

File No. 200168

Committee Item No. 2

Board Item No. 27

### COMMITTEE/BOARD OF SUPERVISORS

#### AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date February 24, 2020

Board of Supervisors Meeting

Date 3 / 3 / 2020

#### Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- Memorandum of Understanding (MOU)
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 - Ethics Commission
- Award Letter
- Application
- Form 700
- Vacancy Notice
- Information Sheet
- Public Correspondence

OTHER (Use back side if additional space is needed)

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Completed by: Victor Young Date February 20, 2020

Completed by: \_\_\_\_\_ Date \_\_\_\_\_

1 [Appointments, Veterans Affairs Commission - Douglas Boullard, William Barnickel, Courtney  
2 Miller, and Hanley Chan]

3 **Motion appointing Douglas Boullard, term ending January 31, 2023, and William**  
4 **Barnickel, Courtney Miller, and Hanley Chan, terms ending January 31, 2024, to the**  
5 **Veterans Affairs Commission.**

6  
7 · MOVED, That the Board of Supervisors of the City and County of San Francisco does  
8 hereby appoint the hereinafter designated persons to serve as a members of the Veterans  
9 Affairs Commission; pursuant to the provisions of Administrative Code, Sections 5.100, et  
10 seq., for the terms specified:

11 Douglas Boullard, seat 8, succeeding George Chewning, resigned, must be an at-large  
12 appointment, for the unexpired portion of a four-year term ending January 31, 2023;

13 Wiliam Barnickel, seat 3, succeeding themself, term expired, must be an at-large  
14 appointment, for the unexpired portion of a four-year term ending January 31, 2024;

15 Courtney Miller, seat 6, succeeding Kimberly Flaherty, resigned, must be an at-large  
16 appointment, for the unexpired portion of a four-year term ending January 31, 2024:

17 Hanley Chan, seat 9, succeeding themself, term expired, must be an at-large  
18 appointment, for the unexpired portion of a four-year term ending January 31, 2024.



Board of Supervisors
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place, Room 244
(415) 554-5184 FAX (415) 554-7714

Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: Veterans Affairs Commission

Seat # or Category (If applicable): 9 District: 7

Name: Hanley Chan

[Redacted] Zip: 94116

Home Phone: [Redacted] Occupation: Father

Work Phone: Employer:

Business Address: Zip:

Business E-Mail: Home E-Mail: [Redacted]

Pursuant to Charter Section 4.101 (a)2, Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.

Check All That Apply:

Registered voter in San Francisco: Yes [checked] No [ ] If No, where registered:

Resident of San Francisco [checked] Yes [ ] No [ ] If No, place of residence:

Pursuant to Charter section 4.101 (a)1, please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

I previously served on:
Sunshine Ordinance Task force 2006-2012
SF Civil Grand Jury 2006-2007
Selective Services System local board member
Currently serving:
San Francisco Veterans Affairs Commission
US Selective Services System District Appeals Board member
Membership:
American Legion Life member
Disabled American Veteran Life member
Member of the SF Scottish Rite Freemason
Civil Air Patrol 2nd Lt
Served in California State Military Reserve

**Business and/or professional experience:**

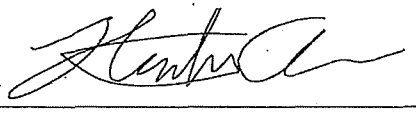
Certified: Emergency Medical Technician, Certified Massage Therapist, Certified Medical Assistant, Phlebotomist, EKG Tech, Private Investigator, Security Guard, Police Instructor, FAA Part 107 Remote Pilot License, FAA Student Pilot License, Basic Military Emergency Management Specialist, Bachelor of Arts in Humanities, Associate of Science in Administration of Justice and Health Care Science.  
Former Owner of: Security Intelligence Specialist, HC Solutions Inc, and Critical Synthesis Security.

**Civic Activities:**

Member of Unified Lions Club  
Life Member of International Police Association  
Member of Society of Clinical Research Associates  
Former Community Court Panelist  
Former Board Member of OCA  
Former Board Member of Chinese American Democratic Club  
Former Board Member of Filipino Chamber of Commerce  
Former District Governor of California Association of Licensed Investigator

Have you attended any meetings of the Board/Commission to which you wish appointment? Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (*Applications must be received 10 days before the scheduled hearing.*)

Date: 01/14/2020 Applicant's Signature: (required) 

(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once Completed, this form, including all attachments, become public record.

FOR OFFICE USE ONLY:  
Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_

01/20/12



Board of Supervisors  
 City and County of San Francisco  
 1 Dr. Carlton B. Goodlett Place, Room 244  
 (415) 554-5184 FAX (415) 554-5163

**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: \_\_\_\_\_

Seat # or Category (If applicable): \_\_\_\_\_ District: \_\_\_\_\_

Name: Jason Chittavong

Home Address: \_\_\_\_\_ Zip: 94102

Home Phone: \_\_\_\_\_ Occupation: Mentor Coordinator

Work Phone: 415-320-7826 Employer: SF County Superior Court

Business Address: jason.sfvscc@gmail.com Zip: 94102

Business E-Mail: ↓ Home E-Mail: \_\_\_\_\_

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.

Check All That Apply:

Resident of San Francisco: Yes  No  If No, place of residence: \_\_\_\_\_

Registered Voter in San Francisco: Yes  No  If No, where registered: \_\_\_\_\_

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

**Business and/or professional experience:**

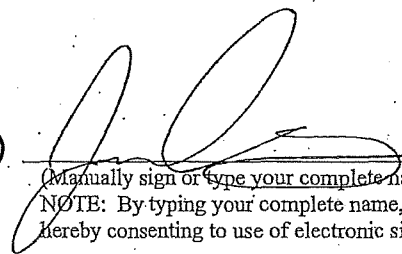
**Civic Activities:**

Have you attended any meetings of the Board/Commission to which you wish appointment?      Yes  No

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Appointments confirmed by the Board of Supervisors require an appearance before the Rules Committee. Once your application is received, the Rules Committee Clerk will contact you when a hearing is scheduled. *(Please submit your application 10 days before the scheduled hearing.)*

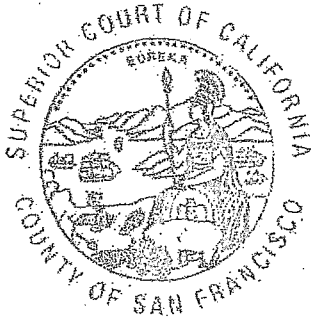
Date: 2/07/20 Applicant's Signature: (required)

  
(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

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FOR OFFICE USE ONLY:  
Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_



# SAN FRANCISCO VETERANS JUSTICE COURT

February 22, 2020

To Whom it May Concern:

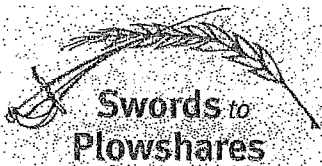
I am writing regarding Jason Chittavong who is the Veteran Mentor Coordinator for the Veterans Justice Court (VJC) since July, 2019. Mr. Chittavong started with us in early 2019 as a volunteer mentor and then quickly stepped up as the Mentor Coordinator. Since he has taken on this role, he has shown exceptional leadership and enthusiasm. He has arranged benefits workshops, participant outings, as well as recruiting and managing a team of new volunteers, all the while mentoring individuals in our court. His passion for helping fellow veterans is an inspiration to the entire team and the clients we serve. I believe he would be a tremendous asset to the Commission, and I support his application.

The San Francisco Veterans Justice Court is a Collaborative Court Program of the Superior Court of California, County of San Francisco in partnership with city agencies and community groups. VJC is a unique type of problem-solving court that focuses on accountability to community concerns and treatment of veterans from all branches of military service who face criminal charges in San Francisco. VJC provides innovative programming to fit the needs of the community served through the collaborative efforts of community-based agencies in conjunction with the VA, DPH, CAAP, SFPD, Public Defenders Office, and the District Attorney. VJC aims to reduce recidivism by addressing the underlying issues driving repeat criminal behavior and eliminate barriers to success. VJC provides linkages to treatment as well as access to supportive services in-house for populations with multiple psychosocial issues.

If you have any questions, please feel free to contact me at [awest@sftc.org](mailto:awest@sftc.org) or 415-551-5941.

Allyson West

Director, Collaborative Justice Programs  
Superior Court of San Francisco



VETS HELPING VETS SINCE 1974

**BOARD OF DIRECTORS**

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EXECUTIVE DIRECTOR

Julie Cane  
CHAIR OF THE BOARD

Michael Dekshenieks  
VICE CHAIR

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Myatt (USMC Ret.)

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Roger Walther

Carol Wilder

February 21, 2020

Supervisor Hillary Ronen,

Members of the Rules Committee of the Board of Supervisors

Re: Jason Chittavong  
appointment to Veterans Commission

I am writing to you in support of Jason Chittavong becoming a member of our San Francisco Veterans Commission.

I am a former original member of The San Francisco Veterans Affairs Council. With then Supervisor Richard Hongisto we introduced the ordinance creating the council which is now the Veterans Affairs Commission.

At this time I was also with the San Francisco Sheriff's Departments, Prisoner Services Division, and was the divisions veteran's specialist.

Currently I am with Swords-to-Plowshares and manage the Sheriff's in custody veterans program COVER, Community of Veterans Engaged in Restoration. Our collaborative program has not only been recognized nationally, it has been replicated by over 100 correctional facilities across the nation.

COVER also resulted in San Francisco starting a Veteran's Justice Court. For the past several years I had also been the Mentor Co Ordinator for our Veteran's Court. I have since relinquished the position of Mentor coordinator placing more focus on in-custody and vet court relations.

Jason Chittavong had begun as a mentor and with my departure was elevated to the position of coordinator - A position he has excelled in.

His passion and dedication to helping our veterans is commendable. I know you have reviewed his resume and are aware of his involvement in our veteran community. He has the skills and awareness needed to serve on our commission. I support your appointing Jason to the Veteran's Affairs Commission.

Ron Perez,  
COVER Manager  
San Francisco County Jail #5  
1 Moreland Drive, Office 224  
San Bruno, Ca, 94006

P: (650) 266-7654

SWORDS TO PLOWSHARES

Administrative Office

401 Van Ness Ave, Suite 313

San Francisco, CA 94102

415.252.4788





**Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244.  
(415) 554-5184 FAX (415) 554-7714**

**Print Application**

**Application for Boards, Commissions and Committees**

Application for Appointment to: Veterana Affairs Commission

Name of Board, Commission, Committee, or Task Force

Seat # or Category (If applicable):

Name: Jason Chittavong

Home Address: [REDACTED]

Zip: 94117

Home Phone: [REDACTED]

Occupation: Mentor Coordinator

Work Phone: 415-320-7826

Employer: SF County Superior Court (Veterans Justice Court)

Business Address: 555 Polk Street

Zip: 94102

Check All That Apply:

A citizen of the United States.

At least 18 years old on or before Election Day.

Not in prison or on parole for a felony conviction

A resident of San Francisco  Yes:  No: (Place of Residence):

Please state your qualifications (attach supplemental sheet if necessary)

I have experience providing support and advocacy for veterans in San Francisco community. I was former President/Outreach Coordinator for Student Veterans Organization. Mentor Coordinator Veterans Justice Court

Education:

Bachlor degree in U.S. History/Political Science. Associate degree in Behavior Science

Business and/or professional experience:

Veterans Outreach Coordinator V.E.T.S@SFSU, Mentor Coodinator for Veterans Justice Court, Independent Agent VA claims representative.

Civic Activities:

Memeber of Chinatown VFW post 4618, Marine Corps league

Ethnicity: (optional) Thai/Laos

Sex (optional) M  F

Have you attended any meetings of the Board/Commission to which you wish appointment?  Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (Applications must be received 10 days before the scheduled hearing.)

**(Please Note: Once completed, this form, including all attachments, become public record)**

Date: 2/07/20 Applicant's Signature: (required) [Signature]

Please Note: Your application will be retained for one year.

FOR OFFICE USE ONLY:

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_



**Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244  
(415) 554-5184 FAX (415) 554-7714**

RECEIVED  
**Print Application**  
BOARD OF SUPERVISORS  
SAN FRANCISCO

**Application for Boards, Commissions and Committees**

2020 JAN 14 PM 4:47

Application for Appointment to: Veterans Affairs Commission

Name of Board, Commission, Committee, or Task Force

Seat # or Category (If applicable): Seat 3

Name: William J. Barnickel

Home Address: [REDACTED]

Zip: 94122

Home Phone: n/a

Occupation: Retired

Work Phone: N/A

Employer: Retired

Business Address: N/A

Zip:

Check All That Apply:

A citizen of the United States.

At least 18 years old on or before Election Day.

Not in prison or on parole for a felony conviction

A resident of San Francisco  Yes:  No: (Place of Residence):

Please state your qualifications (attach supplemental sheet if necessary)

Reappointment- Seat 3-Terms ends 1/31/2020. Appointed Jan 2016. Have not missed a meeting in my 4 yrs as a Commissioner. I have organized 4 job fairs at City College of San Francisco and helped veterans-see attachment

Education:

BA-Golden Gate University-Major Business minor in Administration of Justice

Business and/or professional experience:

Retired United States Air Force (29 yrs)- Retired HSBC Bank- Vice President of Commercial/Residential Lending- 350 employees, 4 District Mgr's and 10 Manager's.

Civic Activities:

President Outer Sunset Merchant Professional Association-District 4.

Board Director- St. Anne of the Sunset

San Francisco Police Dept- Chief Scott's Business Advisory Board

Ethnicity: (optional) Spanish/German

Sex (optional) M  F

Have you attended any meetings of the Board/Commission to which you wish appointment?  Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (Applications must be received 10 days before the scheduled hearing.)

**(Please Note: Once completed, this form, including all attachments, become public record)**

Date: 1-10-2020 Applicant's Signature: (required)

Please Note: Your application will be retained for one year.

FOR OFFICE USE ONLY:

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_

Attachment to Application for Appointment to:  
Veterans Affairs Commission-Dated January 10<sup>th</sup>,  
2020- Seat 3-Term expires- 1/31/2020

Question: Please state your qualifications:

To be placed in almost 500 full and part-time jobs. In collaboration with the Institute on Aging (lead Agency) , the California Dept. of Justice, California Dept. of Insurance, Attorney General of Cal. and San Francisco Adult Protective Services, and various social services agencies, I was able to help start the San Francisco Veterans Benefits Protection Project to bring awareness to the scammers and poachers who were taking advantage of senior elders in care/residential homes and prosecute them. In 2017 we earned the Aging Innovations and Achievement National Award for this project.

2017 I was appointed by my fellow commissioners as the liaison to the Veterans Service Office. As of this date I have helped 250 Veterans WW11, Korea, Vietnam, Iraq and Afghanistan vets get off the streets and provided additional VA Benefits.

I currently do quarterly presentations to our veterans at the San Francisco Police Dept. and the San Francisco Fire Dept. to fully understand their VA

benefits. In February/ March I will be doing presentations at the Public Works Dept.

2019 I was acknowledged and recognized by State Senator Wiener as Veteran of the Year for the 11<sup>th</sup> Senate District. The last 4 yrs I was awarded the Commander's Award by Lt. General Rex McMillian United States Marine Corp for my contributions to the 23<sup>rd</sup> 43 Regiment for helping Marine Vets transition from the Military to Civilian life.

Also, received Certificates of Honor from former District 4 Supervisor Katy Tang, Assessor Recorder Carmen Chu, San Francisco Police Chief Bill Scott, Sheriff Vicky Hennessy and State Senator Wiener for my contributions as Commissioner Veterans Affairs and President Outer Sunset Merchant Professional Association

Duty, Honor and Country- These are the words that I continue to live by after 29 yrs of military service. I love the military and my veterans. It's been an honor to be able to help my vets the last 4 yrs. My journey as only begun and this is my calling!!

  
William J. Barnickel, Commissioner Veterans Affairs  
for the City and County of San Francisco



**Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244  
(415) 554-5184 FAX (415) 554-5163**

**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: Veterans Affairs Commission

Seat # or Category (If applicable): BOS 6 District: 1

Name: Douglas E. Bullard

[Redacted] Zip: 94121

Occupation: JROTC Director/Teacher

Work Phone: \_\_\_\_\_ Employer: SFUSD/Lowell High School

Business Address: 1101 Eucalyptus Drive Zip: 94132

Business E-Mail: bullardd@sfusd.edu Home E-Mail: [Redacted]

**Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.**

Check All That Apply:

Resident of San Francisco: Yes  No  If No, place of residence: \_\_\_\_\_

Registered Voter in San Francisco: Yes  No  If No, where registered: \_\_\_\_\_

**Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:**

Having served on active duty as an Army Engineer Officer for nearly 23 years with my final assignment in San Francisco, and subsequently as a high school teacher for over 20 years here, I have stayed abreast of local veteran's issues. As a Vietnam-era veteran, I am committed to supporting veterans; and to represent the various demographics of San Francisco.

**Business and/or professional experience:**

Nearly 23 years serving on active duty with the Army Corps of Engineers retiring as a Lieutenant Colonel; nearly 21 years serving as a JROTC Director/Teacher with the SFUSD.

**Education:**

Bachelor of Science, Forestry, University of Vermont 1974  
Master of Arts, Communication, University of Oklahoma, 1992

**Civic Activities:**

As a JROTC instructor, I am actively engaged in civic activities to include grass roots political engagement, SFUSD governance, and parades to include the Veterans Day Parade and the Lunar New Year Parade. Additionally, through JROTC, I support various community service efforts, to include in some of our most needy neighborhoods such as the Excelsior and Bayview. I am a member of the local American Legion and Veterans of Foreign Wars posts.

Have you attended any meetings of the Board/Commission to which you wish appointment?    Yes  No

Appointments confirmed by the Board of Supervisors require an appearance before the Rules Committee. Once your application is received, the Rules Committee Clerk will contact you when a hearing is scheduled. *(Please submit your application 10 days before the scheduled hearing.)*

Date: 5 Dec 19    Applicant's Signature: (required) Douglas E. Bullard

(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

**FOR OFFICE USE ONLY:**

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_



**Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244  
(415) 554-5184 FAX (415) 554-5163**

**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: Veterans Affairs Commission

Seat # or Category (If applicable): 6 District: 8

Name: Eric Deng

[Redacted] Zip: 94103  
Occupation: Business Operations Manager

Work Phone: (937) 985-2306 Employer: Make School

Business Address: 555 Post St. San Francisco, CA Zip: 94102

Business E-Mail: eric@makeschool.com Home E-Mail: [Redacted]

**Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.**

Check All That Apply:

Resident of San Francisco: Yes  No  If No, place of residence: \_\_\_\_\_

Registered Voter in San Francisco: Yes  No  If No, where registered: \_\_\_\_\_

**Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:**

As the son of two immigrants from China, I chose to serve in the military to help ensure that the opportunities America made available to my family would endure for generations to come. Last year, I transitioned to the civilian workforce. While challenging, I found work at a non-traditional degree granting institution here in the city, which specifically focuses attention on students from underprivileged backgrounds from both here in the Bay Area and the country-at-large. For me, my work has underscored the power of workforce development to provide a person with the skills to fundamentally change their life and find meaningful work, and I want to ensure that my fellow veterans can readily access these resources as well.

**Business and/or professional experience:**

As an organizational leader, my primary experience is in project and program management, with additional experience in facilitating teamwork across multi-disciplinary teams, and building coalitions to effectively implement change across an organization. In large, cross-functional teams, I often played a bridging role between differing perspectives. This meant that I frequently worked to facilitate an environment for open discussion in order to ensure that all voices and concerns were heard brought to the table, while also ensuring that the team was able to move forward on a particular plan of action after the discussion period ended. I have also developed and tracked KPIs, and deployed process improvement methodologies to continually find better ways to meet our goals, take care of employees, and capture and spread best practices.

**Civic Activities:**

- Volunteer, Wreaths Across America (San Francisco National Cemetery), 2019
- Frequent attendee of Bunker Labs events, a non-profit national network of veteran and milspouse entrepreneurs dedicated to helping the military connected community start their own business
- Participant in Bay Area Veterans Society - a group which facilitates camaraderie among veterans in the Bay Area and shares lessons learned and supports personal and professional development

Have you attended any meetings of the Board/Commission to which you wish appointment?    Yes  No

Appointments confirmed by the Board of Supervisors require an appearance before the Rules Committee. Once your application is received, the Rules Committee Clerk will contact you when a hearing is scheduled. *(Please submit your application 10 days before the scheduled hearing.)*

Date: 11 FEB 2020    Applicant's Signature: (required) Eric Deng

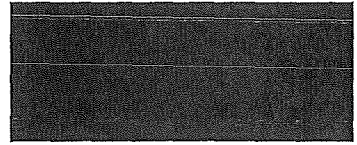
(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

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FOR OFFICE USE ONLY:  
Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_



# Eric H. Deng



## PROFESSIONAL SUMMARY

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An astute, driven, and results-oriented leader experienced in facilitating teamwork across multi-disciplinary teams to address time-sensitive strategic and day-to-day program and project initiatives and challenges. Skilled in process improvement methodologies with proven 360-degree management experience, providing timely and prudent recommendations to senior leadership and coaching for team members. Adept at implementing programs and systems to ensure compliance with regulations while remaining attentive to cultivating an organizational culture geared towards innovation.

## EXPERIENCE

---

**Make School** Apr 2019 – Present  
San Francisco, CA

**Business Operations Manager**

- Develop, implement, and improve key business processes; manage facility operations and budget
- Streamlined data collection and consolidated data sources for student outcomes and tuition payment
- Established key performance indicators and priorities for unemployed alumni and alumni engagement

**United States Air Force** Jan 2017 – Jan 2019  
Yokota Air Base, Japan

**Enroute Aircraft Maintenance Operations Manager**

- Led 100+ employees including direct reports, managed aircraft maintenance activities, and enforced regulatory and technical standards ensuring 800+ timely and safe take-offs (average per year).
- Analyzed training documentation errors and utilized process improvement methodologies to develop and implement solutions that cut the number of errors by 90%.

**United States Air Force** May 2016 – Jan 2017  
Travis Air Force Base, CA

**Fuels, Hydraulics, and Electrical/Environmental Department Manager**

- Selected as interim Senior Maintenance Operations Manager for 5 months; managed the maintenance operations of 500 employees across 7 departments, ensuring the timely repair and return to the company supply system of 500+ parts.
- Led a team of 120+ employees, drove work priorities, and evaluated work efficacy for on and off-equipment fuels, hydraulics, and electrical/environmental maintenance for 58 assigned aircraft.
- Identified process improvement opportunity and streamlined maintenance schedule, reducing asset time out-of-commission and beating corporate standards by 40%.

**United States Air Force** Dec 2013 – May 2016  
Travis Air Force Base, CA

**Special Executive Assistant to the Chief Operating Officer**

**Aircraft Maintenance Operations Manager / Assistant Operations Manager**

- Competitively selected over 19 other elite junior officers to serve as primary assistant to the Chief Operating Officer and Deputy Chief Operating Officer.
- Facilitated daily administration, accomplishment of responsibilities, and cross-coordination between sub-organizations and higher headquarters for a 2,200+ person organization.
- Managed maintenance review process and implemented new employee orientation and safety/compliance program, training 30 employees, completing 1000+ inspections, and rectifying 140+ issues.

## EDUCATION AND TRAINING

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**University of Southern California** May 2013  
Los Angeles, CA  
Bachelor of Arts in Political Science, Minor in Economics.  
Competitively selected for Department of Defense summer Swahili scholarship program.

## ADDITIONAL INFORMATION

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- Recognized as the Jr. Officer of the Year back to back (2016 & 2017), Jr. Officer of the Quarter 5 times in 4 years, and #1 Jr. officer in the unit 5 times.
- Previous internships with the Mayor's Office in both Los Angeles, CA, and Salt Lake City, UT.



Board of Supervisors  
City and County of San Francisco  
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**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: Veteran Affairs Commission

Seat # or Category (If applicable): Open District: Open

Name: Taurean J Diaz-Coleman

Home Address: [Redacted] Circle Zip: 94587

Home Phone: [Redacted] Occupation: Retired

Work Phone: (510) 292-5618 Employer: Retired

Business Address: N/A Zip: N/A

Business E-Mail: \_\_\_\_\_ Home E-Mail: [Redacted]

**Pursuant to Charter Section 4.101 (a)2, Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.**

Check All That Apply:

Registered voter in San Francisco: Yes  No  If No, where registered: Illinois

Resident of San Francisco  Yes  No If No, place of residence: Union City

**Pursuant to Charter section 4.101 (a)1, please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:**

As a veteran I live to serve the people of our great nation and conduct myself in a righteous matter. Throughout my life and military career I've either stood up or supported multiple Charities and Non for profit organization. While serving in Afghanistan I was awarded the Outstanding Volunteer Service Medal by the Joint Task Force Commanding Army General. While in the Army I served as a Equal Opportunity liaison to help maintain balance and equality throughout our operation and staff. Currently support the Army Reserve 453rd Chemical Battalion as a Family Readiness Liaison, and volunteer at the Veteran Resource Center for the Department of Veteran Affairs.

**Business and/or professional experience:**

Currently I purchase or sell homes and apartments. I served in the United State Army. My experiences is in Supply Chain Management, Physical Security, Hazardous Material Inspector, Global Logistics, Public Speaker, Lean Six Sigma (white), and volunteer participant of many operations. Position I've held have been Operation Officer, Supply Officer, Platoon Leader, Platoon Sergeant, Physical Security Officer, Equal Opportunity Officer, Area Relief Manager, and Family Readiness Liaison.

**Civic Activities:**

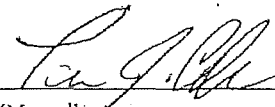
I've participated in Chamber of Commerce, Long Beach pacific islander recognition, and Student Government. I currently serve A.F&A.M. Mason, and I'm currently inquiring for the California State Military.

Have you attended any meetings of the Board/Commission to which you wish appointment? Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (Applications must be received 10 days before the scheduled hearing.)

Date: 3-1-2019

Applicant's Signature: (required)



(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once Completed, this form, including all attachments, become public record.

**FOR OFFICE USE ONLY:**

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_

01/20/12



**Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244  
(415) 554-5184 FAX (415) 554-5163**

**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: Veterans Affairs

Seat # or Category (If applicable): \_\_\_\_\_ District: \_\_\_\_\_

Name: Randall Knight

Home Address: \_\_\_\_\_ Zip: 94112

Home Phone: \_\_\_\_\_ Occupation: Military Vet

Work Phone: \_\_\_\_\_ Employer: \_\_\_\_\_

Business Address: \_\_\_\_\_ Zip: \_\_\_\_\_

Business E-Mail: \_\_\_\_\_ Home E-Mail: \_\_\_\_\_

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.

Check All That Apply:

Resident of San Francisco: Yes  No  If No, place of residence: \_\_\_\_\_

Registered Voter in San Francisco: Yes  No  If No, where registered: \_\_\_\_\_

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:


**Business and/or professional experience:**

**Civic Activities:**

Have you attended any meetings of the Board/Commission to which you wish appointment?    Yes  No

---

Appointments confirmed by the Board of Supervisors require an appearance before the Rules Committee. Once your application is received, the Rules Committee Clerk will contact you when a hearing is scheduled. *(Please submit your application 10 days before the scheduled hearing.)*

Date: 7/6/20    Applicant's Signature: (required) 

(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

---

FOR OFFICE USE ONLY:  
Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_



**Board of Supervisors**  
**City and County of San Francisco**  
 1 Dr. Carlton B. Goodlett Place, Room 244  
 (415) 554-5184 FAX (415) 554-7714

**Print Application**

**Application for Boards, Commissions and Committees**

Application for Appointment to: Sitting Commissioner  
Name of Board, Commission, Committee, or Task Force

Seat # or Category (If applicable):

Name: Randall J. Knight

Home Address: [REDACTED] Zip: 94114

Home Phone: [REDACTED] Occupation: Disabled Veteran

Work Phone: [REDACTED] Employer: N/A

Business Address: [REDACTED] Zip:

Check All That Apply:

A citizen of the United States.  At least 18 years old on or before Election Day.

Not in prison or on parole for a felony conviction

A resident of San Francisco  Yes:  No: (Place of Residence):

Please state your qualifications (attach supplemental sheet if necessary)

I military Combat Veteran able to connect and represent other Veterans  
 Education:

Complete a Semester at city College for Business  
 Business and/or professional experience:

15 year Experienced Diesel Mechanic / Security Officer  
 Civic Activities:

I Volunteer with community outreach programs and help children with tutoring and teach self defense to all ages.

Ethnicity: (optional) N/A Sex (optional) M  F

Have you attended any meetings of the Board/Commission to which you wish appointment?  Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (Applications must be received 10 days before the scheduled hearing.)

**(Please Note: Once completed, this form, including all attachments, become public record)**

Date: \_\_\_\_\_ Applicant's Signature: (required) [Signature]  
Please Note: Your application will be retained for one year.

FOR OFFICE USE ONLY:  
 Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_



Board of Supervisors  
 City and County of San Francisco  
 1 Dr. Carlton B. Goodlett Place, Room 244  
 (415) 554-5184 FAX (415) 554-5163

**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: Veterans Affairs Commission

Seat # or Category (If applicable): \_\_\_\_\_ District: \_\_\_\_\_

Name: Courtney K Miller

Home Address: \_\_\_\_\_ Zip: ~~94112~~ 94115

Home Phone: \_\_\_\_\_ Occupation: Developer

Work Phone: 3154408668 Employer: Hines Interests LP

Business Address: 101 California Zip: 94111

Business E-Mail: Courtney.miller@hines.com Home E-Mail: \_\_\_\_\_

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.

Check All That Apply:

Resident of San Francisco: Yes  No  If No, place of residence: \_\_\_\_\_

Registered Voter in San Francisco: Yes  No  If No, where registered: \_\_\_\_\_

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

I served in the United States Army for 6 years reaching the rank of Captain. As a female veteran who deployed to both Afghanistan and Iraq recently I believe that I offer a diverse perspective.

**Business and/or professional experience:**

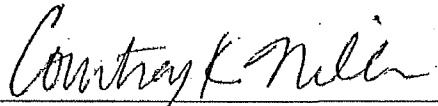
US ARMY - 10<sup>th</sup> Mountain division, CPT Logistics  
- deployed in support of Operation Iraqi Freedom  
- deployed in support of Operation Enduring Freedom  
- The ~~Honor~~ <sup>Old</sup> Guard - 3<sup>rd</sup> Infantry Regiment  
Hines - real estate development  
- managing complex projects in DC+SF  
Education: United States Military Academy at West Point, MBA - Dartmouth

**Civic Activities:**

Founded Pecan Grove - a group for Transitioning Female Veterans.  
Service to School Mentor for MBA applicants

Have you attended any meetings of the Board/Commission to which you wish appointment? Yes  No

Appointments confirmed by the Board of Supervisors require an appearance before the Rules Committee. Once your application is received, the Rules Committee Clerk will contact you when a hearing is scheduled. (Please submit your application 10 days before the scheduled hearing.)

Date: 12/13/19 Applicant's Signature: (required)   
(Manually sign or type your complete name, NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

FOR OFFICE USE ONLY:  
Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_





Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244  
(415) 554-5184 FAX (415) 554-7714

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2019 NOV 13 PM 3:17  
BY *JK*

**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: Veterans Affairs Commission.

Seat # or Category (If applicable): \_\_\_\_\_ District: \_\_\_\_\_

Name: Daniel Shaffer

Home Address: \_\_\_\_\_ Zip: 94107

Home Phone: \_\_\_\_\_ Occupation: Finance

Work Phone: 415-249-7199 Employer: Goldman Sachs

Business Address: 555 California Street Zip: 94104

Business E-Mail: daniel.shaffer@gs.com Home E-Mail: \_\_\_\_\_

**Pursuant to Charter Section 4.101 (a)2, Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.**

Check All That Apply:

Registered voter in San Francisco: Yes  No  If No, where registered: \_\_\_\_\_

Resident of San Francisco  Yes  No If No, place of residence: \_\_\_\_\_

**Pursuant to Charter section 4.101 (a)1, please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:**

I am a disabled Army veteran who served in Afghanistan during Operating Freedom's Sentinel. A number of service-related injuries led to my disability status, which has allowed me to become quite familiar with the "invisible" wounds plaguing many of our service members and veterans today. I have a keen awareness of how the hardships endured during service perpetually manifest themselves to plague the lives of service members and their loved ones. I strive to continue my service by maintaining active membership in the veteran community and putting a voice to the silent suffering.

**Business and/or professional experience:**

I served as a US Army infantry officer for nearly five and a half years following my commission from the United States Military Academy at West Point. From there, I pursued my MBA at the MIT Sloan School of Management and currently serve as a finance professional at Goldman Sachs.

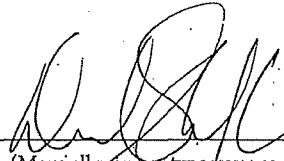
**Civic Activities:**

I serve as an ambassador for an organization called Service to School, where I mentor veterans as they pursue their MBA. I offer guidance throughout the process and assist them in understanding and accessing their educational benefits. I am also a member of Mission 22, which is an organization responsible for generating awareness for veteran suicide across the country.

Have you attended any meetings of the Board/Commission to which you wish appointment? Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (*Applications must be received 10 days before the scheduled hearing.*)

Date: 11/06/2019 Applicant's Signature: (required)



(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once Completed, this form, including all attachments, become public record.

FOR OFFICE USE ONLY:  
Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_

01/20/12

Wounded Warrior Project  
4899 Belfort Road, Suite 300  
Jacksonville, Florida 32256  
☎ 904.296.7350  
☎ 904.296.7347



To the Supervisors of the San Francisco Rules Committee,

This letter serves as an indication of my support for Daniel Shaffer for a seat on the San Francisco Veteran Affairs Commission. I have had the pleasure of knowing Dan for the last 12 years, having first met him when I was Commandant of the Corps of Cadets at the United States Military Academy at West Point. Over the years, I have witnessed Dan's development as a leader and a person of character. He is a compassionate individual who seeks active roles wherever he goes.

He demonstrated this during his graduate studies at MIT, when he worked with the administration to teach a class focused on the principles of military leadership and how they translate to the civilian workforce. Dan invited me as the keynote speaker to share insights from my 35-year military career and my current role as the CEO of Wounded Warrior Project. I witnessed the impact Dan brought to his community and his devotion to helping others understand the challenges veterans face.

Dan is a mission-driven, servant-leader who strives for progress, while never leaving anyone behind. From mentoring transition veterans through the application processes of the nation's top schools to teaching junior enlisted soldiers the basics of personal finance, Dan always seems to put others before himself. He epitomizes the West Point motto of *Duty, Honor, Country*. I believe he is the ideal candidate to represent veterans' interests and will tirelessly devote himself to improving the lives of our veterans.

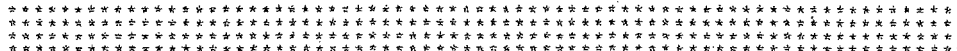
Thank you for your consideration in this matter.

*Sir/Ma'am,  
Dan is a perfect  
choice for the SF  
Veterans Affairs Comm.  
via Miller*

Respectfully,

Michael S. Linnington  
LTG (ret.), US Army  
CEO, Wounded Warrior Project

DUTY ★ HONOR ★ COURAGE ★ COMMITMENT ★ INTEGRITY ★ COUNTRY ★ SERVICE



**DANIEL J. SHAFFER IV**  
2 [REDACTED] Place, Apt. 221  
San Francisco, CA 94107  
[REDACTED].com

## EXPERIENCE

### GOLDMAN SACHS & CO. LLC

San Francisco, CA

*Associate, Investment Banking Division – Technology, Media, and Telecom*

2019 - Present

- Prepared investor materials and marketed a debt financing deal to over 15 investors to secure \$1.6B for a high-profile LBO
- Collaborated on strategic analyses resulting in a \$30B share repurchase to generate shareholder value following the termination of a highly contentious acquisition

### UNITED STATES ARMY, 101<sup>st</sup> AIRBORNE DIVISION

Afghanistan / Fort Campbell, KY

*Infantry Brigade Operations Officer (2016 - 2017)*

2012 - 2017

Selected third-in-command of a 2,500-soldier organization; led all operations and deployment of separate 2,000 soldier unit

- Created plan to return 2,000 soldiers and over \$70M of equipment from combat operations in Afghanistan; simultaneously coordinated all reintegration activities for the returning soldiers
- Quantified unit readiness and analyzed collected data to provide transparent quarterly readiness briefs to the Commanding General and Department of the Army to ensure proper budget allocation and awareness of organizational capabilities
- Collaborated with five joint force units consisting of over 700 soldiers to plan and execute a 21-day training mission
- Increased utilization of unit training resources by 60% in five months by implementing a quantitative forecasting tool to project and validate budget appropriation
- Planned six emergency readiness exercises requiring over 400 soldiers and mission-essential equipment from cross-functional organizations to assemble for deployment in under 24 hours from receipt of mission

*Infantry Company Executive Officer (2015 - 2016)*

Served as Second-in-Command and Chief of Staff of 90-soldier company with 10 direct reports. Managed \$10M of sensitive assets.

- Rated #1 of 10 captains after augmenting unit's deployable readiness by 40%
- Transferred over 1,000 pieces of equipment, valued over \$9M, to more than 50 organizations worldwide to facilitate company deactivation during expedited four-month timeline
- Repurposed over \$100K of excess equipment to augment operational capabilities for Coalition Forces, ensuring zero waste of US Military resources

*Specialized Infantry Platoon Leader (2012 - 2015)*

Led 30-soldier platoon through training and combat deployment to Afghanistan. Managed \$30M of assets while deployed

- Led over 150 combat missions within a 100km radius in Afghanistan while working with external organizations to secure the base and surrounding area, resulting in a 50% decline in attacks from the previous year
- Rated #1 of 19 peers in a 400-soldier battalion by the Battalion Commander; nominated for the General Douglas MacArthur Leadership award over 40 other officers
- Leveraged joint service capabilities to create and implement an innovative defense tactic, which was subsequently adopted by Coalition Forces throughout Afghanistan
- Trained over 400 Afghan National Army soldiers and collaborated with Afghan senior leadership to create infantry training plans

## EDUCATION

### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

*Master of Business Administration – Finance*

2017 - 2019

- Dean's Fellowship recipient (merit-based scholarship)
- President of MIT Sloan Veterans Association and Accounting Teaching Assistant

### THE UNITED STATES MILITARY ACADEMY AT WEST POINT

West Point, NY

*Bachelor of Science, Engineering Management (Civil)*

2008 - 2012

- Honors: Superintendent's and Commandant's Awards for Achievement, Dean's List graduate
- Captain of the Men's Tennis Team (Division I), Executive Officer of Cadet Honor Committee, Space Program Project Manager
- Chair of the 2011 National Conference on Ethics in America

## ADDITIONAL INFORMATION

- Graduate of Ranger School (US Army's premier leadership school); Current Top Secret Security Clearance
- One of two infantry officers in Afghanistan to be awarded the Air Medal (meritorious achievement in aerial flight)
- Community: Volunteer at Loaves and Fishes; Service 2 Schools Ambassador (assisting veterans gain admission to top schools)
- Interests: Playing the bagpipes, piano, tennis, CrossFit; avid Pittsburgh sports fan



**Board of Supervisors  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244  
(415) 554-5184 FAX (415) 554-7714**

**Print Application**

**Application for Boards, Commissions and Committees**

Application for Appointment to: VETERAN'S AFFAIRS COMMISSION  
Name of Board, Commission, Committee, or Task Force

Seat # or Category (If applicable):

Name: ROBERT WINING

Home Address: [REDACTED] UNIT 316 Zip: 94118

Home Phone: [REDACTED] Occupation: SALES/COACH

Work Phone: Employer: SEEKING OPPORTUNITIES

Business Address: Zip:

RECEIVED  
 BOARD OF SUPERVISORS  
 SAN FRANCISCO  
 20 MAR 22 PM 8:32  
 BY [initials]

Check All That Apply:

- A citizen of the United States.  At least 18 years old on or before Election Day.
- Not in prison or on parole for a felony conviction
- A resident of San Francisco  Yes:  No: (Place of Residence): OAKLAND, CA

Please state your qualifications (attach supplemental sheet if necessary)

RESUME ATTACHED

Education:

H.S. GRADUATE OF LERTONIA HIGH SCHOOL IN LERTONIA, OH.  
COURSEWORK IN EQUINE SCIENCE AND EQUINE BUSINESS MANAGEMENT  
AT OTTERBEIN UNIVERSITY

Business and/or professional experience:

U.S. NAVY VETERAN WITH ALMOST A DECADE IN A QUOTA  
DRIVEN SALES ENVIRONMENT

Civic Activities:

I AM INVOLVED IN A PROJECT TO END VETERAN HOMELESSNESS  
WITH VA. COMMISSIONER BILL GARNICKEL AND PEARLI BASTIANY.  
I AM ALSO INVOLVED WITH "REBOOT" TO BRING THOSE SERVICES TO S.F.

Ethnicity: (optional)

Sex (optional) M  F

Have you attended any meetings of the Board/Commission to which you wish appointment?  Yes  No

For appointments by the Board of Supervisors, appearance before the RULES COMMITTEE is a requirement before any appointment can be made. (Applications must be received 10 days before the scheduled hearing.)

**(Please Note: Once completed, this form, including all attachments, become public record)**

Date: 3/22/19 Applicant's Signature: (required) [Signature]  
Please Note: Your application will be retained for one year.

FOR OFFICE USE ONLY:

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_

**ROBERT WINING**

Oakland, CA | [REDACTED] .com

**SALES NEGOTIATION | MARKET ANALYSIS | CUSTOMER CONFIDENCE**

Sales Professional and US Navy veteran. Accomplished measurable results while leading teams of 20+ in dynamic, fast-paced environments. Possess a comprehensive background in customer service, sales negotiation and cross selling. Managed risk for vital military environments and protected key multi-million dollar assets while exceeding expectations of senior leadership. Career supported by continued thirst for knowledge and the active pursuit of coursework in cyber security and PANOS 8.0. Broad experience in building profitable customer relationships while exceeding sales goals.

- Solution Selling
- Lead Generation
- Market Trend Analysis
- Customer Relations
- Team Leadership
- Policy Implementation
- High-Volume Sales
- Strategic Partnerships
- Metric-Based Reporting

**PROFESSIONAL EXPERIENCE**

**Asst Varsity Football Coach**, South SF High School, San Francisco 9/2018 - Present  
Focus on defensive team strategies. Direction setter and leadership mentor. Work closely with players to define talents and develop skills. Responsible for developing the team's strength and conditioning program.

**Sales Associate**, Anova – San Francisco, CA 10/2018 - 1/2019  
Achieved revenue targets by cross selling products and event attendance. Teamed with marketing department to optimize social media campaigns and market analysis.

**Sales Associate**, b8ta – San Francisco, California 7/2018 – 10/2018  
Beta tester/promoter responsible for building relationships and selling product launches and introductions to manufacturers, distributors, and start-ups. Trained with inventors to maximize consumer awareness. Built lead database for product campaigns.

**Sales Professional**, Crown Kia – Dublin, Ohio 8/2017 – 10/2017  
Supported a small dealership with 5 staff members and flexed roles in finance and management. Established key market/sales strategies by analyzing industry trends and demographics. Increased the efficiency of customer service by multi-tasking sales and financing function into full-service sales experience.

**Sales Team Leader**, Sonic/Hatfield Kia – Dublin, Ohio 7/2015 – 8/2017  
Lead a team of 10+ sales associates within collaborative team settings. Responsible for the onboarding of new hires. Negotiated maximum profit while exceeding revenue goals and customer expectations. Contributed to the business development team tasked with managing all the E-commerce leads and ensuring immediate lead contact. Leveraged seasonal market trend analysis to influence both new and used car inventory management.

**General Manager, LA Fitness – Dublin, Ohio** 6/2010 – 7/2012  
Managed the sales and fitness teams of 20+ employees ensuring optimal customer satisfaction ratings, which directly contributed to continuous revenue objective success. Exceeded management expectation by being rated top 3 % statewide and top 10% companywide. Led the onboarding and training of all new personnel. Acquired new clients weekly through lead generation, while maintaining customer satisfaction rating of over 80%

**Electrician's Mate/Engineer, US Navy, Various Locations** 11/2002- 11/2006  
Responsible for all electrical engineering assets valued at \$25M+ including maintenance, removal, repair, rewind, and replacement on a guided-mission frigate. Performed Lock out / Tag Out procedures to de-energized motors and electrical equipment for safety of all personnel conducting the maintenance and repair. Completion of over 500+ work orders and conducted walkdowns with maintenance planners to ensure safety and procedure compliance.

#### EDUCATION /CERTIFICATIONS

Otterbein College  
Equine Business Management  
2012 – 2014

Columbus State Community College  
Psychology  
2007 - 2010

Elite Sales Certified | Grant Cardone  
Front End Web Development|  
Python

#### TECHNICAL SKILLS

Software: Microsoft Office | SharePoint | Web Design  
Operating Systems: Mac | Microsoft Windows | PANOS 8.0  
Programming: HTML | JavaScript



Board of Supervisors  
 City and County of San Francisco  
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 (415) 554-5184 FAX (415) 554-5163

**Application for Boards, Commissions, Committees, & Task Forces**

Name of Board, Commission, Committee, or Task Force: Veterans Affairs Commission

Seat # or Category (If applicable): \_\_\_\_\_ District: \_\_\_\_\_

Name: Kyle Matthew Zeck

Home Address: [Redacted] San Francisco, CA Zip: 94129

Home Phone: [Redacted] Occupation: Solar Project Developer

Work Phone: 415-318-5908 Employer: NextEra Energy Resources

Business Address: 1 Post Street, Suite 2550, San Francisco, CA Zip: 94104

Business E-Mail: kyle.zeck@nee.com Home E-Mail: [Redacted].com

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of electors (registered voters) of the City and County of San Francisco. For certain other bodies, the Board of Supervisors can waive the residency requirement.

Check All That Apply:

Resident of San Francisco: Yes  No  If No, place of residence: \_\_\_\_\_

Registered Voter in San Francisco: Yes  No  If No, where registered: \_\_\_\_\_

Pursuant to Charter, Section 4.101(a)(1), please state how your qualifications represent the communities of interest, neighborhoods, and the diversity in ethnicity, race, age, sex, sexual orientation, gender identity, types of disabilities, and any other relevant demographic qualities of the City and County of San Francisco:

I served as a commissioned officer for seven years on active duty, I continue to serve in the United States Army Reserves. During my time as a commissioned officer, I commanded a company of over 180 Soldiers from diverse backgrounds from both within and outside of the United States. I managed my own Equal Opportunity, Sexual Harassment/Assault Reporting and Prevention, suicide prevention, alcohol & drug abuse prevention programs, and other programs for a period that exceeded 16 months without any violations of these policies. I care about Veterans and my fellow citizens of this amazing city.



**Business and/or professional experience:**

United States Army: 2009-2016  
United States Army Reserve: 2016-present  
NextEra Energy Resources: 2017-present

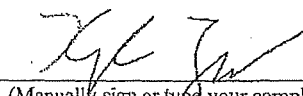
**Civic Activities:**

Fires Squadron, 2nd Cavalry Regiment Family Readiness Group: 2011-2012  
297th Military Intelligence Battalion Family Readiness Group: 2014-2016  
Interfaith Center at the Presidio of San Francisco: 2018-present

Have you attended any meetings of the Board/Commission to which you wish appointment?    Yes  No

Appointments confirmed by the Board of Supervisors require an appearance before the Rules Committee. Once your application is received, the Rules Committee Clerk will contact you when a hearing is scheduled. *(Please submit your application 10 days before the scheduled hearing.)*

Date: 26 FEB 2019 Applicant's Signature: (required)



(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

**Please Note:** Your application will be retained for one year. Once completed, this form, including all attachments, become public record.

**FOR OFFICE USE ONLY:**

Appointed to Seat #: \_\_\_\_\_ Term Expires: \_\_\_\_\_ Date Seat was Vacated: \_\_\_\_\_

San Francisco  
BOARD OF SUPERVISORS

Date Printed: August 8, 2018

Date Established: September 13, 1982

Active

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VETERANS AFFAIRS COMMISSION

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**Contact and Address:**

Dwane Kennedy  
1468 25th Street #101  
San Francisco, CA 94107

Phone: (415) 401-9300

Fax:

Email: dwanekennedy@gmail.com

**Authority:**

---

Administrative Code, Section 5.100 et seq. (Added by Ord. 449-82, amended by Ordinance Nos. 33-94, 224-94, 97-97, and 245-09).

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**Board Qualifications:**

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The Veterans Affairs Commission consists of a total of seventeen (17) members, twelve (12) of whom are appointed by the Board of Supervisors and five (5) of whom are appointed by the Mayor as follows:

- At least three (3) must be women veterans (at least two (2) members shall be appointed by the Board);
- Two (2) members who served in the Armed Forces of the United States and who have a physical disability arising from that service (the Mayor and Board of Supervisors shall each appoint at least one (1) member), in accordance with the definitions applied in such cases by the Veterans' Administration; and
- All members shall reside in the City and County of San Francisco. The Board of Supervisors may only waive this requirement by Ordinance.

The term of each member of the Commission shall be four (4) years; provided, however, that the members first appointed shall, by lot, classify their terms so that three (3) members shall serve a one-year term, four (4) members shall serve a two-year term, four (4) members shall serve a three-year term and four (4) members shall serve a four-year term. On the expiration of these and all successive terms, their successors shall be appointed for a four-year term in a manner similar to that described for the initial members. In the event a vacancy occurs during the term of office of any member, a successor shall be appointed for the unexpired portion of the term of the office vacated in a manner similar to that described for the initial members.

---

"R Board Description" (Screen Print)

San Francisco  
BOARD OF SUPERVISORS

The Commission shall directly advise the Mayor and the Board of Supervisors on all matters affecting veterans of the Armed Forces of the United States of America, on the problems, interests and needs of veterans who are residents of the City and County of San Francisco and on the coordination of economic development, health care, and social services programs as they relate to veterans who are residents of the City and County of San Francisco.

The Commission shall have the power and duty to:

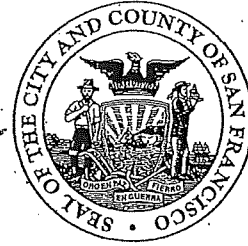
- Hold hearings and submit recommendations to the Board of Supervisors and the Mayor regarding the problems, interests, and needs of veterans; and
- Make recommendations to the Board of Supervisors and the Mayor concerning the coordination of economic development health care and social services programs as they relate to veterans who are residents of the City and County of San Francisco.

Reports: The Commission shall render an annual written report of its activities to the Board of Supervisors and the Mayor.

Sunset Date: None referenced.

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BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. (415) 554-5184  
Fax No. (415) 554-5163  
TDD/TTY No. (415) 554-5227

## VACANCY NOTICE

### VETERANS AFFAIRS COMMISSION

#### Replaces All Previous Notices

NOTICE IS HEREBY GIVEN of the following seat information and term expirations (**in bold**), appointed by the Board of Supervisors:

Seat 1, Victor Olivieri, term expiring January 31, 2023, must be an at-large appointment, for a four-year term.

Seat 2, George Ishikata, term expiring January 31, 2021, must be an at-large appointment, for a four-year term.

**Seat 3**, succeeding William Barnickel, term expired, must be an at-large appointment, for the unexpired portion of a four-year term ending January 31, 2024.

Seat 4, David Chasteen, term expiring January 31, 2023, must be an at-large appointment, for a four-year term.

Seat 5, Debroah Dacumos, term expiring January 31, 2022, must be an at-large appointment, for a four-year term.

**Vacant Seat 6**, Kimberly Flaherty, resigned, must be an at-large appointment, for the unexpired portion of a four-year term ending January 31, 2024.

Seat 7, Stephen Martin-Pinto, term expiring January 31, 2023, must be an at-large appointment, for a four-year term.

**Vacant Seat 8**, succeeding George Chewning, resigned, must be an at-large appointment, for the unexpired portion of a four-year term ending January 31, 2023.

**Seat 9**, succeeding Hanley Chan, term expired, must be an at-large appointment, for the unexpired portion of a four-year term ending January 31, 2024.

Seat 10, Matthew Brauer, term expiring January 31, 2022, must be an at-large appointment, for a four-year term.

Seat 11, Christopher Todd McDonald, term expiring January 31, 2023, must be an at-large appointment, for a four-year term.

Seat 12, Margo Ellis, term expiring January 31, 2021, must be an at-large appointment, for a four-year term.

**Additional Qualification:** All members shall reside in the City and County of San Francisco and the Board of Supervisors may only waive this requirement by Ordinance. At least three must be women veterans (of which, at least two members shall be appointed by the Board). Two members must have served in the Armed Forces of the United States and have a physical disability arising from that service (the Mayor and Board of Supervisors shall each appoint at least one member), in accordance with the definitions applied in such cases by the Veterans' Administration.

**Report:** The Commission shall render an annual written report of its activities to the Board of Supervisors and the Mayor.

**Sunset Date:** None.

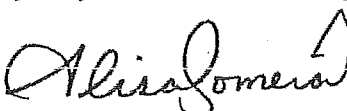
Additional information relating to the Veterans Affairs Commission may be obtained by reviewing Administrative Code, Section 5.100, et seq., at <http://www.sfbos.org/sfmunicodes> or by visiting the Veterans Affairs Commission's website at <http://sfgov.org/vets/>.

Interested persons may obtain an application from the Board of Supervisors' website at [http://www.sfbos.org/vacancy\\_application](http://www.sfbos.org/vacancy_application) or from the Rules Committee Clerk, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689. Completed applications should be submitted to the Clerk of the Board. All applicants must be residents of San Francisco, unless otherwise stated.

**Next Steps:** Applicants who meet minimum qualifications will be contacted by the Rules Committee Clerk once the Rules Committee Chair determines the date of the hearing. Members of the Rules Committee will consider the appointment at the meeting and applicant(s) may be asked to state their qualifications. The appointment of the individual who is recommended by the Rules Committee will be forwarded to the Board of Supervisors for final approval.

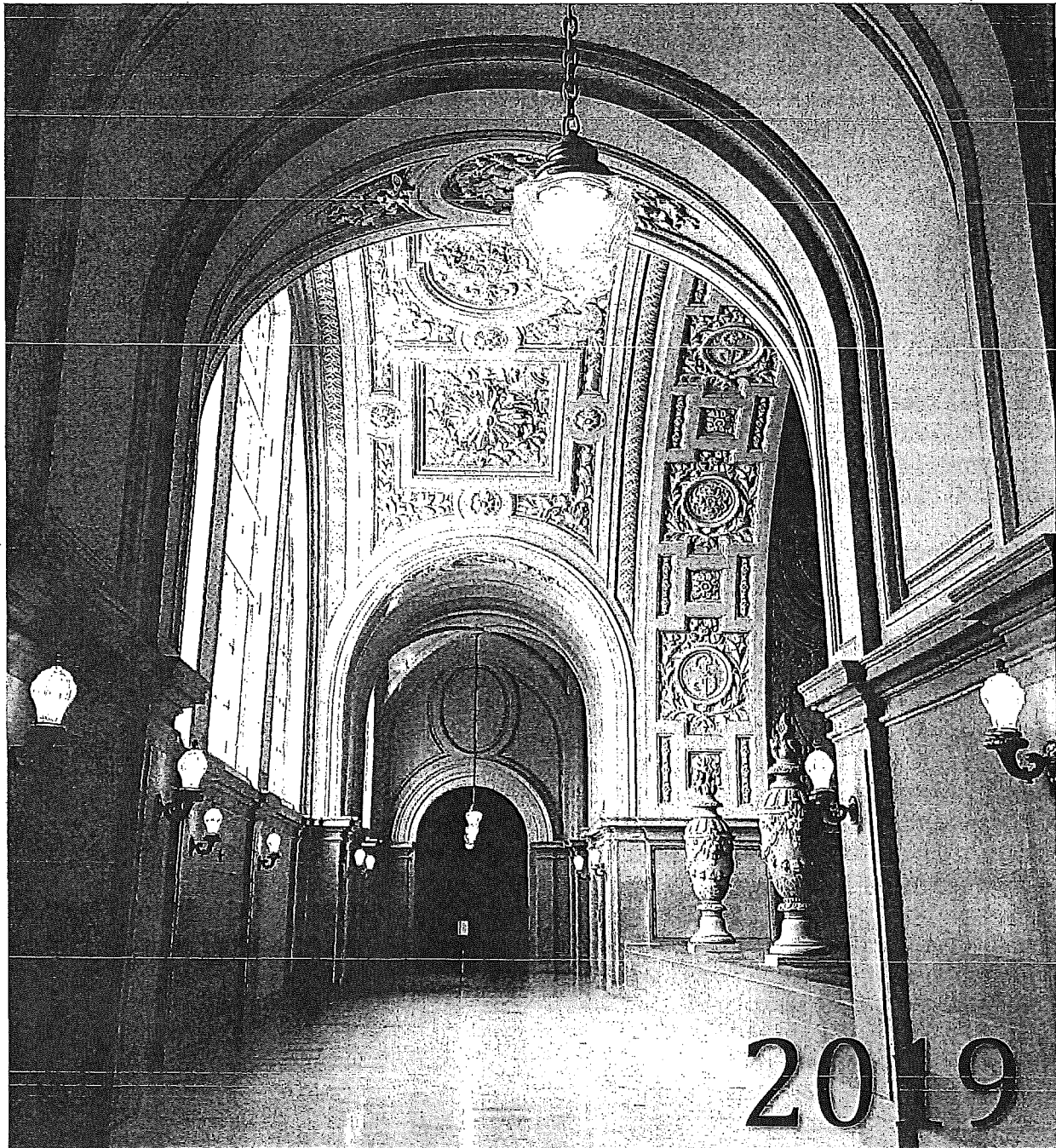
*Please Note: Depending upon the posting date, a vacancy may have already been filled. To determine if a vacancy for this Commission is still available, or if you require additional information, please call the Rules Committee Clerk at (415) 554-5184.*

*Further Note: Additional seats on this body may be available through other appointing authorities, including the Mayor's Office.*

  
† Angela Calvillo  
Clerk of the Board

DATED/POSTED: February 5, 2020

# ***GENDER ANALYSIS OF COMMISSIONS AND BOARDS***



City and County of San Francisco  
London N. Breed  
Mayor

Department on the Status of Women  
Emily M. Murase, PhD  
Director



## Acknowledgements

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The data collection and analysis for this report was conducted by Public Policy Fellow Diana McCaffrey with support from Policy and Projects Director Elizabeth Newman, Associate Director Carol Sacco, and Director Emily Murase, PhD, at the San Francisco Department on the Status of Women.

The San Francisco Department on the Status of Women would like to thank the various policy body members, Commission secretaries, and department staff who graciously assisted in collecting demographic data and providing information about their respective policy bodies.

### **San Francisco Commission on the Status of Women**

President Debbie Mesloh

Vice President Breanna Zwart

Commissioner Shokooh Miry

Commissioner Carrie Schwab-Pomerantz

Commissioner Andrea Shorter

Commissioner Julie D. Soo

Emily M. Murase, PhD, Director

Department on the Status of Women

This report is available at the San Francisco Department on the Status of Women website, <https://sfgov.org/dosw/gender-analysis-reports>.

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## Executive Summary

In 2008, San Francisco voters overwhelmingly approved a City Charter Amendment (section 4.101) establishing as City policy for the membership of Commissions and Boards to reflect the diversity of San Francisco's population, and that appointing officials be urged to support the nomination, appointment, and confirmation of these candidates. Additionally, it requires the San Francisco Department on the Status of Women to conduct and publish a gender analysis of Commissions and Boards every two years.

The *2019 Gender Analysis of Commissions and Boards* includes more policy bodies such as task forces, committees, and advisory bodies, than previous analyses, which were limited to Commissions and Boards. Data was collected from 84 policy bodies and from a total of 741 members mostly appointed by the Mayor and Board of Supervisors. These policy bodies fall under two categories designated by the San Francisco Office of the City Attorney.<sup>1</sup> The first category, referred to as "Commissions and Boards," are policy bodies with decision-making authority and whose members are required to submit financial disclosures to the Ethics Commission. The second category, referred to as "Advisory Bodies," are policy bodies with advisory function whose members do *not* submit financial disclosures to the Ethics Commission. This report examines policy bodies and appointees both comprehensively as a whole and separately by the two categories.

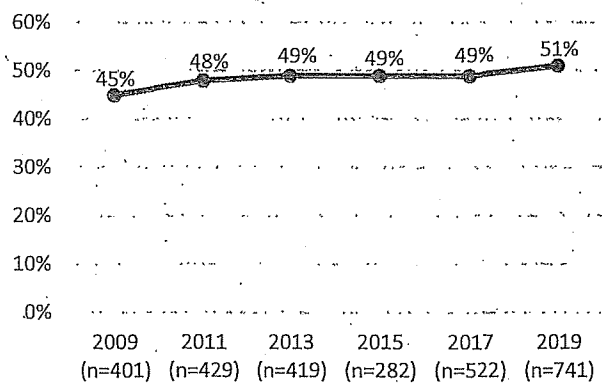
The *2019 Gender Analysis* evaluates the representation of women; people of color; lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) individuals; people with disabilities; and veterans on San Francisco policy bodies.

### Key Findings

#### Gender

- Women's representation on policy bodies is 51%, slightly above parity with the San Francisco female population of 49%.
- Since 2009, there has been a small but steady increase in the representation of women on San Francisco policy bodies.

10-Year Comparison of Representation of Women on Policy Bodies



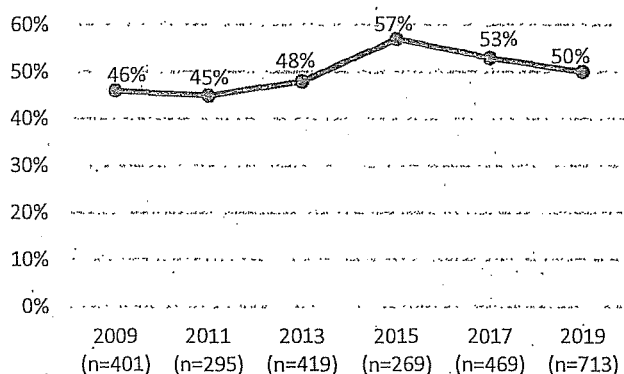
Source: SF DOSW Data Collection & Analysis.

<sup>1</sup> "List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute," Office of the City Attorney, <https://www.sfcityattorney.org/wp-content/uploads/2016/01/Commission-List-08252017.pdf>, (August 25, 2017).

## Race and Ethnicity

- People of color are underrepresented on policy bodies compared to the population. Although people of color comprise 62% of San Francisco's population, just 50% of appointees identify as a race other than white.
- While the overall representation of people of color has increased between 2009 and 2019, as the Department collected data on more appointees, the representation of people of color has decreased over the last few years. The percentage of appointees of color decreased from 53% in 2017 to 49% in 2019.
- As found in previous reports, Latinx and Asian groups are underrepresented on San Francisco policy bodies compared to the population. Latinx individuals are 14% of the population but make up only 8% of appointees. Asian individuals are 31% of the population but make up only 18% of appointees.

**10-Year Comparison of Representation of People of Color on Policy Bodies**

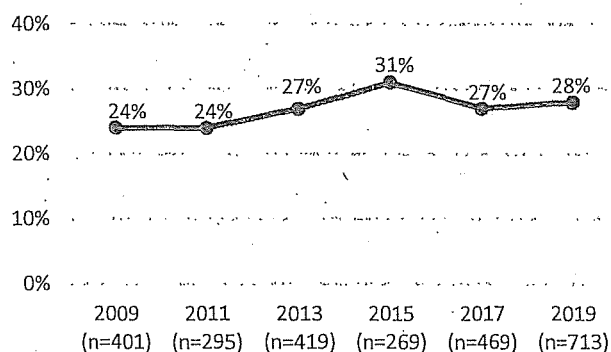


Source: SF DOSW Data Collection & Analysis.

## Race and Ethnicity by Gender

- On the whole, women of color are 32% of the San Francisco population, and 28% of appointees. Although still below parity, 28% is a slight increase compared to 2017, which showed 27% women of color appointees.
- Meanwhile, men of color are underrepresented at 21% of appointees compared to 31% of the San Francisco population.
- Both White women and men are overrepresented on San Francisco policy bodies. White women are 23% of appointees compared to 17% of the San Francisco population. White men are 26% of appointees compared to 20% of the population.
- Black and African American women and men are well-represented on San Francisco policy bodies. Black women are 9% of appointees compared to 2.4% of the population, and Black men are 5% of appointees compared to 2.5% of the population.
- Latinx women are 7% of the San Francisco population but 3% of appointees, and Latinx men are 7% of the population but 5% of appointees.
- Asian women are 17% of the San Francisco population but 11% of appointees, and Asian men are 15% of the population but just 7% of appointees.

**10-Year Comparison of Representation of Women of Color on Policy Bodies**



Source: SF DOSW Data Collection & Analysis.

**Additional Demographics**

- Out of the 74% of appointees who responded to the survey question on LGBTQ identity, 19% identify as lesbian, gay, bisexual, transgender, nonbinary, queer, or questioning, and 81% of appointees identify as straight/heterosexual.
- Out of the 70% of appointees who responded to the question on disability, 11% identify as having one or more disabilities, which is just below the 12% of the adult population with a disability in San Francisco.
- Out of the 67% of appointees who responded to the question on veteran status, 7% have served in the military compared to 3% of the San Francisco population.

**Proxies for Influence: Budget & Authority**

- Although women are half of all appointees, those Commissions and Boards with the largest budgets have fewer women and especially fewer women of color. Meanwhile, women exceed representation on Boards and Commissions with the smallest budgets and women of color reach parity with the population on the smallest budgeted Commissions and Boards.
- Although still underrepresented relative to the San Francisco population, there is a larger percentage of people of color on Commissions and Boards with both the largest and smallest budgets compared to overall appointees.
- The percentage of total women is greater on Advisory Bodies than Commissions and Boards. Women are 54% of appointees on Advisory Bodies and 48% of appointees on Commissions and Boards. However, the percentages of people of color and women of color on Commissions and Boards exceed the percentages of people of color and women of color on Advisory Bodies.

**Appointing Authorities**

- Mayoral appointments include 55% women, 52% people of color, and 30% women of color, which is more diverse by gender and race compared to both Supervisorial appointments and total appointments.

**Demographics of Appointees Compared to the San Francisco Population**

	Women	People of Color	Women of Color	LGBTQ	Disability Status	Veteran Status
San Francisco Population	49%	62%	32%	6%-15%*	12%	3%
Total Appointees	51%	50%	28%	19%	11%	7%
10 Largest Budgeted Commissions & Boards	41%	55%	23%			
10 Smallest Budgeted Commissions & Boards	52%	54%	32%			
Commissions and Boards	48%	52%	30%			
Advisory Bodies	54%	49%	28%			

Sources: 2017 American Community Survey 5-Year Estimates, SF DOSW Data Collection & Analysis, 2019, \*Note: Estimates vary by source. See page 16 for a detailed breakdown.

## I. Introduction

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Inspired by the 4th UN World Conference on Women in Beijing, San Francisco became the first city in the world to adopt a local ordinance reflecting the principles of the U.N. Convention on the Elimination of All Forms of Discrimination (CEDAW), an international bill of rights for women. The CEDAW Ordinance was passed unanimously by the San Francisco Board of Supervisors and signed into law by Mayor Willie L. Brown, Jr. on April 13, 1998.<sup>2</sup> In 2002, the CEDAW Ordinance was revised to address the intersection of race and gender and incorporate reference to the UN Convention on the Elimination of all Forms of Race Discrimination. The Ordinance requires City Government to take proactive steps to ensure gender equity and specifies “gender analysis” as a preventive tool to identify and address discrimination. Since 1998, the Department on the Status of Women has employed this tool to analyze the operations of 10 City Departments using a gender lens.

In 2007, the Department on the Status of Women conducted the first gender analysis to evaluate the number of women appointed to City Commissions and Boards. The findings of this analysis informed a City Charter Amendment developed by the Board of Supervisors for the June 2008 Election. This City Charter Amendment (Section 4.101) was overwhelmingly approved by voters and made it city policy that:

- The membership of Commissions and Boards are to reflect the diversity of San Francisco’s population,
- Appointing officials are to be urged to support the nomination, appointment, and confirmation of these candidates, and
- The Department on the Status of Women is required to conduct and publish a gender analysis of Commissions and Boards every 2 years.

The *2019 Gender Analysis* examines the representation of women; people of color; lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) individuals; people with disabilities; and veterans on San Francisco policy bodies primarily appointed by the Mayor and the Board of Supervisors. This year’s analysis included more outreach to policy bodies as compared to previous analyses that were limited to Commissions and Boards. As a result, more appointees were included in the data collection and analysis than even before. These policy bodies fall under two categories designated by the San Francisco Office of the City Attorney: The first category, referred to as “Commissions and Boards,” are policy bodies with decision-making authority and whose members are required to submit financial disclosures to the Ethics Commission, and the second category, referred to as “Advisory Bodies,” are policy bodies with advisory function whose members do not submit financial disclosures to the Ethics Commission. A detailed description of methodology and limitations can be found at the end of this report on page 23.

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<sup>2</sup> San Francisco Administrative Code Chapter 33.A.

[http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter33alocalimplementationoftheunited?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco\\_ca\\$anc=JD\\_Chapter33A](http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter33alocalimplementationoftheunited?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_Chapter33A).

## II. Gender Analysis Findings

Many aspects of San Francisco’s diversity are reflected in the overall population of appointees on San Francisco policy bodies. The analysis includes 84 policy bodies, of which 823 of the 887 seats are filled leaving 7% vacant. As outlined below in the summary chart, slightly more than half of appointees are women, half of appointees are people of color, 28% are women of color, 19% are LGBTQ, 11% have a disability, and 7% are veterans.

**Figure 1: Summary Data of Policy Body Demographics, 2019**

Appointee Demographics	Percentage of Appointees
Women (n=741)	51%
People of Color (n=706)	50%
Women of Color (n=706)	28%
LGBTQ Identified (n=548)	19%
People with Disabilities (n=516)	11%
Veteran Status (n=494)	7%

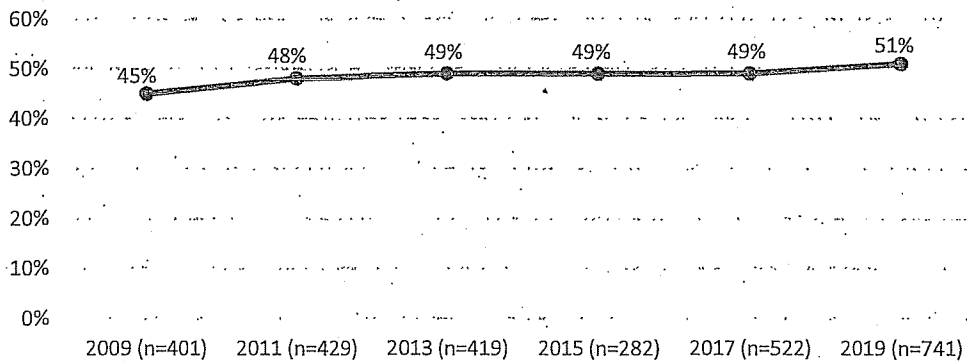
Source: SF DOSW Data Collection & Analysis.

However, further analysis reveals underrepresentation of particular groups. Subsequent sections present comprehensive data analysis providing comparison to previous years, detailing the variables of gender, race/ethnicity, LGBTQ identity, disability, veteran status, and policy body characteristics of budget size, decision-making authority, and appointment authority.

### A. Gender

On San Francisco policy bodies, 51% of appointees identify as women, which is slightly above parity compared to the San Francisco female population of 49%. The representation of women remained stable at 49% from 2013 until 2017. This year, the representation of women increased by 2 percentage points, which could be partly due to the larger sample size used in this year’s analysis compared to previous years. A 10-year comparison shows that the representation of women appointees has gradually increased since 2009 by a total of six percentage points.

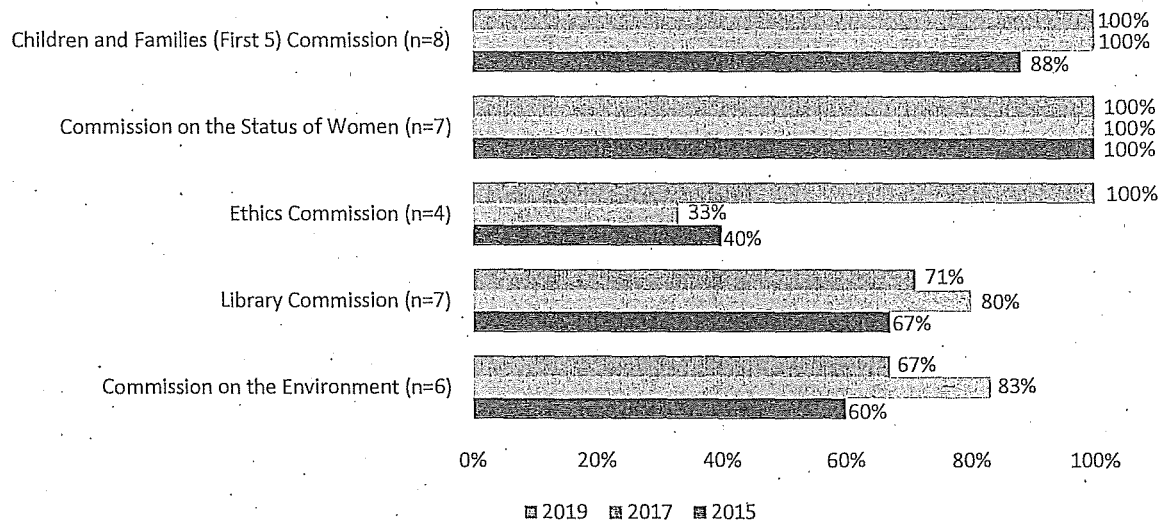
**Figure 2: 10-Year Comparison of Representation of Women on Policy Bodies**



Source: SF DOSW Data Collection & Analysis.

Figures 3 and 4 analyze Commissions and Boards. Figure 3 showcases the five Commissions and Boards with the highest representation of women appointees as compared to 2015 and 2017. The Children and Families (First Five) Commission and the Commission on the Status of Women are currently comprised of all women appointees. This finding has been consistent for the Commission on the Status of Women in 2015 and 2017. While the Ethics Commission has 100% women appointees, much more than 2015 and 2017, its small size of five appointees means that minimal changes in its demographic composition greatly impacts percentages. This is also the case for other policy bodies with a small number of members. The Library Commission and the Commission on the Environment are fourth and fifth on the list at 71% and 67% women, respectively, with long standing female majorities on each.

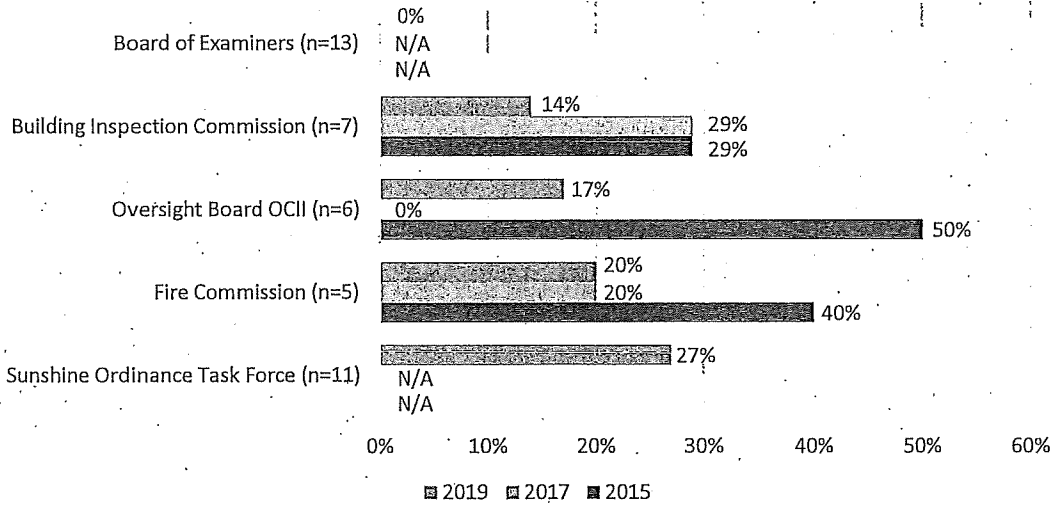
**Figure 3: Commissions and Boards with Highest Percentages of Women, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

Out of the Commissions and Boards in this section, 23 have 40% or less women. The five Commissions and Boards with the lowest representation of women are displayed in Figure 4. The lowest percentage is found on the Board of Examiners where currently *none* of the 13 appointees are women. Unfortunately, demographic data is unavailable for the Board of Examiners for 2017 and 2015. Next is the Building Inspection Commission at 14%, which is a decrease of female representation compared to 2017 and 2015. The Oversight Board of Community Investment and Infrastructure, Fire Commission, and Sunshine Ordinance Task Force also have some of the lowest percentages of women at 17%, 20%, and 27%, respectively. Unfortunately, the Sunshine Ordinance Task Force did not participate in previous analyses and therefore demographics data is unavailable for 2017 and 2015.

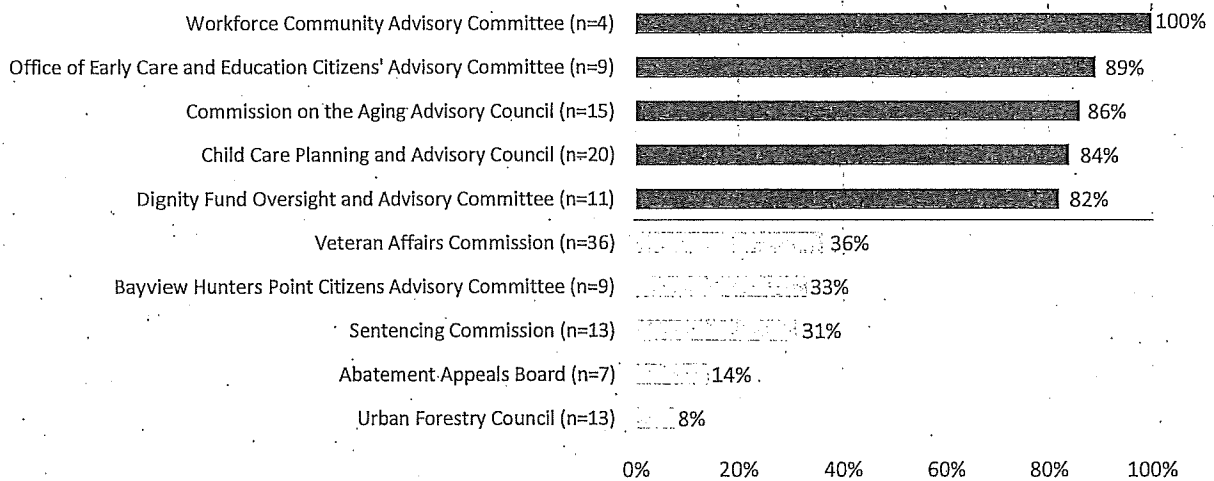
**Figure 4: Commissions and Boards with Lowest Percentage of Women, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

In addition to Commissions and Boards, Advisory Bodies were examined for the highest and lowest percentages of women. This is the first year such bodies have been included, thus comparison to previous years is unavailable. Figure 9 below displays the five Advisory Bodies with the highest and the five with the lowest representations of women. The Workforce Community Advisory Committees has the greatest representation of women at 100%, followed by the Office of Early Care and Education Citizen’s Advisory Committee at 89%. The Advisory Bodies with the lowest percentage of women are the Urban Forestry Council at 8% of the 13-member body and the Abatement Appeals Board at 14% of the 7-member body.

**Figure 5: Advisory Bodies with the Highest and Lowest Percentage of Women, 2019**



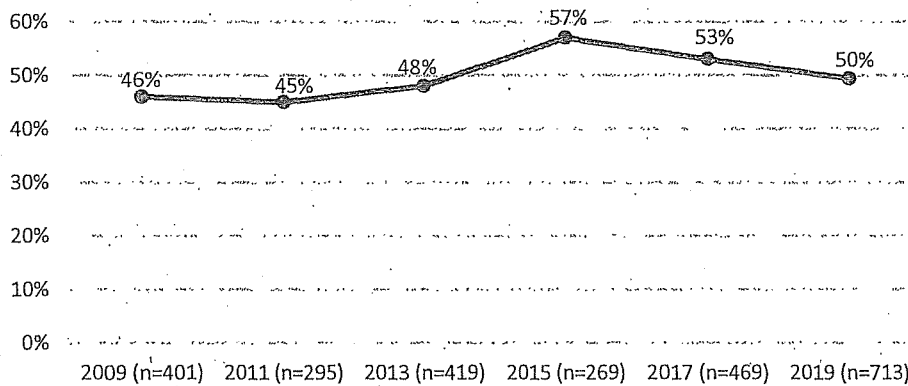
Source: SF DOSW Data Collection & Analysis.



## B. Race and Ethnicity

Data on racial and ethnic identity was collected for 706, or 95%, of the 741 surveyed appointees. Although half of appointees identify as a race or ethnicity other than white or Caucasian, people of color are still underrepresented compared to the San Francisco population of 62%. The representation of people of color has increased since 2009 but has decreased following 2015. The number of appointees analyzed increased substantially in 2017 and 2019 compared to 2015; and these larger data samples have coincided with smaller percentages of people of color. The percentage decrease following 2017 could be partially due to the inclusion of more policy and advisory bodies, as the representation of people of color on Commissions and Boards dropped only slightly from 53% in 2017 to 52% in 2019.

**Figure 6: 10-Year Comparison of Representation of People of Color on Policy Bodies**



Source: SF DOSW Data Collection & Analysis.

The racial and ethnic breakdown of policy body members compared to the San Francisco population is shown in Figure 7. This analysis reveals underrepresentation and overrepresentation in San Francisco policy bodies for certain racial and ethnic groups. Half of all appointees are white, an overrepresentation by more than 10 percentage points. The Black and African American community is well represented on appointed policy bodies at 14% compared to 5% of the population of San Francisco. Characterizing this as an overrepresentation is inaccurate given the representation of Black or African American people on policy bodies has been consistent over the years while the San Francisco population has declined over the same period.<sup>3</sup> Furthermore, the most recent nationwide estimate for the Black or African American population is 13%, which is nearly equal to the 14% of Black or African American appointees present on San Francisco policy bodies.<sup>4</sup>

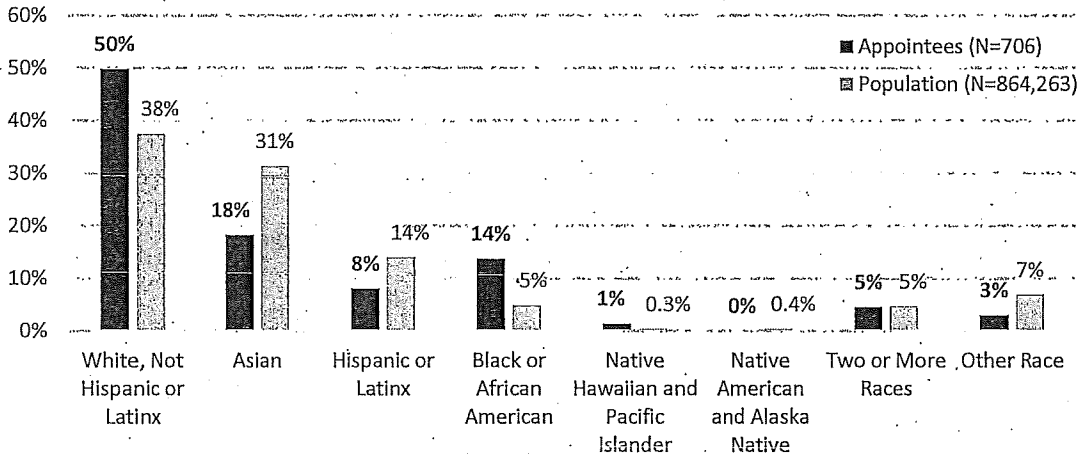
Considerably underrepresented racial and ethnic groups on San Francisco policy bodies compared to the San Francisco population are individuals who identify as Asian or Latinx. While Asians are 31% of the San Francisco population, they only make up 18% of appointees. While the Latinx population of San Francisco is 14%, only 8% of appointees are Latinx. Although there is a small population of Native

<sup>3</sup> Samir Gambhir and Stephen Menendian, "Racial Segregation in the Bay Area, Part 2," *Haas Institute for a Fair and Inclusive Society* (2018).

<sup>4</sup> US Census Bureau, 2018, Retrieved from <https://www.census.gov/quickfacts/fact/table/US/PST045218>.

Americans and Alaska Natives in San Francisco of 0.4%, none of the surveyed appointees identified themselves as such.

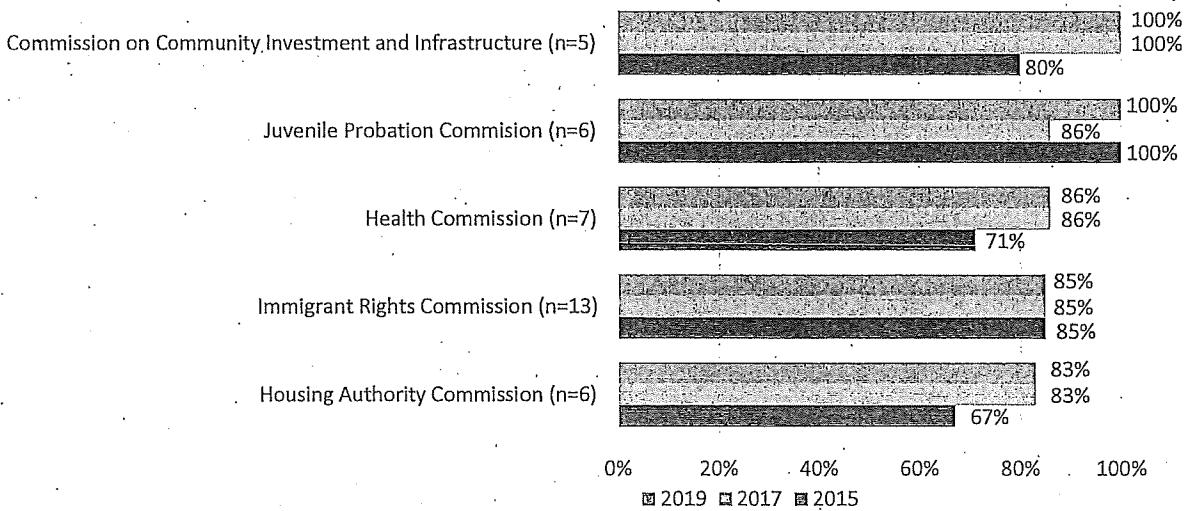
**Figure 7: Race and Ethnicity of Appointees Compared to San Francisco Population, 2019**



Sources: 2017 American Community Survey 5-Year Estimates, SF DOSW Data Collection & Analysis.

The next two graphs illustrate Commissions and Boards, and Advisory Bodies with the highest and lowest percentages of people of color. As shown in Figure 8, the Commission on Community Investment and Infrastructure remained at 100% from 2017, while the Juvenile Probation Commission has returned to 100% this year after a dip in 2017. Next is the Health Commission, Immigrant Rights Commission, and Housing Authority Commission at 86%, 85%, and 83%, respectively. Percentages of people of color on both the Health Commission and the Housing Authority Commission increased following 2015, and have remained consistent since 2017.

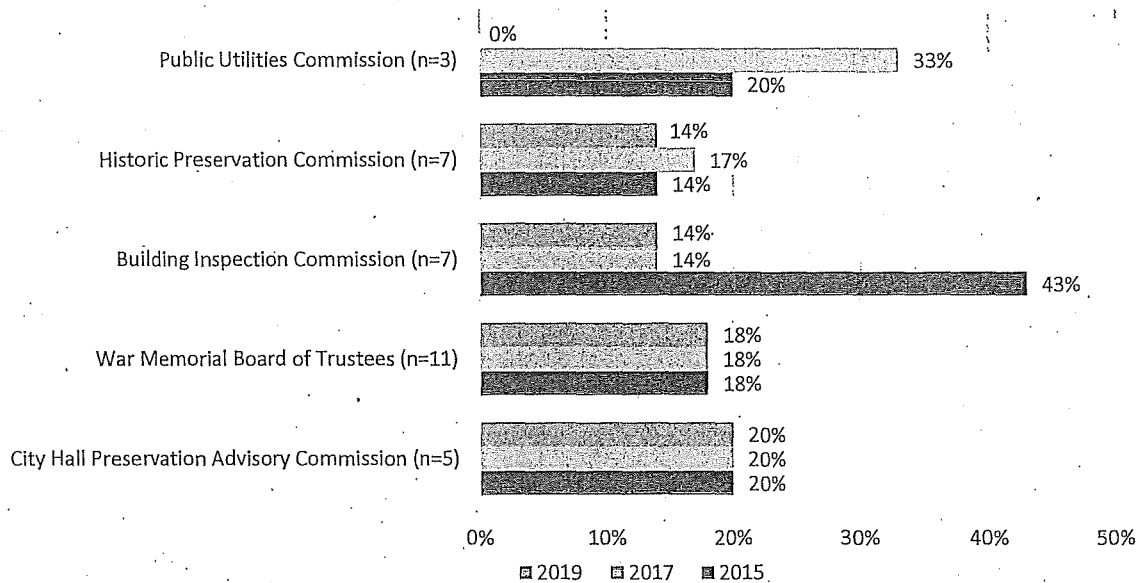
**Figure 8: Commissions and Boards with Highest Percentage of People of Color, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

There are 23 policy bodies that have 40% or less appointees who identified a racial and ethnic category other than white. Although the Public Utilities Commission has two vacancies, *none* of the current appointees identify as people of color. The Historic Preservation Commission and Building Inspection Commission are both at 14% representation for people of color. The Building Inspection Commission had a large drop from 43% in 2015, with the percentage of people of color decreasing to 14% in 2017 and remaining at this percent for 2019. Lastly, the War Memorial Board of Trustees and City Hall Preservation Advisory Commission have 18% and 20%, respectively.

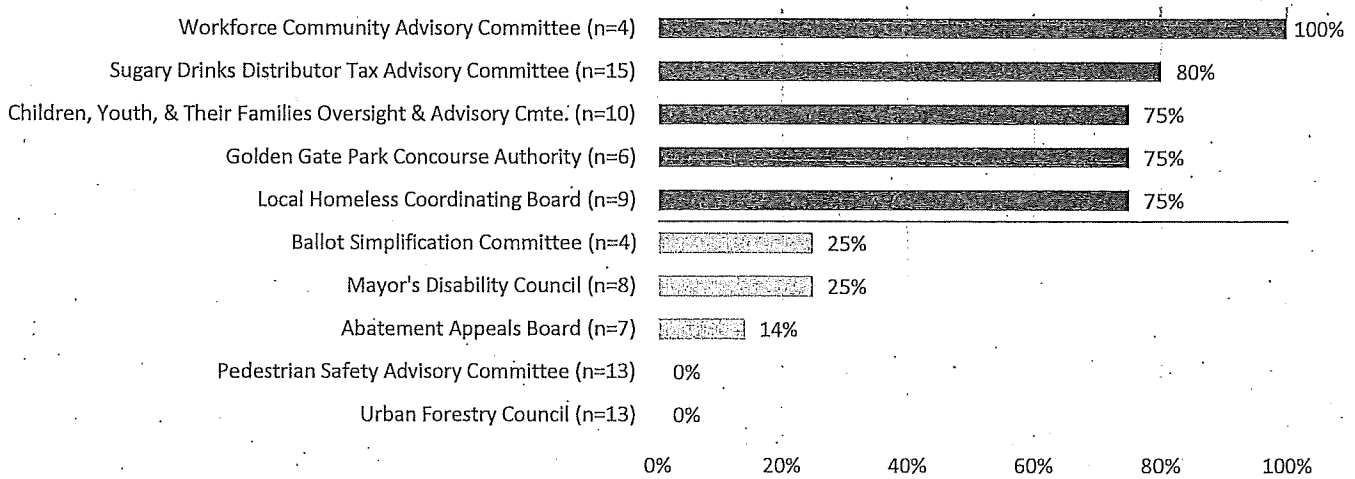
**Figure 9: Commissions and Boards with Lowest Percentage of People of Color, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

In addition to Commissions and Boards, Advisory Bodies were examined for the highest and lowest percentages of people of color. This is the first year such bodies have been included, thus comparison to previous years is unavailable. All members of the Workforce Community Advisory Committee are people of color. People of color comprise 80% of the Sugary Drinks Distributor Tax Advisory Committee, and 75% of appointees on the Children, Youth and Their Families Oversight and Advisory Committee, the Golden Gate Park Concourse Authority, and the Local Homeless Coordinating Board. Out of the five Advisory Bodies with the lowest representation of people of color, the Ballot Simplification Committee and the Mayor’s Disability Council have 25% appointees of color, and the Abatement Appeals Board has 14% appointees of color. The Urban Forestry and the Pedestrian Safety Advisory Committee have no people of color currently serving.

**Figure 10: Advisory Bodies with the Highest and Lowest Percentage of People of Color, 2019**

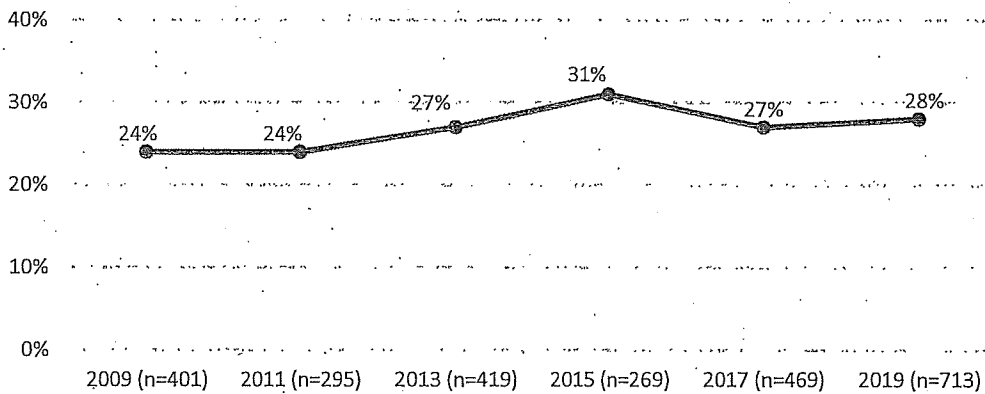


Source: SF DOSW Data Collection & Analysis.

**C. Race and Ethnicity by Gender**

White men and women are overrepresented on San Francisco policy bodies, while Asian and Latinx men and women are underrepresented. While women of color continue to be underrepresented at 28% compared to the San Francisco population of 32%, this is a slight increase from 2017 which showed 27% women of color. Meanwhile, men of color are 21% of appointees compared to 31% of the San Francisco population.

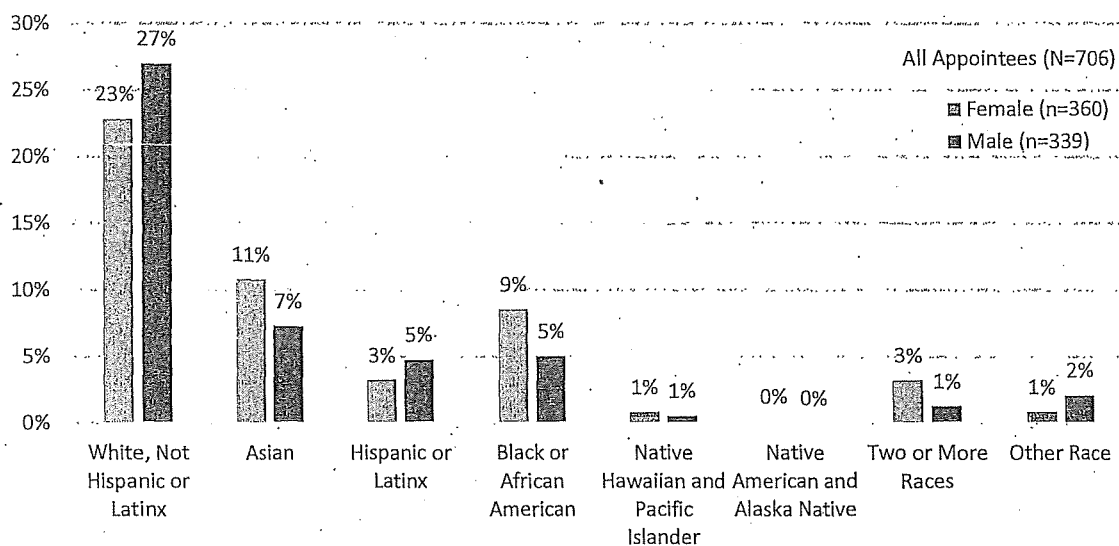
**Figure 11: 10-Year Comparison of Representation of Women of Color on Policy Bodies**



Source: SF DOSW Data Collection & Analysis.

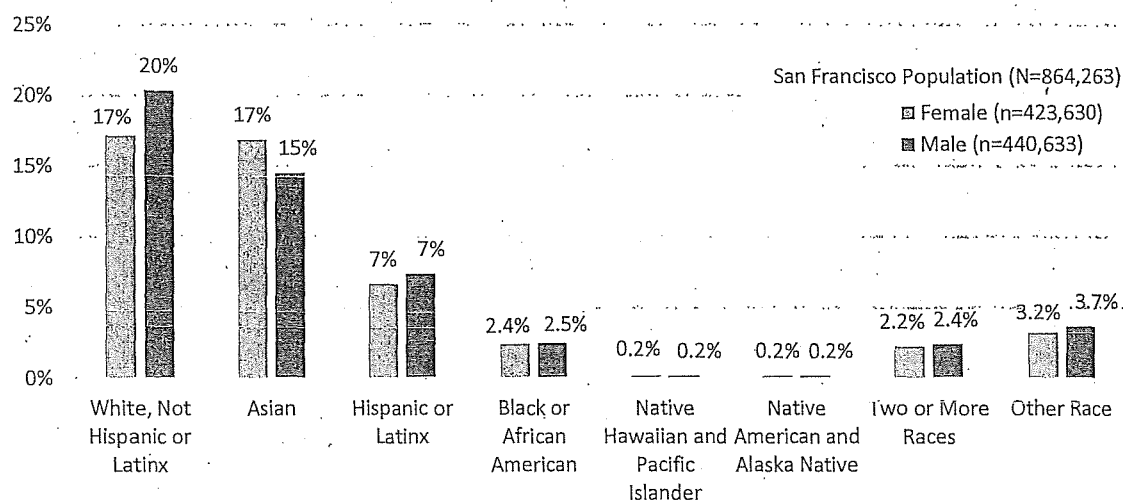
The following figures present the breakdown for appointees and the San Francisco population by race and ethnicity and gender. White men and women are overrepresented, holding 27% and 23% of appointments, respectively, compared to 20% and 17% of the population, respectively. Asian men and women are both greatly underrepresented with Asian women making up 11% of appointees compared to 17% of the population while Asian men comprise 7% of appointees and 15% of the population. Latinx men and women are also underrepresented, particularly Latinx women, who are 3% of appointees and 7% of the population, while Latinx men are 5% of appointees and 7% of the population. Black or African American men and women are well-represented with Black women comprising 9% of appointees and Black men comprising 5% of appointees. Pacific Islander men and women, and multiethnic women also exceed parity with the population. Although Native American men and women make up only 0.4% of San Francisco's population, none of the surveyed appointees identified themselves as such.

Figure 12: Appointees by Race/Ethnicity and Gender, 2019



Source: SF DOSW Data Collection & Analysis.

Figure 13: San Francisco Population by Race/Ethnicity, 2019



Source: 2017 American Community Survey 5-Year Estimates.

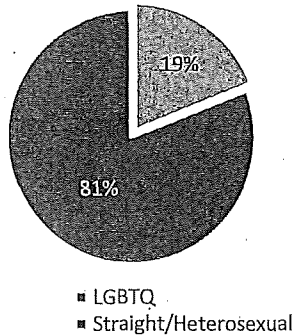
## D. LGBTQ Identity

Lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) identity data was collected from 548, or 75%, of the 741 surveyed appointees, which is much more data on LGBTQ identity compared to previous reports. Due to limited and outdated information on the population of the LGBTQ community in San Francisco, it is difficult to adequately assess the representation of the LGBTQ community. However, compared to available San Francisco, larger Bay Area, and national data, the LGBTQ community is well represented on San Francisco policy bodies. Recent research estimates the national LGBT population is 4.5%.<sup>5</sup> The LGBT population of the San Francisco and greater Bay Area is estimated to rank the highest of U.S. cities at 6.2%,<sup>6</sup> while a 2006 survey found that 15.4% of adults in San Francisco identify as LGBT<sup>7</sup>.

Of the appointees who responded to this question, 19% identify as LGBTQ and 81% identify as straight or heterosexual. Of the LGBTQ appointees, 48% identify as gay, 23% as lesbian, 17% as bisexual, 7% as queer, 5% as transgender, and 1% as questioning. Data on LGBTQ identity by race was not captured. Efforts to capture data on LGBTQ identity by race for future reports would enable more intersectional analysis.

Figure 14: LGBTQ Identity of Appointees, 2019

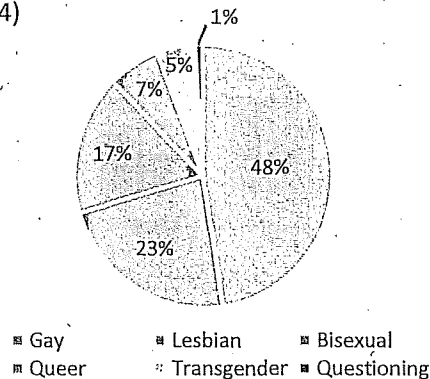
(N=548)



Source: SF DOSW Data Collection & Analysis.

Figure 15: LGBTQ Population of Appointees, 2019

(N=104)



Source: SF DOSW Data Collection & Analysis.

## E. Disability Status

Overall, 12% of adults in San Francisco have one or more disabilities, and when broken down by gender, 6.2% are women and 5.7% are men. Disability data for transgender and gender non-conforming individuals in San Francisco is currently unavailable. Data on disability was obtained from 516, or 70%, of the 741 appointees who participated in the survey. Of the 516 appointees, 11.2% reported to have one

<sup>5</sup> Frank Newport, "In U.S., Estimate of LGBT Population Rises to 4.5%," *GALLUP* (May 22, 2018) <https://news.gallup.com/poll/234863/estimate-lgbt-population-rises.aspx>.

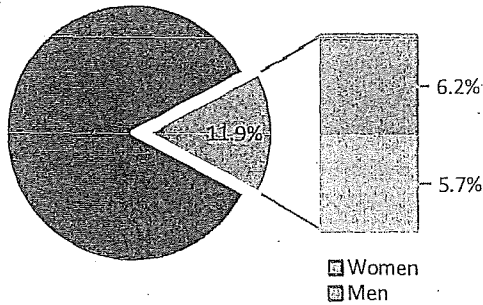
<sup>6</sup> Gary J. Gates and Frank Newport, "San Francisco Metro Area Ranks Highest in LGBT Percentage," *GALLUP* (March 20, 2015) [https://news.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbt-percentage.aspx?utm\\_source=Social%20Issues&utm\\_medium=newsfeed&utm\\_campaign=tiles](https://news.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbt-percentage.aspx?utm_source=Social%20Issues&utm_medium=newsfeed&utm_campaign=tiles).

<sup>7</sup> Gary J. Gates, "Same Sex Couples and the Gay, Lesbian, Bisexual Population: New Estimates from the American Community Survey," *The Williams Institute on Sexual Orientation Law and Public Policy, UCLA School of Law* (2006).

or more disabilities, which is near parity with the San Francisco population. Of the 11.2% appointees with one or more disabilities, 6.8% are women, 3.9% are men, 0.4% are trans women, and 0.2% are trans men.

**Figure 16: San Francisco Adult Population with a Disability by Gender, 2017**

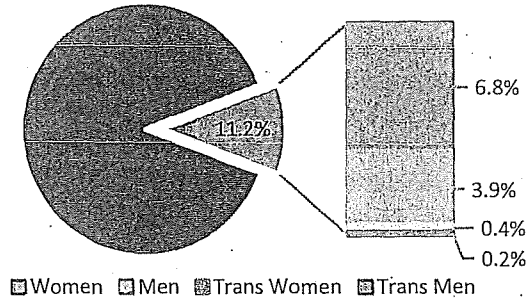
(N=744,243)



Source: 2017 American Community Survey 5-Year Estimates.

**Figure 17: Appointees with One or More Disabilities by Gender, 2019**

(N=516)



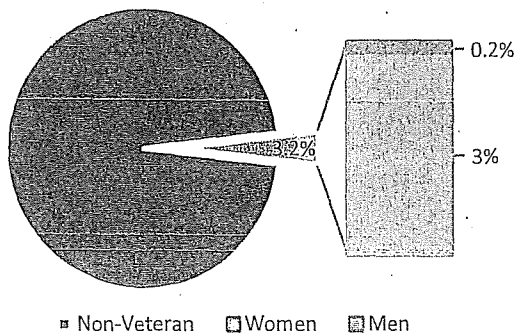
Source: SF DOSW Data Collection & Analysis.

## F. Veteran Status

Overall, 3.2% of the adult population in San Francisco has served in the military. There is a considerable difference by gender, as male veterans are 3% and female veterans are 0.2% of the population. Data on veteran status was obtained from 494, or 67%, of appointees who participated in the survey. Of the 494 appointees who responded to this question, 7.1% have served in the military. Like the San Francisco population, there is a large difference by gender, as men comprise 5.7% and women make up only 1.2% of the total number of veteran appointees. Of participating appointees, 0.2% of veterans are trans women. Veteran status data on transgender and gender non-conforming individuals in San Francisco is currently unavailable.

**Figure 18: San Francisco Adult Population with Military Service by Gender, 2017**

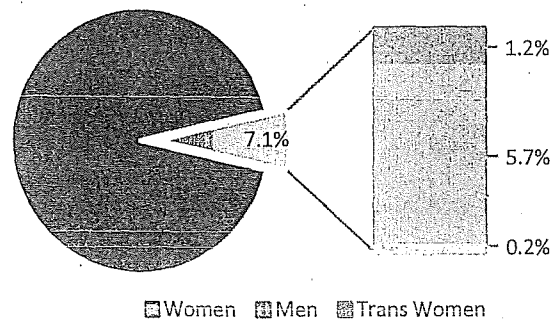
(N=747,896)



Source: 2017 American Community Survey 5-Year Estimates.

**Figure 19: Appointees with Military Service, 2019**

(N=494)



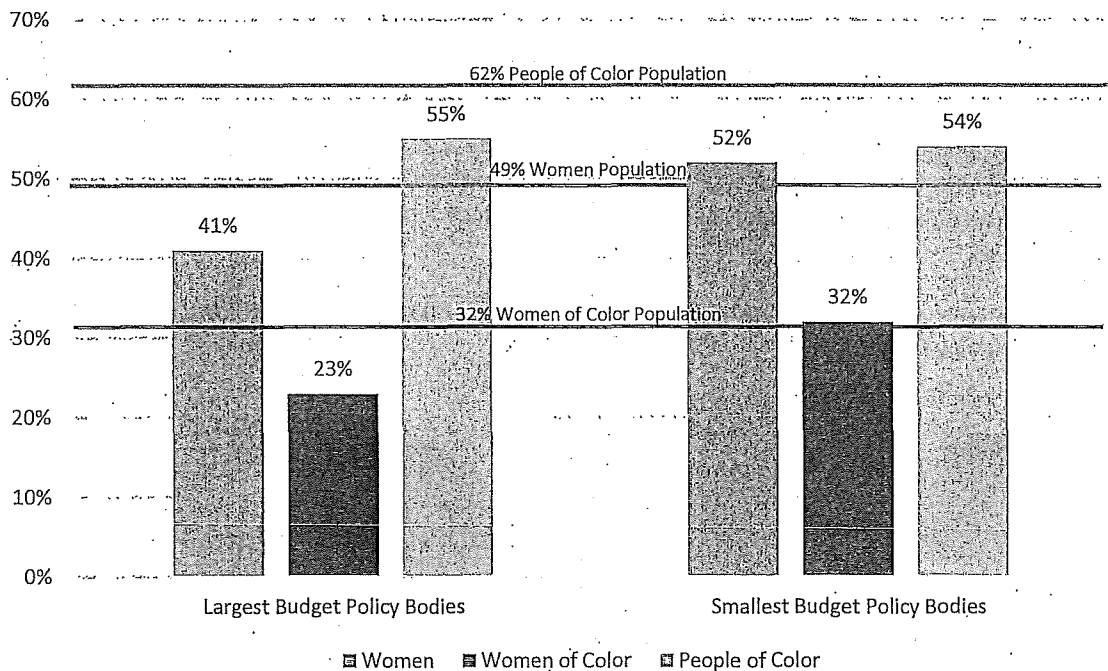
Source: SF DOSW Data Collection & Analysis.

## G. Policy Bodies by Budget

This report also examines whether policy bodies with the largest and smallest budget sizes and other characteristics are demographically representative of the San Francisco population. In this section, budget size is used as a proxy for influence. Although this report has expanded the scope of analysis to include more policy bodies compared to previous reports, this section of analysis was limited to Commissions and Boards with decision-making authority and whose members file financial disclosures with the Ethics Commission. The purpose of this analysis is to evaluate the demographics for the spectrum of budgetary influence of policy bodies with decision-making authority in San Francisco.

Overall, appointees from the 10 largest budgeted Commissions and Boards are 55% people of color, 41% women, and 23% women of color. Appointees from the 10 smallest budgeted Commissions and Boards are 54% people of color, 52% women, and 32% women of color. Although still below parity with the San Francisco population, the representation of people of color on both the largest and smallest budgeted policy bodies is greater than the percentage of people of color for all appointees combined (50%). For women and women of color, their representation meets or exceeds parity with the population on the 10 smallest budgeted bodies. However, it falls far below parity for the 10 largest budgeted bodies. The representation of total women and women of color is greater on smaller budgeted policy bodies by 27%, and 39%, respectively.

**Figure 20: Percent of Women, Women of Color, and People of Color on Commissions and Boards with Largest and Smallest Budgets in Fiscal Year 2018-2019**



Source: SF DOSW Data Collection & Analysis.



**Figure 21: Demographics of Commissions and Boards with Largest Budgets, 2019**

Body	FY18-19 Budget	Total Seats	Filled seats	Women	Women of Color	People of Color
Health Commission	\$2,200,000,000	7	7	29%	14%	86%
Public Utilities Commission	\$1,296,600,000	5	3	67%	0%	0%
MTA Board of Directors and Parking Authority Commission	\$1,200,000,000	7	7	57%	14%	43%
Airport Commission	\$1,000,000,000	5	5	40%	20%	40%
Commission on Community Investment and Infrastructure	\$745,000,000	5	5	60%	60%	100%
Police Commission	\$687,139,793	7	7	43%	43%	71%
Health Authority (Plan Governing Board)	\$666,000,000	19	15	33%	27%	47%
Human Services Commission	\$529,900,000	5	5	40%	0%	40%
Fire Commission	\$400,721,970	5	5	20%	20%	40%
Aging and Adult Services Commission	\$334,700,000	7	7	43%	14%	57%
<b>Total</b>	<b>\$9,060,061,763</b>	<b>72</b>	<b>66</b>	<b>41%</b>	<b>23%</b>	<b>55%</b>

Source: SF DOSW Data Collection & Analysis.

**Figure 22: Demographics of Commissions and Boards with Smallest Budgets, 2019**

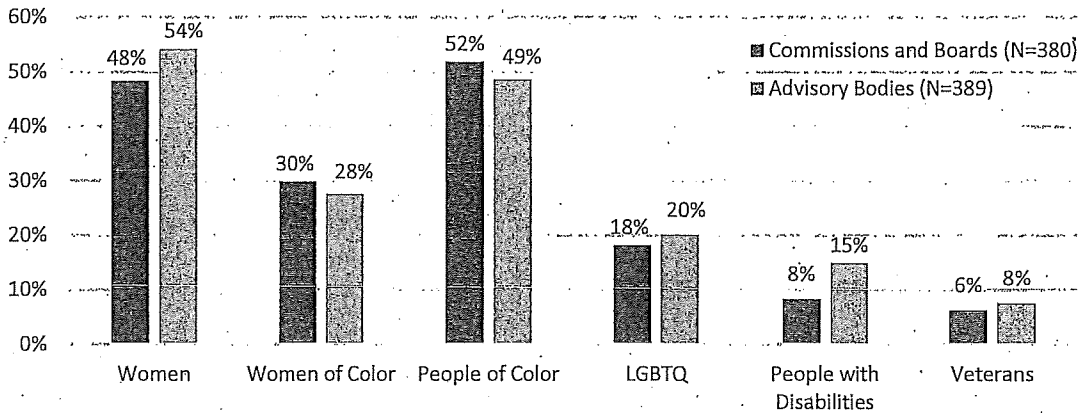
Body	FY18-19 Budget	Total Seats	Filled Seats	Women	Women of color	People of Color
Rent Board Commission	\$8,543,912	10	9	44%	11%	33%
Commission on the Status of Women	\$8,048,712	7	7	100%	71%	71%
Ethics Commission	\$6,458,045	5	4	100%	50%	50%
Human Rights Commission	\$4,299,600	12	10	50%	50%	70%
Small Business Commission	\$2,242,007	7	7	43%	29%	43%
Civil Service Commission	\$1,262,072	5	4	50%	0%	25%
Board of Appeals	\$1,072,300	5	5	40%	20%	40%
Entertainment Commission	\$1,003,898	7	7	29%	14%	57%
Assessment Appeals Board No.1, 2, & 3	\$663,423	24	18	39%	22%	44%
Youth Commission	\$305,711	17	16	56%	44%	75%
<b>Total</b>	<b>\$33,899,680</b>	<b>99</b>	<b>87</b>	<b>52%</b>	<b>32%</b>	<b>54%</b>

Source: SF DOSW Data Collection & Analysis.

#### H. Comparison of Advisory Body and Commission and Board Demographics

The comparison of the two policy body categories in this section provides another proxy for influence, as Commissions and Boards whose members file disclosures of economic interest have greater decision-making authority in San Francisco than Advisory Bodies whose members do not file economic interest disclosures. The percentages of total women, LGBTQ people, people with disabilities, and veterans are larger for total appointees on Advisory Bodies. However, the percentages of women of color and people of color on Commissions and Boards slightly exceeds the percentages of women of color and people of color on Advisory Bodies.

**Figure 23: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2019**

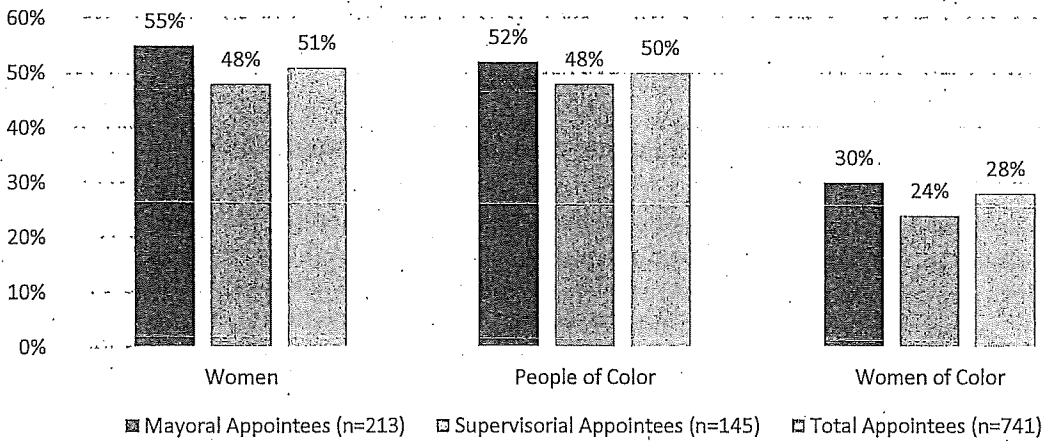


Source: SF DOSW Data Collection & Analysis.

**I. Demographics of Mayoral, Supervisorial, and Total Appointees**

Figure 24 compares the representation of women, women of color, and people of color for appointments made by the Mayor, Board of Supervisors, and by the total of all approving authorities combined. Mayoral appointments are more diverse, and consist of more women, women of color, and people of color compared to Supervisorial appointments. Mayoral appointments include 55% women, 30% women of color, and 52% people of color, while Supervisorial appointments are 48% women, 24% women of color, and 48% people of color. The total of all approving authorities combined average out at 51% women, 28% women of color, and 50% people of color. This disparity in diversity between Mayoral and Supervisorial appointments may be due in part to the appointment section process for each authority. The 11-member Board of Supervisors only sees applicants for specific bodies through the 3-member Rules Committee or by designees, stipulated in legislation (e.g. “renter,” “landlord,” “consumer advocate”), whereas the Mayor typically has the ability to take total appointments into account during selections; and can therefore better address gaps in diversity.

**Figure 24: Demographics of Mayoral, Supervisorial, and Total Appointees, 2019**



Source: SF DOSW Data Collection & Analysis.

### III. Conclusion

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Since the first gender analysis of Commissions and Boards in 2007, the representation of women appointees on San Francisco policy bodies has gradually increased. The *2019 Gender Analysis* finds the percentage of women appointees is 51%, which slightly exceeds the population of women in San Francisco.

When appointee demographics are analyzed by gender and race, women of color continue to be underrepresented on San Francisco policy bodies compared to the San Francisco population. Most notably underrepresented are Asian women who make up 17% of the population but only 11% of appointees, and Latinx women who make up 7% of the population but only 3% of appointees. Additionally, men of color are underrepresented relative to their San Francisco population, primarily Asian and Latinx men.

Furthermore, when analyzing the demographic composition of larger and smaller budgeted Commissions and Boards, women are underrepresented on those with the largest budgets, and overrepresented or reach parity with the population on smaller budgeted Commissions and Boards. These two trends are amplified for women of color appointees. Women comprise 41% of total appointees on the largest budgeted policy bodies, which is 8 percentage points below the population, and women of color comprise 23% of total appointees on the largest budgeted policy bodies, 9 percentage points below their San Francisco population. Comparatively, women are 52% of total appointees on the smallest budgeted policy bodies, and women of color are 32% of appointees, which is equal to the San Francisco population. However, the issue of largest and smallest budgeted policy bodies does not seem to impact the representation of people of color. People of color make up 55% of appointees on the largest budgeted policy bodies and 54% of appointees on the smallest budgeted policy bodies compared to 50% of total appointees. Nonetheless, these percentages still fall below the San Francisco population of people of color at 62%.

In addition to using budget size as a proxy for influence, this report analyzed demographic characteristics of appointees on Commissions and Boards who file disclosures of economic interest and have decision-making authority, and appointees on Advisory Bodies who do not file economic interest disclosures. Over half (54%) of appointees on Advisory Bodies are women, while 48% of appointees on Commissions and Boards are women. Although 48% is only slightly below the San Francisco population of women, women comprise a decently higher percentage of appointees on Advisory Bodies compared to Commissions and Boards.

This year's report features more data on LGBTQ identity, veteran status, and disability than previous gender analyses. The *2019 Gender Analysis* found a relatively high representation of LGBTQ individuals on San Francisco policy bodies. For the appointees that provided LGBTQ identity information, 19% identify as LGBTQ with the largest subset being gay men at 48%. It is recommended for future gender analyses to collect LGBTQ data by race and gender to provide additional intersectional analysis. The representation of appointees with disabilities is 11%, just below the 12% population. Veterans are highly represented on San Francisco policy bodies at 7% compared to the veteran population of 3%.

Additionally, this report evaluates and compares the representation of women, women of color, and people of color appointees by the Mayor, Board of Supervisors, and by the total of all approving authorities combined. Mayoral appointees include 55% women, 30% women of color, and 52% people

of color, which overall is more diverse by gender and race compared to both Supervisorial appointees and total appointees.

This report is intended to advise the Mayor, Board of Supervisors, and other appointing authorities, as they select appointments for policy bodies of the City and County of San Francisco. In spirit of the 2008 City Charter Amendment that establishes this biennial Gender Analysis report requirement and the importance of diversity on San Francisco policy bodies, efforts to address gaps in diversity and inclusion should remain at the forefront when making appointments in order to accurately reflect the population of San Francisco.

## IV. Methodology and Limitations

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This report focuses on City and County of San Francisco Commissions, Boards, Task Forces, Councils, and Committees that have the majority of members appointed by the Mayor and Board of Supervisors and that have jurisdiction limited to the City. The gender analysis reflects data from the policy bodies that provided information to the Department on the Status of Women through digital and paper survey.

Data was requested from 90 policy bodies and acquired from 84 different policy bodies and a total of 741 appointees. A Commissioner or Board member's gender identity, race/ethnicity, sexual orientation, disability status, and veteran status were among data elements collected on a voluntary basis. Data on lesbian, gay, bisexual, transgender, queer, or questioning (LGBTQ) identity, disability, and veteran status of appointees were incomplete or unavailable for some appointees but are included to the extent possible. As the fundamental objective of this report is to surface patterns of underrepresentation, every attempt has been made to reflect accurate and complete information in this report. Data for some policy bodies was incomplete, and all appointees who responded were included in the total demographic categories. Only policy bodies with full data on gender and race for all appointees were included in sections comparing demographics of individual bodies. It should be noted that for policy bodies with a small number of members, the change of a single individual greatly impacts the percentages of demographic categories. As such, these percentages should be interpreted with this in mind.

The surveyed policy bodies fall under two categories designated by the San Francisco Office of the City Attorney document entitled *List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute*.<sup>8</sup> This document separates San Francisco policy bodies into two different categories. The first category includes Commissions and Boards with decision-making authority and whose members are required to submit financial disclosures with the Ethics Commission, and the second category encompasses Advisory Bodies whose members do not submit financial disclosures with the Ethics Commission. Depending on the analysis criteria in each section of this report, the surveyed policy bodies and appointees are either examined comprehensively as a whole or examined separately in the two categories designated by the Office of the City Attorney.

Data from the U.S. Census 2013-2017 American Community Survey 5-Year Estimates provides a comparison to the San Francisco population. Figures 26 and 27 in the Appendix display these population estimates by race/ethnicity and gender.

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<sup>8</sup> "List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute," Office of the City Attorney, <https://www.sfcityattorney.org/wp-content/uploads/2016/01/Commission-List-08252017.pdf>, (August 25, 2017).

## Appendix

Figure 25: Policy Body Demographics, 2019<sup>9</sup>

Policy Body	Total Seats	Filled Seats	FY18-19 Budget	Women	Women of Color	People of Color
Abatement Appeals Board	7	7	\$76,500,000	14%	0%	14%
Aging and Adult Services Commission	7	7	\$334,700,000	57%	33%	57%
Airport Commission	5	5	\$1,000,000,000	40%	50%	40%
Arts Commission	15	15	\$37,000,000	67%	50%	60%
Asian Art Commission	27	27	\$30,000,000	63%	71%	59%
Assessment Appeals Board No.1	8	5	\$663,423	20%	0%	20%
Assessment Appeals Board No.2	8	8	-	50%	75%	63%
Assessment Appeals Board No.3	8	4	-	50%	50%	50%
Ballot Simplification Committee	5	4	\$0	75%	33%	25%
Bayview Hunters Point Citizens Advisory Committee	12	9	\$0	33%	100%	67%
Board of Appeals	5	5	\$1,072,300	40%	50%	40%
Board of Examiners	13	13	\$0	0%	0%	46%
Building Inspection Commission	7	7	\$76,500,000	14%	0%	14%
Child Care Planning and Advisory Council	25	19	\$26,841	84%	50%	50%
Children and Families Commission (First 5)	9	8	\$28,002,978	100%	75%	75%
Children, Youth, and Their Families Oversight and Advisory Committee	11	10	\$155,224,346	50%	80%	75%
Citizen's Committee on Community Development	9	8	\$39,696,467	75%	67%	63%
City Hall Preservation Advisory Commission	5	5	\$0	60%	33%	20%
Civil Service Commission	5	4	\$1,262,072	50%	0%	25%
Commission on Community Investment and Infrastructure	5	5	\$745,000,000	60%	100%	100%
Commission on the Aging Advisory Council	22	15	\$0	80%	33%	31%
Commission on the Environment	7	6	\$27,280,925	67%	50%	50%
Commission on the Status of Women	7	7	\$8,048,712	100%	71%	71%
Dignity Fund Oversight and Advisory Committee	11	11	\$3,000,000	82%	33%	45%
Eastern Neighborhoods Citizens Advisory Committee	19	13	\$0	38%	40%	44%
Elections Commission	7	7	\$15,238,360	57%	25%	29%
Entertainment Commission	7	7	\$1,003,898	29%	50%	57%
Ethics Commission	5	4	\$6,458,045	100%	50%	50%
Film Commission	11	11	\$0	55%	67%	50%
Fire Commission	5	5	\$400,721,970	20%	100%	40%
Golden Gate Park Concourse Authority	7	6	\$0	50%	67%	75%

<sup>9</sup> Figure 25 only includes policy bodies with complete data on gender for all appointees. Some bodies had incomplete data on race/ethnicity of appointees. For these, percentages for people of color are calculated out of known race/ethnicity.

Policy Body	Total Seats	Filled Seats	FY18-19 Budget	Women	Women of Color	People of Color
Health Authority (Plan Governing Board)	19	15	\$666,000,000	33%	80%	50%
Health Commission	7	7	\$2,200,000,000	43%	50%	86%
Health Service Board	7	6	\$11,632,022	33%	0%	50%
Historic Preservation Commission	7	7	\$53,832,000	43%	33%	14%
Housing Authority Commission	7	6	\$60,894,150	50%	100%	83%
Human Rights Commission	12	10	\$4,299,600	60%	100%	70%
Human Services Commission	5	5	\$529,900,000	40%	0%	40%
Immigrant Rights Commission	15	13	\$0	54%	86%	85%
In-Home Supportive Services Public Authority	13	9	\$70,729,667	44%	50%	56%
Juvenile Probation Commission	7	6	\$48,824,199	33%	100%	100%
Library Commission	7	7	\$160,000,000	71%	40%	57%
Local Homeless Coordinating Board	9	9	\$40,000,000	56%	60%	75%
Mayor's Disability Council	11	8	\$0	75%	17%	25%
Mental Health Board	17	15	\$184,962	73%	64%	73%
MTA Board of Directors and Parking Authority Commission	7	7	\$1,200,000,000	57%	25%	43%
Office of Early Care and Education Citizens' Advisory Committee	9	9	\$0	89%	50%	56%
Oversight Board (COII)	7	6	\$745,000,000	17%	100%	67%
Pedestrian Safety Advisory Committee	17	13	\$0	46%	17%	8%
Planning Commission	7	6	\$53,832,000	50%	67%	33%
Police Commission	7	7	\$687,139,793	43%	100%	71%
Port Commission	5	5	\$192,600,000	60%	67%	60%
Public Utilities Citizen's Advisory Committee	17	13	\$0	54%	14%	31%
Public Utilities Commission	5	3	\$1,296,600,000	67%	0%	0%
Public Utilities Rate Fairness Board	7	6	\$0	33%	100%	67%
Public Utilities Revenue Bond Oversight Committee	7	5	\$0	40%	50%	40%
Recreation and Park Commission	7	7	\$230,900,000	29%	50%	43%
Reentry Council	24	23	\$0	43%	70%	70%
Rent Board Commission	10	9	\$8,543,912	44%	25%	33%
Residential Users Appeal Board	3	2	\$0	0%	0%	50%
Retirement System Board	7	7	\$95,000,000	43%	67%	29%
Sentencing Commission	13	13	\$0	31%	25%	67%
Small Business Commission	7	7	\$2,242,007	43%	67%	43%
SRO Task Force	12	12	\$0	42%	25%	55%
Sugary Drinks Distributor Tax Advisory Committee	16	15	\$0	67%	70%	80%
Sunshine Ordinance Task Force	11	11	\$0	27%	67%	36%
Sweatfree Procurement Advisory Group	11	7	\$0	43%	67%	43%
Treasure Island Development Authority	7	6	\$18,484,130	50%	N/A	N/A

Policy Body	Total Seats	Filled Seats	FY18-19 Budget	Women	Women of Color	People of Color
Treasure Island/Yerba Buena Island Citizens Advisory Board	17	13	\$0	54%	N/A	N/A
Urban Forestry Council	15	13	\$153,626	8%	0%	0%
Veterans Affairs Commission	17	11	\$0	36%	50%	55%
War Memorial Board of Trustees	11	11	\$18,185,686	55%	33%	18%
Workforce Community Advisory Committee	8	4	\$0	100%	100%	100%
Youth Commission	17	16	\$305,711	56%	78%	75%

Source: SF DOSW Data Collection & Analysis, 2019.

Figure 26: San Francisco Population Estimates by Race/Ethnicity, 2017

Race/Ethnicity	Total	
	Estimate	Percent
San Francisco County California	864,263	-
White, Not Hispanic or Latino	353,000	38%
Asian	295,347	31%
Hispanic or Latinx	131,949	14%
Some other Race	64,800	7%
Black or African American	45,654	5%
Two or More Races	43,664	5%
Native Hawaiian and Pacific Islander	3,226	0.3%
Native American and Alaska Native	3,306	0.4%

Source: 2017 American Community Survey 5-Year Estimates.

Figure 27: San Francisco Population Estimates by Race/Ethnicity and Gender, 2017

Race/Ethnicity	Total		Female		Male	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
San Francisco County California	864,263	-	423,630	49%	440,633	51%
White, Not Hispanic or Latino	353,000	38%	161,381	17%	191,619	20%
Asian	295,347	31%	158,762	17%	136,585	15%
Hispanic or Latinx	131,949	14%	62,646	7%	69,303	7%
Some Other Race	64,800	7%	30,174	3%	34,626	4%
Black or African American	45,654	5%	22,311	2.4%	23,343	2.5%
Two or More Races	43,664	5%	21,110	2.2%	22,554	2.4%
Native Hawaiian and Pacific Islander	3,226	0.3%	1,576	0.2%	1,650	0.2%
Native American and Alaska Native	3,306	0.4%	1,589	0.2%	1,717	0.2%

Source: 2017 American Community Survey 5-Year Estimates.



City and County of San Francisco  
Department on the Status of Women  
25 Van Ness Avenue, Suite 240  
San Francisco, California 94102  
[sfgov.org/dosw](http://sfgov.org/dosw)  
[dosw@sfgov.org](mailto:dosw@sfgov.org)  
415.252.2570

