unfortunately, in many of our US cities, there are too few services available to protect women, and those services are often fragmented, underfunded and unable to help

**1 in 5**  
  
**women in the U.S.  
have survived rape**

women across different languages and cultures. Undertrained staff sometimes unknowingly add to the trauma of victims of violence.

Women also routinely experience violence perpetrated by the state or local police force, as in the recent high profile case of Sandra Bland. Gender, racial, class and other intersectional biases in policing can often result in improper, and often illegal, police actions and/or response to domestic violence and sexual assault cases. Discriminatory police practices—abuses committed by officers, refusal to enforce established laws, misclassification or dismissal of domestic violence or sexual assault complaints—are deeply harmful and violate victims' civil rights.

A deeper understanding of trauma and the connections across poverty, violence, sex trafficking, domestic violence and oppression reveals that we need a systemic response to reduce violence against women. Violence, and the lack of services to protect victims, affect the whole family, including children. Ending violence against women requires changes in the community, the criminal justice system, the courts and in the hearts of men.

Mayors must continue to play a vital role in addressing violence against women, and it is crucial to share best practices at every level to increase services, enact tougher laws and make progress on behalf of women everywhere.





# RECOMMENDATIONS

## DATA

**Collect data on the extent and location of domestic violence in your city; identify where incidents occur to develop targeted outreach and a comprehensive strategy.**

- See [San Francisco Family Violence Council](#) for a model of data collection.

## TRAINING

**Train everyone, from front desk staff to physicians to contract workers, in dealing with trauma: untrained staff can unknowingly retraumatize clients; trauma = vulnerability = future trauma.**

- Address the trauma of care providers who, through their work, are routinely exposed to violence secondhand. The emotional toll can be cumulative and their mental health needs and support should be considered so they can continue to work safely and effectively.
- See [Trauma Informed Systems Initiative](#) at San Francisco Department of Public Health. Contact: Kaytie Speziale

## COORDINATION

**Utilize existing city resources, including staffing, building infrastructure and other opportunities to coordinate services and create efficiencies for victims.**

- See the Family Violence Center model, which brings all services under one roof, simplifying access for clients and allowing easier coordination and collaboration among service providers.
- Work with local nonprofit organizations to tailor services that meet the needs of various constituent communities (with bilingual helplines, for example) as was done in San Francisco with [La Casa de las Madres](#).
- Help everyone involved to see themselves as part of one mission to address violence.

## COMMUNICATION

- Ensure that your city has a shared language of [common terms and definitions](#) for cases of violence in general and for specific issues (e.g., sexual assault), so staff in different agencies can communicate effectively.
- Coordinate those terms and definitions with national and international standards.
- Expand the definition of domestic violence, break out of the silos, and broaden thinking to include intergenerational violence and family violence, including impact on children.

## OUTREACH

**Let women know that services are available and how to access them.**

- Provide translation services. People who speak limited English

OUTREACH  
(CONT.)

sometimes have to ask over and over again in order to convince staff that they need an interpreter. The [DC Office of Human Rights Language Access program](#) provides [“I Speak” Cards](#)—with English on one side, and another language on the other—that direct government employees to provide such assistance. Other cities, including San Francisco, provide them as well.

- Recruit bilingual officers and staff at every hiring opportunity.
- Inform new members of your community about available services.
- Offer free activities (e.g., yoga) where women can connect.

## PREVENTION

**Focus on education and outreach for preventing violence; it can save lives.**

## FUNDING

**Increase funding to deal with domestic violence; 24-hour response is needed.**

- Don’t pit domestic violence against human trafficking for funding; both are important.

## POLICE

**Make sure that police departments are trained for domestic violence and other violence against women, and that they have updated technology to do the job.**

- Hire trained and experienced police professionals to handle domestic violence; appoint specialized units devoted to domestic violence cases.
- Ensure that service providers responding to victims have the knowledge and skills necessary to protect a victim’s rights. The [National Crime Victim Law Institute](#) offers tutorials and trainings to protect survivors in criminal cases against offenders.
- Confirm that [adequate training](#) programs are in place, including [best practices for law enforcement response](#), new interviewing and evidence gathering techniques and ways to enhance the safety of victims.
- Secure a [grant from the U.S. Department of Justice](#) to appoint an inspector and community advocate team to coordinate training for officers at district stations. The [Violence Against Women Act Grant](#) (VAWA) was awarded to the San Francisco Police Department and Las Casa de las Madres by the California Office of Criminal Justice and Planning.

## YOUTH

**Involve youth in being part of the solution, such as through a Youth Commission. Hear youth voices regarding violence against women. Explore the intersection of young moms, domestic violence, children of incarcerated parents, etc.**

- Understand that violence affects the whole family. Make treatment and support available for the children.
- Have a procedure in place to help children when a parent is arrested;

YOUTH  
(CONT.)

think about what happens after incarceration when people come back into the community; support organizations working on parenting during incarceration.

## GUNS

Guns and violence against women go hand in hand; **look at zip codes to see where both gun violence and domestic violence happen**, and collect data on [networks of co-offenders](#). Consider local and national gun violence prevention measures.

## SPACE

**Make a list of free spaces available to the community.** At times, community providers need access to city spaces. It doesn't cost anything for mayors to provide, and it is easy to do.

MULTI-DAY  
PROGRAMS

**Promote and support programs that educate men and women on anger management, nonviolent conflict resolution and communications skills and effective parenting practices.**

## CELEBRATION

**Give an opportunity for advocates to celebrate their work.** Organize cultural activities and creative events around ending violence against women. One Billion Rising has resources to organize [V-Day events](#), including on college campuses.

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# MODELS AND IMPACT

- [\*\*The Alameda County Family Justice Center\*\*](#) provides effective, comprehensive services to victims of interpersonal violence with 30 onsite and over 50 offsite agencies and programs for individuals and families experiencing domestic violence, stalking, sexual assault and exploitation, child abuse, child abduction, elder and dependent adult abuse and human trafficking.
- [\*\*The San Francisco Family Violence Council\*\*](#) is a model for data collection across systems. San Francisco has been gathering this data for 5 years; this information helped follow tracks of survivors to find where the gaps are in services.
- [\*\*Trauma Informed Systems Initiative\*\*](#) The San Francisco Department of Public Health has developed a Trauma Informed Systems Framework intended to help improve organizational functioning, increase resilience and improve workforce experience.
- [\*\*Language card model for Limited English Proficiency\*\*](#) works to develop a language access program.
- [\*\*High Point North Carolina\*\*](#) is solving its domestic violence problem and is becoming a model for other cities. At the core of High Point's approach is an intervention known as "focused deterrence," a crime reduction strategy developed in Boston in the early 1990s as a way to stop gun violence among gangs. The program involves outreach to repeat offenders and provides them meaningful services to help stop their abusive behavior. Educating the police to ensure careful outreach tactics and detailed follow-up is proving very successful. High Point's re-arrest rates for domestic violence have fallen to the low- to mid-teens, far below the 20 to 34 percent experienced by other police departments.
- [\*\*Brilliant Baby\*\*](#) is a pilot program in Oakland, California, through the Oakland Promise nonprofit that aims to establish \$500 college savings accounts for high-need newborns, setting an expectation for college from birth. The program also provides support, financial coaching and the opportunity to earn financial awards for new parents.





# RESOURCES

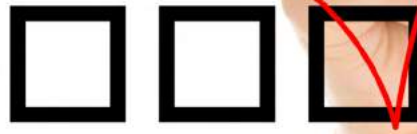
## Articles, Books, Organizations, Videos

- [\*\*Futures Without Violence\*\*](#) - For more than 30 years, Futures has been providing groundbreaking programs, policies and campaigns that empower individuals and organizations working to end violence against women and children around the world.
- [\*\*The Hunting Ground\*\*](#) - Documentary film about rape on American college campuses.
- Greatist.com article - listing [\*\*20 top organizations\*\*](#) addressing domestic violence.
- The National Council on State Legislatures - has [\*\*a chart with basic state provisions regarding domestic violence or abuse\*\*](#), the definitions of conduct amounting to domestic violence or abuse and the relationships where that conduct may be considered domestic violence or abuse.
- The DC Coalition Against Domestic Violence - produced a list of [\*\*Commonly Used Terms in cases Involving Domestic Violence\*\*](#).
- The World Health Organization - produced a [\*\*short statement paper\*\*](#) on why the lack of consistent methods and definitions makes comparisons across studies difficult.
- The United Nations [\*\*Handbook for Legislation on Violence against Women\*\*](#) - provides a comprehensive analysis of legislative issues and a checklist of steps to be taken when drafting legislation on violence against women.
- [\*\*MenEngage\*\*](#) - An international organization that engages men in issues of gender equality.
- [\*\*National Coalition Against Domestic Violence\*\*](#) - aims to effect public policy, provide programs and education and increase understanding of the impact of domestic violence in the U.S.
- [\*\*Domesticshelters.org\*\*](#) - Free online, searchable database of domestic violence shelter programs nationally.
- Training programs:
  - ▶ [\*\*Minnesota Center Against Violence and Abuse\*\*](#)
  - ▶ [\*\*National Center for Injury Prevention and Control\*\*](#)
  - ▶ [\*\*Relationship Training Institute\*\*](#)
  - ▶ [\*\*Center for Nonviolent Communication\*\*](#)
  - ▶ [\*\*The Mosaic Project\*\*](#)
  - ▶ [\*\*National Center on Domestic and Sexual Violence\*\*](#)
  - ▶ [\*\*Maryland Network Against Domestic Violence\*\*](#)
- [\*\*Campaign Zero\*\*](#) - a website that integrates recommendations from [\*\*communities\*\*](#), [\*\*research organizations\*\*](#) and the [\*\*President's Task Force on 21st Century Policing\*\*](#), on policies that aim to protect and preserve life.
- [\*\*Global Fund for Women\*\*](#) - A champion for gender equality, standing up for women and girls to be strong, safe, powerful, and heard.

### Expert Contact Info:

- **Esta Soler**, President of Futures Without Violence: [esoler@futureswithoutviolence.org](mailto:esoler@futureswithoutviolence.org)
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- **Beverly Upton**, Executive Director of Domestic Violence Consortium: [beverly@dvcpartners.org](mailto:beverly@dvcpartners.org)
- **Kaytie Speziale**, working on trauma training in Department of Public Health: [kaytie.speziale@sfdph.org](mailto:kaytie.speziale@sfdph.org)
- **John Keane**, Inspector in San Francisco SVU interested in recruiting in SFPD: (415) 553-9363
- **Vasuki Narayan**, Treasurer of Narika, a direct service organization interested in access to public spaces and addressing intergenerational violence: [vasuki@narika.org](mailto:vasuki@narika.org)
- **Samara Marion**, San Francisco Office of Citizen Complaints, has knowledge of language access cards: [samara.marion@sfgov.org](mailto:samara.marion@sfgov.org)
- **Catherine Schreiber**, Women's Foundation of California, has an interest in policy and making connections across silos: [cathys@womensfoundca.org](mailto:cathys@womensfoundca.org)

# CHECKLIST



- ☐ 1. Collect data on the extent and location of domestic violence in your city.
- ☐ 2. Train all staff in responding to and working with victims.
- ☐ 3. Shift thinking from domestic violence to family violence.
- ☐ 4. Hire a well trained and aware police force and other staff.
- ☐ 5. Find free city space and make it available to organizations working to stop violence.
- ☐ 6. Provide translation services to victims.
- ☐ 7. Coordinate all violence-related services and consider putting them all in one accessible location with extended hours of operation.
- ☐ 8. Involve youth in preventing and dealing with violence; develop programs to help children living with violence in their home.
- ☐ 9. Award and celebrate advocates for their work.
- ☐ 10. Increase funding to deal with domestic violence.
- ☐ 11. Ensure police are specifically trained to deal with domestic violence and other violence against women.
- ☐ 12. Use SAMHSA's concept of realizing the impact of trauma, recognizing the signs and symptoms, integrating knowledge on trauma and resisting re-traumatization.





## CHAPTER 3:

# LGBTQ and Human Rights

## CHALLENGE

Issues affecting the full spectrum of gender identity and sexual diversity have come to the forefront in recent decades. There has been significant progress in the movement for gay rights—most recently the legalization of gay marriage by the Supreme Court in all 50 states. However, issues of discrimination across the gender spectrum remain and need to be addressed.

A person can be married on Sunday but still be fired on Monday for being gay. Too often, outdated and harmful laws hurt the roughly 2 million children being raised by LGBTQ\* (Lesbian, Gay, Bisexual, Transgender and Queer) parents and deny homes to children awaiting adoption. Bisexuals do not fit neatly into current categories and special considerations are sometimes needed. Additionally, issues of transgender and queer stigmatization and abuse continue, despite progress.

Unconscious bias, open discrimination, abuse, violence and exclusion make living difficult and sometimes dangerous for members of this vulnerable community. For example, “stop-and-frisk”-type policies often disproportionately target black LGBT and gender-nonconforming people. LGBTQ young people are not only still dropping out of schools at higher rates, they are also at particular risk for punitive consequences to non-criminal behavior when police are highly present in schools. Undocumented LGBTQ immigrants face particular challenges accessing social services and also face high levels of violence in detention centers.

Outdated and  
harmful laws  
hurt the roughly  
**2 million**  
children being  
raised by LGBTQ\*  
parents

Increasingly, mayors are an important part of this emerging national conversation. While national laws are changing to protect rights, these issues are still strongly and intensely debated in local communities. Engaging people in interfaith and bipartisan conversations helps inform, humanize and personalize these issues. As awareness and education grow, discrimination, violence and stigmatization can give way to a deeper understanding that no matter how people identify on the gender spectrum or their sexual orientation, everyone deserves a full set of human rights. Members of the LGBTQ community are not looking for special privileges, but rather for equal rights. It is helpful to understand unconscious bias and increase understanding in order to achieve needed social and institutional change at every level.

*\* The acronym LGBTQ is meant to be inclusive; since this report does not address the specific challenges faced by intersex and asexual people, we have chosen not to append "IA" to the acronym here. Terminology is constantly evolving, as will the acronyms used in future versions of this report.*



# RECOMMENDATIONS

## EDUCATION

**At the municipal level, provide education and sensitivity training for all staff.**

- Offer unconscious bias training: encourage leaders to ask themselves, “How can I be more inclusive?”
- Train police in handling domestic violence issues in the LGBTQ community, many of whom don’t report domestic violence because they think the police do not understand their situation and could make them a further target of abuse.

**Have and support courageous conversations in your community and strive to be more inclusive across the board.**

**Provide proactive education programs about trans people in your community.** Help curb the disturbing national trend of scapegoating transgender people and resurrecting old myths about gay and trans people as sexual predators.

- [Transgender Law Center](#) offers resources for training and messaging.
- [API Equality Los Angeles](#) offers in-language educational materials.

**Encourage more gender neutral language, one person at a time.**

- Examples of language to be changed: “Hey babe,” “You guys,” “Boys will be boys.”
- Educate staff and leaders about pronouns, so they are inclusive whenever possible. “They” and “ze” are gender-neutral/inclusive pronouns.
- “Partner” and “spouse” are more inclusive than “husband/boyfriend” or “wife/girlfriend.”

## DATA

**Look more closely at data and make sure that categories are not just men/women and black/white.** Have more options on the census, and watch intersectionality issues (example: Trans Latina).

- Bisexuals are the largest population of the LGBTQ community, and have the highest rates of suicide and domestic violence, particularly among women.
- Lesbian girls have major issues that are often ignored, leading to high suicide rates (lesbian teen pregnancy is an issue because of poor education, stratification and social pressure).
- Find ways to encourage honesty and safety on public forms.
- Wages and other issues need to be broken down to more than just male/female when collecting data.
- University of California applications are now using new language for LGBTQ: “Sexual diversity/gender identity/gender expression.”

**JOBS****Include LGBTQ as well as women when encouraging diversity in tech fields.**

- Encourage tech world to share best practices and have conversations about diversity, including women and LGBTQ.
- Recognize businesses that promote sexual and gender minorities.
- Sometimes members of the LGBTQ community are afraid of coming forward with a complaint in the workplace. People are afraid they will be fired, and won't get a job again if they speak up/report something. Encourage employers to make their policies fair and transparent.
- Hire more women and members of the LGBTQ community in law enforcement (police, fire) and safety positions.

**SENIORS****Support organizations that help seniors and provide senior services.**

- Increase the cultural competence of caregivers and doctors to include LGBTQ people.
- Seniors are even more at risk than LGBTQ youth.
  - Lonely LGBTQ seniors rely on community services and education.
- Provide computer and social media training, which helps tremendously with finding resources and dealing with depression.
- Train seniors to understand how to: speak for themselves in hospitals; communicate their medical information; and know what to do when they don't have family to retrieve them from the hospital.
- Assist seniors with preparing advanced medical directives if in a gay relationship.

**LEADERSHIP****We need more women in leadership; women tend to be more inclusive regarding issues affecting people across the gender spectrum and across issues of sexual orientation.****BATHROOMS****Be mindful of gender and bathrooms.**

- Offer gender neutral and/or single stall bathrooms (i.e., without a specific gender), which are helpful for disabled people, LGBTQ people, seniors and youth/young parents.

**COMMUNICATION****Create easy-to-access and unified information** about the resources available to LGBTQ people.**LGBTQ SHELTERS****LGBTQ SHELTERS or sections within shelters provide safety for this vulnerable community.**

- [Larkin St. Shelter](#) - Based in San Francisco, the mission of Larkin Street Youth Services is to create a continuum of services that inspires youth to move beyond the street.

**COLLABORATION****Partner with LGBTQ organizations to help lead these efforts.**



# MODELS AND IMPACT

- [Open House](#) is an LGBTQ-oriented senior services organization that provides housing services and case management.
- [Community Living Campaign](#) in the San Francisco Bay Area provides computer training for seniors and other important senior education and community-building for lonely, often disabled seniors.
- The Unified San Francisco School District has model [LGBTQ policies](#).
- San Francisco, Portland and Seattle have model policies for LGBTQs, seniors and recently incarcerated people.
- [Article](#) on how to protect LGBTQ individuals in incarceration.
- [Article](#) on San Francisco's policy on trans inmates.
- [St. Mary's College](#) is listed by New Ways Ministries as one of the most LGBTQ-friendly Catholic campuses in the country.
- [LGBTQ Resources](#) from the University of California Office Of The President, which is now publishing new information about LGBTQin education.

## Funding:

- LGBTQ foundations (e.g., [Horizons Foundation](#))
- San Francisco Foundation
- General fund resources (city resources)
- Private funding (find LGBTQ community advocates)
- [Title 9](#)
- Federal Government resources that partner with local projects
- [The White House](#), which has several relevant task forces
- California Institute for Integral Studies, which has a [fellowship in LGBTQ leadership](#)



Photo © Will Roscoe



# RESOURCES

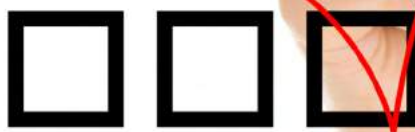
## Articles, Books, Organizations, Videos

- [San Francisco Human Rights Commission](#) - San Francisco Charter Commission promoting human rights.
- [Department of Aging and Adult Services](#) - Department of San Francisco Human Services Agency.
- [Astraea Lesbian Foundation for Justice](#) - Philanthropic organization working exclusively to advance LGBTQI human rights around the globe.
- [Lesbians Who Tech](#) - A community of queer women in and around tech.
- [Out & Equal Workplace Advocates](#) - Nonprofit organization dedicated to achieving lesbian, gay, bisexual and transgender workplace equality.
- [National Center for Lesbian Rights](#) - Organization shaping the legal landscape for all LGBTQ people.
- [American Civil Liberties Union \(ACLU\)](#) - Working for almost 100 years to defend and preserve individual rights and liberties guaranteed by the U.S. Constitution.
- [API Wellness Center](#) - Health organization centered on Asian & Pacific Islanders.
- [Lavender Youth Resource Information Center \(LYRIC\)](#) - Working toward social justice for LGBTQ youth.
- [Global Fund for Women](#) - A champion for gender equality, standing up for women and girls to be strong, safe, powerful, and heard.

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- **Marcia Peterzell**, Community Connector, Community Living Campaign: (415) 359-1816

# CHECKLIST

☐

1. Provide education and sensitivity training around gender and sexuality issues to municipal staff.

☐

2. Consider gender and sexuality when collecting data.

☐

3. Consider gender and sexuality when hiring staff.

☐

4. Assist seniors in the LGBTQ community by supporting organizations that help them, and by providing training for caregivers to be sensitive to their issues.

☐

5. Be mindful of gender diversity in providing bathrooms; offer gender neutral bathrooms as an option.

☐

6. Make information about available resources visible and easy to access.

☐

7. Provide an LGBTQ shelter or section of a shelter.

☐

8. Collaborate with LGBTQ organizations to help lead these efforts.





## CHAPTER 4:

# Women and Civic Engagement

## CHALLENGE

Over the past century, women's participation in the public arena has grown significantly. Despite this fact, we have a long way to go to achieve equal representation in elected office, top municipal jobs and boards and commissions, and to be heard as equal voices in newspaper, television, radio and internet editorials and commentary.

Recent [groundbreaking research](#) done by the Women Donors Network demonstrates how dramatically women and people of color are still underrepresented in elected office:

- Overall, white men represent 31% of the population and hold 65% of elected offices.
- Women represent 51% of the population and yet hold only 29% of elected offices.
- People of color represent 38% of the population and hold only 10% of elected offices.
- Only 17% of mayors are women.
- Only six governors are women—and only once has a woman succeeded another woman as governor.

This imbalance exists at all levels of government—local, county, state and federal. Further work is needed to overcome four persistent structural barriers to a reflective democracy, where our leaders reflect the people they serve:

- **Gatekeepers:** Open up access to resources and endorsements controlled by powerful gatekeeper networks such as party leaders, PACs and funders.
- **Civic institutions:** Encourage community organizations to engage in the political process.
- **Economic barriers:** Identify ways to overcome the obstacles that many women face in fundraising and supporting themselves while pursuing office.
- **Voting, electoral, governing and campaign financing structures:** Reform of the election system and expectations for elected officials while in office is essential to create a more level playing field for women and people of color.

Achieving gender equality in the U.S. will require structural changes, as well as a proactive approach that includes both women and men encouraging and promoting women and people of color to step forward in the civic space. A vibrant diversity of voices and talent will enhance every mayor's ability to improve his or her community.

Other nations show these changes are possible. As [Representation 2020](#) highlights in its report, State of Women's Representation 2015-2016, government laws or major party rules in over 100 countries require a certain minimum number of women candidates on the ballot, while none of the countries that rank the highest in women's representation use American-style "winner take all" elections.

Addressing structural barriers through campaign finance and electoral reform is essential for women and people of color to achieve parity in civic engagement. Mayors, individually and collectively, can have a strong voice on national issues that help level the playing field and open access to women and people of color, such as: establishing a National Voting Day Holiday, passing universal voter registration, overturning Citizens United, implementing ranked choice voting, and mandating shorter campaign cycles. State issues such as publicly funded

elections, voter registration, the security of vote counting technology, gerrymandering and laws that affect elections are critical issues for mayors to actively monitor and influence. Additionally, mayors can impact local and municipal issues regarding access to the polls, early voting, voting machine integrity, and free local airtime for qualified candidates. At the city level, mayors can take many concrete and supportive actions to increase the civic engagement of women and girls.



# RECOMMENDATIONS

## GENERAL

- **Assessment:** Check the diversity of mayoral appointments and staffing; develop an intersectional lens, which takes into account gender, race, class and sexual orientation for all civic participation.
- **Task Force:** Institute a task force to ensure that policies—such as the timing of hearings and votes, the leadership selection process as well as staffing—promote equity for women and people of color.
- **Funding:**
  - ▶ Analyze the city’s existing budget to assess how much current spending supports women and people of color.
  - ▶ Establish generous budgets to fully support the recommendations of this report.
- **Boards:** Ensure institutions have fair representation of women at the table. Currently, [nine states](#) have legislation requiring or encouraging gender parity on state and/or local boards and commissions.
  - ▶ Encourage ordinances that mandate equal representation on civic and corporate boards.
- **Childcare:** Provide childcare stipends for those with children; offer onsite daycare at City Hall.
- **Mentorship:** Use mayoral influence to encourage established power networks to offer mentorship for women at a larger scale.
- **Nonprofit Organizations:** Include nonprofit organizations at the policy table; they are often a valuable and untapped resource for mayors.
- **Public Education Campaign:** Diversity in local government starts with education about the broader concept of gender equality. Inclusion needs to be embedded in the culture and goals.
  - ▶ Educate women and men about the importance of gender equality. Use social media to educate and engage women Millennials.
  - ▶ Libraries reach people from every socioeconomic level (e.g., immigrants, disabled, seniors, and more). Encourage libraries to participate in the campaign and affirm equal access from childhood to adulthood.

## MORE WOMEN IN OFFICE

- **Training:** Encourage programs that support and train women to run for office earlier; [there is evidence](#) that it is easier to integrate family responsibilities into civic engagement when a woman has experience with such engagement prior to having children. Also, [women state legislators](#) are more likely than men legislators to have participated in campaign training. Program elements might include:
  - ▶ Encouraging women to run and to understand that they do not need to prove themselves; storytelling and movies are an effective way to do this.

### MORE WOMEN IN OFFICE (CONT.)

- ▶ Recruit and ask women early to run for office, while offering your support and introductions to influencers.
- ▶ Acknowledge the need for women and men, as they move up in the ranks or retire, to recruit and groom women to take their place.
- ▶ Encourage supporters to continue strong support of women after they are elected.
- **Running and Winning:** Adopt ranked choice voting systems that incentivize positive campaigning and grassroots organizing that elect more women and candidates of color.
- **Financial Security:** Address the economic issues that impede better representation by women. Provide pension plans for those in elected office.
- **Inclusion:** Invite men to take women and people of color into their circles and sponsor them in their personal networks.
- **Connection:** Encourage people to stay connected with elected women after they win, and work with them throughout the year.
- **Media:** Establish organizations and infrastructure to hold media accountable for portraying women leaders fairly.

Only  
**17%**  
of mayors are women

Only  
**6**  
governors are women

### MORE WOMEN ON BOARDS AND COMMISSIONS

- **Appointments:** Appoint women to all types of boards and commissions, particularly those with the greatest municipal clout; aim for 50% female representation. A commission appointment is often the first step on the path to running for public office.
- **Participation:** Encourage the full participation of all people: leaders need to reflect the people they serve.

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Addressing structural barriers through campaign finance and electoral reform is essential for women and people of color to achieve parity in civic engagement.

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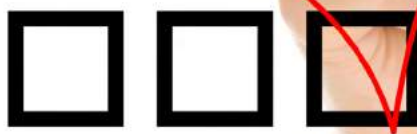
# RESOURCES

## Articles, Books, Organizations, Videos

- [\*\*Who Leads US\*\*](#) - Women Donors Network provides a way to measure progress toward a democracy where our leaders reflect the people they serve.
- [\*\*UN Report on Alternate Policy and Gender Equity\*\*](#) - New policy agenda to transform economies and make women's rights a reality.
- [\*\*RightNOW Women\*\*](#) - Volunteer organization helping elect qualified Republican women to federal office.
- [\*\*EMERGE America\*\*](#) - Changing the face of American politics by identifying, training and encouraging women to run for office, get elected and to seek higher office.
- [\*\*ProjectGoPink\*\*](#) - A national hub to recruit, train, network and promote Republican women as they work to achieve their public service goals.
- [\*\*Emily's List\*\*](#) - Working for larger leadership roles for pro-choice Democratic women in legislative bodies and executive seats.
- [\*\*Status of Women in the States\*\*](#) - An interactive website and report by the Institute for Women's Policy Research provides data on women's progress in 50 states, the District of Columbia, and in the United States overall. It ranks and scores each state on women's political participation statistics along with 5 other key indices for women.
- [\*\*Center for American Women and Politics\*\*](#) - A unit of the Eagleton Institute of Politics at Rutgers, CAWP is nationally recognized as the leading source of scholarly research and current data about American women's political participation.
- [\*\*PBWC\*\*](#) - Professional women's business conferences are large collections of powerful women that can either run or fund political campaigns.
- [\*\*Watermark\*\*](#) - A community of executive women who have risen to the top of their fields—coming together to connect, develop and advocate for the advancement of women in the workforce.
- [\*\*UN Foundation, Council of Women World Leaders\*\*](#) - A network of current and former women prime ministers and presidents.
- [\*\*Higher Heights Leadership Fund\*\*](#) - Building a national civic engagement infrastructure and network to strengthen Black women's leadership capacity.
- [\*\*IGNITE\*\*](#) - Works to build young women's political ambition and train them to run for office.
- [\*\*Progressive Women of Silicon Valley\*\*](#) - Their mission is to advance women's causes on local, national and international levels.
- [\*\*No Ceilings: The Full Participation Project\*\*](#) - Part of the Clinton Foundation, looking to advance the status of women and girls.

- [\*\*Rank Choice Voting\*\*](#) - Helps make democracy fair, functional and representative by developing the analysis and educational tools necessary to win and sustain improvements to American elections.
- [\*\*Representation 2020\*\*](#) - A project of the nonpartisan group FairVote, focused on reducing structural barriers to women's electoral success.
- [\*\*\*It Still Takes A Candidate: Why Women Don't Run for Office\*\*\*](#) - Book by Jennifer Lawless on gender inequity in politics.
- [\*\*Girls Just Wanna Not Run\*\*](#) - Report that explores the gender gap in young women's political ambition.
- [\*\*Running From Office\*\*](#) - Research-based book by Jennifer Lawless on why young Americans feel completely alienated from contemporary politics.
- [\*\*Women in Politics\*\*](#) - Documentary film profiles female political representation over the last century.
- [\*\*Miss Representation\*\*](#) - Documentary film exposes how mainstream media and culture contribute to the underrepresentation of women in positions of power and influence in America.
- [\*\*Jackie and Jill Robinson Effect\*\*](#) - Stanford study explores the hypothesis that successful female candidates may need to be more ambitious or qualified than their male challengers to overcome gender bias.
- [\*\*Living Room Conversations\*\*](#) - Citizens and leaders with divergent views use social networks to build relationships as they talk about critical issues.
- [\*\*More Women Can Run\*\*](#) - Book by Sue Carroll and Kira Sanbonmatsu about gender differences in pathways to legislatures.

## CHECKLIST



- ☐ 1. Appoint women to all commissions and boards; aim for 50% female representation.
- ☐ 2. Collect data to reveal gender representation in municipal staff, boards and commissions, including top positions.
- ☐ 3. Ensure all such positions, institutions and initiatives have fair representation of women at the table.
- ☐ 4. Encourage quotas in the private sector for equal representation on corporate boards and decision-making bodies.
- ☐ 5. Enact ranked choice voting systems to elect more women and candidates of color.
- ☐ 6. Institute a task force for women so that policies are gender-neutral.
- ☐ 7. Review all municipal policies to ensure they are fair to women.
- ☐ 8. Provide childcare stipends for parents; offer onsite daycare at City Hall.
- ☐ 9. Offer mentorship programs and opportunities for women and people of color.
- ☐ 10. Ensure pay equity so everyone is paid equally for equivalent jobs.
- ☐ 11. Ensure gender and racial equality is embedded in the culture and goals of your administration.
- ☐ 12. Promote educational campaigns in your city to encourage women and people of color to run for office.

## CHAPTER 5:

# Girls' Leadership and STEM

## CHALLENGE

Typically, women's leadership has been in a few areas: the home, teaching, nursing, social services and in activism to correct injustice. To support women's advancement, it's important to encourage women and girls to step forward in every sector to ensure that systems include all people and foster respect for one another and the planet.

Girls need training and encouragement to enter and stay in fields and leadership positions that have largely been closed to them. In the coming years, the biggest opportunities for high-quality, well-paid jobs will be in the areas of science, technology, engineering, and math (STEM). In fact, a shortage of 1.4 million computer workers is expected by 2020, creating many highly rated job opportunities. Women's perspectives are vastly underrepresented in these fields—women represent 48% of the workforce, but hold only 24% of STEM jobs. Even when women enter these careers, they have a high dropout rate due to gender-biased work environments. The solution is to achieve a more balanced ratio and to change work conditions to accommodate family healthy work practices.

Additional pipeline challenges include bridging the lack of communication between STEM initiatives; everyone is reinventing the wheel and there is a need to share best practices. These initiatives must be intentional about including

Women represent  
**48%**  
of the workforce,  
but only  
**24%**  
of STEM jobs.

difficult-to-reach girl populations in recruitment efforts across the country, including rural areas. All too often, elementary school teachers unintentionally share lack of confidence in math with girl students and school opportunities are limited in STEM programs that are extracurricular rather than integrated into the curriculum. Girls and women often face sexual harassment in male-dominated classrooms and workplaces, and pregnancy discrimination can dissuade women seeking PhDs and academic research grants in STEM fields. Girls need role models and mentors who communicate passion for the field and who model career paths that exercise more than a single, specific skill such as coding. Girls need tech experience to get a job in tech, but they are often required to have significantly more experience to overcome the gender bias in order to be hired.

With great opportunities for economic security and advancement, women and girls have the potential to achieve equality in the new and dynamically growing STEM sector. If they are not represented fully in this sector, an important opportunity for women's equality will be lost in the next generation. Moreover, we will be left out of influencing the design of future technology and economic systems if we don't prepare young girls to lead in this sector.

Since STEM is so important, the recommendations are focused primarily on encouraging girls and women to enter and stay in STEM careers. It is only one aspect of girls' leadership and as this report evolves, we will add further recommendations on girls' leadership in other sectors.





# RECOMMENDATIONS

## DATA

**Determine the gender representation of women in STEM fields and what is needed in your city to encourage girls' leadership.**

- Create an executive summary to inform business and the general public about this issue.
- Use data to formulate a plan of action to encourage more women and girls in STEM.
- If your city is doing a great job in this area, develop a communications plan for reaching neighboring cities or regions to share your best practices.

## FUNDING

**Dedicate revenue streams from taxes to fund robust public STEM education.**

- Through cross-sector partnerships with tech/science corporations, fund scholarships and programming, and develop internships and mentoring opportunities.
- When negotiating budgets, utilize local data and existing reports to demonstrate need (e.g., the Institute for Women's Policy Research [Status of Women in the States](#) and Girl Scouts research).
- Develop incentives for companies to keep mid-career women in STEM.

## EDUCATION

Where possible and when a mayor has the authority, **encourage school systems to introduce technology and engineering into the curriculum at age appropriate levels at the elementary level to make them as standard as math and science.**

- Connect STEM course lessons with real-world problems when teaching, to provide contextual learning.
- Make [National Center for Women & Information Technology \(NCWIT\)](#) materials available in public spaces and distribute to educators/STEM entities.
- Monitor current research and stay abreast of the pros and cons of introducing technology at too young of an age and the impacts to normal social skill development.

## COLLABORATION

**Through public/private relationships, encourage STEM companies to train, hire and retain more girls and women.**

- Designate a liaison within municipal government to foster robust collaboration with STEM corporations.
- Measure the baseline of gender composition in STEM companies; set goals and track representation of women.

COLLABORATION  
(CONT.)

- Request STEM companies to designate a community liaison to promote community relations and opportunities for STEM careers, summer jobs and training programs for girls.
- Encourage companies to support women at mid-level in STEM fields to encourage them to stay (e.g., offer sensitivity training to men in STEM companies to help change the hyper-masculinized work culture).

**Corporate Incentives:**

- Require/incentivize companies to deliver on diversity in workplace hiring across gender, race and socioeconomic background and to operate and recruit within disenfranchised communities.
- Offer tax rebates or grants for companies that meet certain standards for inclusion of women/girls.
- Give public recognition, including awards, to corporations that effectively promote gender equality and fair pay in STEM careers.

## MENTORS

**Encourage educational institutions and corporations to provide mentorship programs** in academic and professional settings that build confidence and strengthen professional skills.

## NONPROFITS

**Create time and convening space for collaboration and joint events with nonprofit organizations that are working to elevate women and girls' leadership and participation in STEM.**

## COMMUNITY

- Organize city-sponsored events (e.g., hackathon to encourage girls and women in both leadership and STEM).
- Host an annual breakfast with the mayor, the mayor's spouse and/or celebrities with young women to encourage leadership and consideration of STEM careers.
- Name week/month/day to recognize women in STEM.
- Create space for networking of individuals looking to make career transition into STEM/women looking to re-enter work force with STEM recruiters.

# MODELS AND IMPACT

- As a longtime leader in computer technology, [IBM](#) has measured baselines, set goals and has been tracking representation of women at all levels of its company.
- The San Francisco [Department on the Status of Women](#) prioritizes and promotes STEM education for women and girls. The department is a model for how the General Recommendation to establish a permanent office on the status of women and girls makes it easier to act upon all other recommendations in this guide.
- [Harvey Mudd's core curriculum](#) is an academic boot camp in the STEM disciplines.
- Laura Mather created [Unitive](#), a hiring platform created to tackle unconscious bias in corporations, targeting gender differences in language and fostering inclusion in resumes and job descriptions.
- [Jo Boaler](#), Professor of Mathematics Education at the Stanford Graduate School of Education, is involved in promoting mathematics education reform, online math education and equitable mathematics classrooms.
- [Dev Boot Camp](#) is a short-term, immersive bootcamp that transforms beginners into full-stack web developers in 19 weeks.
- [Girls Who Code](#) is a national program that works to inspire, educate and equip girls with the computing skills to pursue 21st-century opportunities.
- [Symantec Corporation](#) is educating corporations on the strategic advantages of gender diversity.
- [Level Playing Field](#) Institute provides opportunities for girls to attend college courses over summer.
- [Hallandale Beach](#) model of giving girls graduating high school a certification in technology.
- [Black Girls Code](#) introduces computer coding lessons to young girls from underrepresented communities through workshops and after-school programs.
- [Girls Inc.](#) works in partnership with Lockheed Martin to connect girls with female engineers through hands-on activities and mentorship opportunities. The [Operation](#)

[SMART](#) and [Eureka!](#) programs foster STEM educational and career paths for girls and young women ages 6-18. This successful partnership is a model that can be replicated by other companies committed to encouraging their employees to engage with girls.

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If women and girls are not represented fully in STEM,  
an important opportunity for women's equality will be lost  
in the next generation.

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# RESOURCES

## Articles, Books, Organizations, Videos

- [\*\*Million Women Mentors\*\*](#) - A major initiative that encourages girls and young women to enter and stay in STEM programs and careers.
- [\*\*Code: Debugging the Gender Gap\*\*](#) - Documentary film exposes the dearth of American female and minority software engineers and explores the reasons for this gender gap.
- [\*\*Stem Connector\*\*](#) - As a free service to the country, the [\*\*STEMdaily®\*\*](#) newsletter provides nearly 10,000 diverse thought leaders in STEM education with a daily newsletter that increases connectivity across the nation and reaches over a million people through social media.
- [\*\*Career Girls\*\*](#) - Videos of women mentors who talk about obstacles they have overcome as women in the workplace.
- [\*\*American Association of University Women study: Solving the Equation\*\*](#) - March 2015.
- [\*\*McKinsey Report: Unlocking the Potential of Women in the Workplace\*\*](#)
- [\*\*Unlocking Opportunity for African American Women and Girls\*\*](#) - Report from the National Women's Law Center and the NAACP Legal Defense and Educational Fund, Inc.
- [\*\*Worldwide Women Website\*\*](#) - An online crowdfunding platform aiming to promote girls' and women's empowerment worldwide, in cities and in rural areas, in both developing and developed countries.
- [\*\*WEPAN\*\*](#) (Women in Engineering ProActive Network) - A nonprofit educational organization founded in 1990 to be a catalyst for change to enhance the success of women in the engineering professions.
- [\*\*White House Council on Women and Girls Portal\*\*](#) - President Obama created this Council in 2009.
- [\*\*The Connectory Portal\*\*](#) - Makes the connections to STEM learning opportunities that inspire young people to explore, discover and create.
- [\*\*Women @ NASA\*\*](#) - A library of videos of women who work at NASA talking about themselves and their careers.
- [\*\*Society of Women Engineers \(SWE\)\*\*](#) - Dedicated to introducing local girls to engineering and the women who work in the field.
- [\*\*Tips for Encouraging Girls in STEM\*\*](#) - This tip sheet was created by Girls Inc. and provides best practices for how to encourage a girl to participate in STEM.
- [\*\*Afterschool Alliance\*\*](#) - Dedicated to providing resources that will help afterschool programs provide meaningful STEM learning experiences.
- [\*\*Solving the Equation: The Variables for Women's Success in Engineering and Computing\*\*](#)

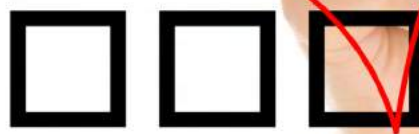


- A research report written by the AAUW.
- **[How Cross-Sector Collaborations Are Advancing STEM Learning](#)** - Paper sponsored by the Noyce Foundation examines 15 leading efforts to create STEM Learning Ecosystems. STEM Learning Ecosystems harness unique contributions of educators, policymakers, families and others in symbiosis toward a comprehensive vision of STEM learning for all children.
- **[Global Fund for Women](#)** - A champion for gender equality, standing up for women and girls to be strong, safe, powerful, and heard.

### Expert Contact Info:

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[ryanj3@sfusd.edu](mailto:ryanj3@sfusd.edu)
- **Dr. Helene Gayle**: [McKinsey Foundation](#)
- **Madeline Heilman**, Professor of Psychology at New York University:  
[madeline.heilman@nyu.edu](mailto:madeline.heilman@nyu.edu), (212) 998-7813
- **Deanna Kosaraju**, Founder and CEO, Global Tech Women

# CHECKLIST



**1. Establish a Department on the Status of Women, charge it with the collection of data on women and girls in STEM, and use data to formulate a plan of action to engage more women and girls in STEM.**



**2. Dedicate a revenue stream to fund public STEM education.**



**3. Amplify technology and engineering at the elementary level to make them as standard as science and math.**



**4. Designate a liaison for each STEM company and the community to communicate job opportunities, and designate a point person within municipal government to oversee corporate community connections.**



**5. Incentivize companies to deliver on diversity in the workplace across gender, race and socioeconomic background.**



**6. Create time and space for collaboration/joint events for nonprofit organizations working to elevate leadership of women and girls.**



## CHAPTER 6:

# Workplace Policies

## CHALLENGE

It's easy to forget that only a hundred years ago, women did not have substantial control over their own income, nor the social freedom to determine the shape of their own lives. Workplaces and policies were not designed with the needs of women and mothers in mind. To make matters worse, women across the economic spectrum are experiencing extreme financial, physical and emotional stress from current workplace conditions that are increasingly competitive and insecure. Multiple sources of stress include: 24/7 work culture; a long history of undervaluing women's work; concentration of women in lowest-paid jobs; lack of pay equity; unpredictable work schedules; wage theft; and juggling responsibilities to employer and family, which most men are not culturally required to do. The cumulative impact of less pay and fewer hours worked due to caring for children/spouse/parents leads to lower Social Security payments and greater financial stress among older women, who tend to live longer than men and therefore are more likely to use up dwindling financial resources.

Humane management practices that fit the modern workforce, which is about half women, contribute substantially to strong, healthy communities. When work policies support all workers' ability to meet their commitments in and outside the workplace, both families and businesses are more successful and robust. Mayors can model humane employment policies that establish healthy norms, so businesses can see the value of those practices and emulate them. They can also help pass laws that set certain

minimum standards such as paid sick days, fair pay and minimum wage requirements. Many European countries have model policies that create better conditions for women, supporting success at home and at work. Most importantly, those policies increase the general well-being of women and entire families.

Fifty years ago, most children had someone at home to take care of them and employers assumed that employees had no other primary day-to-day responsibilities. Many employers still presume this, yet a majority of children today do not have a stay at home parent. The reality is that modern working parents—especially mothers—need good child care, good schools and the capacity to take care of their families as well as be great workers. When employers give them the flexibility to do this, women enjoy work-life balance and everyone wins.





# RECOMMENDATIONS

## PUBLIC EDUCATION CAMPAIGN

**Run a public education campaign about workplace conditions, address 24/7 workplace culture, fair pay and other key issues affecting working women.**

- Promote the idea that policies that are good for women are good for everyone (and they can result in increased profit).
- Encourage men to talk about the importance of equal pay; equal pay impacts everyone.
- Screen films such as [Girl Rising](#) and then hold discussions in your community.
- Encourage more communication within companies about these issues to diffuse reaction and promote understanding.

## HIRING PRACTICES

**Look at the hiring process in your city to ensure fairness.**

- Create gender-balanced hiring goals for projects in your city.
- Target outreach to hire more women on publicly funded projects.
- Address non-linear career paths and mid-career transitions for women when you hire.

## WAGES

- **Transparency:** Make wages transparent by publishing an annual list of salary ranges that correspond to relative job positions, so wage discrimination can be easily discerned.
- **Paid Sick Days:** Ensure workers receive paid sick days.
- **Minimum Wage:** Enact necessary policies to raise minimum wage (many minimum wage workers are women).
- **Equal Pay:** Mandate equal pay for city workers and the private sector.
  - ▶ Create equal pay boards, as [San Francisco has done](#).
  - ▶ Find and follow best equal-pay practices.
  - ▶ Do not base starting salaries on previous salaries, as this sometimes perpetuates pay inequality.
- **Higher-Paid Jobs:** Open up access to higher paid city jobs (construction, police officers, firefighters) to women.
- **Wage Theft:** Take action to stop wage theft, which is the illegal underpayment or non-payment of workers' normal and/or overtime wages by an employer. Wage theft disproportionately affects female low-wage workers. You can provide information to workers about actions to take if their employer is not paying their full wages (go to small claims court or report to a union representative, for example), and introduce legislation to hold employers accountable, like the [The Fair Day's Pay Act](#), which was recently enacted in California.

WORKING  
CONDITIONS

**Family Leave:** Many women feel that they are “dinged” when they take advantage of opportunities made available to them, such as maternity leave. They may experience peer pressure, and feel that taking leave damages their professional standing.

- Offer paternity/maternity leave in the city, and support national legislation. Make sure the details of these policies are transparent and accessible to all city workers.
- Work to change cultural attitudes in your city. Family leave and public childcare are associated with higher earnings for mothers when cultural support for maternal employment is high.
- Offer paid leave to care for sick family member(s).

**Workers’ Rights:** Protect workers’ rights so they can bring up issues like more flexible work hours without being fearful of losing their jobs.

- Introduce legislation: San Francisco’s [Family Friendly Workplace Ordinance](#) allows certain employees to request flexible or predictable work schedules.

**Childcare:**

- Create an incentive for private companies to provide childcare solutions (e.g. issue bronze, silver, gold awards for gender-balanced policies).
- Offer government-subsidized childcare.
- Encourage company-sharing childcare.

**Predictability:**

- Form a “predictability” task force: Many different parties can participate (business, workers, government, etc.).
- Discuss how all parties can benefit from more predictable schedules.
- Mandate predictable scheduling for workers.
- High Commitment: Create high-performance, high-commitment work environments—[ROWE](#) (Results-Only Work Evaluation), [HPWP](#) (high performance work practices), and [self-management](#) systems.

**Remote Work:** Allow remote work from home or other locations. Some cities and states have created incentives for employers to embrace telework, which has been shown to improve productivity, increase resilience, reduce congestion, reduce pollution, reduce the production of greenhouse gasses and more.

 **Top 25**  
companies by percentage  
of women leaders generate  
**2x**  
revenue and net income  
of the average company in  
the UC Davis Study of  
California Women  
Business Leaders

## TRAINING

**Programs:**

- Support and encourage, offer and/or promote programs that help women gain access to previously closed-off markets, high-paying jobs and traditionally male dominated jobs (including construction, police

**TRAINING  
(CONT.)**

officers, firefighters)

- ▶ Offer pre-apprenticeship programs to women
- ▶ Offer mentorship programs to women and girls
- ▶ Offer vocational training to women in high school and college

**Partnerships:**

- Men need to be involved because they hold positions of influence and often do the hiring. Involve men and encourage them to reflect on how they judge women.
- Partner with workforce training boards to provide women with certain skills that will allow them to excel (training in high-paying jobs).
- At a summit on women's economic security, convene business, labor and government leaders to collaborate in making certain jobs accessible.


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When work policies support all workers' ability to meet their commitments in and outside the workplace, both families and businesses are more successful and robust.

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# MODELS AND IMPACT

- Salesforce started a program called [Women's Surge](#) in 2013. The goal was to achieve 100% equality for men and women in pay and promotion, and to make sure that at least a third of all participants at any meeting were women.
- Patagonia is a leader in [workplace innovation](#). Their book, [Family Business](#), to be published in July of 2016 illustrates what high-quality child care looks like and why providing [on-site child care](#) to working families is at the heart of responsible business today.
- Cisco is dedicated to supporting the [work/life integration](#) of employees and their families with a full set of services and programs ranging from breastfeeding support, to childcare, Elder care, parenting classes and much more. [Cisco Family Connection](#) is the onsite childcare facility at the company's San Jose campus that serves more than 400 children from infancy through kindergarten.
- In San Francisco, the award-winning [Gender Equality Principles](#) Initiative is a groundbreaking program that helps businesses and organizations achieve greater gender equality through implementation of seven [Gender Equality Principles](#). Below are a few examples excerpted from their [Gender Equality Challenge](#) that highlights promising initiatives just getting underway and features model practices that are yielding significant measurable results and are replicable to other workplaces.
- Gap, Inc.: [Equal Pay for Equal Work](#)  
To mark its 45th anniversary, Gap Inc. launched the Equal Pay for Equal Work project, supported by 100% of the executive leadership. The company provided a complete dataset of pay information for its 129,992 global employees to [Exponential Talent](#), a strategic human resources management consultancy for pay equity analysis. Controlling for numerous variables, including tenure, FTE status, and span of control, the analysis demonstrated that, on average, women employees at Gap, Inc. are paid at a one-to-one ratio compared to their male counterparts, not only across the organization but also across countries.
- Palantir: [Women in Engineering Scholarships](#)  
To address the underrepresentation of women applying to and employed in technical positions, Palantir began in 2010 awarding scholarships, ranging from \$1,000 - \$10,000 to women. Over time, the focus was narrowed to support female students in undergraduate and graduate programs in STEM fields. This year, the target group is female undergraduate students. Since the scholarship's inception in 2011, Palantir has awarded more than \$100,000 to finalists, and receives between 35 – 90 applications each year for the scholarship.



# RESOURCES

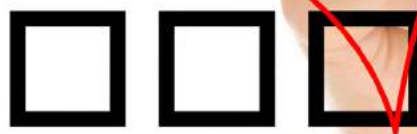
## Articles, Books, Organizations, Videos

- [\*\*The Simple Truth about the Gender Pay Gap\*\*](#) - This guide is designed to empower members and other advocates with the facts and resources they need to tell the simple truth about the pay gap.
- [\*\*Graduating to a Pay Gap\*\*](#) - Discusses the earnings of women and men one year after college.
- [\*\*A Stronger California\*\*](#) - Site addresses the questions: Why women? Why California? Why now? Focuses on anti-poverty, equal pay, work/family policy, access to higher-pay opportunities and pregnancy accommodation.
- [\*\*California Work & Family Coalition\*\*](#) - An alliance of community organizations, unions and nonprofits protecting every California worker's right to put their family first.
- [\*\*Family Friendly Workplace Ordinance\*\*](#) - This ordinance discusses the changing demographics of American women in the workforce—specifically, an increased number of women in the workforce; fewer households with children that have at least one parent staying at home full-time and more single-parent households.
- [\*\*Healthy Mothers Workplace Coalition\*\*](#) - Tries to reward and incentivize employers who are adopting healthy workplace policies.
- [\*\*The F Word: Feminism in Jeopardy\*\*](#) (book) - Argues there's not a huge bias against women, but a huge bias against mothers.
- [\*\*Switch: How to Change Things When Change Is Hard\*\*](#) (book) - Research in psychology, sociology and other fields sheds new light on how we can effect transformative change.
- [\*\*Moms Rising\*\*](#) - Organization takes on the most critical issues facing women, mothers and families by educating the public and mobilizing massive grassroots actions.
- [\*\*The Custom-Fit Workplace\*\*](#) (book) - Research-based book argues that policies that are good for women are good for everyone.
- [\*\*The Raising of America\*\*](#) - A documentary that explores how women's stress negatively impacts their children.
- [\*\*Unnatural Causes\*\*](#) - A seven-part documentary series exploring racial and socioeconomic inequalities in health.
- [\*\*Expecting a Baby, Not a Lay-Off: Reasonable accommodation of pregnant workers\*\*](#) - Report put out in 2012.
- [\*\*Unfinished Business, Paid Family Leave in California and the Future of US Work-Family Policy\*\*](#) - Ruth Milkman explores why paid family leave promotes productivity and equity, including the economic benefits of particular policies.
- [\*\*UC Davis Study of California Women Business Leaders\*\*](#) - Study by Amanda Kimball shows the enhanced performances of companies' profitability when women are in higher positions and on company boards.



- [\*\*San Francisco Predictable Scheduling and Fair Treatment for Formula Retail Employees Ordinance\*\*](#) - Ordinance introduced by David Chiu as part of a larger legislative package known as the Retail Workers Bill of Rights.
- [\*\*Paid Family Leave California\*\*](#) - Website provides information on California's Paid Family Leave (PFL) program.
- [\*\*The Work & Family Medical-Legal Partnership\*\*](#) - Works to ensure that low-income pregnant women who give birth in San Francisco can access pregnancy disability leave, pregnancy and lactation accommodation, and paid time off for prenatal care appointments.
- [\*\*The Work & Family Helpline\*\*](#) - Provides free, confidential advice about time off work, paid leave and accommodations for pregnancy, parenting, breastfeeding and caring for an ill family member or an employee's own serious health condition.
- [\*\*Workers' Rights Clinic\*\*](#) - The Legal Aid Society Employment Law Center operates Workers' Rights Clinic locations throughout California that provide free and confidential information to workers about their legal rights.
- [\*\*Office of Labor Standards Enforcement\*\*](#) - Enforces labor laws adopted by San Francisco voters and the San Francisco Board of Supervisors.
- [\*\*A Healthy Mother's Workplace Coalition\*\*](#) - A collaboration of nonprofit organizations, government agencies and employers created to improve the working conditions and health of new parents.
- [\*\*Telecommute Connecticut\*\*](#) - A free and comprehensive resource for employers interested in implementing telework programs or for employees seeking to introduce teleworking in their daily work schedule.
- [\*\*Equal Rights Advocates\*\*](#) - A legal organization dedicated to protecting and expanding economic and educational access and opportunities for women and girls.
- [\*\*Interfaith Worker Justice Center\*\*](#) - Advances the rights of workers by engaging diverse faith communities into action, from grassroots organizing to shaping policy at the local, state and national levels.
- [\*\*Predictable Scheduling: The Bottom Line of Economic Security\*\*](#) - This fact sheet by Susan Lambert outlines the difficulties facing workers today and efforts in San Francisco to find solutions.
- [\*\*Julia Parish\*\*](#) - Staff Attorney at Putting Justice to Work
- [\*\*Great Work Cultures\*\*](#) - Working to collectively create deep, broad workplace culture change so that all workers can expect and experience a respectful work environment; workplaces that do not aspire to achieve this goal are recognized as substandard and underperforming.

# CHECKLIST

☐

1. Use executive and legislative actions to ensure women's access to higher-paid jobs (including construction, police officers, firefighters and top city jobs).

☐

2. Make wages transparent.

☐

3. Mandate equal pay for city workers and private sector.

☐

4. Offer paid family leave to city workers; encourage or mandate paid family leave for all workers.

☐

5. Ensure workers receive paid sick days.

☐

6. Raise the minimum wage.

☐

7. Stop wage theft.

☐

8. Protect workers' rights.

☐

9. Offer subsidized childcare to city workers and incentivize private sector to provide childcare.

☐

10. Mandate predictable scheduling for workers.

☐

11. Allow remote work from home.



## CHAPTER 7:

# Women's Health/ Reproductive Rights

## CHALLENGE

Good health is vital so that women can work, participate in the civic realm, care for their families and simply enjoy life. Yet access to quality, affordable healthcare is still a major challenge for women. While the Affordable Care Act gave many women access to healthcare, millions of women remain uninsured, particularly if they live in states that refused to accept federal funds to expand Medicaid and offer no alternatives. Additionally, many states have passed laws restricting women's access to reproductive health services. Moreover, many women lack the information and treatment that could help them reduce their risk of heart disease, cancer and diabetes—the primary causes of death among women.

There are experiences common to many women's lives where access to care is critical, including giving birth, dealing with life-threatening illness, domestic abuse and aging. For far too many women, access is often constrained by prohibitive service costs, lack of information to find the right service providers, and costly transportation options and long distances that result in loss of work hours and risk of job loss for taking time off. Having insurance coverage does not guarantee you can find a provider who accepts your insurance or cover complementary medicine and alternative health practices.

A woman's social position, status and treatment in society play a part in determining her susceptibility to certain mental health risks. Common mental health conditions—depression, anxiety, PTSD, suicide attempts, and eating disorders—affect women disproportionately and constitute a serious public health problem, sometimes leading to or associated with homelessness and/or substance abuse. In addition, many substance abuse programs do not take into account the unique needs of women.

Access to quality food and adequate nutrition is a cornerstone of good health. In low-income areas, “food deserts” exist where the only place to buy groceries is a small convenience store that lacks fresh fruits and vegetables and other healthy options. Travel to a grocery store is prohibitive due to travel time, cost and limited transportation options. Women are often primarily responsible for raising the next generation, and they need access to parks, recreation and quality food choices, and would be well served with municipal health and wellness education programs or programs offered by community organizations that are made possible by municipal funding.

It is essential that our local governments do all they can to ensure access to healthcare for women, including those living in geographic isolation or in rural areas, and to address the huge economic and racial disparities in access to quality care.



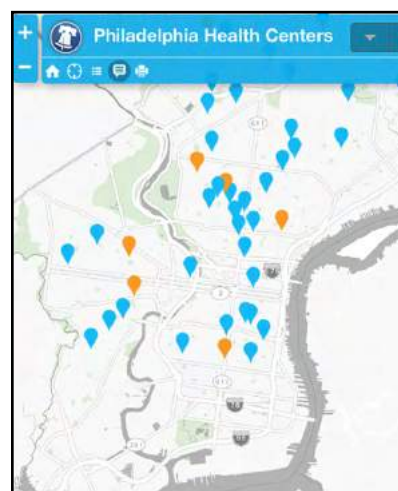
# RECOMMENDATIONS

## ASSESSMENT

**Convene:** Hold a women's health summit to assess the health needs in your community.

- Engage people in the community to determine how programs are actually working on the ground, in real life. A phone number in a brochure does not guarantee access to services if it has been disconnected, or if the provider is booked out by several months, or does not accept a patient's insurance.
- Solicit, encourage and support the participation of underserved populations at the summit. Convene the summit in easy to reach locations in their community. Provide transportation and daycare services. Hold some sessions in underserved communities' language of comfort.

**Map:** Develop a public healthcare map showing locations of clinics and hospitals, contact information and access hours to municipal healthcare facilities. For example: Find out who can access preventive healthcare and who must go to an emergency room for care due to their economic or legal status. Map alternative choices and make that map available to underserved populations. Review what public programs your city provides and how you publicize those services. Do young people have a place to access confidential, non-judgemental healthcare for sensitive services such as contraception, STD testing, mental health and addiction services and prenatal and pregnancy care? What about low-income, uninsured, under-insured, undocumented people? People with mental health, addiction, domestic violence or other compounding problems?



## STRATEGY

- **Access:** Increase access to healthcare for women, including mental health services. Invest in comprehensive and always up-to-date information and referrals.
- **Hotline:** Provide a healthcare hotline where people can call to learn about available resources.
- **Prevention:** Focus on preventative care rather than prescriptive care and emphasize good nutrition and exercise; it saves money and is more effective.

## STRATEGY (CONT.)

- **Funding:** Provide sufficient funding for programs that expand access to quality healthcare.
- **Food:** Ensure healthy food is available in low-income areas; eliminate [food deserts](#); provide incentives for stores to sell healthy food; offer micro-enterprise loans for people to sell fresh produce; start gardens and provide entrepreneurial training to bring small businesses into the community offering healthy food choices; work closely with nonprofit organizations.

## EDUCATION

**Health:** Educate women on the importance of good nutrition and regular exercise to being and staying healthy.

- Provide information to women about recognizing the symptoms of major health issues affecting them, such as diabetes, depression, heart attack, stroke and cancer.
- Ensure that schools are teaching comprehensive and inclusive sex education. Look to [California's new law](#) for a good sample policy. If schools are not doing so, fund community organizations to fill the gaps.

**Green Space:** Ensure places for exercise and recreation in city parks and byways.

- Install bike paths throughout the city and bike lanes on streets.
- Consider [bike share programs](#) for your community.

**Outreach:** Have educational outreach about health and reproductive care in communities rather than centralizing services in hard to-access locations—go to where the people are. For example:

- Ensure that laws and policy support telemedicine (where medical appointments and services can be provided through phone or computer), which can dramatically increase access, convenience and efficiencies for people in remote communities. Be sure not to intentionally or unintentionally exclude or obstruct critical family planning providers from participating in telemedicine.
- Educate women and men on women's health and reproductive rights.
- Find out if public education offers adequate physical, mental health and sex education programs. City programs and/or community-based organizations can be established and funded to fill the gaps.
- Provide outreach materials and workshops for non-English-speaking communities.
- Produce an event calendar with healthcare-related events; post on the city website and at natural community gathering spots.
- Provide age-appropriate information about healthcare.

## EDUCATION (CONT.)

- Provide a resource book with a health resources map that welcomes new residents.
  - ▶ Consider distribution through realtors or direct mail, as the Post Office does for change of address mailings.
  - ▶ Be sensitive to immigrant communities and alleviate fear. Consider the national [Welcoming America](#) program to help cities welcome immigrants.

**Domestic Violence:** It is essential to women's health and reproductive rights that the crisis of domestic violence be addressed. Much can be done to support women's health by addressing this issue proactively. (Chapter 5 of this report addresses this issue specifically.)

- Train police departments to respond to incidents of domestic violence so women have confidence that they will be adequately protected.
- Provide fully funded public health programs for the treatment of children and family members whose mental and physical health is affected by domestic violence.

**Mental Health:** Mayors can help ensure that mental health services are effective.

- Gather data on mental illness in their cities.
- Train peer counselors, hire school consultants and provide clinicians for high-need communities.

**Men and Boys:** Increase outreach to include issues relevant to men and boys who are eager to join in the solutions that make life better for their mothers, daughters, wives, sisters and women friends.

# MODELS AND IMPACT

- In Kenya, young girls are educated not through clinics but through [girls' groups led by peer educators](#). This model also led to a boys club. If you start early, then men and boys can become advocates. Peer education is also a core part of the [Promotora Model](#) in East Los Angeles.
- San Mateo demonstrated effective and neutral leadership with its police department regarding protest activity outside of reproductive health centers. When residents expressed concerns about protest activity at a community reproductive services clinic, police met with them and suggested solutions that would respect the protestor rights without limiting access to services. Residents spoke with the city council about new parking and signage regulations.
- [UCSF Center of Excellence in Women's Health](#) has a model focused on improving the status of women's health across their entire lifespan.
- [Thrive NYC](#) is a new plan by New York City first lady Chirlane McCray that will allocate \$850 million to overhaul the city's mental health care system with a package of 54 initiatives over four years. It relies heavily on peer counselors, who are not mental health professionals but are already entrenched in underserved communities.

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For far too many women, access is often constrained by prohibitive service costs, lack of information to find the right service providers, and costly transportation options.

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# RESOURCES

## Articles, Books, Organizations, Videos

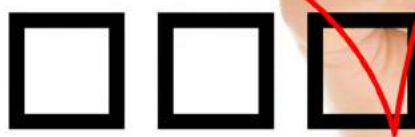
- [\*\*Soul Stroll\*\*](#) - The first community-based initiative to partner with African American, Hispanic and Pacific Islander churches to promote good nutrition and physical activity as keys to better health.
- [\*\*Body and Soul\*\*](#) - A wellness program developed for African American churches.
- [\*\*Oye 2015\*\*](#) - The 4th annual OYE Conference is a project of the North Fair Oaks Youth Initiative (NFOYI), which provides young people in the North Fair Oaks and Redwood City area with the tools and opportunities to make healthy decisions for themselves and to become a positive resource for their peers.
- [\*\*Welcoming America\*\*](#) - A national network that helps nonprofit and government partners transform their communities into more welcoming places for all people, including immigrants.
- [\*\*TIGRA\*\*](#) - Empowers transnational families to make their economic choices matter.
- [\*\*Reproducing Race\*\*](#) - Ethnography by Khiara Bridges of pregnancy and birth at a large New York City public hospital.
- [\*\*The Mask You Live In\*\*](#) - Documentary film explores American masculinity.
- [\*\*KQED: Caring for Mom and Dad\*\*](#) - PBS video on taking care of elderly parents.
- [\*\*The Body Positive\*\*](#) - Offers products and services to teach people how to overcome conflicts with their bodies so they can lead happier, more productive lives.
- [\*\*National Standards for Sex Education\*\*](#) - Clear, consistent and straightforward guidance on the essential core content for sexuality education that is age-appropriate for students in grades K–12.
- [\*\*Office on Women's Health\*\*](#) - Information and resources about mental health issues that affect women.
- [\*\*National Mental Health Information Center\*\*](#) - Online source of information for persons seeking treatment facilities in the United States.
- [\*\*Women Enabled\*\*](#) - Advocates and educates for the human rights of all women and girls, with an emphasis on women and girls with disabilities.

## Expert Contacts

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# CHECKLIST


☐

1. Convene a women's health summit.

☐

2. Map access to healthcare services in your community.

☐

3. Increase access to healthcare through outreach and education.

☐

4. Encourage preventive care, including healthy eating and regular exercise and access to and use of and public spaces.

☐

5. Train police to responsibly handle domestic violence.

☐

6. Preserve women's access to the full range of reproductive and health services.

☐

7. Launch a mental health initiative to improve services for underserved women.

## CHAPTER 8:

# Housing and Homelessness

## CHALLENGE

Homelessness is a problem we can solve. Other challenges may be more difficult for mayors to overcome, but homelessness is not intractable. Substantive progress has been made, though the challenge remains.

The face of homelessness defies the stereotype of alcoholics and drug addicts. Many homeless people suffer from mental illness, domestic violence and unemployment. A number of issues force people onto the streets, including health problems, escaping domestic abuse or sex trafficking and low or no income. Many homeless people are women—families, single women, women with children and young parents—in fact, families account for approximately 37% of the homeless population. Nearly one quarter of homeless people are children under the age of 18. They need effective services and rehousing options. Services are often insufficient to meet the problem, and are often fragmented and/or hard to access.

According to the [\*\*Point-In-Time \(PIT\) Count\*\*](#), a HUD federal program for assessing homelessness in America, there were more than half a million homeless people in 2014. (The number is actually higher since transient people living in homes of friends for short amounts of time cannot be included in the PIT Count.) Most (69%) were staying in emergency or long-

term residential housing, and 31% were found in unsheltered locations. Among youth, 40% were from the [LGBTQ community](#).

Studies show that chronic homelessness costs the public between \$30,000 and \$50,000 per person per year through the use of emergency rooms, hospitals, jails, psychiatric centers, detox and other crisis services—though these visits do not result in lasting improvements in quality of life. Given the cost in human suffering and the current high cost in public dollars, ending chronic homelessness is primarily a moral but also a fiscal imperative.

Existing federal, state and municipal government agencies along with local homelessness coalitions are making progress. Under the Obama administration's priorities, homelessness among veterans declined by 33% (or 24,117 people) between 2009 and 2014. With the government applying meaningful attention and resources, homelessness declined by 2% nationally between 2013 and 2014, and overall by 11% since 2007.

While the situation is unique in every city, success is possible as cities learn from one another's experiences to ensure that homelessness is rare, brief and non-recurring across America.

# RECOMMENDATIONS

## DATA

**Ensure a robust connection with HUD and the PIT Count program** to get an accurate assessment of homelessness in your city.

## PLAN

**Convene all relevant agencies and organizations to develop a comprehensive plan that eliminates homelessness:**

- Address all four interdependent issues of housing, transportation, childcare and minimum wage.
- Mandate communication and collaboration across multiple organizations and governmental agencies.
- Consider the whole region, not just the municipality; don't displace your problem to other cities; solve the problem.

## FUNDING

**Fund the plan on housing and homelessness:**

- Attach a fee to new condo and office development that would be directed toward affordable housing, as [Boston has recently done](#).
- Secure substantive financial commitments from the private sector to enact sustainable solutions to homelessness and promote and celebrate those partnerships.
- Mandate that businesses that contract with the municipality contribute to the housing plan.

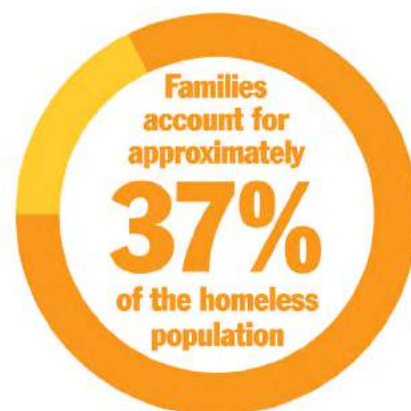
## ECONOMIC DEVELOPMENT

**Combine housing opportunities with economic development opportunities in all other city programs.** Be sure to consider affordable housing throughout all city planning.

## TRANSITIONAL HOUSING

**Transitional housing** is an extremely effective tool for helping domestic violence victims, women and children.

- Provide transitional housing for families; for example, while a mother is working on her degree, she needs adequate housing until she completes her degree and is able to move on.
- Have a temporary or additional shelter program for the hard winter months.
- Ensure that human trafficking victims are not placed in housing in the same location they were trafficked.



TRANSITIONAL  
HOUSING  
(CONT.)

- Connect those in need with housing and support services more quickly to decrease the period of time that families experience homelessness.

## FEDERAL

**Secure federal funding opportunities and utilize high touch case management programs.**

- Support Senator Feinstein's movement to change the definition of homelessness so that people can access services: [Homeless Children and Youth Act of 2015](#).
- Utilize the federal [Neighborhood Stabilization Program \(NSP\)](#), which provides funds to stabilize communities that have suffered from foreclosures and abandonment.

PUBLIC  
HEALTH**Mental health issues are a significant contributor to homelessness and it is essential to provide robust and accessible mental health services.**

- Fund mental health treatment at every level.
- Address domestic violence; less domestic violence means less homelessness.

LAND BANK  
AUTHORITY**Use land bank authority (land that is owned by the city) to provide housing for people who need it.**

- Repurpose surplus real estate for those who are homeless.

## ZONING

**Change zoning to allow more temporary shelters and permanent housing.**

- Allow new ways of sharing housing—for example, fund an organization that matches people to share affordable housing, like the [San Mateo County Home Sharing Program](#).
- Address zoning issues that act as barriers to creating flexible housing solutions.
- Change zoning to allow junior apartments attached to houses; they are more affordable to rent and allow homeowners to stay in the family house.
- Address the political environment for building affordable housing and shelters, i.e., “not in my backyard” (NIMBY).

## COMMUNITY

**Collaborate with religious institutions and other community organizations to update housing and create new housing options.**

For example, [Habitat for Humanity](#) builds housing for low-income people, and involves the housing recipients and broader community in building the house.



RELEASE  
PLANNING

**Women and men coming out of incarceration need assistance with [release planning](#) to prevent homelessness upon release.**

## RESPECT

**Reduce stigma associated with homelessness** with respectful language and [trauma-informed care](#) when people are moved and services are offered. (For example, where homeless people live are targeted for “clean-up” rather than providing services to people who are experiencing trauma and need assistance.)

# MODELS AND IMPACT

- **HOPE VI (1999)** federal initiative through HUD transforms large congregate massive public housing and redevelops it; redeveloping requires displacing occupants, so it is necessary to have a plan for where they can go.
- **Streets Team** (San Rafael) A program to make the downtown more vibrant; hired the homeless to help keep sidewalks and streets in the downtown area clean; enabled them to make money and receive positive feedback from other citizens.
- San Rafael created a new position of **Community Health Officer**, who spends her entire time on the streets, making sure that people get the mental health and other services they need.
- **Lava Mae** repurposes retired buses to deliver showers and toilets on wheels to homeless people in San Francisco.
- **San Francisco Interfaith Council** decided to take a moral stand on essential housing, creating a task force to use congregation's property and help social services to collaborate with spiritual organizations.
- **M.O.M.S. Project** An innovative program in Santa Rita county jail designed to reduce recidivism of (pregnant and parenting) women, reunite incarcerated mothers with their children, improve the health and well being of the family and break the multigenerational recidivism cycle.

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Given the cost in human suffering and high cost in public dollars, ending chronic homelessness is primarily a moral but also a fiscal imperative.

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# RESOURCES

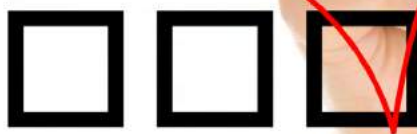
## Articles, Books, Organizations, Videos

- [Rise Together Coalition](#) - Working to cut Bay Area poverty in half by 2020.
- [SAMHSA](#) - A public agency within the Department of Health and Human Services (HHS), SAMHSA implements policies and programs that aim to improve the quality and availability of behavioral health care. SAMHSA also supports HHS's Strategic Initiatives and White House programs that address mental and/or substance use disorders.
- [National Alliance to End Homelessness](#) - Offers toolkits, webinars and services to end homelessness, with specific solutions for victims of domestic violence.
- [Days for Girls](#) - Volunteer groups organize to provide quality, sustainable feminine hygiene products to women and girls who need them, with chapters all over the world, including in the U.S.
- [How I Got Over](#) - Documentary film by Nicole Boxer about 15 formerly homeless and low-income women in addiction recovery as they participated in a theater program in Washington DC.
- [Hygiene and Heartache](#) - Article about homeless women's daily struggle to keep clean.

## Expert Contact Info:

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- **Gary Blasi**, Counsel to Western Center on Law & Poverty in Los Angeles, specializing in complex litigation in the areas of housing, welfare, and homelessness: [Gblasi@wclp.org](mailto:Gblasi@wclp.org)
- **Samantha Batko**, Director, Homelessness Research Institute for the National Alliance to End Homelessness; Areas of Expertise: Rapid Re-Housing, Young Families, Youth, Domestic Violence: [sbatko@naeh.org](mailto:sbatko@naeh.org)

## CHECKLIST

☐

1. Collect local data so you understand the nature of the problem in your community.

☐

2. Develop a comprehensive housing plan that makes homelessness rare, brief and non-recurring.

☐

3. Fund the plan on housing and homelessness.

☐

4. Combine economic development opportunities with housing opportunities.

☐

5. Provide transitional housing for all people experiencing homelessness, including domestic violence victims, women and children.

☐

6. Pursue federal funding, and support [Senator Feinstein's movement](#) to change the definition of homelessness so people can access the services.

☐

7. Fund mental health treatment and services.

☐

8. Address domestic violence.

☐

9. Use land bank authority (land owned by the city) to address homelessness.

☐

10. Address zoning issues to creating flexible housing solutions.

☐

11. Assist with release planning to prevent homelessness for women coming out of incarceration.

## CHAPTER 9:

# Human Trafficking

## CHALLENGE

According to the National Human Trafficking Resource Center, the national hotline has received over 100,000 calls since 2007 from all 50 states, with nearly one quarter of the calls received in 2015. Human trafficking, or modern day slavery, is found in a variety of forms: brothels masquerading as massage parlors that traffic women from Asia and force them into the commercial sex trade, and restaurants that source kitchen help from traffickers who recruit Mexican workers. Trafficking victims can be found among nannies, nail stylists and factory and farm workers.

This crime also impacts teen runaways, foster youth, LGBTQ youth disowned by their families and other homeless youth. Commercial sexual exploitation of young people includes the sexual abuse of children and youth under the age of 18 through the exchange of sexual acts for drugs, and for food, shelter, protection, money and other basics of life. Commercial sexual exploitation includes involving children and youth in prostitution, the creation of pornography and sexually explicit websites, and online exploitation.

While many people think of human trafficking as a problem in other countries, it is also a serious problem here in the United States. Those who are trafficked, most of whom are women and

girls, are forced into labor or the sex trade—working against their will, for example, in massage parlors and hotels as sex slaves, or in corporate offices and high rises as underpaid and abused janitors or in many other industries.

While trafficking laws vary by state, people who have been trafficked are often treated like criminals. Cities lack resources, particularly shelters for trafficking survivors, both minors and adults. It is essential to apprehend and prosecute perpetrators and help people who have been trafficked recover from trauma and start a new life. In the long term, understanding and addressing the structural factors (poverty, homelessness, homophobia and lack of access to jobs and fair wages) that make people vulnerable to trafficking in the first place, must all be addressed in a systematic approach.





# RECOMMENDATIONS

## LAUNCH A TASK FORCE

**Launch a Mayor's Task Force on Anti-Human Trafficking, composed of city officials, law enforcement, and community advocates. Gather key players to develop an action plan to address human trafficking in your community.**

- Staff the Task Force with an existing agency director, or a new hire, to chair and coordinate the effort and action plan.
- Charge the Task Force with collecting data on suspected and known incidents of human trafficking.
- Track police records and other statistics to determine the scale, scope and location of the trafficking in your community.

## FUNDING

**Seek funding from the city, county, state and federal levels, as well as private sources for this effort. Develop resources for the following areas:**

- Task Force staffing and activities
- Trauma-informed social services for human trafficking survivors
- Specialized trainings and programs
- General public outreach and training

## TRAINING

**Train key city officials and personnel on how to identify human trafficking victims and serve them in a trauma-informed manner. Provide training for, but not limited to, the following personnel:**

- Social services providers
- Health professionals
- Building inspectors, firefighters
- Airport personnel
- Public transit workers
- Law enforcement (police, district attorneys)
- Recreation & parks directors
- Librarians
- Teachers, principals, cafeteria workers
- Juvenile probation officers

## FIND PERPETRATORS; FREE VICTIMS

**Identify trafficking and exploited victims by enlisting the help of well-trained city personnel and community service providers, as well as the general public.**

- Pass a law that requires all bus stations, emergency rooms, massage parlors and bars to post the national human trafficking hotline number or be subject to fines that go toward victim restitution. Enforce the law.

## FIND PERPETRATORS; FREE VICTIMS (CONT.)

- Identified victims should be provided with language accessible, trauma-informed care and wrap-around services such as housing, counseling and job skills training.
- Enlist the cooperation of survivors and identified victims in prosecuting exploiters when possible.
  - ▶ Survivors are many times unable or unwilling to cooperate for personal safety reasons.
  - ▶ The Alameda County District Attorney's Office has employed creative tactics such as examining business (e.g., taxes) records of suspected traffickers to find other serious violations and basis for arrests.

### **Recognize that massage parlors are possible locations of human trafficking.**

- Fund and train bilingual advocates (separate from the police) to go into massage parlors to identify and connect with the women who may be exploited.
- Mandate that massage parlor owners provide a [handout on labor rights](#) to job applicants.

## DECRIMINALIZATION; RECOGNIZE THE TRUE VICTIMS

### **Commercially sexually exploited people are arrested even though they are the victims.**

This is particularly true in the case of minors. Additionally, sex workers who engage in sex work by choice are often criminalized due to their occupation and can face barriers receiving health care and housing.

### **Changing attitudes towards sex work can be extremely difficult.**

- In San Francisco, prostitution cases that were formerly assigned to the Vice Crimes Unit of the Police Department are now handled by the Special Victims Unit and investigated for signs of human trafficking.
- Rather than refer minors suspected of prostitution to the juvenile justice system, they are being assigned social workers from the Family & Children's Services Division to access social services.

### **Local government is responsible for ensuring the personal safety of all residents, including those who choose sex work. They should be able to report abuse and violence without fear of arrest.**

- Pass Safe Harbor laws to decriminalize all prostitution and trafficking-related crimes for minors.
- Provide education for law enforcement and legal professionals on the difference between sex work and sex trafficking.
- Prioritize prosecution of violent crimes against sex workers over enforcing prostitution laws against them.

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It is essential to apprehend and prosecute perpetrators and help people who have been trafficked recover from trauma and start a new life.

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#### TREATMENT

**Women and youth freed from human trafficking need support to recover from trauma and re-start their lives.**

- Provide survivors with job skills and training, particularly for women who have multiple arrests for prostitution but few marketable skills.
- Provide specialized shelters and support systems, mental/legal/psychological services and food/clothing/transportation assistance. It is not sufficient to expect homeless or domestic violence shelters to be able to meet the needs of human trafficking survivors.
- Offer peer-based programs – create internship programs for young people who have worked in the sex industry. As survivors of exploitation, they can be experts in prevention and intervention and paid for helping others (e.g., the San Francisco-based Lavender Youth Recreation Center).

#### LEGISLATION

**Enact laws and ordinances that:**

- Ensure brothels cannot masquerade as massage parlors. Require compliance with masseuse licensing, and decent exposure laws.
- Decriminalize all prostitution and trafficking-related crimes for minors. Utilize [Safe Harbor](#) laws.
- Ensure that workers are fully aware of their employment rights through mandatory posting of rights on job sites.
- Require hotels and restaurants to train their personnel on the signs of human trafficking and to review their supply chains for slave labor.
- Address broader labor rights of low income workers. Fair pay and minimum wage laws will also help trafficking survivors.

#### COLLABORATION

**Create interagency and cross-county collaborations which include a broad group of stakeholders, not just law enforcement.**

- **Universities:** In the San Francisco Bay Area, Stanford University Law School students examined how cities hosting major events such as the Super Bowl and the Olympics planned to respond to human trafficking. Their recommendations were incorporated into the work of the San Francisco Mayor's Task Force on Anti-Human Trafficking in the lead up

COLLABORATION  
(CONT.)

to the 2016 Super Bowl. Stanford University also agreed to host free, online human trafficking trainings for restaurant and hotel workers.

- **Hospitals:** Hospital exam rooms are among the very few places where victims are not accompanied by their exploiters. Trained doctors and nurses can play a critical role in identifying human trafficking. Involve hospitals and include more support from trained mental health providers.
- **Hospitality Industry:** Hotels and restaurants do not want to have reputations as venues for human trafficking, whether sex trafficking or labor trafficking. They can be powerful allies in responding to the problem by training staff to be able to identify signs of human trafficking and ensuring that their supply chains are slavery free.
- **Consulates:** Pursue partnerships with local consulates of countries where victims are from.
- **Counties:** Traffickers move from county to county. Encourage and support collaboration among counties and share information.

# MODELS AND IMPACT

- In San Francisco, the Mayor's Task Force on Anti-Human Trafficking, staffed by the Department on the Status of Women (DOSW), released a Human Trafficking Report in San Francisco in 2015. The report compiles data from 19 government and community-based agencies and is the city's first attempt to provide an overview of identified human trafficking cases. While the report also documents survivors of labor trafficking, 78% of the 291 individuals identified are affected by sex trafficking. Nearly half of the individuals in the study are under 18 years old and a majority are women, including transgender persons.
- San Francisco has a long history of sex workers organizing themselves, and because of this they are included in policy development. San Francisco is developing a policy with the District Attorney's Office and the Police Department to protect sex workers who come forward and report sexual assault or trafficking to the police, so they don't have to fear being arrested or prosecuted.
- An example of addressing broader labor rights of low income workers is the California [Domestic Worker's Bill of Rights](#) championed by [Mujeres Unidas](#) and enacted in California.
- Peer-based services provide trafficked persons and sex workers an understanding and non-judgemental space to get access to a multitude of support services.



# RESOURCES

## Articles, Books, Organizations, Videos

- [\*\*Freedom Network\*\*](#) - A national alliance of experienced advocates working with survivors of all forms of human trafficking to ensure they have access to justice, safety and opportunity.
- [\*\*H.E.A.T Watch\*\*](#) - Alameda County has one of the highest prosecution rates in human trafficking. This is an effective, comprehensive, collaborative and regional response to human trafficking of all forms. The goal is to provide tools, education and community engagement to change societal, legal and institutional approaches; and to support victims and hold their offenders accountable.
- [\*\*National Trafficking Human Resource Center\*\*](#) - The national anti-trafficking hotline and resource center serving victims and survivors of human trafficking and the anti-trafficking community in the United States.
- [\*\*St. James Infirmary\*\*](#) - This San Francisco-based agency provides free, compassionate and nonjudgmental healthcare and social services to sex workers (current or former) of all genders and sexual orientations.
- [\*\*SWOP \(Sex Workers Outreach Project\)\*\*](#) - A national social justice network dedicated to the fundamental human rights of people involved in the sex trade and their communities, focusing on ending violence and stigma through education and advocacy.
- [\*\*A Call to Action: Women, Religion, Violence, and Power\*\*](#) by President Jimmy Carter.
- Toolkit of national resource center on human trafficking from [\*\*Polaris\*\*](#).
- [\*\*MISSEY\*\*](#) - Oakland-based nonprofit working to support sexually exploited youth.
- A “No Traffic Ahead” website being developed by [\*\*South Bay Coalition to End Human Trafficking\*\*](#) will list trainings and resources in the Bay Area and businesses that have taken steps to address human trafficking.
- [\*\*Life Interrupted\*\*](#) - By Denise Brennan, exploring forced labor in the United States.
- [\*\*Domestic Minor Sex Trafficking: Beyond Victims and Villains\*\*](#) - Alexandra Lutnick analyzes the forces behind the sex trafficking industry in the United States and provides a reference for practitioners.
- Dr. Emily Murase, Executive Director of the San Francisco Department on the Status of Women, is working with the San Francisco Unified School District to provide [\*\*training to all adults to identify possible sex trafficking\*\*](#).
- [\*\*Child Sex Trafficking: A San Francisco Survivor’s Story\*\*](#) - a 15-minute video about a survivor of human trafficking who is able to escape.
- [\*\*San Francisco Collaborative Against Human Trafficking\*\*](#) - a community-based collaborative that focuses on an annual public outreach campaign: [www.sfcaht.org](http://www.sfcaht.org).



- **Not for Sale** - an international organization provides survivors and at-risk communities in five countries with safety and stability, education, and economic opportunities. Specifically, they provide survivors with job skills and places them in “traineeships” at the offices of its corporate sponsors.
- **Dress for Success** - is an international not-for-profit organization that empowers women to achieve economic independence by providing a network of support, professional attire and the development tools to help women thrive in work and in life.
- **Safe Harbor Laws** - an example of a Safe Harbor Law from the Polaris Project.
- **Polaris Project** - Polaris works to ensure that the U.S. government prioritizes efforts to eradicate all forms of human trafficking and protect victims of this crime at home and abroad.

## Stop Human Trafficking in San Francisco

Call the [National Human Trafficking Resource Center](#) at 1-888-373-7888 (24/7) or text BeFree (233733) to get help and connect with a service provider in your area, report a tip with information on potential human trafficking activity; or learn more by requesting training, technical assistance or resources.

To report suspicious activity to the San Francisco Police Department, call their Trafficking Tip Line at 1-415-643-6233.

## City Staff Contacts

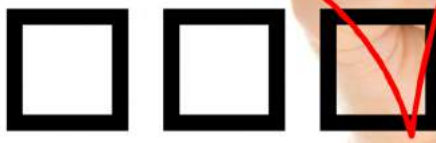
- San Mateo: **Tod Medford, Susan Manheimer, Adriene Beckman, Mayor Maureen Freschet**
- San Francisco: **Minouche Kandel**, City and County of San Francisco, Department on the Status of Women: oversees work on human trafficking and violence against women [minouche.kandel@sfgov.org](mailto:minouche.kandel@sfgov.org)
- South San Francisco: Police Chief **Jeff Azzopardi**
- Ventura: **Mayor Cheryl Heitmann**

## Expert Contact Info

- **Minh Dang**, on child sex trafficking: [minhspeakstruth@gmail.com](mailto:minhspeakstruth@gmail.com)
- **U.S. Congresswoman, Jackie Speier**: 155 Bovet Rd Suite 780, San Mateo, CA 94402, (650) 342-0300
- **Bradley Myles**, CEO of the [Polaris](#) Project
- **Russell Wilson**, male survivor: [russellgwilson@russellgwilson.com](mailto:russellgwilson@russellgwilson.com)
- **Antonia Lavine**: Coordinator, San Francisco Collaborative Against Human Trafficking: [antonalavine@sfaht.org](mailto:antonalavine@sfaht.org), (415) 283-6760
- **Nancy O'Malley**, District Attorney, Alameda County: [askrcd-da@acgov.org](mailto:askrcd-da@acgov.org), (510) 272-6222

- Office of California **Attorney General Kamala Harris**: (916) 227-3287
- **Justin Dillon**, CEO, Made in a Free World for slavery free supply chains: [mrjustindillon@gmail.com](mailto:mrjustindillon@gmail.com)
- **Alex Lutnick**, Principal, RTI, expert on sex workers: [alutnick@rti.org](mailto:alutnick@rti.org)

# CHECKLIST

☐

1. Create, fund and staff a Mayor's Task Force on Anti-Human Trafficking to collect local data to determine the scope and location of the problem and to develop an agenda for action.

☐

2. Educate and train people in your city to identify traffickers and victims and how to report abuse.

☐

3. Find and prosecute the perpetrators; free those who have been trafficked.

☐

4. Decriminalize the involvement of people engaged in sex work.

☐

5. Provide treatment for all people freed from human trafficking and support them to recover from trauma and re-start their lives.

☐

6. Address systemic causes, including economic inequality, that make persons vulnerable to trafficking.

☐

7. Collaborate with relevant agencies, counties, hospitals and organizations.

☐

8. Sufficiently fund anti-trafficking programs.

☐

9. Coordinate anti-trafficking programs.

☐

10. Provide peer-based services to address occupational harm and health issues related to sex work.



## CHAPTER 10:

# Women and the Environment

## CHALLENGE

Communities face a range of environmental challenges, from indoor toxins and the need for efficient use of energy and clean water to waste management and global climate change. Studies show that women are most adversely affected by the increased frequency of extreme weather events wrought by climate change because of their social roles, and because of discrimination and poverty. And since they direct patterns of behavior and consumption that affect the environment—they do the primary shopping and often determine family work and transportation patterns—women and girls clearly have a huge stake in the future of the environment and they are taking action.

Tackling environmental challenges and gender discrimination are not two separate tasks. Women are powerful agents of change that mayors can engage in community solutions; they network, build community organizations and control over 80% of the purchasing power of families. It's imperative to have women and girls at decision making tables, as they are often more impacted by environmental degradation. For example, carbon emissions have a negative impact on pregnant women; toxins have an impact on fetuses and can cause illness. Mayors are already taking action to improve the environment of our homes, our neighborhoods and our planet and women can become even more powerful allies in this charge.

Whether in promoting conservation, combating climate change, protecting biodiversity and vital ecosystems, securing water

access or reducing indoor air pollution, women are essential in developing and effecting innovative solutions to critical environmental problems.

In November 2015, an historic agreement was reached in Paris on climate change—the [Paris Agreement](#). Indigenous women leaders and many women’s groups, including WECAN (Women’s Earth & Climate Action Network) and WGC (Women and Gender Constituency) were in Paris working to mobilize women for climate justice and to reduce global warming. Women’s voices were imperative. To support this historic accord, mayors can seize this opportunity at the local level.





# RECOMMENDATIONS

## ENVIRONMENTAL COMMISSION

### Establish and fully fund relevant commissions and departments, such as:

- Sustainability Commission
- Environment Commission
- Energy Commission (including Community Choice Aggregation)
- Zero Waste Commission
- Toxics Commission
- [Department of the Environment](#) (San Francisco)
- [Oil Independence Task Force](#) (Berkeley)

## REDUCE CARBON EMISSIONS

- **Work with local organizations to define strategies** to reduce toxins from refineries and other fossil fuel production facilities that have a negative impact on general health as well as women's reproductive health.
- **Promote solar:** Offer [PACE financing](#) to help homeowners easily add solar to their homes and mortgage payments. Mayors can set up PACE to make sure it includes water and efficiency measures along with solar energy.
- **Initiate de-carbonization programs** that include phasing out of natural gas, especially in California, where solar and wind are replacing fossil fuel for electricity, but heating, cooking and clothes driers are still largely natural gas-fueled.

## PROCUREMENT POLICIES

- **Buy environmentally sound products** for all levels of government procurement, including vehicles, facilities and general supplies.
- **Use industry third-party certification as a tool.** [The Center for Environmental Health](#) (CEH) has a pledge for local governments and others to sign on to, as well as sample policies and purchasing guidelines.

## PROMOTE RESOURCE EFFICIENCY

- **Provide homeowners one agency, department or source of information for all efficiency-related programs in your community.** Often these programs are located in different agencies and are difficult to find.
- **Provide public incentives** for the purchase of high-efficiency appliances.
- **Promote water efficiency** including use of greywater systems.
- **Share expertise with schools.** Schools are big landowners and a good place to achieve community resilience goals. Cities have expertise they can share—include utilities in the conversation.
- Create a task force to **evaluate using rooftops, open fields, etc., for energy generation.**
- **Consider transitioning to biofuels.** Germans have created biofuel from pellets made from sawdust that are burned in a specially designed, very efficient stove.

## PROMOTE RESOURCE EFFICIENCY (CONT.)

- **Do analysis of the comprehensive lifecycle of new fuels** in order to be sure they are better than what we're replacing.
- **Set new building code standards** to encourage energy-efficient building and buying of energy-efficient appliances.

## TRAIN A GREEN WORKFORCE

**Train people for green jobs** such as solar installation and public transportation. [Sustainable South Bronx](#) has done a lot of creative and successful work greening communities and training people for green jobs, etc.

## TRANSPORTATION

**Increase the availability of public transportation.** In the U.S., use of public transportation accounts for only 2-3% of all transportation used. There are great opportunities for improvement in public transit.

- **Improve regional planning.** In the San Francisco Bay Area, the [Great Communities Collaborative](#) (GCC) works on regional planning solutions.
- **Plan local communities based more on walking, biking and public transit and less on dependence on cars.** Some planners don't believe that people will really get out of their cars, yet [young people are driving less](#) or not owning cars at all.
- **Offer free local transit for youth** (bus, subway, train, etc.) and low-cost bike share programs to develop the next generation of transit riders.
- **Obtain free transit for youth through local initiative funding** from voters: initiatives can be passed through petition or by City Council, and mayors can ensure implementation.
- **Transportation gaps need to be filled**, so people can access public transit more easily.
- **Demand state investment in transit.**
- **Support more innovation**, such as electric-powered vehicles and free shuttles.
- **Collaborate with local businesses.** For example, Google paid for local youth transit passes in San Francisco to mitigate the concern over "Google Buses" taking over the streets.
- **Make public transit free on poor air quality days**, like the [City of Paris \(France\) does](#).



Public transportation  
accounts for just

**2-3%**

of all transportation  
use in the U.S.

## SET ZERO WASTE GOAL

Studies show that [40% of food produced in the U.S. is wasted](#); we need to work together to **eliminate waste by increasing efficiency and by turning "waste" into a resource**. This is being done in [San Francisco](#) and Alameda County. Monitor progress by setting as a goal a hard number to be achieved, not as a percentage.

- Encourage the development of biogas facilities, like [Zero Waste Energy](#)

## SET ZERO WASTE GOAL (CONT.)

[Development Company](#), which convert municipal food waste into biofuel, electricity and organic fertilizers.

## COMMUNITY GARDENS

**Remove impediments and set ordinances for neighbors to grow and share community food. In France, new buildings are required to either have solar on the roof, or a green roof with a garden.**

- **Encourage backyard food self-reliance**, and remove ordinances that impede food production in backyards or schoolyards.
- **Focus on new infrastructure and how to rebuild for the future, for resilience.**
- **Appoint a special advisor on the environment** who reports directly to the mayor. San Francisco's mayor has done this with a Department of Environment. Other mayors could make such an appointment in their own staff.
- **Conduct public education campaigns**; communicate the importance of each person making a difference.

## SCHOOLS AND YOUTH

- **Work with local PTAs in school districts and regionally.** For example, the California PTA has a good climate change resolution; it cites climate as a children's issue. PTAs are an important constituency for mayors to reach moms and all parents.
- **Get kids out in wild nature** to understand that natural reality is different from concrete: this needs to be a part of daily life, not just one trip.
- **Engage children in school.** Kids can reach nature within the urban environment, and they can assist in bringing back nature, e.g., removing asphalt from school yards and planting trees and gardens. See [Boston Explorers](#) program.
- **Establish city parks in wild zones within and near city limits**, like, MLK, Jr. Regional Shoreline Park in Oakland, or Redwood Regional Park—both urban parks with wild nature such as bay shoreline, birds and fish, redwood trees, mammals and more. (MLK, Jr. Freedom Center in Oakland was originally placed in the MLK, Jr. Shoreline Park precisely to give teens an experience in the “urban wildlands.” It has since moved to Merritt and Laney College campuses due to lack of public transit access and the expiration of a building use agreement with the East Bay Regional Park District.)
- **Access funding streams from cap and trade revenues for schools (in California) to take action, including ripping up asphalt.** California has billions of dollars available to take such action.
- **Create more access to parks and green space for families.** Many communities do not have public spaces that can be used for providing food, building community and reducing violence. It is important to bring

**The California PTA  
cites climate as a  
children's  
issue**



## SCHOOLS AND YOUTH (CONT.)

nature into urban communities, in addition to providing opportunities for kids to visit nature outside of their neighborhoods; schools can participate in creating parks and green spaces.

- **Replace the asphalt in schoolyards with trees and gardens.** This can also be done near civic buildings, city halls, etc. [Washington Environmental Yard](#) in Berkeley, California has done this, as has Berkeley Public Schools Gardens, including [The Edible Schoolyard](#).
- **Include ecology in the school curriculum.** Curriculum resources are available through the [Center for Ecoliteracy](#).

## ZONING

- **Zone or make it financially beneficial to build smaller houses,** using fewer resources in construction and less energy to maintain. This would help reduce the median square footage of houses, and thus their resource demands.
- Establish rules requiring that property owners must **consider health impacts on the environment before building or purchasing.**
- **Reduce the environmental conditions that produce asthma** through zoning, public transportation planning and more.

## COLLABORATION WITH WOMEN'S COMMISSION AND ACTIONS TAKEN DIRECTLY BY WOMEN

- **Ask City Women's Commissions to put environment and health on their regular agendas and enter that into their missions.** In particular, they should examine how diminishing public health and negative impacts of environmental degradation disproportionately impact women and girls.
- **Organize joint meetings between commissions on the status of women and environmental or sustainability-related commissions** to foster collaborations on city initiatives.
- **Use public education campaigns about women's purchasing power** to raise awareness of the environmental impact of what women buy, and the collective potential for change by supporting green companies and products.
- **Lobby for third-party certifications around packaging.** Cities are left holding the bag, literally.
- **Require producers to take back and recycle equipment they produce.** In Europe, producers are required to take back computers, entertainment technologies and other electronics.
- **Build political power.** In Richmond, California, the community fought back and elected a mayor willing to take on Chevron and its local refinery. Mayor [Gail McLaughlin](#) led the effort to achieve better warning systems for unsafe levels of air pollution, and [stricter regulations on "flaring,"](#) got the corporation to invest more in the local community and passed strong ["good neighbor" policies](#) requiring polluters to engage more openly and honestly about pollution.

# MODELS AND IMPACT

- The Village of Schonau, Germany is aiming for 100% renewable energy. Collaboration between a citizens group and the local government began as a result of a desire to shut down all nuclear power after the Chernobyl accident.
- Ursula Sladek, the driving force behind the change, has won both the Goldman Environmental Prize and, together with her husband, the Nuclear Free Future Award.
  - ▶ See the [City of Schonau](#)
  - ▶ [Goldman Prize](#) for Ursula Sladek
  - ▶ [Nuclear Free Future Award](#) for Ursula and Michael Sladek



*Photo courtesy of the Goldman Environmental Prize*



# RESOURCES

## Articles, Books, Organizations, Videos

### Articles and Reports for Regenerative Cities:

- A report from UN Women, [World Survey on the Role of Women in Development 2014: Gender Equality and Sustainable Development](#)
- World Futures Council
  - ▶ [Regenerative Urban Development: A Road Map To The City We Need](#)
  - ▶ [Regenerative Cities](#)

### Organizations:

- [ICLEI](#) - Since the 1990s, ICLEI has been helping local governments of all sizes worldwide to build more sustainable cities and communities through the themes of urban development, urban governance, Eco-City and Green City, eco-budgeting and sustainable procurement.
- [Sustainable City Network](#) - SCN is a media and publishing operation based in Dubuque, Iowa, that provides municipal, education and healthcare professionals with quality and timely information on sustainability products, services and best practices.
- [Global Sustainable Cities Network](#) - connects sustainable cities globally.
- [ICLEI Global](#) (International Cities and Local Environmental Initiatives) - The world's leading network of over 1,000 cities, towns and metropolises committed to building a sustainable future.
- [ICLEI USA](#) - Builds and serves the movement of local governments pursuing deep reductions in carbon pollution and tangible improvements in sustainability and resilience.
- [Great Communities Collaborative](#) - Community, local and national foundations that provide long-term vision, strategic direction and priority-setting.
- [Women's Earth Alliance](#) (WEA) (Melinda Kramer) - WEA unites women on the frontlines of environmental justice causes by coordinating training, technology and financial support for thriving communities.
- [Oakland Rising](#) (Esperanza Tervalon-Daumont) - Educates and mobilizes voters in the flatlands to speak up for and take charge of the issues impacting their lives.
- [Nutter Consulting](#) (Melanie Nutter) - Nutter Consulting helps cities, foundations and businesses leverage smart cities strategies, innovative tools and engagement techniques to meet carbon emission reduction, urban sustainability and community resilience goals.
- [GRID Alternatives](#) - A nonprofit organization that brings together community partners, volunteers and job trainees to implement solar power and energy efficiency for low-income families, providing energy cost savings, valuable hands-on experience and a source of clean, local energy.
- [Center for Ecoliteracy](#) - The Center for Ecoliteracy promotes ecological education.
- [Edible Schoolyard Project](#) - The mission of the Edible Schoolyard Project is to build and share a national edible education curriculum for pre-kindergarten through high school.
- [Racing to Zero](#) - Video produced by Diana Fuller and directed by Chris Beaver about the San



Francisco mayor's commitment to zero waste and how the city is going about getting there.

- [Green Schools Initiative](#) (Deborah Moore) - Mobilizes to improve the environmental health and ecological sustainability of schools in the U.S.
- [Urban Habitat](#) (Ellen Wu) - Urban Habitat builds power in low-income communities and communities of color by combining education, advocacy, research and coalition building to advance environmental, economic and social justice in the Bay Area.
- [Women's Earth and Climate Action Network](#) - WECAN engages women on the frontlines of climate change to stop the escalation of environmental and community degradation, while accelerating the implementation of sustainability solutions through women's empowerment, mobilizations, hands-on trainings, advocacy campaigns and political, economic, social and environmental action. WECAN's report, the [Women's Climate Action Agenda](#), is filled with analysis and solutions.
- [Women's Environmental Network](#) - Organizes events and outings on a monthly basis, including networking happy hours, career building workshops, book groups, hikes and other social meet-ups with an emphasis on promoting sustainability.
- [Sustainable South Bronx](#) - Works to address economic and environmental issues in the South Bronx – and throughout New York City – through a combination of green job training, community greening programs and social enterprise.
- [Curitiba, Brazil: The Greenest City of Earth](#) - Newspaper article outlining the success of the greenest city on Earth.

### **Movies and Videos:**

- [Racing Extinction](#) - A quick-moving, upbeat documentary presenting new solutions to the global problem of waste.
- [Toxic Hot Seat](#) - Depicts the journey of a courageous group of firefighters, mothers, journalists, scientists, politicians and activists who fight together to expose the decades-long disinformation campaign by chemical companies that resulted in widespread pollution of our homes and our bodies by dangerous flame retardant chemicals.
- [Women Speak for Climate Justice](#) - A powerful short video about why women are central to climate change solutions.

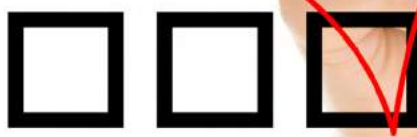
### **Climate Impacts Education Resource:**

- [Conversations with the Earth: Indigenous Voices on Climate Change](#) (CWE) is a museum exhibition whose run at the Smithsonian's National Museum of the American Indian was coordinated by Claire Greensfelder, who still serves as a consultant for outreach and education for CWE.
- A museum-quality exhibit is also available for installation in a city's major museum facilities.
- [Mobile exhibit](#) is available for local colleges, school districts and cities' exhibition galleries.

### **Department or City Staff Contacts:**

- [San Francisco Department of the Environment](#)
- [City of Berkeley Energy Commission](#)
- [City of Berkeley, California - Climate Action Plan](#)

## CHECKLIST



1. Establish and fully fund any relevant environmental commissions and departments with women equally represented in leadership and administration.
  - Charge that body with making recommendations on how to
    - reduce carbon emissions
    - ensure green procurement policies
    - conduct public education campaigns to promote resource efficiency



2. Enact policies to promote resource efficiency in the public and private sectors.



3. Engage women and girls in all decision-making bodies and efforts regarding the environment and climate change actions.



4. Collaborate with women's organizations and commissions to increase women's participation in purchasing, transportation, recreation patterns and other actions that impact the environment.



5. Promote and enhance public transportation at every opportunity and at all levels, while increasing bike and walking paths throughout all communities.



6. Set a goal of zero waste and "turn trash to cash."



7. Encourage and support community gardens in neighborhoods, on rooftops and in schoolyards.



8. Encourage and support programs that get children out into nature and create more access to parks and green space.



9. Train people for green jobs in alternative energy, green building and public transportation.



10. Include ecology and environmental sustainability curricula in schools.



11. Use zoning to encourage small houses, more green space and more energy efficient buildings.

## CHAPTER 11:

# Cities for CEDAW Campaign

## CHALLENGE

To achieve gender equality, a set of agreed-upon standards is important to ensure shared goals and outcomes for all women and girls.

**CEDAW**, or the U.N. Convention on the Elimination of All Forms of Discrimination Against Women, which is often referred to as an international “Bill of Rights” for women, is a set of universal standards that form a framework for eliminating gender discrimination. It calls on countries to ensure gender equality in the civil, political, economic, social and cultural arenas. To date, 189 countries have ratified **CEDAW**. Although President Carter signed **CEDAW** in 1980, it has never been ratified by the Senate, making the U.S. the only industrialized country in the world that has failed to do so.

**CEDAW** can help cities to address critical issues of accountability, budget limitations and inclusion while advancing gender equity. It provides a framework for cities to find out who exactly is being served by local government, and to answer the questions:

- Given limited funding, are there equal opportunities for all residents, regardless of gender, race or ethnicity, age, physical/mental ability, etc?
- Are public resources being distributed equitably?
- Can we identify and rectify any practices and policies that discriminate against women and girls?



**The U.S. is the only industrialized country in the world that has failed to ratify CEDAW.**

**Cities for CEDAW** is a national campaign in the U.S. that encourages cities to pass local ordinances that use **CEDAW** principles as a tool to advance women's rights and gender equity. The campaign allows local women's and human rights groups and elected officials to organize around a shared agenda and to take action on issues such as increasing girls' participation in STEM, improving women's economic opportunities, combatting human trafficking and other issues specific to community needs. **CEDAW** is a cornerstone for achieving women's equality.

In 1998, San Francisco became the first city in the world to enact a local ordinance reflecting the principles of **CEDAW**. Since then, the ordinance has been effectively implemented, leading to policies and practices that better meet the needs of women and girls in the city. In 2014, San Francisco Mayor Edwin Lee kicked off the Cities for **CEDAW** campaign when he challenged other mayors to prioritize gender equity and the elimination of discrimination against women and girls. Several other cities have already begun adopting local ordinances and passing resolutions reflecting **CEDAW** principles.

# RECOMMENDATIONS

## LOCAL ORDINANCE

**Enact a local measure** reflecting the principles of CEDAW in order to demonstrate a public commitment to gender equity in your city.

## TASK FORCE

**Create and fund a gender equity task force** comprised of city officials and community-based advocates and staffed by a city agency.

- Empower the task force to evaluate and recommend improvements to city policies and work practices that may disadvantage women or act as barriers to gender equality such as:
  - pay inequity due to job classifications
  - other issues raised in the preceding chapters of this guide

## ESTABLISH OVERSIGHT COMMISSION

**Create an agency or name a designated office** to oversee and coordinate progress on gender equity, such as a Women's Commission, a Department on the Status of Women, a Human Rights Commission with a special office for Women and Families, or an Office of Gender Equity. Empower and fully fund that agency, office or designated staff to:

- Review and analyze local policies, programs, and budgets to ensure that they adequately and fairly account for gender, race or ethnicity, age, physical/mental ability, sexual identity, age and other characteristics.
- Identify existing policies that may lead to or perpetuate inequity for women and girls and recommend changes.

## STATUS REPORT

**Fund a report on the Status of Women and Girls in your city.**

- Publicize data on gender equity conditions in your city to demonstrate where policies are working and areas that remain to be tackled.
- Consider holding a public forum and inviting feedback on the analysis and findings.

## PUBLIC EDUCATION CAMPAIGN

**Prioritize gender equality in all areas of government and develop a public education campaign:**

- Publicize issues of gender equality across public platforms, such as newsletters, speeches, opinion editorials and on social media.
- Foster community dialogues about the status of women and girls that can:
  - Generate key elements of a platform to advance gender equality.
  - Include themes such as responding to domestic violence, intimate partner violence, providing accommodations for the specific workplace needs of pregnant and lactating women and raising awareness about human trafficking, to name just a few.

## COLLABORATION

**Map existing municipal agencies and departments to assess opportunities to collaborate and form strategic partnerships to advance gender equity.**

- Explore partnerships with those at other branches or levels of government, like school districts, judicial divisions and state and federal agencies (e.g., U.S. Department of Labor Women's Bureau).
- Assess the specific mandates and work plans of partners to build collaborative opportunities, create efficiencies, provide mutual support, and offer forums to share best practices.
- Develop and strengthen strategic public-private partnerships (e.g., business community, universities and schools) not only to leverage additional resources for advancing gender equity but also to broaden the public message about progress on gender equity.

## ADVOCATE

**Encourage other mayors to focus on gender equality and human rights:**

- Share this Mayors Guide: Accelerating Gender Equality with other Mayors in your region, state or personal sphere of influence.
- Host state and regional webcalls and conferences with other mayors to discuss best practices that align with CEDAW principles.
- Encourage them to adopt a local CEDAW measure.
- Propose and support the creation of a gender equity task force at the U.S. Conference of Mayors to assist mayors in promoting gender equity.

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**CEDAW can help cities to address critical issues of accountability, budget limitations and inclusion while advancing gender equity, providing a framework for cities to find out who exactly is being served by local government.**

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# MODELS AND IMPACT

- **San Francisco** is a leader in the U.S. on advancing women's rights at the local level. The Commission on the Status of Women was established in 1975; a permanent Department on the Status of Women was designated by a public vote in 1994; and a local CEDAW Ordinance was enacted in 1998. San Francisco has maintained a focus on women's human rights and achieved results by conducting "gender analysis," comprehensive audits of gender equality in the employment, services and budgets of city agencies. The Department on the Status of Women was designated to provide monitoring and general oversight of the effort that included not only the audits, but trainings of city officials to better identify and address discrimination against women and girls, and public Commission meetings to educate the general public about progress in this area.

**In 1988,  
SAN FRANCISCO  
became the first city in the  
world to enact a local  
ordinance reflecting the  
principles of CEDAW.**

Efforts were then extended to the private sector. A unique public-private partnership was formed with Calvert Investments, one of the largest families of socially responsible mutual funds, and Verite, a global human rights monitoring nonprofit, to develop the award-winning Gender Equality Principles Initiative to identify, model and promote best practices in the private sector. This initiative included corporate roundtables that facilitated peer-to-peer exchanges of successful practices demonstrated by companies such as Symantec and Deloitte. It also established a Gender Equality Challenge conference that showcased gender equitable practices by companies such as Charles Schwab, the Gap and Twitter, as well as local law firms and real estate companies.

- **Beyond San Francisco:** Advancing equality through a CEDAW framework requires an understanding of how a women's and human rights agenda can add value to local governance.

For example, in 2011, the City of Eugene, Oregon launched the "Human Rights City Project" and designated a reorganized Human Rights Commission to oversee the adoption of the principles of the Universal Declaration of Human Rights into local policies, beginning with housing and homelessness. Eugene developed an assessment tool called the "Triple Bottom Line" to ensure that city policies and budgeting decisions advanced human rights goals. This approach has distinguished Eugene as a leading city in the sustainability movement, not just from an environmental perspective, but also from a social justice lens. Based on this work and the work of other cities, the U.S.

Conference of Mayors adopted a [2013 resolution](#) urging the connection between local policies and human rights.

As of December 2015, implementing CEDAW principles has led to changes in local governance through ordinances, resolutions and new approaches to policy.

- **Los Angeles, California:** Originally enacted in 2005, an ordinance was recently reinvigorated, and Mayor Eric Garcetti (in partnership with Mount St. Mary's College) has published a comprehensive series of studies about women and girls in LA. A next step is the creation of government action plans that the mayor has required from every city agency.
- **Berkeley, California:** With the leadership of the UN Association of the East Bay, UC Berkeley faculty and other advocates, a CEDAW ordinance was passed in 2012.
- **Louisville, Kentucky:** Through the leadership of a broad coalition including faith-based organizations and human rights groups, the consolidated city and county passed a resolution in 2014 and is working toward enacting an ordinance.
- **Daly City, California:** Passed a CEDAW resolution in 2014.
- **Santa Monica, California:** Passed a CEDAW resolution in 2015.
- **Minneapolis, Minnesota:** Passed a CEDAW resolution in 2015.
- **Kansas City, Missouri:** Passed a CEDAW resolution in 2015.
- **Cincinnati, Ohio:** Passed a resolution in 2015 and is working toward passing an ordinance.
- **Washington, D.C.:** An amendment to the city's human rights law was introduced in March 2015 with the support of all city council members. Hearings are scheduled for early 2016.
- **New York City:** There is advocacy for a CEDAW-based law and the mayor recently announced a city commission on gender equity (following the June 2015 meeting of the U.S. Conference of Mayors).
- **Boston, Massachusetts:** In 2014, Mayor Marty Walsh established the Mayor's Office of Women's Advancement and revitalized the Boston Women's Commission to promote equal rights and equal opportunities for all women and girls throughout Boston.
- **Seattle, Washington:** In partnership with the Seattle Women's Commission and the Seattle City Council, Mayor Ed Murray announced a Gender Equity Resolution, mandating a review of city and private sector operations for pay and other workplace inequities which was adopted in 2014.

# RESOURCES

## Articles, Books, Organizations, Videos

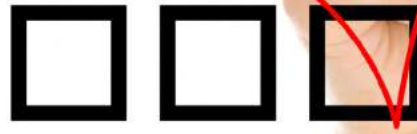
- [San Francisco CEDAW](#) - Text of the first local ordinance to embody the principles of CEDAW with resources on the Cities for CEDAW Campaign designed for mayors and city staff.
- [Recommendations for Indigenous Women's Rights](#) - Draft submission to CEDAW Committee on a General Recommendation on Indigenous Women.
- [Friends of the Commission on the Status of Women](#) - A private, nonprofit organization that raises awareness of and funding for the San Francisco Commission and Department on the Status of Women.
- [Making Rights Real](#) - A handbook on how to organize a campaign for a local CEDAW measure.
- ["Respect, Protect, Fulfill"](#) - Article on CEDAW's impact in San Francisco from Women's Institute for Leadership Development for Human Rights.
- [Human Rights Institute at Columbia University's report](#) on how state and local government can use human rights to advance local policy.
- [Voices of Humanity](#) - An online community that aims to crowd-source voices to find our common humanity across all national, religious and cultural boundaries.
- [Leadership California](#) - A leadership training program for a cohort of women dedicated to increasing the representation and influence of diverse women leaders across the state and inspire them to act on their knowledge of issues and cutting-edge trends facing California, the nation and the world.
- The Leadership Conference on Civil and Human Rights [CEDAW task force](#)
- A [list of organizations](#) in support of CEDAW
- Resolutions adopted by the U.S. Conference of Mayors
  - ▶ [2013](#) on Human Rights
  - ▶ [2014](#) on the Cities for CEDAW Campaign
  - ▶ [2015](#) on Accelerating Women's Economic Empowerment

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# CHECKLIST


☐

1. Pass an ordinance reflecting the principles of CEDAW.

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2. Create and fund a task force to conduct a comprehensive citywide audit to identify and correct work practices that may block women's equality.

☐

3. Prioritize gender equity in all areas of government.

☐

4. Analyze, identify and change existing policies that discriminate against women and girls.

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5. Fund a report on the Status of Women and Girls in your city. Publicize data on gender equity to identify areas that need improvement.

☐

6. Develop a public education campaign on the status of women and girls.

☐

7. Map existing public resources and form strategic partnerships with other branches or levels of government to advance women's equality.

☐

8. Create strategic public-private partnerships for additional resources and to broaden the message.

☐

9. Form a task force on women's equality at the U.S. Conference of Mayors.

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10. Designate an oversight body to oversee and coordinate progress on gender equity.







## SPOTLIGHT:

# Advancing Women's Human Rights Through CEDAW: Impacts & Outcomes in San Francisco

Using CEDAW, San Francisco has developed tools to address the questions that are critical to every effective government: **(1) Who are we serving? (2) Are public resources being distributed equitably, and (3) Do all groups enjoy equal opportunities?**

Mayors can learn from, and build on, San Francisco's example. Comprehensive background information, including data collection strategies, gender analyses of city departments and of appointments to Commissions and Boards, as well as a 10-year report on CEDAW implementation are available at the department website: [www.sfgov.org](http://www.sfgov.org).

## Positive Outcomes from San Francisco

The 1998 CEDAW Ordinance designated the Commission on the Status of Women to oversee CEDAW implementation, including through funding, supporting service providers offering training and other initiatives conducted by its Department, staffed by 6 full-time professionals. Impacts and outcomes of this work follow.

### Preventing Violence Against Women

Freedom from violence is a fundamental human right and much of the work in San Francisco has been dedicated to reducing and eliminating violence against women.

1. Justice and Courage Project for Domestic Violence Policy Reform promoted a victim-centered response by law enforcement agencies, expanded the cultural competence of first responders and service providers to immigrant victims and advocated a systems approach to domestic violence response, including the use of new technologies. As a result of this work, San Francisco eliminated all domestic violence homicides for a record 44 months (2010-2013) where, a decade ago, there were roughly 10 such homicides annually.
2. The Family Violence Council addresses family violence across the lifespan by bringing together advocates working against child abuse, domestic violence and elder abuse on a quarterly basis. The Family Violence Council documents the rates of family violence and proposes policy reforms to improve criminal justice and social service responses.
3. San Francisco Collaborative Against Human Trafficking (SFCAHT) brings together community-based organizations and government agencies to raise awareness about modern-day slavery. The Mayor's Task Force on Human Trafficking seeks a comprehensive city response from law enforcement, public health, child welfare, the school district and community-based organizations to address human trafficking.

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### EXAMPLE: Gender-responsive Budgeting

When San Francisco faced a severe budget crisis spanning several years, the Department on the Status of Women trained the Mayor's Budget Office to determine the impact of budgeting decisions on employment and services by gender, race and

ethnicity and other characteristics. This allowed the city to anticipate potentially discriminatory impacts before they took place and develop policies to mitigate them.

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### **EXAMPLE: Promoting Gender Equality in the Private Sector**

After 10 years of focus on government entities, the Department launched an initiative to build more productive workplaces for both women and men in the private sector. Based on seven principles ranging from compensation to supply chain practices, the award-winning [Gender Equality Principles Initiative](#) provides companies with practical standards, resources and tools to improve gender equality from the factory floor to the boardroom.

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## **Cities for CEDAW Campaign**

Local implementation of CEDAW needs to be relevant and appropriate to the local context. The Cities for CEDAW Campaign offers a template so that cities do not have to reinvent the wheel. To be counted as a CEDAW city, a local measure should reflect CEDAW's broad understanding of discrimination.

### **Three Requirements of a Local CEDAW Measure**

- **Gender Analysis** – Start with a gender analysis to identify inequities and then monitor annually. To integrate gender considerations into operations, regular analysis of the city workforce, services and budget should occur and should include other demographic characteristics linked to gender such as race and ethnicity, age, sexual identity, physical/mental ability, etc. The goal is to employ a gender lens in the daily operations of local agencies. An effective gender analysis will desegregate data that every jurisdiction already collects and document how women and girls are affected or served differently from men and boys.
- **Oversight Body** – Crucial to the implementation of programming and policies is having a body, such as a permanent Commission or Department on the Status of Women, Human Rights Commission, or Office of Women's Policy, to monitor and oversee action plans and ongoing efforts to eliminate discrimination against women and girls.

- **Funding** – Adequate funding is critical to demonstrate a city’s ability to ensure that women are being treated and served fairly. As a guide, it is recommended that municipalities allocate at minimum \$.10-\$.25 per woman and girl in the community to implement program and policy reforms as outlined by CEDAW. This does not need to be new money. For example, municipalities can count existing funding for domestic violence shelters or maternal health programs towards this goal, but must be able to demonstrate equitable allocations for homeless women and men, girls’ and boys’ recreation, and women and men in city apprenticeship programs.



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