



# Age & Disability Friendly

Action Plan 2026-2029

Department of Disability and Aging Services

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## A Note from the Co-Chairs

San Francisco's commitment to becoming an Age and Disability Friendly city is about ensuring that every resident can thrive in a city that is inclusive, accessible, and equitable.

Since the launch of our first Age and Disability Friendly (ADF) Action Plan, we have made meaningful progress. We've built new partnerships, launched innovative programs, and elevated the voices of older adults and people with disabilities in shaping the future of our city. This work has been grounded in the belief that those most impacted by barriers must be at the center of the solutions.

Over the past year, the ADF Implementation Workgroup has engaged in a thoughtful and rigorous process to develop the 2026–2029 Action Plan. Through community meetings, cross-sector collaboration, and deep listening, we identified the most pressing issues—from housing accessibility and transportation equity to digital inclusion and cultural representation. We are also committed to setting clear, measurable goals to ensure accountability and impact.

This next phase of our work reflects the lessons we've learned: that fewer, more focused recommendations lead to greater progress; that SMART goals help us stay on track; and that lasting change requires champions—individuals and organizations willing to lead with vision and purpose.

We are deeply grateful to the members of the ADF Implementation Workgroup, our community partners, and the many residents who shared their experiences and ideas. Your voices have shaped this plan, and your advocacy continues to drive it forward.

With the support of Mayor Daniel Lurie and our city's leadership, we are proud to continue this journey. Together, we are building a San Francisco where older adults and people with disabilities are supported and celebrated as vital members of our community.

Let us move forward with determination, compassion, and the shared belief that a truly inclusive city benefits us all.



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## Acknowledgements

Many people contributed to San Francisco's Age & Disability Friendly (ADF) initiative, from advocacy for the launch of this effort, to the development of three ADF Action Plans. This would not have been possible without the commitment and hard work of many individuals, organizations, and departments.

The Department of Disability and Aging Services (DAS) would like to thank the following people and organizations who were pivotal to this effort: the late Mayor Edwin Mah Lee, who requested Age Friendly designation from the World Health Organization; the Office on Disability and Accessibility (ODA) for contributing and helping to drive the implementation; the Age & Disability Friendly Implementation Workgroup members and co-chairs; the countless community members, nonprofit, and city employees, all of whom gave generously of their time.

## List of common acronyms and terms

The following is a list of acronyms used throughout this report:

- **ADF:** Age & Disability Friendly
- **CBO's:** Community based organizations
- **IHSS:** In-Home Supportive Services
- **LGBTQ:** Lesbian, gay, bi-sexual, transgender, queer, and questioning
- **LTSS:** Long-term services and supports
- **San Francisco Departments:**

**DAS:** Department of Disability and Aging Services

**DEM:** Department of Emergency Management

**DHSH:** Department of Homelessness and Supportive Housing

**DPH:** Department of Public Health

**DPW:** Department of Public Works

**HSA:** Human Services Agency

**ODA:** Office on Disability & Accessibility, formerly known as the Mayor's office of Disability

**MOHCD:** Mayor's Office of Housing and Community Development

**MTA:** Municipal Transportation Agency

**OEWD:** Office of Economic and Workforce Development

**RPD:** Recreation and Parks Department

- **WHO:** World Health Organization

### **Below is a list of commonly used terms:**

- **Ableism:** Discrimination or prejudice against people with disabilities due to negative and inaccurate stereotypes.
- **Actions:** Projects, programs, or policies that have been identified and will be implemented to accomplish each recommendation.
- **Ageism:** Stereotyping and discrimination against individuals or groups on the basis of age.
- **Baseline Assessment:** Investigation of how the status quo does, or does not, support older adults and people with disabilities.
- **Domains:** Community features that influence the quality of life for older adults and people with disabilities. The domains represent physical, social, and supportive services, policies, and programs and offer a framework for organizing the overall effort.
- **Age and Disability Friendly Recommendations:** Strategies for creating a more supportive, inclusive, and accessible city.
- **Older Adults and Seniors:** For this report, older adults and seniors are broadly referred to as individuals aged 60 years and older.

## Background

The World Health Organization (WHO) launched the Global Network for Age-friendly Cities and Communities in 2010 to unite cities, communities, and organizations around a shared vision: making communities better places to grow older. The network drives change by showcasing local successes, fostering connections among communities, and supporting the development of evidence-based, locally appropriate solutions. San Francisco is proud to be one of 1,739 cities and communities across 57 countries—representing a global population of 370 million—committed to creating age-friendly environments.

In 2012, the American Association of Retired Persons (AARP) partnered with WHO to establish the U.S. affiliate of the Global Network for Age-friendly Communities. AARP supports member communities by providing templates, materials, resources, and hosting regional meetings.

San Francisco joined the WHO Global Network for Age-friendly Cities in 2014 at the request of Mayor Edwin Lee. The city has a long-standing culture of innovation, cross-sector collaboration, and a deep history of advocacy for accessibility and inclusion.

While the Department of Disability and Aging Services has shepherded this process, it has been driven by broad community participation—including city leaders, organizations, and cross-departmental collaboration—resulting in meaningful progress for older adults and people with disabilities over the past decade.

San Francisco received its official designation as an Age and Disability Friendly (ADF) city in 2014, expanding the WHO's age-friendly framework to include disability awareness and community inclusion. City leaders recognized that disability communities and disability awareness are inextricably linked to the goals of creating an age-friendly city, and emphasized the importance of disability leadership in this effort.

From 2014 to 2016, an Age and Disability Friendly workgroup met monthly to develop a strategy, identify community resources, and build momentum. In 2017, the Age and Disability Friendly Task Force conducted a comprehensive community assessment to identify assets and gaps across the eight domains defined by the WHO. This work culminated in the 2018–2021 Action Plan, which included 24 recommendations and corresponding actions. An implementation task force was formed to advance these actions.

In 2022, the task force reconvened to develop the 2022–2025 Action Plan. Based on lessons learned, the group streamlined the plan to focus on 10 actions across four domains, allowing for deeper engagement and more effective implementation.

The upcoming 2026–2029 Action Plan builds on this approach, featuring seven recommendations across five domains, reflecting the city's continued commitment to creating a more inclusive, accessible, and age- and disability-friendly San Francisco.

## Methodology

The 2026–2029 Age and Disability Friendly (ADF) Action Plan was developed through a community-centered process that reflected on the accomplishments of the previous Action Plan and identified current gaps affecting older adults and adults with disabilities.

Feedback was gathered through one-on-one conversations with organizational leads and community leaders, as well as through a series of three ADF Workgroup meetings held between May and August 2025.

- The first meeting focused on evaluating the completion of the 2022–2025 Action Plan and identifying remaining or emerging gaps in the community.
- The second meeting centered on developing solutions to address those gaps and identifying strong community partners to lead each recommendation.
- The third meeting was dedicated to refining the recommendations and corresponding actions.

This collaborative and iterative process ensured that the new Action Plan is grounded in community insight, aligned with local priorities, and positioned for successful implementation.

## Domains of Livability

The Domains of Livability framework is widely used by towns, cities, counties, and states participating in the AARP Network of Age-Friendly States and Communities to guide and prioritize efforts to become more livable for older adults and people of all ages. These domains represent key community features that influence quality of life, particularly for older adults and people with disabilities. They encompass physical infrastructure, social engagement, and supportive services, policies, and programs—offering a comprehensive structure for organizing age- and disability-friendly initiatives.

San Francisco has adapted this framework to reflect local priorities and identified the following domains as most relevant to its efforts:

- Housing
- Outdoor Spaces & Buildings
- Transportation & Mobility
- Communication, Information, & Technology
- Engagement & Inclusion

## Recommendations and Actions

Based on the gap analysis, the recommendations serve as strategic priorities to guide progress over the next three years. These recommendations vary in type—such as policy changes, program development, or data and technology needs—and are categorized by estimated timelines. All final recommendations align with established SMART goal criteria, ensuring they are specific, measurable, achievable, relevant, and time-bound. This approach

guarantees that each recommendation addresses identified gaps and can be effectively implemented and evaluated.

Some recommendations are highly specific and immediately actionable, while others require further analysis during the implementation phase to determine the most appropriate course of action.

ADF Actions are the concrete, tangible projects designed to fulfill these recommendations. Each action includes specific criteria such as a timeline, measurable outcomes, project leads and partners, and may take various forms—such as outreach efforts, programs, policies, or trainings. These actions are dynamic and may evolve based on available resources, changing conditions in San Francisco, partnerships, and emerging community needs.

## Action Plan

### Domain: Housing

**GOAL:** A range of affordable housing options available for older adults and adults with disabilities

**Recommendation: Make the affordable housing application process more accessible and transparent for older adults and adults with disabilities.**



Ref.	Action
H-1	Develop a core competencies curriculum for housing navigation for DAS Hub and Age and Disability Resource Center (ADRC) providers and conduct targeted outreach to community members about available housing navigation support.
<b>Project Type</b>	Social service delivery, curriculum development, training, and outreach.
<b>Lead</b>	DAS Office of Community Partnerships (OCP)

<b>Specific</b>	Yes
<b>Measurable</b>	Through developing a standardized skill level and experience for ADRC staff. Measuring the number of consumers receiving housing related services at any of the ADRC sites.
<b>Attainable</b>	Yes, this is an item that OCP has capacity to take leadership.
<b>Realistic</b>	Yes, ADRC's are already a resource community members access to navigate citywide services.
<b>Timebound</b>	Launch date for curriculum to begin in July Of 2026

## Domain: Outdoor Spaces and Buildings



**GOAL:** A diversity of accessible and clean outdoor public spaces

**Recommendation: Build a universally designed, accessible transit hub at the gateway of union square (Hallidie Plaza).**

Ref.	Action
<b>OSB-1</b>	Engage and incorporate community feedback throughout the design phase and move the Hallidie Plaza Redesign into the construction phase by the end of the action plan.
<b>Project Type</b>	Community engagement and construction
<b>Lead</b>	San Francisco Office on Disability and Accessibility (ODA), Department of Public Works (DPW), Human Services Agency (HSA) Communications
<b>Specific</b>	Yes

<b>Measurable</b>	Will be considered complete after public engagement campaign is complete, and construction starts.
<b>Attainable</b>	Yes, there has already been a commitment passed by the City to move forward with the project, and DPW and ODA will work together to move this forward.
<b>Realistic</b>	Yes, it was identified by community that building an accessible access point to
<b>Timebound</b>	Launch date for community feedback in 2026 and through the Action Plan timeline.

**Recommendation: Ensure accessible public parks by incorporating disability and older adult community feedback at the onset of new construction with a focus on the Sunset Dunes construction.**

Ref.	Action
<b>OSB-2</b>	Engage and incorporate community feedback into the construction of Sunset Dunes with the goal of increasing safety and access. This includes removal of access barriers and incorporating stations for assistive technologies and additional universal design elements.
<b>Project Type</b>	Community engagement and construction
<b>Lead</b>	San Francisco Recreation and Parks (RPD)
<b>Specific</b>	Yes
<b>Measurable</b>	Through ongoing community feedback sessions, as well as implementation of assistive technology stations, and other accessible design features.
<b>Attainable</b>	Yes, RPD has already begun the community feedback sessions for Sunset Dunes with a focus on accessibility and inclusion.
<b>Realistic</b>	Yes, this has been identified by community members as a priority and a need.
<b>Timebound</b>	Launch date for community feedback in 2025 through 2026.

## Domain: Transportation and Mobility

**GOAL:** Public transportation should be inclusive, accessible and welcoming to older adults and adults with disabilities.

**Recommendation: Increase training for frontline MTA staff in working with community members with disabilities.**



Ref.	Action
T-1	Re-visit and update current MTA disability training in partnership with disability community to ensure it incorporates current concerns.
<b>Project Type</b>	Social service delivery, curriculum development, training, and outreach
<b>Lead</b>	San Francisco Municipal Transportation Agency (MTA), with support from the ADF workgroup, and input from disability community
<b>Specific</b>	Yes
<b>Measurable</b>	Will be considered complete after the implementation of renewed Accessibility and Disability Inclusion training for MTA frontline staff.
<b>Attainable</b>	Yes, MTA has the capacity to work with community stakeholders to make relevant updates to their current curriculum.
<b>Realistic</b>	Yes, as understanding of disability community continues to evolve, it has become clear that the current accessibility curriculum should be updated to reflect the needs and realities of today's environment.
<b>Timebound</b>	Launch date for community feedback in 2026 and through the Action Plan timeline.



**GOAL:** Ensure that wheelchair users have equitable access to resources and programs to improve mobility throughout the city.

**Recommendation: Increase resources dedicated to ensuring the mobility of wheelchair users throughout San Francisco.**

Ref.	Action
<b>T-2</b>	Produce a program evaluation of the wheelchair repair program to advocate for enhanced programming.
<b>Project Type</b>	Program evaluation
<b>Lead</b>	San Francisco Independent Living Resource Center (ILRC)
<b>Specific</b>	Yes
<b>Measurable</b>	Will be considered complete at the conclusion of the program evaluation.
<b>Attainable</b>	Yes, ILRC has committed to producing a program evaluation to measure efficacy of their program.
<b>Realistic</b>	Yes, given the challenges community members face navigate the bureaucratic process of maintaining wheelchairs, this program has demonstrated consistently high demand.
<b>Timebound</b>	The evaluation will be conducted before the conclusion of the DAS wheelchair repair contract in June of 2027.

## Domain: Communication, Information, and Technology

**GOAL:** Increase engagement among older adults and people with disabilities in their ongoing health care.

**Recommendation: Increase engagement among older adults and people with disabilities within the SF Health Network by supporting their ability to manage their own health care. Build community members' digital skills and confidence to help them effectively use patient portal platforms. Expand the reach and impact of the patient portal training program across the entire health system.**



Ref.	Action
<b>CIT-1</b>	Expand the SF Tech Council's YourChart patient portal training within the SF Health Network. Develop customized training programs for different health systems to help more patients learn how to use their patient portals. This would include large health systems like UCSF, Kaiser and Sutter.
<b>Project Type</b>	Training and outreach
<b>Lead</b>	SF Tech Council
<b>Specific</b>	Yes
<b>Measurable</b>	Community-based organizations will track actual numbers of people trained, as well as conduct pre-and post-training surveys with participants.
<b>Attainable</b>	Yes, the SF Tech Council has developed a curriculum and initiated trainings for service providers, while actively expanding its partner network to increase the project's reach and impact.
<b>Realistic</b>	Yes, it has been shown that community members are more engaged in their healthcare when they understand how to navigate their patient portals effectively.
<b>Timebound</b>	Through the life span of the Action Plan

## Domain: Engagement and Inclusion

**GOAL:** Cultivate a strong disability cultural identity of San Francisco.

**Recommendation:**  
**Establish a Disability Cultural District.**



Ref.	Action
<b>EI-1</b>	Draft legislation to create a Disability Cultural District.
<b>Project Type</b>	Training and outreach
<b>Lead</b>	Disability Cultural Center
<b>Specific</b>	Yes
<b>Measurable</b>	Creating a Cultural District in San Francisco involves three key milestones: First, community members come together to define their cultural identity and goals. Next, they work with a City Supervisor or the Mayor's Office to set boundaries and propose legislation, which must be approved by the Board of Supervisors. Once approved, the district is officially established and partners with City departments to create a plan that supports housing, culture, and community needs.
<b>Attainable</b>	Yes, the Disability Cultural Center can lead by working with elected officials to draft legislation to establish the cultural district during the lifespan of the Action Plan.
<b>Realistic</b>	Yes, as the Disability Cultural Center has launched its programming to a meaningful and positive reception from the community, stakeholders have recognized the significant value of establishing a more robust physical and cultural Disability presence in San Francisco.
<b>Timebound</b>	It's possible to establish the cultural district through the lifespan of the Action Plan.



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