

Chair
Kristine Custodio Suero

Vice Chair
Kelly Jenkins-Pultz
Rohida Khan
Idara Ogunsaju

District 1, Aguirre
Vacant
Monica Martinez

District 2, Anderson
Mary Davis
Vacant

District 3, Lawson-
Remer
Kimberly Keen
Kristine Custodio Suero

District 4, Montgomery
Steppe
Idara Ogunsaju
Vacant

District 5, Desmond
Rohida Khan
Amy Nantkes

Members At-Large
Kelly Jenkins-Plutz
Vernita Gutierrez
Vacant

Chiara Leroy,
Staff Assistant

Heather Murray,
Senior Deputy
County Counsel



AGENDA
March 6, 2026
Regular Meeting

12:00 PM

Pursuant to Government Code Section 54954.2 the San Diego County Commission on the Status of Women & Girls will conduct a meeting at the above date and time for the purpose of transacting or discussing business as identified on this agenda.

LOCATION AND REMOTE BROADCAST

The meeting will take place at the County Administration Center: 1600 Pacific Highway, Room 302, San Diego, CA 92101 and is open to the public.

Individuals may also watch and listen to the Commission meeting via Microsoft Teams by joining on your computer, mobile app or room device:

Join on your computer, mobile app or room device

[Join the meeting now](#)

Meeting ID: 255 875 781 434 3

Passcode: sV7YK7h5

PUBLIC PARKING

There is 3-hour free parking is available in the underground parking garage located on Ash Street (south side of the building). Be sure to park in a public parking space to avoid citation.

HOW TO PROVIDE LIVE PUBLIC COMMENT

Individuals who wish to address the Commission and provide live public comment may do so at the designated time for public comment during the during the meeting at the location above or by using Microsoft Teams videoconference or call-in option listed above to access the meeting.

Those interested in speaking are encouraged, but are not required, to submit a request to speak prior to the start of the meeting by sending an email to CSWG@sdcounty.ca.gov with your name, email address, and the agenda item you wish to speak on or if you want to comment on item(s) not on the agenda. You may also submit your request by calling (619) 531-5505.

DISABLED ACCESS TO MEETING

A request for a disability-related modification or accommodation, including auxiliary aids or services, may be made by a person with a disability who requires a modification or accommodation in order to participate in the public meeting. Any such request must be made by sending an email to CSWG@sdcounty.ca.gov or by calling (619) 531-5505 at least 24 hours before the meeting.

WRITINGS DISTRIBUTED TO THE COMMITTEE

Pursuant to Government Code 54957.5, written materials distributed to the Commission in connection with this agenda less than 72 hours before the meeting will be available to the public at the Office of the Clerk of the Board of Supervisors at the County Administration Center, 1600 Pacific Highway, Room 402, San Diego CA 92101. Please submit requests to the coordinator at: CSWG@sdcounty.ca.gov or (619) 531-5505.

Welcome – Call to Order

1. Commissioner Roll Call
2. Approve Minutes for the February 6, 2026 Regular Meeting
3. Public Comment (Opportunity for members of the public to speak to the Commission on any subject matter within the Commission’s jurisdiction that is not an item on today’s agenda. Follow the instructions above on “How to Provide Public Comment” if you wish to be heard during this public comment period.)
4. Guest Speaker: Melissa Jones, Women’s Museum of California
5. Committee Reports:
 - a. Civic Engagement: Vice Chair, Kelly Jenkins-Pultz (oral)
 - b. Governance: Vice Chair, Rohida Kahn (oral)
 - c. Policy: Vice Chair, Idara Ogunsaju (oral)
 - d. Executive: Chair, Kristine Custodio Suero (oral) – Attachment #1
 - February 11, 2026 Meeting
 - March 13, 2026 Meeting
6. OERJ Presentation & Updates [INFORMATIONAL/DISCUSSION/ACTION ITEM]

Old Business

7. Vacancies & Appointments
 - a. Vacancies - Districts 2 (Anderson) & 4 (Montgomery Steppe)
[INFORMATIONAL/DISCUSSION]
 - b. Appointments – At-Large Director Amelia Tsering & District 1 (Aguirre) Daniela Perez
8. Update on the status of County staff’s drafting/submission of the board letter requesting approval of CSWG Bylaws revisions [INFORMATIONAL]
9. Further Debrief and updates on Status regarding CEDAW baseline analysis report
[DISCUSSION/ACTION ITEM]
10. 2026 U.N. Conference on the Commission on the Status of Women [INFORMATIONAL]

11. Initiative Updates and Liaison Reports [INFORMATIONAL/DISCUSSION]
 - a. CEDAW Advisor: Chair Emeritus, Parisa Ijadi-Maghsoodi
 - b. National Association of Commissions for Women (NACW): Vice Chair Kelly Jenkins-Pultz
 - c. Women's Hall of Fame: Vice Chair Kelly Jenkins-Pultz

New Business

12. Annual Report for Board of Supervisors regarding Status Updates, Discussion and Submission [INFORMATIONAL/DISCUSSION/ACTION ITEM] – Attachment 2
13. CSWG Bylaw Revisions [VOTING ITEM] – Attachment 3 and 4
14. Triton Consulting Group – Interest in Paid Family Leave Research Project [INFORMATIONAL/DISCUSSION/ACTION/VOTING ITEM] – Attachment 5
15. Standard Operating Procedures (SOPs) Updates – [INFORMATIONAL/DISCUSSION]
16. Collaborators/Partners of the Commission – Update on Selection Process & Information Gathering for Upcoming Events/Projects [INFORMATIONAL/DISCUSSION]
 - a. Board of Supervisors - [2026 Board of Supervisors Meeting Calendar](#) – Interest & Availability for Attendance by Commissioners in Q1 & Q2 2026 & Recognition of Commission during Women's History Month (March)
 - 3/24/2026 – General Legislative Session (9 am)
 - 4/21/2026 – Annual County Volunteer Recognition Event (9 am) & General Legislative Session (10 am)
 - 5/5/2026 – General Legislative Session (9 am)
 - 5/19/2026 – General Legislative Session (9 am)
 - 6/1/2026 – Budget Hearing: Recommended Budget Presentation & Community Feedback (12 pm)
 - 6/9/2026 – General Legislative Session (9 am)
 - 6/23/2026 – General Legislative Session/Budget Deliberations & Adoption (9 am)
17. Chair/Commissioner Announcements [INFORMATIONAL/DISCUSSION]

Adjourn

18. There being no further business, this meeting is closed at ____ PM.

NOTE: The Commission on the Status of Women and Girls jurisdiction is established by action of the Board of Supervisors as follows: The Board of Supervisors of the County of San Diego declares that it is the policy of the County to take action to identify needs and problems of women in the County that are affected by public policy decisions; and furthermore, to eliminate the practice of discrimination and prejudice on the basis of sex within the County. In order to promote this policy and to provide an open forum for discussion and action, there is hereby established a San Diego County Commission on the Status of Women in the Chief Administrative Office. County Code of Administrative Ordinances, Section 85.

Mailing Address:

1600 Pacific Highway, Room 352, San Diego, CA 92101-2942

Website: www.sdstatusofwomenandgirls.org

Email: CSWG@sdcounty.ca.gov

Phone: (619) 531-5505

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**Executive Board Committee
Meeting Minutes
February 11, 2026
1:00 PM**

The meeting began at 1:11 pm at the Rancho Bernardo Library located at 17110 Bernardo Center Dr., San Diego, CA 92128. There were no members of the public in attendance, in person or online.

Attendance

In Person

Chair Kristine Custodio Suero (KCS)
Vice Chair Kelly Jenkins Pultz (KJP)
Vice Chair Rohida Khan (RK)

Online

Vice Chair Idara Ogusaju (IO)

The Commission meeting focused on updates and planning for various initiatives, including policy and governance matters, civic engagement, and upcoming events. RK and IO discussed updates to the Standard Operating Procedures (SOPs), including the removal of the partnership section and the addition of relevant websites for resources. The group reviewed a proposal from Triton Consulting Group for policy work related to paid family leave, which Idara agreed to follow up on. KJP shared plans for upcoming speakers and events, including a Youth Summit and a Women's History Month panel discussion. The group also discussed the status of new member orientations and the need to finalize the annual report for submission to the Board of Supervisors.

Policy & Governance Committees

IO and RK provided updates on the Policy and Governance Committees, respectively. The team reviewed and updated various sections of the SOPs, including adding websites for resources, clarifying internal and external communication protocols, and revising the partnership section to emphasize collaboration over formal partnerships. Discussion ensued about the future of the committee after finalizing the SOPs, considering dissolution and potential reformation as needed. The conversation ended with a brief mention of internal management funding, which would be discussed further with the entire Commission.

The group discussed updates to an operations document shared by Commission Gutierrez, including the removal of partnerships section on the Commission's website and clarification of presentation selection process. KCS shared information about potential funding opportunities through Board of Supervisors grants, noting that Triton Consulting Group, a UCSD undergraduate student group, could help research paid family leave policies and data. The discussion centered on a proposal from Max Vroemen regarding demographic analysis and paid family leave research, with IO suggesting the need to review the proposal and discuss it with the policy committee. The group discussed paid family leave, with KCS planning to agendaize it for the March 6, 2026 meeting and IO agreeing to meet with Max Vroemen to gather more information.

Civic Engagement Committee

The group covered civic engagement initiatives, including plans for a youth summit workshop and potential collaboration with the Girl Scouts. KJP reported that Melissa Jones from the San Diego Women's History Center will be the guest speaker for March, and they discussed the possibility of a panel discussion on Women's Equality Day focusing on the evolution of democracy and women's rights. The group discussed potential speakers and topics for upcoming meetings, including Lindsay Lupo of Point Loma Nazarene University as a possible co-moderator for a webinar on Women's Equality. The Civic Engagement Committee planned to invite speakers on economic development/mobility and financial literacy, as well as experts on human trafficking and healthcare. The group also considered scheduling speakers for April, May, and June, with a focus on gender-based violence and harassment (GBVH) for April. Additionally, they discussed the importance of educating young people about human trafficking and sextortion, with IO sharing her recent experiences teaching middle school students about these issues.

The group discussed the March 6, 2026 regular monthly meeting agenda and would agendaize Women's History Month and potential recognition and a discussion about SOPs. The draft meeting agenda is due by February 18, 2026. The meeting will feature a speaker who will present for 10-15 minutes followed by Q&A, and commissioners were asked to email agenda items to KCS for the March 6, 2026 meeting.

New Committee Member Orientations

IO will reach out to recently appointed Commissioners Amelia Tsering and Daniela Perez to schedule their online orientations and welcome them to the committee. KCS mentioned that Daniela is the executive director of MANA of San Diego and expressed interest in collaborating with her on youth engagement initiatives. KCS expressed the hope that the new Commissioners will complete their online orientation in time to be officially seated for the March 6, 2026 meeting.

Annual Report Review and Planning

The group discussed several key items including vacant district appointments, upcoming CSW 70 participation, and the annual Board of Supervisors report. KJP presented a draft annual report, which IO reviewed and added details about partner organizations. The group agreed to review and provide comments on the draft report by February 18, 2026 for discussion at the March 6, 2026 meeting. They also discussed the need to clarify the submission process for the annual report to the Board of Supervisors, as this has been unclear in previous years. Additionally, KCS announced she would follow up with Cipriano regarding recognition of outstanding women in the region at the upcoming Board of Supervisors March meetings.

Chair/Commissioner Announcements

The group discussed an upcoming VIP Career Mixer hosted by the University of San Diego on March 3, 2026 at 5:30 pm which involved student networking event, though the exact role of the Commissioners was still unclear; KCS is waiting for a response from the event coordinator and will apprise the group accordingly. The group discussed setting the next Executive Committee meetings for the next two months on March 13, 2026 and April 10, 2026 at 1 p.m. at the Rancho Bernardo Library, pending confirmation by KJP.

Meeting adjourned at 2:12 pm.

2025 Annual Report of the San Diego County Commission on the Status of Women and Girls (CSWG)

Overview

In 2025, the San Diego County Commission on the Status of Women and Girls advanced its statutory mandate to promote gender equity, support implementation of the County's CEDAW Ordinance, and elevate issues affecting women and girls across the region. The Commission engaged in policy oversight, community partnership development, and internal capacity-building while navigating structural challenges related to transparency, staffing, and resource limitations.

Key Achievements

1. CEDAW Implementation Support

The Commission dedicated significant effort to supporting and monitoring the County's first **Baseline Intersectional Gender Analysis**, led by the Office of Equity & Racial Justice (OERJ) and contractor HR&A Advisors.

Major actions:

- Raised concerns regarding **transparency, timelines, and access to draft materials**.
- Identified issues related to **data consistency, immigration related data collection, and departmental reporting gaps, related data collection-related data collection**
- Adopted a **Resolution Urging Transparency in CEDAW Implementation**, receiving strong community support.
- Inquired into possibility of a **Closed Session** with County Counsel and clarified confidentiality and review protocols.

These actions reinforced the Commission's statutory supportive role and emphasized the need for clear, collaborative processes as the County moves toward CEDAW-aligned action planning.

2. Community Engagement & Public Education

The Commission expanded its visibility and partnerships through targeted outreach and educational initiatives.

Highlights:

- Supported **Human Trafficking Awareness Month** activities and staff training.
- Participated in community events such as **San Diego County Office of Child Support's Super Saturday** event and Women's History Month activities.
- Strengthened relationships with local organizations including **the City of San Diego Commission for Women**, the **Mid-City Community Action Network**, the **Kim Center for Social Balance**, **San Diego Workforce Partnership**, **San Diego for Every Child**,
- Engaged with statewide leaders at the **California Commission for Women and Girls**, **Mount St. Mary's University** and the **Association of California Commissions for Women**.
- Commissioners gathered and shared information to further the interests of San Diego women and girls and participated in convenings as varied as the UN Commission on the Status of Women's 69th session (CSW69, New York), **San Diego and National Taskforces on Human Trafficking**, the **Lawyers Club**, the **Tradeswomen Build Nations Conference**, and the **Anniversary of the Civil Rights March in Selma, Alabama**.
- Outreach to students at **San Diego State University**, the **University of San Diego** and **Point Loma Nazarene University**.

These efforts increased public awareness on topics of gender-based violence and harassment, child-care, employment and training needs, immigration concerns, and broader gender equity issues. Commission meetings connected the Commission with community-based organizations and national leaders already advancing aligned work and showcased the strength of women leaders and organizations in San Diego County based organizations.

3. Policy Exploration & Committee Work

Committees advanced several policy and governance priorities.

Policy Committee

- Explored issues including paid family leave, caregiving infrastructure, and immigration-related concerns.
- Fostered connections with organizations involved in areas of focus including San Diego for Every Child, Children First Collective, Child Development Associates, and YMCA Childcare Resources Center

- Reviewed the CEDAW ordinance and identified areas for future policy recommendations.

Governance Committee

- Developed **Standard Operating Procedures** to support consistent internal processes.
- Monitored the long pending **bylaws revision**, which remained under County review throughout 2025.-pending

Civic Engagement Committee

- Led commissioner recruitment reviews.
- Advanced outreach and public education initiatives.

4. Strengthening Commission Capacity

The Commission worked to stabilize membership and leadership amid ongoing vacancies.

Key developments:

- Appointment of **Kimberly Keen** by Supervisor Terra Lawson-Reemer in District 4
- Appointment of **Kelly Jenkins-Pultz** by the Board of Supervisors as an At-Large Commissioner.
- Recommendation of **Amelia Tsering** for an At-Large Commissioner appointment in early 2026.
- Unanimous reelection of **Chair Kristine Custodio Suero** and approval of a **three Vice Chair leadership structure** to increase capacity.-election of **-Vice-Chair leadership structure**
- Continued efforts to fill vacancies in Districts 1, 2, and 4.

These steps positioned the Commission for stronger operational continuity in 2026.

5. Regional & Statewide Leadership

The Commission maintained active engagement with statewide and national partners.

Notable activities:

- Participation by **Commissioner Monica Martinez** in the **United Nations Commission on the Status of Women (UN-CSW)** delegation.

- Provided input on the merger of the **San Diego Women’s History Museum** into the **San Diego History Museum’s Center for Women’s History**.
- Participation in the **California Commission on the Status of Women and Girls’** Convening of Commissions and celebration of the 10th anniversary of **the California Fair Pay Act**.
- Engagement with the **Association of California Commissions for Women (ACCW)** and **National Association of Commissions for Women**.

These relationships expanded the Commission’s understanding of aligned local efforts for broader gender equity initiatives.

Challenges Identified

1. Transparency & Communication

The CEDAW report process revealed gaps in communication, document access, and clarity around confidentiality requirements.

2. Resource Constraints

The Commission continued to operate without a dedicated budget and with limited staff support, affecting its ability to host public forums throughout the County and attend conferences and meetings throughout the country.

3. Quorum & Attendance

With several vacancies on the Commission, quorum for a full Commission meeting was as low as five Commissioners, which inhibited multiple Commissioners from participating in outside meetings without triggering a full convening of a Commission meeting. Also, in-person meeting requirements impacted Committee level quorum and limited the Commission’s ability to advance policy recommendations.-level quorum

4. Administrative Delays

Several changes in administrative staffing for the Commission resulted in prolonged delays in moving forward needed updates to bylaws and standard operating procedures.

Priorities for 2026

1. Strengthen CEDAW Implementation

- Ensure timely access to the Baseline Analysis.

- Support development of the County’s CEDAW Action Plan.
- Establish clear communication and review protocols with OERJ and County Counsel.

2. Expand Community Partnerships

- Increase collaboration with organizations serving women and girls, particularly those focused on youth leadership and gender-based violence and harassment.
- Enhance public education on gender equity issues.

3. Improve Internal Capacity

- Finalize bylaws revisions.
- Fill remaining vacancies.
- Implement Standard Operating Procedures.
- Strengthen committee structures to ensure quorum.

4. Increase Visibility & Impact

- Expand presence at Board of Supervisors meetings.
- Develop clear processes for statements, recommendations, and public engagement.

Conclusion

In 2025, the Commission advanced critical gender equity work while navigating complex structural and operational challenges. The foundation laid this year—particularly in CEDAW support, community engagement, and internal capacity building—positions the Commission to play a more strategic and impactful role in 2026 as the County moves toward implementing its first gender equity action plan.

SAN DIEGO COUNTY COMMISSION ON THE STATUS OF WOMEN AND GIRLS

BYLAWS

Revised March 6, 2026

SAN DIEGO COUNTY COMMISSION ON THE STATUS OF WOMEN BYLAWS

Revised November, 2006

ARTICLE I

Purpose and Authority

Section A: Establishing Authority

The San Diego County Commission on the Status of Women and Girls (the “Commission”) was established by the San Diego County (“County”) Board of Supervisors on May 26, 1970. The Commission’s establishing authority is found in the San Diego County Administrative Code, Article IV Section 85, and it operates under Board Policy A-74.

Section B: Purpose

The Board of Supervisors of the County of San Diego declares that it is the policy of the County to take action to identify needs and problems of women in the County that are affected by public policy decisions; and furthermore, to eliminate the practice of discrimination and prejudice on the basis of sex within the County. ~~In order to~~ To promote this policy and to provide an open forum for discussion and action, there is hereby established a San Diego County Commission on the Status of Women and Girls in the Chief Administrative Office. (Article IV Section 85.)

Section C: Lack of Affiliation

The Commission on the Status of Women and Girls is a non-partisan, non-sectarian, non-profit making organization. It does not officially take part in, nor lend its influence to, any political issues.

Section D: Advisory Capacity

The Commission ~~on the Status of Women~~ acts in an advisory capacity to the County Board of Supervisors only. It is not empowered by ordinance, establishing authority, or policy to render a decision of any kind on behalf of the County of San Diego or its appointed or elected officials.

ARTICLE II

Membership, Term of Office, Vacancies

Section A: Selection of Members

1. Each Supervisor shall appoint two members to the Commission all of whom shall be residents of the County of San Diego. (Article IV Section 85.1.)
2. The Commission shall have the authority to nominate up to three additional members for appointment by the County Board of Supervisors, ~~in order to assure promote~~ comprehensive and balanced representation. These members are designated “at-large members.” (Article IV Section 85.1.)

**SAN DIEGO COUNTY COMMISSION ON THE STATUS OF WOMEN AND
GIRLS BYLAWS**

Revised March 6, 2026

Section B: Number of Members

1. The Commission is limited to 10 Board of Supervisor-appointed members and 3 at-large members in accordance with the establishing authority. (Article IV, Section 85.1.)
2. The Commission may appoint up to three advisors who, although acting in an unofficial capacity, through their qualifications, experience, and leadership ~~are in a position to can~~ offer advice to the Commission on issues related to the status of women and girls. ~~The number of advisors is limited to three advisors.~~

Section C: Terms of Office (Article IV Section 85.3.)

1. Supervisorial District Appointees: Each Commissioner's term shall expire on the date of expiration of the current term of the appointing ~~member of the Board of Supervisors~~, or at such time as ~~she~~ the Commissioner ceases to hold office, whichever occurs first. Any Commissioner whose term expires ~~ed~~ may continue to discharge ~~her~~ their duties as a Commissioner until ~~her~~ a successor is qualified and appointed and qualified. The reelection of a member of the Board of Supervisors for a succeeding term shall not automatically extend the term of any member of the Commission.
2. At-large members shall serve a two-year term beginning April 1 and ending March 31.
3. Commissioners shall be appointed for no more than two consecutive terms. For purposes of this limitation, a term shall include any appointment to fill a vacancy for one-half or more of a term.

Section D: Vacancies and Recruitment (Article IV, Section 85.4.)

1. A vacancy shall occur on the happening of any of the following events before the expiration of the term:
 - a. ~~(1)~~ The death of the incumbent,
 - b. ~~(2)~~ The resignation of the incumbent,
 - c. ~~(3)~~ The ceasing of the incumbent to be a resident of the County of San Diego, or
 - d. ~~(4)~~ Absence from more than one-third of the regular scheduled meetings in any 12-month period or three consecutive meetings.
2. When a vacancy occurs as the result of missing one-third of regularly scheduled meetings in one 12-month period or three consecutive regular meetings:
 - a. ~~(1)~~ Both the member and the appointing Supervisor shall be notified.
 - b. ~~(2)~~ Vacancies shall be filled by the appointing Supervisor.
 - c. ~~(3)~~ At-Large members: The Chair will notify the at-large member of her removal. The Commission is authorized to nominate a new member for appointment by the County Board of Supervisors.
3. ~~Midterm vacancy~~ Vacancy within a term: New appointees shall serve for the unexpired term of the member being replaced.

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4. Commissions are encouraged to continually recruit diverse women living anywhere within ~~San Diego~~the County who will contribute positively to the work of the Commission.
5. For the purpose of the bylaws, “Recruit” means:
 - a. ~~(1)~~ Educate members of other women’s groups,
 - b. ~~(2)~~ Invite individuals or delegates of a group of Commission meetings,
 - c. ~~(3)~~ Invite individuals/delegates to join the Commission’s ~~sub-~~committees,
 - d. ~~(4)~~ Encourage filing of applications with Clerk of the County Board of Supervisors and submission of resumes to Commission, and
 - e. ~~(5)~~ No promises are made of a position on the Commission or its ~~sub-~~committees.

ARTICLE III

Duties of the Commission, Commissioners, and Administrative Staff

Section A: Duties of the Commission

The Commission shall have the power and duty to:

1. Study and evaluate County Charter provisions, ordinances, policies and proposed policies, and their implementation to determine if there are instances of gender-based discrimination against ~~any person because of sex~~women and girls.
2. Cooperate with Federal, State, County, City and other public agencies and refer to the respective agencies any matters, disputes, or controversies already in the jurisdiction of their existing powers, with the intent that duplication of efforts should be avoided. The Commission may initiate investigations of such matters and make recommendations to such agencies.
3. Study areas of possible discrimination as they pertain to women’s and girl’s lives and needs including but not limited to:
 - a. ~~(1)~~ Employment opportunities,
 - b. ~~(2)~~ Education opportunities,
 - c. ~~(3)~~ Medical and health services,
 - d. ~~(4)~~ Legal services,
 - e. ~~(5)~~ Credit and loan policies and practices,
 - f. ~~(6)~~ Criminal justice policies and procedures,
 - g. ~~(7)~~ Housing and transportation facilities,
 - h. ~~(8)~~ Child care needs,
 - i. ~~(9)~~ Human care services, and
 - j. ~~(10)~~ Business and financial opportunities.
4. Conduct workshops for County personnel and community groups to explore specific subject areas and improve relationships.
5. Conduct public hearings dealing with matters before the Commission.

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6. Utilize County resources and facilities to accumulate information ~~for the purpose of~~ for the purpose of ~~the Commission objectives of this Commission.~~
7. Prepare and disseminate information on matters related to ~~sexual gender~~ discrimination and prejudice.
8. Formulate programs or legislation to promote and insure ~~equal equitable~~ rights and opportunities for all women and girls.
9. Provide liaison and assistance to citizen groups interested in the problems facing women and girls.
10. Apply for and administer grants from all levels of government and private sources for carrying out the functions of the Commission.
11. Annual Report: The Commission shall write, approve, and submit an annual report to the Board of Supervisors of its policies, activities, findings and recommendations.

Section B: Duties of Commissioners

1. Each Commissioner has the responsibility and duty to:
 - a. ~~2.~~ Attend all regularly scheduled meetings.
 - b. ~~3.~~ Accurately and timely perform any filing obligation with the Clerk of the Board.
 - c. ~~4.~~ Know all ordinances, by-laws, and rules governing the Commission.
 - d. ~~5.~~ Serve on at least one ~~sub~~-committee.
 - e. ~~6.~~ Understand ~~she/he/they~~ does not represent the Commission in an individual capacity or in any political activity.

Section C: Duties of Administrative Staff (A-74)

1. Record the minutes of all Commission meetings and file as required by Board policy.
2. Assist the chair with correspondence.
3. Maintain a list of all active Commissioners, keep the roll and certify the presence of a quorum, and advise the Clerk of the County Board of Supervisors of membership changes.
4. Post all meeting notices in accordance with the Ralph M. Brown Act, in a publicly accessible place for 72 hours before the ~~meetings, and~~ meetings and keep a record of such posting.
5. Reproduce and distribute Commission information and minutes of all meetings.
6. Act as custodian of all Commission documents, records, books, and correspondence.

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7. Act as liaison between the Commission and other County staff.
8. Perform such other duties as may be designated by the Commission.

ARTICLE IV

Officers

Section A: Election of Officers (Section 85.5(a))

~~At the last meeting of each calendar year, the~~The Commission shall elect annually from its membership a Chair and no more than three Vice-Chairs.

Section B: Term and Vacancies

1. Term: Each officer shall serve for one year, and no more than two consecutive terms in the same office.
2. Vacancies: If an office is vacated, a new officer shall be elected within 30 days of the vacancy to serve until the term expires.

Section C: Duties of Officers

1. Duties of the Chair:

- a. ~~(1)~~ Provide general supervisory guidance to the Commission.
- b. ~~(2)~~ Set the agenda of Commission meetings.
- c. Preside over meetings.
- d. ~~(3)~~ Cancel meetings and call for special meetings as needed.
- e. ~~(4)~~ Assign duties to the Vice-Chairs as necessary.
- f. ~~(5)~~ Act as sole official spokesperson for the Commission, unless delegated in writing.
- g. ~~(6)~~ Draft correspondence as directed by the Commission, or to which an immediate response is required.
- h. ~~1.6.1.~~ Make in writing through the Chief Administrative Officer or designee any request which requires response from County management staff not readily obtainable within four hours ~~time~~. (A-74 Section C.5)
- i. ~~(7)~~ Serve as *ex officio* member of all ~~as hoc subcommittees, and committees and~~ meet with chairs of ~~sub~~-committees to exchange information.
- j. ~~(8)~~ Initiate strategic planning and evaluation of Commission activities.
- k. ~~(9)~~ Oversee resources.
- l. ~~(10)~~ Orient new Commissioners.
- m. ~~(11)~~ Formally send meeting invitation to potential candidates and recruits.
- n. ~~(12)~~ Submit nomination of candidates to the Clerk of the Bboard for Bboard's consideration,

2. Duties of the Vice-Chair(s):

- a. ~~(1)~~ In the absence of the Chair, one Vice-Chair ~~agrees to~~will assume the duties and responsibilities of that office, or they may flip a coin.
- b. ~~(2)~~ Recommends ~~sub~~committee members and other nominees for Commissioner.

SAN DIEGO COUNTY COMMISSION ON THE STATUS OF WOMEN AND GIRLS

BYLAWS

Revised March 6, 2026

ARTICLE V

Ad hoc Committees

Section A: Formation of Ad hoc Committees

1. The Commission may appoint ~~ad hoc~~ committees comprised of Commissioners and community members for the purpose of carrying out the functions and duties of the Commission. Actions and recommendations of ~~ad hoc~~ committees shall not be deemed the action of the Commission and shall in no way bind the Commission or its members until voted on by ~~the whole~~ a majority of members ~~Commission~~ at a regular ~~Commission~~ meeting. (Article IV section 85.6.)
2. Committees shall consist of no fewer than three members, including at least one Commissioner who shall chair.
3. ~~The ad hoc e~~Committees shall be formed as needed and cease to exist on completion of its assignment.
4. ~~Ad hoc committees shall consist of no fewer than three members, including at least one Commission member who shall chair.~~
5. ~~A coordinating committee comprised of the chairs of the ad hoc committees may be formed to assemble information from each ad hoc committee for presentation to the advisory committee. The Chair or a Vice Chair shall act as the chair of the coordinating committee.~~
4. Any volunteer or consulting work shall not be considered as service for or employment for the County.

Section B: Duties and Responsibilities of Ad Hoc Committee Chairs

1. ~~Ad hoc e~~Committee chairs' duties include:
 - a. ~~1.~~ Call ~~ad hoc~~ committee meetings and run meetings.
 - b. ~~2.~~ Keep records of all actions and reports of the ~~ad hoc~~ committee
 - c. ~~3.~~ Submit these actions and reports to the Commission at least one week prior to the regular meeting.
 - d. ~~4.~~ Report on ~~ad hoc~~ committee meeting and actions taken at the Commission meeting.
2. ~~An ad hoc chair of a committee chair~~ shall not act as spokesperson for the Commission unless authorized to do so in writing as set forth above.

ARTICLE VI

Organization & Procedures

Section A: Rules of Governance

1. Robert's Rules of Order govern the operation of the Commission in all cases not covered by these by-laws. The Commission may formulate specific procedural rules of order to govern the conduct of its meetings.

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Revised March 6, 2026

2. The Commission shall prepare and adopt the necessary by-laws and other rules, which may be necessary for the conduct of its business.

Section B: Quorum and Voting

1. A majority of members currently appointed to the Commission shall constitute a quorum.
2. ~~1.~~ Virtual attendance by Commissioners is allowed in accordance with current law.
3. ~~2.~~ An affirmative vote of a majority of members in attendance shall be required for the passage of adoption of any business or matter before the Commission.
4. ~~3.~~ Voting is on the basis of one vote per person and no proxy, telephone or absentee voting is permitted.

Section C: Meetings

1. Public Meetings and Notice of Agenda:

All meetings of the Commission and its ~~sub~~-committees are open to the public as required by the Ralph M. Brown Act and are held in accessible, public places. Notice and agendas of all regular Commission meetings shall be e-mailed or faxed to Commissioners and posted in a publicly accessible place for a period of 72 hours prior to the meeting. Special meetings require 24 hour notice to Commissioners and posting in a publicly accessible place for 24 hours. Notice to Commissioners may be waived if all members are present when the meeting is called. Notice will be mailed on request.

2. Regular Meetings:

A schedule of regular meetings of the Commission shall be established at the first meeting of the year, including the time, dates, and location of the meetings. ~~Sub-e~~Committee meetings will be scheduled at the call of the Chair of the committee. Meetings may be adjourned to a specific place, date, and time by a majority vote.

3. Special Meetings:

Special meetings may be called by the Chair, or by not less than ~~one-third~~ the majority of the Commission members in a signed writing.

Section D: Order of Business

1. The regular order of business shall be: Call to order, roll call, approval of minutes, public comment, committee reports, old business, new business, adjourn. The order of business may be varied by a vote of the Commission.
2. Time may be allowed for public input prior to a decision. Individuals wishing to speak on an agenda item must submit a request to be heard in writing to the Chair prior to the item.

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3. Persons wishing to speak longer than three minutes shall request time on the agenda at least five days in advance of a scheduled meeting.
4. ~~3.~~ In addition to providing public comments in person at Commission meetings, members of the public may comment remotely via telephonic or other Internet-based service option at regular meetings. Individuals requesting to speak remotely must follow the same rules as in-person speakers.
5. ~~4.~~ No vote of the Commission shall be considered as reflecting an official position of the Commission unless passed by a majority of its ~~quorum~~ members present at the specific meeting when the vote was taken.

Section E: Minutes of Meetings

1. Minutes of meetings shall be prepared by administrative staff in the following manner:
 - a. ~~(1)~~ Minutes shall be in summarized form, except motions shall be recorded verbatim.
 - b. ~~(2)~~ Minutes of all meetings of the Commission shall be maintained for two years.
 - c. ~~(3)~~ Copies of the agenda and minutes of each meeting shall be filed with the Clerk of the County Board of Supervisors.

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ARTICLE I

Purpose and Authority

Section A: Establishing Authority

The San Diego County Commission on the Status of Women and Girls (the “Commission”) was established by the San Diego County (“County”) Board of Supervisors on May 26, 1970. The Commission’s establishing authority is found in the San Diego County Administrative Code, Article IV Section 85, and it operates under Board Policy A-74.

Section B: Purpose

The Board of Supervisors of the County of San Diego declares that it is the policy of the County to take action to identify needs and problems of women in the County that are affected by public policy decisions; and furthermore, to eliminate the practice of discrimination and prejudice on the basis of sex within the County. To promote this policy and to provide an open forum for discussion and action, there is hereby established a San Diego County Commission on the Status of Women and Girls in the Chief Administrative Office. (Article IV Section 85.)

Section C: Lack of Affiliation

The Commission on the Status of Women and Girls is a non-partisan, non-sectarian, non-profit making organization. It does not officially take part in, nor lend its influence to, any political issues.

Section D: Advisory Capacity

The Commission acts in an advisory capacity to the County Board of Supervisors only. It is not empowered by ordinance, establishing authority, or policy to render a decision of any kind on behalf of the County or its appointed or elected officials.

ARTICLE II

Membership, Term of Office, Vacancies

Section A: Selection of Members

1. Each Supervisor shall appoint two members to the Commission all of whom shall be residents of the County of San Diego. (Article IV Section 85.1.)
2. The Commission shall have the authority to nominate up to three additional members for appointment by the County Board of Supervisors, to promote comprehensive and balanced representation. These members are designated “at-large members.” (Article IV Section 85.1.)

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Section B: Number of Members

1. The Commission is limited to 10 Board of Supervisor-appointed members and 3 at-large members in accordance with the establishing authority. (Article IV, Section 85.1.)
2. The Commission may appoint up to three advisors who, although acting in an unofficial capacity, through their qualifications, experience, and leadership can offer advice to the Commission on issues related to the status of women and girls.

Section C: Terms of Office (Article IV Section 85.3.)

1. Supervisorial District Appointees: Each Commissioner's term shall expire on the date of expiration of the current term of the appointing Supervisor, or at such time as the Commissioner ceases to hold office, whichever occurs first. Any Commissioner whose term expires may continue to discharge their duties as a Commissioner until a successor is qualified and appointed. The re-election of a member of the Board of Supervisors for a succeeding term shall not automatically extend the term of any member of the Commission.
2. At-large members shall serve a two-year term beginning April 1 and ending March 31.
3. Commissioners shall be appointed for no more than two consecutive terms. For purposes of this limitation, a term shall include any appointment to fill a vacancy for one-half or more of a term.

Section D: Vacancies and Recruitment (Article IV, Section 85.4.)

1. A vacancy shall occur on the happening of any of the following events before the expiration of the term:
 - a. The death of the incumbent,
 - b. The resignation of the incumbent,
 - c. The ceasing of the incumbent to be a resident of the County, or
 - d. Absence from more than one-third of the regular scheduled meetings in any 12-month period or three consecutive meetings.
2. When a vacancy occurs as the result of missing one-third of regularly scheduled meetings in one 12-month period or three consecutive regular meetings:
 - a. Both the member and the appointing Supervisor shall be notified.
 - b. Vacancies shall be filled by the appointing Supervisor.
 - c. At-Large members: The Chair will notify the at-large member of her removal. The Commission is authorized to nominate a new member for appointment by the County Board of Supervisors.
3. Vacancy within a term: New appointees shall serve for the unexpired term of the member being replaced.

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4. Commissions are encouraged to continually recruit diverse women living anywhere within the County who will contribute positively to the work of the Commission.
5. For the purpose of the bylaws, "Recruit" means:
 - a. Educate members of other women's groups,
 - b. Invite individuals or delegates of a group of Commission meetings,
 - c. Invite individuals/delegates to join the Commission's committees,
 - d. Encourage filing of applications with Clerk of the County Board of Supervisors and submission of resumes to Commission, and
 - e. No promises are made of a position on the Commission or its committees.

ARTICLE III

Duties of the Commission, Commissioners, and Administrative Staff

Section A: Duties of the Commission

The Commission shall have the power and duty to:

1. Study and evaluate County Charter provisions, ordinances, policies and proposed policies, and their implementation to determine if there are instances of gender-based discrimination against women and girls.
2. Cooperate with Federal, State, County, City and other public agencies and refer to the respective agencies any matters, disputes, or controversies already in the jurisdiction of their existing powers, with the intent that duplication of efforts should be avoided. The Commission may initiate investigations of such matters and make recommendations to such agencies.
3. Study areas of possible discrimination as they pertain to women's and girl's lives and needs including but not limited to:
 - a. Employment opportunities,
 - b. Education opportunities,
 - c. Medical and health services,
 - d. Legal services,
 - e. Credit and loan policies and practices,
 - f. Criminal justice policies and procedures,
 - g. Housing and transportation facilities,
 - h. Child care needs,
 - i. Human care services, and
 - j. Business and financial opportunities.
4. Conduct workshops for County personnel and community groups to explore specific subject areas and improve relationships.
5. Conduct public hearings dealing with matters before the Commission.

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6. Utilize County resources and facilities to accumulate information to further Commission objectives.
7. Prepare and disseminate information on matters related to gender discrimination and prejudice.
8. Formulate programs or legislation to promote and insure equitable rights and opportunities for all women and girls.
9. Provide liaison and assistance to citizen groups interested in the problems facing women and girls.
10. Apply for and administer grants from all levels of government and private sources for carrying out the functions of the Commission.
11. Annual Report: The Commission shall write, approve, and submit an annual report to the Board of Supervisors of its policies, activities, findings and recommendations.

Section B: Duties of Commissioners

1. Each Commissioner has the responsibility and duty to:
 - a. Attend all regularly scheduled meetings.
 - b. Accurately and timely perform any filing obligation with the Clerk of the Board.
 - c. Know all ordinances, by-laws, and rules governing the Commission.
 - d. Serve on at least one committee.
 - e. Understand they do not represent the Commission in an individual capacity or in any political activity.

Section C: Duties of Administrative Staff (A-74)

1. Record the minutes of all Commission meetings and file as required by Board policy.
2. Assist the chair with correspondence.
3. Maintain a list of all active Commissioners, keep the roll and certify the presence of a quorum, and advise the Clerk of the County Board of Supervisors of membership changes.
4. Post all meeting notices in accordance with the Ralph M. Brown Act, in a publicly accessible place for 72 hours before the meetings and keep a record of such posting.
5. Reproduce and distribute Commission information and minutes of all meetings.
6. Act as custodian of all Commission documents, records, books, and correspondence.

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7. Act as liaison between the Commission and other County staff.
8. Perform such other duties as may be designated by the Commission.

ARTICLE IV
Officers

Section A: Election of Officers (Section 85.5(a))

The Commission shall elect annually from its membership a Chair and no more than three Vice-Chairs.

Section B: Term and Vacancies

1. Term: Each officer shall serve for one year, and no more than two consecutive terms in the same office.
2. Vacancies: If an office is vacated, a new officer shall be elected within 30 days of the vacancy to serve until the term expires.

Section C: Duties of Officers

1. Duties of the Chair:
 - a. Provide general supervisory guidance to the Commission,
 - b. Set the agenda of Commission meetings,
 - c. Preside over meetings,
 - d. Cancel meetings and call for special meetings as needed,
 - e. Assign duties to the Vice-Chairs as necessary,
 - f. Act as sole official spokesperson for the Commission, unless delegated in writing,
 - g. Draft correspondence as directed by the Commission, or to which an immediate response is required,
 - h. Make in writing through the Chief Administrative Officer or designee any request which requires response from County management staff not readily obtainable within four hours. (A-74 Section C.5)
 - i. Serve as *ex officio* member of all committees and meet with chairs of committees to exchange information.
 - j. Initiate strategic planning and evaluation of Commission activities.
 - k. Oversee resources.
 - l. Orient new Commissioners.
 - m. Formally send meeting invitation to potential candidates and recruits.
 - n. Submit nomination of candidates to the Clerk of the Board for Board's consideration.
2. Duties of the Vice-Chair(s):
 - a. In the absence of the Chair, one Vice-Chair will assume the duties and responsibilities of that office, or they may flip a coin.
 - b. Recommends committee members and other nominees for Commissioner.

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ARTICLE V

Committees

Section A: Formation of Committees

1. The Commission may appoint committees comprised of Commissioners and community members for the purpose of carrying out the functions and duties of the Commission. Actions and recommendations of committees shall not be deemed the action of the Commission and shall in no way bind the Commission or its members until voted on by a majority of members at a regular Commission meeting. (Article IV section 85.6.)
2. Committees shall consist of no fewer than three members, including at least one Commissioner who shall chair.
3. Committees shall be formed as needed and cease to exist on completion of its assignment.
4. Any volunteer or consulting work shall not be considered as service for or employment for the County.

Section B: Duties and Responsibilities of Committee Chairs

1. Committee chairs' duties include:
 - a. Call committee meetings and run meetings.
 - b. Keep records of all actions and reports of the committee
 - c. Submit these actions and reports to the Commission at least one week prior to the regular meeting.
 - d. Report on committee meeting and actions taken at the Commission meeting.
2. A chair of a committee shall not act as spokesperson for the Commission unless authorized to do so in writing as set forth above.

ARTICLE VI

Organization & Procedures

Section A: Rules of Governance

1. Robert's Rules of Order govern the operation of the Commission in all cases not covered by these by-laws. The Commission may formulate specific procedural rules of order to govern the conduct of its meetings.

SAN DIEGO COUNTY COMMISSION ON THE STATUS OF WOMEN AND GIRLS

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Revised March 6, 2026

2. The Commission shall prepare and adopt the necessary by-laws and other rules, which may be necessary for the conduct of its business.

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1. A majority of members currently appointed to the Commission shall constitute a quorum.
2. Virtual attendance by Commissioners is allowed in accordance with current law.
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Special meetings require 24 hour notice to Commissioners and posting in a publicly accessible place for 24 hours. Notice to Commissioners may be waived if all members are present when the meeting is called. Notice will be mailed on request.

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SAN DIEGO COUNTY COMMISSION ON THE STATUS OF WOMEN AND GIRLS

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5. No vote of the Commission shall be considered as reflecting an official position of the Commission unless passed by a majority of its members present at the specific meeting when the vote was taken.

Section E: Minutes of Meetings

1. Minutes of meetings shall be prepared by administrative staff in the following manner:
 - a. Minutes shall be in summarized form, except motions shall be recorded verbatim.
 - b. Minutes of all meetings of the Commission shall be maintained for two years.
 - c. Copies of the agenda and minutes of each meeting shall be filed with the Clerk of the County Board of Supervisors.

Triton Consulting Group

University of California San Diego
La Jolla, CA 92092

Statement of Work

Agreement to Perform Consulting Services for the County of San Diego

February 6th, 2026
County of San Diego
202 C St,
San Diego, CA 92101

On behalf of Triton Consulting Group, we are excited to present this Statement of Work proposal detailing the scope of our consulting services for the County of San Diego.

Our work will be split into multiple phases across a 10-week engagement. The tentative schedule of work assumes the project begins March 30, 2026, and ends June 5, 2026. At the conclusion of the engagement, we will provide a deliverable summarizing our findings.

Scope of Work

Project Overview:

Established in 1975, the San Diego County Commission on the Status of Women and Girls serves as a 15-member advisory body mandated to identify and address the unique challenges affecting women and girls throughout the region. Operating under the County's policy to eliminate sex-based discrimination and prejudice, the Commission acts as an open forum for gender equity, advising the Board of Supervisors on critical public policy decisions. Its broad areas of impact span from human trafficking and domestic violence to economic issues like housing, childcare, and employment opportunities. Composed of two representatives from each supervisorial district and three members-at-large, the Commission works collaboratively to promote equal rights and improve the quality of life for women through legislative advocacy and social service reform.

This project seeks to discover the impact of an aging population on women and girls across San Diego County. As a larger percentage of the population moves into the 65+ age bracket over the next 5 years, more adults will need to spend time at home to care for their elderly family members. The impacts of this will be outsized on those whose employers do not offer paid family leave. A loss of income, healthcare, and other benefits will hurt the quality of life of those affected, and impact tax revenues. For small businesses, a lack of succession planning can have outsized impacts on those who need to take care of their family. Potential policy solutions can be found by looking at other jurisdictions facing similar challenges as San Diego County. Research methodologies must account for the distinct impacts on women and girls. It is advisable to consult the supplemental resources provided below.

Resources:

- CEDAW:
<https://www.sandiegocounty.gov/content/dam/sdc/hr/CSWG/CEDAW/CEDAW%20Ordinance.pdf>
- San Diego County Commission on the Status of Women and Girls website:
<https://www.sandiegocounty.gov/content/sdc/fg3/commission-status-women-girls.html>

Objectives:

1. Research census data concerning the increase in population in the 65+ age bracket, employment data, and other related metrics and report key findings
2. Report on the prevalence of paid family leave across several employment types
3. Conduct interviews with small business owners on the impact family care is having on their business
4. Find policy solutions to any issues found by research jurisdictions similar to San Diego County

Scope of Work:**Phase 1: Demographic Baseline & Employment Landscape (Weeks 1-3)**

- Conduct a deep-dive analysis of San Diego County Census data regarding the projected growth of the 65+ population over the next 5-10 years.
- Stratify employment data by gender and industry to identify sectors with high female participation that historically lack paid family leave (e.g., service, retail, gig economy).
- Assess current paid family leave utilization rates across the County, identifying gaps where state or federal protections fail to cover specific employee classes.
- Review the County's CEDAW ordinance to ensure all data analysis metrics align with the local mandate to eliminate discrimination and promote gender equity.
- Create a brief summary outlining the statistical risk of income loss and benefit gaps for women in the "sandwich generation" (caring for both children and aging parents).

Phase 2: Primary Research Small Business & Caregiving Impact (Weeks 4-6)

- Design and launch a qualitative interview framework targeting small business owners, specifically focusing on female entrepreneurs and family-owned enterprises.
- Conduct interviews to evaluate the "Succession Gap," determining how many small businesses lack plans for when owners must step back for family caregiving duties.
- Gather first-hand accounts of operational disruptions caused by a lack of paid leave policies for employees in small businesses.

Phase 3: Comparative Policy Analysis (Weeks 7-8)

- Evaluate policy mechanisms used in jurisdictions similar to San Diego County, such as:
 - Localized paid leave mandates or subsidies.
 - Child care support.
 - Small business support.
- Apply a gender-equity lens (CEDAW framework) to these external policies to determine their viability and potential impact if adopted in San Diego.

Phase 4: Final Report, Recommendations and Presentation (Weeks 9-10)

- Consolidate quantitative data and qualitative interview insights into a comprehensive report for the Board of Supervisors.
- Recommend policies to be researched further by the Commission and County to address issues identified throughout the project.
- Present the final findings to the Commission and stakeholders, ensuring the narrative clearly articulates the economic and social necessity of supporting female caregivers.

Deliverables

The deliverable for this project will be a PowerPoint deck and a typed report containing our research findings, data insights, and an appendix with all references. At the project's end, the team will also be responsible for delivering a live presentation to the client summarizing research findings and insights.

Non-Disclosure Agreements

For projects that may include exposure to proprietary or privileged information, all team members are required to sign NDAs. We do this for the majority of our clients, and typically use a template provided by the client.

Intellectual Property

In the event that our collaborative efforts result in the development of any intellectual property (such as software or code segments), ownership rights will reside with the client.

Project Team

TBD

Vice President of Consulting

Max Vroemen (mvroemen@ucsd.edu)

Max is a 4th year Chemical Engineering major with a minor in Finance. He joined TCG as an analyst in the fall of 2023 and has previously worked as an associate on projects in the medical device and RFID robotics industries. Professionally, Max has interned in the healthcare and consulting industries during the past 3 summers, as a manufacturing engineer at Kite Pharma, quality engineer at Johnson & Johnson MedTech, and this summer as a business analyst at Kearney (previously A.T. Kearney). Max will return to consulting as a full-time business analyst at Kearney post-graduation. Outside of work, Max's interests include running, backpacking, hiking, and board games.

Sponsorship Fees

Triton Consulting Group operates as a student-run, non-profit organization. As such, payment is completely optional and is accepted as donation-based sponsorships to help with the costs of the organization as a whole so we are better able to recruit talent, grow the organization, and serve the business community. Individual rates of associates are not considered and compensation is evaluated as per the value added to the client. We suggest a donation within the range of \$500-\$1200. For questions regarding sponsorship payments, please contact our Vice President of Finance, Shray Kudva, at skudva@ucsd.edu.

Restrictions

The information provided in the report will be based on past and current market conditions. Market conditions may change unforeseeably; therefore, the client should be aware of the possible need for additional research and analysis. There may be assumptions and estimations that will not materialize fully. Our associates conduct extensive and thorough research using reliable, current secondary sources or as indicated otherwise; however, we make no warranties regarding the accuracy of the conclusions of the sources used in our report.

Furthermore, we assume the client retains legal, engineering, and other relevant professionals to address certain legal, legislative, or environmental matters that may arise throughout the course of this engagement.

Any decision to invest or lend is the sole decision of said lender or investor.

Binding Agreement

To confirm agreement of our services, please sign below and return to the Vice President of Consulting, Max Vroemen, via email at mvroemen@ucsd.edu.

We look forward to working with you!

Best Regards,



Max Vroemen
Vice President of Consulting
Triton Consulting Group