

File No. 250120

Committee Item No. 2

Board Item No. \_\_\_\_\_

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date Feb 24, 2025

Board of Supervisors Meeting

Date \_\_\_\_\_

#### 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
- Information/Vacancies (Boards/Commissions)
- Public Correspondence

**OTHER** (Use back side if additional space is needed)

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Completed by: Victor Young

Date Feb 20, 2025

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

Date \_\_\_\_\_

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

## Application for Boards / Commissions / Committees / Task Forces INSTRUCTIONS AND APPLICATION

San Francisco is a diverse City and County with a wide range of people and issues affecting it. In order to take advantage of the extensive experience and knowledge available throughout our communities, various Boards/Commissions/Committees/Task Forces have been established to bring that knowledge together. These groups and their membership requirements are established by legislation approved through the local, state, and/or federal government.

In addition to setting up the purpose and goals of the various groups, the governing legislation outlines the type of person - in terms of desirable skills and/or knowledge - who can contribute their knowledge and perspective. In this manner, a group of San Franciscans, who are representative of the City and County, can be active participants in addressing issues affecting the entire City and County.

If you are interested in serving the City and County of San Francisco, the following procedures are provided:

1. A list of vacancies and expected vacancies, with their qualifications, can be found at the Office of the Clerk of the Board of Supervisors, at the San Francisco Main Public Library, and online on the Board of Supervisors' website (<http://www.sfbos.org/vacancy>). Please review this list for positions of interest.
2. Submit an application ([http://www.sfbos.org/vacancy application](http://www.sfbos.org/vacancy_application))  
*(List all of the appropriate seat number(s) and/or category/categories for which you qualify. We request applications be received ten (10) days before the scheduled hearing.)*

Applicants may also need to submit a Form 700, Statement of Economic Interests (<https://www.fppc.ca.gov/Form700.html>), along with their application for all bodies listed in [Campaign and Governmental Conduct Code, Section 3.1-103\(a\)\(1\)](#).

3. If the seat(s) you are applying for is vacant and requires the Board of Supervisors' confirmation, the Rules Committee may schedule your application for review. Applicants should expect to appear before the Rules Committee to speak on their qualifications and answer questions during a public hearing.  
*(There are no set instructions on what you are expected to present to the Rules Committee; however, a brief description of how your qualifications distinguish you from other applicants, reasons for your interest in the subject, and/or a short summarization on why you would make a good candidate is appropriate.)*
4. The Rules Committee may or may not make a recommendation for appointment. If a recommendation is made by the Rules Committee, the recommendation is forwarded to the Board of Supervisors for approval. It generally takes approximately 15 days from the date the Rules Committee makes their recommendation, for the individual to become officially appointed.
5. Depending on the type of organization, a new appointee may need to take an Oath of Office.

If there are no vacancies, your application will be retained for one year. If any openings occur during this time, your application will be submitted to the Rules Committee for review.

If you have any further questions, please contact the Rules Committee Clerk at (415) 554-5184. If you require detailed information concerning the operations of a particular Board/Commission/Committee/Task Force, please contact the administering department directly.

(Applications must be submitted to [BOS-Appointments@sfgov.org](mailto:BOS-Appointments@sfgov.org) or to the mailing address listed above.)

BOARD of SUPERVISORS



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Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Sunshine Ordinance Task Force

Seat # (Required - see Vacancy Notice for qualifications): 10

Cynthia Dai



Zip Code: 94110

Occupation: Mgmt Consultant

Work Phone: 415-285-4855 Employer: Dainamic Consulting, Inc.

Business Address: 569 Andover Street, Ste 100 Zip Code: 94110

Business Email: cyn@dainamic.com Home Email:

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of residents of the City and County of San Francisco who are 18 years of age or older (unless otherwise stated in the code authority). For certain appointments, the Board of Supervisors may waive the residency requirement.

Resident of San Francisco: Yes [X] No [ ] If No, place of residence:
18 Years of Age or Older: Yes [X] No [ ]

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 former California Citizens Redistricting Commissioner (CCRC), San Francisco Elections Commissioner (SFEC), and US Census enumerator, I am intimately aware of the many communities of interest, neighborhoods and diverse people that make up our City and County. In these roles, I have strongly advocated for open government, transparency, and other democratic reforms that improve fair representation and elevate civic engagement. Most recently on the SFEC, I led efforts to improve elections results reporting, especially to increase understanding of ranked-choice results, as well as ensure fair redistricting.

As a CCRC Commissioner during the 2011 redistricting cycle, I was actively involved in outreach activities, raising awareness in the media and speaking at community events to solicit public input on state electoral maps. In recognition of its commitment to transparency, the CCRC won the 2017 Roy and Lila Ash Innovation Award for Public Engagement in Government from Harvard Kennedy School's Ash Center for Democratic Governance and Innovation. I also ran the Commission's efforts to educate other states about independent citizens commissions (including personally visiting MI, NC, PA, and VA) and how transparent, community-centered redistricting can make government more accountable to the people.

I have run a small business in the Bernal Heights neighborhood for 30+ years and identify as an Asian lesbian woman.

**Business and/or Professional Experience:**

I am an entrepreneur, interim executive, and strategy consultant. Through my growth strategy firm, Dainamic Consulting, Inc., I have advised international tech firms and startups, social enterprises and nonprofits to scale their businesses and impact. I have also designed and taught courses in (Social) Entrepreneurship, Leadership and Teamwork, Impact Investing and Social Finance, as adjunct faculty at UC Berkeley's Sutardja Center for Entrepreneurship & Technology, Santa Clara University's School of Engineering, Northeastern University's D'Amore-McKim School of Business and other academic institutions.

My general management experience includes governance, running effective organizations, and due process, which complements my public and social sector background.

**Civic Activities:**

I just completed a partial term on the SF Elections Commission (2/10/2022-1/6/2025). I previously served as a rotating Chair on the inaugural California Citizens Redistricting Commission (2010-2020) and on the Boards of the Miller Center for Social Entrepreneurship at Santa Clara University, Habitat for Humanity San Francisco, and Lyon-Martin Women's Health Services. I am currently an Executive Mentor for the Miller Center for Social Entrepreneurship, advising leading global social enterprises pro bono in its accelerator programs and am an active volunteer to selected nonprofits through the Stanford Alumni Consulting Team.

My skills and experience from civic activities have prepared me to serve effectively on the SOTF and fulfill its mission to ensure public access to City government.

Have you attended any meetings of the body to which you are applying? Yes  No

An appearance before the Rules Committee may be required at a scheduled public hearing, prior to the Board of Supervisors considering the recommended appointment. Applications should be received ten (10) days prior to the scheduled public hearing.

Date: 1/25/2025

Applicant's Signature (required):

cdb03728-794a-43fd-  
b660-84555473ef98

Digitally signed by cdb03728-794a-43fd-  
b660-84555473ef98  
Date: 2025.01.25 13:02:31 -08'00'

*(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 Vacated: \_\_\_\_\_



STATEMENT OF ECONOMIC INTERESTS COVER PAGE A PUBLIC DOCUMENT

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE)

Dai, Cynthia

1. Office, Agency, or Court

Agency Name (Do not use acronyms)

City and County of San Francisco

Division, Board, Department, District, if applicable Your Position

Elections Commission Commissioner

If filing for multiple positions, list below or on an attachment. (Do not use acronyms)

Agency: Position:

2. Jurisdiction of Office (Check at least one box)

- State, Multi-County, City of, Judge, Retired Judge, Pro Tem Judge, or Court Commissioner (Statewide Jurisdiction), County of San Francisco, Other

3. Type of Statement (Check at least one box)

- Annual: The period covered is January 1, 2024, through December 31, 2024. -or- The period covered is through December 31, 2024. Assuming Office: Date assumed Candidate: Date of Election and office sought, if different than Part 1: Leaving Office: Date Left 01 / 06 / 2025 (Check one circle below.) The period covered is January 1, 2024, through the date of leaving office. -or- The period covered is 01 / 01 / 2025 through the date of leaving office.

4. Schedule Summary (required)

Total number of pages including this cover page: 1

Schedules attached

- Schedule A-1 - Investments - schedule attached Schedule A-2 - Investments - schedule attached Schedule B - Real Property - schedule attached Schedule C - Income, Loans, & Business Positions - schedule attached Schedule D - Income - Gifts - schedule attached Schedule E - Income - Gifts - Travel Payments - schedule attached

-or- None - No reportable interests on any schedule

5. Verification

MAILING ADDRESS STREET CITY STATE ZIP CODE 1 Carlton B. Goodlett Place, Room 48 San Francisco CA 94102 DAYTIME TELEPHONE NUMBER EMAIL ADDRESS (415) 554-4375 cyn@dainamic.com

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Date Signed 01/10/2025 (month, day, year)

Signature Cynthia Dai (File the originally signed paper statement with your filing official.)

BOARD of SUPERVISORS



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1. A list of vacancies and expected vacancies, with their qualifications, can be found at the Office of the Clerk of the Board of Supervisors, at the San Francisco Main Public Library, and online on the Board of Supervisors' website (<http://www.sfbos.org/vacancy>). Please review this list for positions of interest.
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*(List all of the appropriate seat number(s) and/or category/categories for which you qualify. We request applications be received ten (10) days before the scheduled hearing.)*

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If there are no vacancies, your application will be retained for one year. If any openings occur during this time, your application will be submitted to the Rules Committee for review.

If you have any further questions, please contact the Rules Committee Clerk at (415) 554-5184. If you require detailed information concerning the operations of a particular Board/Commission/Committee/Task Force, please contact the administering department directly.

(Applications must be submitted to [BOS-Appointments@sfgov.org](mailto:BOS-Appointments@sfgov.org) or to the mailing address listed above.)

BOARD of SUPERVISORS



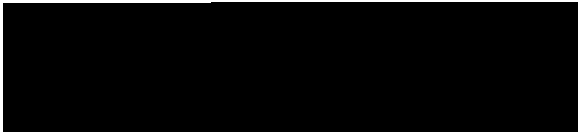
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Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Sunshine Ordinance Task Force

Seat # (Required - see Vacancy Notice for qualifications): 10

Full Name: Honest Charley Bodkin



Zip Code: 94117

Occupation: Software Engineer

Work Phone: 415-718-9505 Employer: Self

Business Address: Zip Code:

Business Email: Home Em [Redacted]

Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist of residents of the City and County of San Francisco who are 18 years of age or older (unless otherwise stated in the code authority). For certain appointments, the Board of Supervisors may waive the residency requirement.

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

18 Years of Age or Older: Yes [X] No [ ]

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:

(Applications must be submitted to BOS-Appointments@sfgov.org or to the mailing address listed above.)

**Business and/or Professional Experience:**

**Civic Activities:**

Have you attended any meetings of the body to which you are applying? Yes  No

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An appearance before the Rules Committee may be required at a scheduled public hearing, prior to the Board of Supervisors considering the recommended appointment. Applications should be received ten (10) days prior to the scheduled public hearing.

Date: 2/10/2025 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 Vacated: \_\_\_\_\_



**STATEMENT OF ECONOMIC INTERESTS  
COVER PAGE**  
A PUBLIC DOCUMENT

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE)  
**Honest Bodkin Charley**

**1. Office, Agency, or Court**

Agency Name (Do not use acronyms)  
**City and County of San Francisco**

Division, Board, Department, District, if applicable Your Position  
**Sunshine Ordinance Task Force Commissioner**

► If filing for multiple positions, list below or on an attachment. (Do not use acronyms)

Agency: \_\_\_\_\_ Position: \_\_\_\_\_

**2. Jurisdiction of Office (Check at least one box)**

- State
- Multi-County \_\_\_\_\_
- City of **San Francisco**
- Judge, Retired Judge, Pro Tem Judge, or Court Commissioner (Statewide Jurisdiction)
- County of **San Francisco**
- Other \_\_\_\_\_

**3. Type of Statement (Check at least one box)**

- Annual:** The period covered is January 1, 2025, through December 31, 2025.
- Leaving Office:** Date Left \_\_\_\_/\_\_\_\_/\_\_\_\_\_  
(Check one circle below.)
- The period covered is January 1, 2024, through the date of leaving office.
- Assuming Office:** Date assumed \_\_\_\_/\_\_\_\_/\_\_\_\_\_  
**-or-**
- The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_\_, through the date of leaving office.
- Candidate:** Date of Election \_\_\_\_\_ and office sought, if different than Part 1: \_\_\_\_\_

**4. Schedule Summary (required)**

► Total number of pages including this cover page: \_\_\_\_\_

**Schedules attached**

- Schedule A-1 - Investments** – schedule attached
- Schedule A-2 - Investments** – schedule attached
- Schedule B - Real Property** – schedule attached
- Schedule C - Income, Loans, & Business Positions** – schedule attached
- Schedule D - Income – Gifts** – schedule attached
- Schedule E - Income – Gifts – Travel Payments** – schedule attached

**-or-**  **None - No reportable interests on any schedule**

**5. Verification**

MAILING ADDRESS STREET CITY STATE ZIP CODE  
(Business or Agency Address Recommended - Public Document)  
**1704 Waller St San Francisco CA 94117**

DAYTIME TELEPHONE NUMBER EMAIL ADDRESS  
**( 415 ) 718-9505 hcbodkin@gmail.com**

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Date Signed **February, 10, 2025**  
(month, day, year)

Signature **Honest Charley Bodkin**  
(File the originally signed paper statement with your filing official.)



## SUNSHINE ORDINANCE TASK FORCE

The below listed summary of seats, term expirations and membership information shall serve as notice of vacancies, upcoming term expirations, and information on currently held seats, appointed by the Board of Supervisors. Appointments by other bodies are listed, if available.

Seat numbers listed as "VACANT" are open for immediate appointment. However, you are able to submit applications for all seats and your application will be maintained for one year, in the event that an unexpected vacancy or opening occurs.

### Membership and Seat Qualifications

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
1	BOS	Dean Schmidt	4/27/26	Must be nominated by the local chapter of the Society of Professional Journalists and be an attorney. Term: 2-years
2	BOS	Lila LaHood	4/27/26	Must be nominated by the local chapter of the Society of Professional Journalists and be a journalist. Term: 2-years
3	BOS	Saul Sugarman	4/27/26	Must be a member from the press or electronic media. Term: 2-years

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
4	BOS	Ankita Mukhopadhyay	4/27/25	Must be nominated by the local chapter of the Society of Professional Journalists and be either a journalist from a racial/ethnic-minority-owned news organization, a journalist whose work focuses on issues impacting minority racial or ethnic communities, or a journalist who works with a media organization or publication whose target audience is a minority racial or ethnic community. For purposes of this subsection (a), the term "journalist" shall be interpreted broadly, including but not limited to freelance journalists, photographers, and videographers. Term: 2-years
5	BOS	Maxine Anderson	4/27/26	Must be nominated by the local chapter of the League of Women Voters. Term: 2-years
6	BOS	Laura Stein	4/27/26	Must be a member of the public experienced in consumer advocacy. Term: 2-years
7	BOS	Matthew Yankee	4/27/26	
8	BOS	Chris Hyland	4/27/26	Must have demonstrated interest in, or have experience in, the issues of citizen access and participation in local government. Term: 2-years
9	BOS	David Pilpel	4/27/26	
10	BOS	VACANT	4/27/26	
11	BOS	Bruce Wolfe ** (meets requirement below)	4/27/25	

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
	COB	VACANT	Indefinite	The Clerk of the Board of Supervisors, or his/her designee, and serve as a non-voting member
	Mayor	VACANT	Indefinite	The Mayor, or his/her designee, and serve as a non-voting member

**\*\*Additional Qualifications:** At all times, the Task Force shall include at least one member who shall be a member of the public who is physically handicapped. All members must have experience and/or demonstrated interest in the issues of citizen access and participation in local government.

#### **BOARD OF SUPERVISORS (BOS) APPLICATION FORMS AVAILABLE HERE**

- English - [https://sfbos.org/sites/default/files/vacancy\\_application.pdf](https://sfbos.org/sites/default/files/vacancy_application.pdf)
- 中文 - [https://sfbos.org/sites/default/files/vacancy\\_application\\_CHI.pdf](https://sfbos.org/sites/default/files/vacancy_application_CHI.pdf)
- Español - [https://sfbos.org/sites/default/files/vacancy\\_application\\_SPA.pdf](https://sfbos.org/sites/default/files/vacancy_application_SPA.pdf)
- Filipino - [https://sfbos.org/sites/default/files/vacancy\\_application\\_FIL.pdf](https://sfbos.org/sites/default/files/vacancy_application_FIL.pdf)

(For seats appointed by other Authorities please contact the Board / Commission / Committee / Task Force (see below) or the appointing authority directly.)

#### **FORM 700 FILING REQUIREMENT**

Pursuant to the Board of Supervisors Rules of Order all applicants applying for this body must complete and submit, with their application, a copy (**not original**) of a Statement of Economic Interests (Form 700). Applications will not be considered if a copy of Form 700 is not received.

**FORM 700 AVAILABLE HERE (Required)**  
<https://www.fppc.ca.gov/Form700.html>

#### **THE APPLICATION PROCESS**

*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.*

**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(s) at the meeting and applicant(s) may be asked to state their qualifications. The appointment

of the individual(s) who is recommended by the Rules Committee will be forwarded to the Board of Supervisors for final approval.

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The Sunshine Ordinance Task Force (the “Task Force”) was established to advise the Board of Supervisors and provide information to other City departments on appropriate ways in which to implement Administrative Code, Chapter 67 (The San Francisco Sunshine Ordinance of 1999) (the “Ordinance”). The Task Force shall develop goals to ensure practice and timely implementation of the Ordinance; propose amendments to the Ordinance; receive and review the annual report of the Supervisor of Public Records and may request additional reports or information; and make referrals to a municipal office with enforcement power under the Ordinance, the California Public Records Act, or the Brown Act, whenever it concludes a person has violated the provisions of the Ordinance

The Task Force consists of a total of thirteen (13) members:

Eleven (11) voting members appointed by the Board of Supervisors

- Two (2) members nominated by the local chapter of the Society of Professional Journalists;
- One (1) shall be an attorney and
- one (1) shall be a journalist.
- One (1) member shall be a member from the press or electronic media.
- One (1) member shall be a journalist from a racial/ethnic-minority-owned news organization and nominated by New California Media.
- One (1) member nominated by the local chapter of the League of Women Voters.
- Two (2) members of the public experienced in consumer advocacy.
- Four (4) members of the public who have demonstrated interest in, or have experience in, the issues of citizen access and participation in local government.
- One (1) member shall be the Mayor, or his/her designee, and serve as a non-voting member.
- One (1) member shall be the Clerk of the Board of Supervisors, or his/her designee, and serve as a non-voting member.

At all times, the Task Force shall include at least one member who shall be a member of the public who is physically handicapped. All members must have experience and/or demonstrated interest in the issues of citizen access and participation in local government. The City Attorney’s Office shall assign an attorney to the Task Force who is experienced in public-access law matters and serve as a legal advisor and advocate to the Task Force.

The term of each appointed member shall be two years unless removed by the Board of Supervisors. In the event of such removal or vacancy during the term of office of any appointive member, a successor shall be appointed for the unexpired term of the office vacated.

In addition to regular Task Force meetings, Task Force members are expected to participate in committee work.

**Reports:** The Task Force shall report annually to the Board of Supervisors on any practical or policy problems encountered in the Administration of the Ordinance. The Task Force shall, as it sees fit, issue public reports evaluating compliance with the Ordinance and related California laws by the City or any department, office or official.

**Holdover Limit:** Not Applicable

**Authority:** Administrative Code, Section 67.30 (Ordinance Nos. 265-93; 118-94; 432-94; 287-96; 198-98; 387-98; and Proposition G, November 1999)

**Sunset Date:** None

**Contact:** Pat Petersen  
1 Dr. Carlton B. Goodlett Place, Room 244  
Office of the Clerk of the Board  
San Francisco, CA 94102  
(415) 554-7719  
[sotf@sfgov.org](mailto:sotf@sfgov.org)

**Updated:** December 16, 2024



Gender Analysis  
San Francisco Commissions and Boards  
FY 2020-2021







London N. Breed  
Mayor

City and County of San Francisco  
**Department on the Status of Women**



Dear Honorable Mayor London N. Breed and Board of Supervisors:

Please find attached the 2021 Gender Analysis of Commissions and Boards Report. We are pleased to share that under Mayor Breed's leadership, representation of women, people of color, and women of color on policy bodies continues to increase. Mayoral appointments are more diverse based on gender and race compared to both supervisorial appointments and appointments in general.

Overall, policy bodies have a larger percentage of women, members of the LGBTQIA+ community, and Veterans<sup>1</sup> than the general San Francisco population. The percentage of women of color and people with disabilities appointed to policy bodies is near equal to the general population. Fiscal year 2020-2021 saw the largest increase in representation of women on policy bodies since the Department on the Status of Women started collecting data in 2009. Women of color have the highest representation of appointees to date.

Black and African American women and men are notably well-represented on San Francisco policy bodies. Black women are 8 percent of appointees compared to 2.4 percent of the general San Francisco population, and Black men are 4 percent of appointees compared to 2.5 percent of the general San Francisco population. Additionally, almost 1-in-4 appointees who responded to the survey question identify as a member of the LGBTQIA+ community.

Commissions that oversee the largest budgets have members of the LGBTQIA+ community, people with disabilities, and Veterans represented at higher percentages than the general population.

While San Francisco continues to make strides in diversity, there is still work to do in achieving parity of representation for Latinx and Asian groups in appointed positions overall, as well as women, people of color, and women of color on Commissions overseeing the largest budgets. The Department applauds Mayor Breed for remaining committed to diversifying policy body appointments across all diversity categories, including for positions of influence and authority.

Thank you to Department staff who worked on this report and to members of the Commission on the Status of Women for their ongoing advocacy for intersectional gender equity efforts.

Kimberly Ellis, Director of the Department on the Status of Women

A handwritten signature in black ink, appearing to read "Kimberly Ellis".

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<sup>1</sup> "Veterans" refers to people who have served and/or have an immediate family member who has served in the military.



## Table of Contents

I. Introduction.....	1
II. Findings .....	2
A. Gender.....	2
B. Race and Ethnicity.....	5
C. Race and Ethnicity by Gender.....	8
D. LGBTQIA+ Identity .....	10
E. Disability Status .....	11
F. Veteran Status .....	12
G. Policy Bodies by Budget.....	14
H. Comparison of Advisory Body, Commission, and Board Demographics .....	16
I. Demographics of Mayoral, Supervisorial, and Total Appointees.....	17
J. Religious Affiliations .....	18
III. Methodology and Limitations.....	19
IV. Conclusion.....	21
V. Appendix.....	23
VI. Acknowledgements.....	29

## Table of Figures

Figure 1: Summary Data of Policy Body Demographics, 2021.....	2
Figure 2: 12-Year Comparison of Representation of Women on Policy Bodies.....	2
Figure 3: Commissions and Boards with Highest Percentages of Women, 2021 Compared to 2017 and 2019.....	3
Figure 4: Commissions and Boards with Lowest Percentage of Women, 2021 Compared to 2017 and 2019.....	4
Figure 5: Advisory Bodies with the Highest Percentage of Women, 2021.....	4
Figure 6: 10-Year Comparison of Representation of People of Color on Policy Bodies.....	5
Figure 7: Race and Ethnicity of Appointees Compared to San Francisco Population, 2021.....	6
Figure 8: Commissions and Boards with Highest Percentage of People of Color, 2021 Compared to 2019 and 2017.....	7
Figure 9: Commissions and Boards with Lowest Percentage of People of Color, 2021 Compared to 2019 and 2017.....	7
Figure 10: 10-Year Comparison of Representation of Women of Color on Policy Bodies.....	8
Figure 11: Appointees by Race/Ethnicity and Gender, 2021.....	9
Figure 12: San Francisco Population by Race/Ethnicity, 2019.....	9
Figure 13: LGBTQIA+ Identity of Appointees, 2021.....	10
Figure 14: LGBTQIA+ Population of Appointees, 2019.....	11
Figure 15: Disability Status of Appointees, 2021.....	11
Figure 16: Appointees with One or More Disabilities by Gender Identity, 2021.....	12
Figure 17: San Francisco Adult Population with Military Service by Gender, 2019.....	13
Figure 18: Appointees with Military Service, 2021.....	13
Figure 19: Appointees with Military Service by Gender, 2021.....	14
Figure 20: Percent of Women, Women of Color, and People of Color on Commissions and Boards with Largest and Smallest Budgets in Fiscal Year 2020-2021.....	15
Figure 21: Demographics of Commissions and Boards with Largest Budgets, 2021.....	15
Figure 22: Demographics of Commissions and Boards with Smallest Budgets, 2021.....	16
Figure 23: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2021.....	17
Figure 24: Demographics of Mayoral, Supervisorial, and Total Appointees, 2021.....	18
Figure 25: Religious Affiliations of Appointees, 2021.....	19
Figure 26: Policy Body Demographics, 2021.....	23
Figure 27: San Francisco Population Estimates by Race/Ethnicity and Gender, 2017.....	28

## Executive Summary

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In 2008, San Francisco voters 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 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 2021 Gender Analysis of Commissions and Boards Report (2021 Gender Analysis Report) evaluates representation of the following groups across appointments to San Francisco policy bodies:

- Women
- People of color
- LGBTQIA+ individuals
- People with disabilities
- Veterans (or people who have immediate family members that have served)
- Various religious affiliations

The report includes policy bodies such as task forces, committees, and Advisory Bodies, in addition to Commissions and Boards.

This year, data was collected from 92 policy bodies and from a total of 349 members, mostly appointed by the Mayor and Board of Supervisors. The policy bodies surveyed for the 2021 Gender Analysis Report fall under two categories designated by the San Francisco Office of the City Attorney.<sup>2</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. The report examines policy bodies and appointees both comprehensively as a whole and separately by the two categories.

Several changes were made to the survey questions for the 2021 Gender Analysis Report. Sexual Orientation and Gender Identity (SOGI) categories were aligned with the latest classifications used by the Office of Transgender Initiatives. The classification of Veteran Status was also expanded to include individuals with close family members that have served in the military and armed forces. This addition to Veteran Status was adopted based on feedback from previous reports.

While the overall number of policy bodies that submitted data increased compared to 2019, the total number of individual members who participated in the survey was dramatically less than the number who participated in 2019. Due to the pandemic, data collection methods

<sup>2</sup> "Sec. 3.1-103. Filing Officers." *American Legal Publishing Corporation*, [https://codelibrary.amlegal.com/codes/san\\_francisco/latest/sf\\_campaign/0-0-0-979](https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_campaign/0-0-0-979).

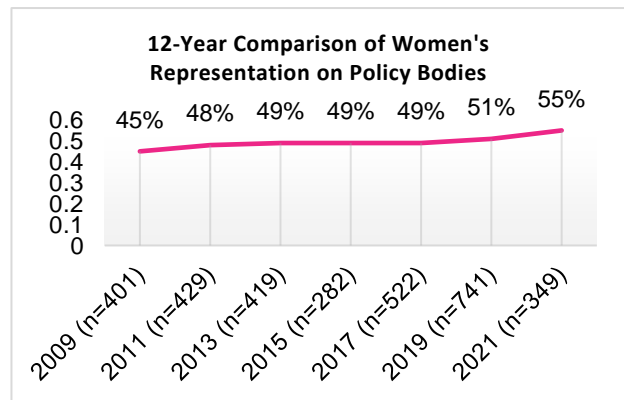
were limited compared to previous years, including the ability to conduct paper surveys and in-person meetings. Reliance on online surveying significantly reduced the level of participation, despite three to five direct contact efforts with policy bodies via phone and email. Moving forward, in addition to collecting data through paper/in-person surveys, when possible, the Department on the Status of Women recommends that all policy body appointees be required to take a training on the Gender Analysis survey process, alongside the required Ethics training, to guarantee participation.

Similarly, due to census data not being collected during COVID-19, updated demographic information on the general population of San Francisco was not available for years more recent than 2019. In this report, data on the San Francisco population references data from previous years (2015-2019) populations.

## Key Findings

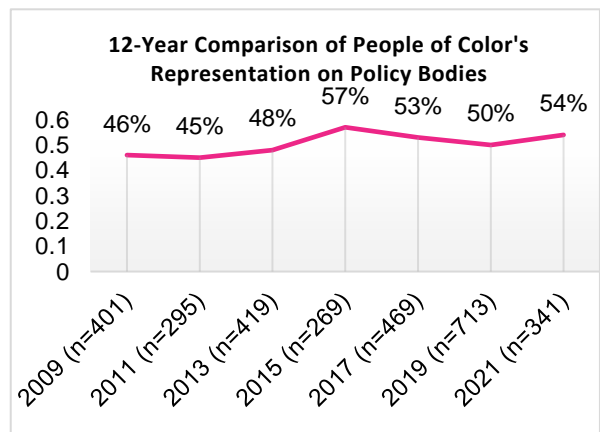
### Gender

- Women's representation on policy bodies is 55%, above parity with the San Francisco female population of 49%.
- FY 2021 oversaw the largest increase in the representation of women on San Francisco policy bodies since 2009.



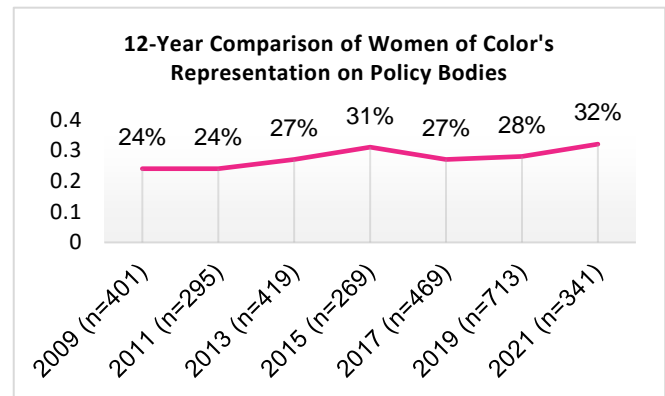
### Race and Ethnicity

- The representation of people of color on policy bodies is 54%. Comparatively, in San Francisco, 62% of the population identifies with a race other than white.
- While the overall representation of people of color has increased since the 2019 report at 50%, representation has still decreased compared to 57% in 2015.
- As found in previous reports, Latinx and Asian groups are underrepresented on San Francisco policy bodies as compared to the population. Latinx individuals are 15% of the population but make up only 9% of appointees. Asian individuals are 36% of the population but make up only 26% of appointees.



## Race and Ethnicity by Gender

- On the whole, women of color are 32% of the San Francisco population and 32% of appointees. This 4% increase is the highest representation of women of color appointees to date.
- 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 25% of appointees compared to 17% of the San Francisco population. White men are 21% 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 8% of appointees compared to 2.4% of the population, and Black men are 4% of appointees compared to 2.5% of the population.
- Latinx women are 7% of the San Francisco population but 4% of appointees, and Latinx men are 7% of the population but 4% of appointees.
- Asian women are 17% of the San Francisco population but 15% of appointees, and Asian men are 15% of the population but 11% of appointees.

## Additional Demographics

- Out of the 74% of appointees who responded to the survey question on LGBTQIA+ identity, 23% identify as lesbian, gay, bisexual, transgender, nonbinary, queer, or questioning, and 77% of appointees identify as straight/heterosexual.
- Out of the 70% of appointees who responded to the question on Disability Status, 12.6% identify as having one or more disabilities, which is just above parity of the 12% of the adult population with a Disability Status in San Francisco.
- Out of the 67% of appointees who responded to the question on Veteran Status, 22% have served in the military (or have an immediate family member who has served) compared to 3% of the San Francisco population (census data on military service does not include immediate family members who have served).

### **Proxies for Influence: Budget and 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, representation of women on Boards and Commissions with the smallest budgets are just below parity with the San Francisco population.
- 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 60% of appointees on Advisory Bodies and 53% of appointees on Commissions and Boards. The percentage of women of color on Advisory Bodies is also higher than on Commissions and Boards.

### **Appointing Authorities**

- Mayoral appointments include 60% women, 59% people of color, and 37% 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	LGBTQIA+	Disability Status	Veteran Status
San Francisco Population**	49%	62%	32%	6%-15%*	12%	2.7%
Total Appointees	55%	54%	32%	23%	13%	22%
10 Largest Budgeted Commissions and Boards	43%	44%	21%	16%	15%	20%
10 Smallest Budgeted Commissions and Boards	48%	43%	29%	17%	9%	12%
Commissions and Boards	53%	53%	30%	18%	11%	21%
Advisory Bodies	60%	53%	33%	31%	15%	20%

*San Francisco population estimates come from the 2017 and 2018 American Community Survey 5-Year Estimates, SF DOSW Data Collection and Analysis Report, 2021.*

*\*Note: Estimates vary by source. See page 16 for a detailed breakdown.*

*\*\*Due to the COVID-19 pandemic, updated data is unavailable for race/ethnicity, LGBTQIA+ status, Disability Status, and Veteran Status in 2021. Therefore, the data used to represent the San Francisco population is from the 2019 Gender Analysis Report.*



## I. Introduction

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Inspired by the fourth U.N. 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 Against Women (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>3</sup> In 2002, the CEDAW Ordinance was revised to address the intersection of race and gender and incorporate reference to the U.N. Convention on the Elimination of all Forms of Race Discrimination. The Ordinance requires the City 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 two years.

The 2021 Gender Analysis Report examines the representation of women, people of color, LGBTQIA+ individuals, people with disabilities, Veterans, and religious affiliations of appointees on San Francisco policy bodies. As was the case for the 2019 Gender Analysis Report, this year's analysis involved increased outreach to policy bodies as compared to previous analyses that were limited to Commissions and Boards. As a result, the data collection and analysis examine a more diverse and expansive layout of City policy bodies. 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. 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 on page 27.

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<sup>3</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. Findings

Many aspects of San Francisco's diversity are reflected in the overall population of appointees on San Francisco policy bodies. The analysis includes data from 92 policy bodies, of which 788 of the 979 seats are filled, leaving 20% vacant. As outlined below in Figure 1, slightly more than half of appointees are women and people of color, 32% are women of color, 23% identify as LGBTQIA+, 13% have a disability, and 22% are Veterans.

**Figure 1: Summary Data of Policy Body Demographics, 2021**

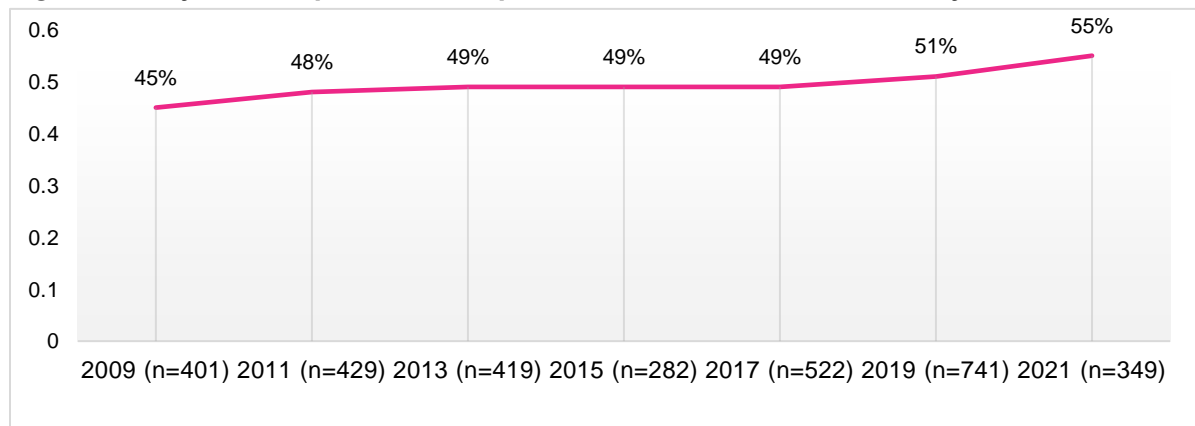
Appointee Demographics	Percentage of Appointees
Women (n=349)	55%
People of Color (n=341)	54%
Women of Color (n=341)	32%
LGBTQIA+ Identifying (n=334)	23%
People with Disabilities (n=349)	13%
Veteran Status (n=349)	22%

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, LGBTQIA+ identity, Disability Status, Veteran Status, religious affiliations, and policy body characteristics of budget size, decision-making authority, and appointment authority.

### A. Gender

On San Francisco policy bodies, 55% of appointees identify as women, which is above parity compared to the San Francisco female population of 49%. The representation of women remained stable at 49% from 2013 until 2017, with a slight increase to 51% in 2019. This increase could be partly due to the larger sample size used in the 2019 analysis compared to previous years. A 12-year comparison shows that the representation of women appointees has gradually increased since 2009 by a total of ten percentage points.

**Figure 2: 12-year Comparison of Representation of Women on Policy Bodies**



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 2017 and 2019. The Commission on the Status of Women is currently comprised of all women appointees. This finding has been consistent for the Commission on the Status of Women since 2015. The Aging and Adult Services Commission, Health Commission, and Library Commission are all at 71%, respectively.

**Figure 3: Commissions and Boards with the Highest Percentages of Women, 2021 Compared to 2017 and 2019**

Policy Body	Percent of Women	Response Rate	2019 Percent	2017 Percent
Commission on the Status of Women	100%	100%	100%	100%
Arts Commission	79%	100%	67%	60%
Children and Families (First 5) Commission	75%	75%	100%	100%
Aging and Adult Services Commission	71%	86%	57%	40%
Health Commission	71%	100%	43%	29%
Library Commission	71%	100%	71%	80%

Out of the Commissions and Boards in this section, 6 have 40% or less women. The Commissions and Boards with the lowest representation of women are displayed in Figure 4. The lowest percentage is found on the Board of Examiners, which has 90% of responses from the Board, but 0 members identifying as women. Unfortunately, demographic data is unavailable for the Board of Examiners for 2017, however there was 0% of female representation in 2019 as well. The Police Commission, Human Services Commission, and Access Appeals Commission all have entirely completed the demographics survey at 100%, yet still have some of the lowest percentages of women at 20%. It should be noted that policy bodies with a small number of members, such as the Residential Users Appeal Board (which currently has two members), means that minimal changes in its demographic composition greatly impacts percentages. Additionally, several policy bodies had low response rates to the demographics survey, ultimately impacting the representation for their respective policy body accordingly.

**Figure 4: Commissions and Boards with Lowest Percentage of Women, 2021 Compared to 2017 and 2019**

Policy Body	Percent of Women	Response Rate	2019 Percent	2017 Percent
Residential Users Appeal Board	0%	50%	0%	N/A
Board of Examiners	0%	90%	0%	N/A
Assessment Appeals Board No. 3	0%	67%	50%	N/A
Assessment Appeals Board No. 2	0%	100%	50%	N/A
Rent Board Commission	10%	60%	44%	30%
Small Business Commission	14%	43%	43%	43%
Retirement System Board	14%	57%	43%	43%
Health Service Board	14%	43%	33%	29%
Children, Youth, and Their Families Oversight and Advisory Committee	14%	14%	50%	N/A
Treasure Island Development Authority	17%	50%	50%	43%
Public Utilities Commission	20%	60%	67%	40%
Police Commission	20%	100%	43%	29%

**Figure 4: Commissions and Boards with Lowest Percentage of Women, 2021 Compared to 2017 and 2019, Continued**

Policy Body	Percent of Women	Response Rate	2019 Percent	2017 Percent
Human Services Commission	20%	100%	40%	20%
Access Appeals Commission	20%	100%	N/A	N/A
Public Utilities Rate Fairness Board	25%	75%	33%	33%
Ethics Commission	25%	25%	100%	33%

*\*Commission and Boards with 70% response rates or higher are highlighted in grey.*

In addition to Commissions and Boards, Advisory Bodies were examined for the highest and lowest percentages of women. This is the second year such bodies have been included, thus comparison to previous years before 2019 is unavailable. Figure 5 below displays the five Advisory Bodies with the highest representations of women. Due to a lack of survey responses from several Advisory Bodies, analysis on the five lowest representations of women is unavailable. The Office of Early Care and Education Citizens' Advisory Committee has the greatest representation of women at 67%, followed closely by the Citizen's Committee on Community Development at 63%.

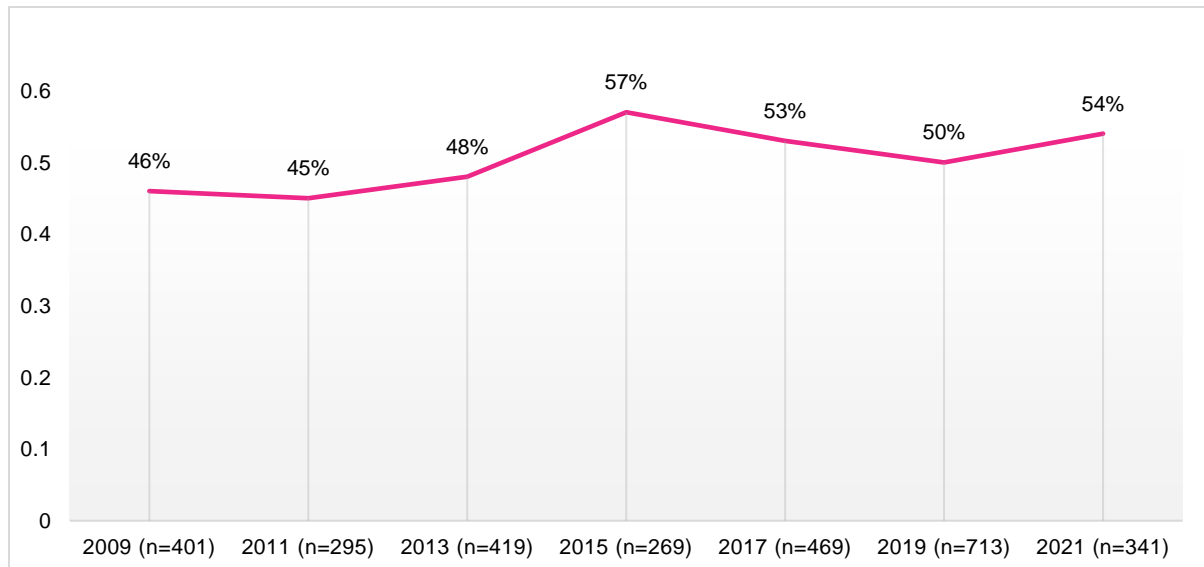
**Figure 5: Advisory Bodies with the Highest Percentage of Women, 2021**

Policy Body	Percent of Women	Response Rate	2019 Percent
Office of Early Care and Education Citizens' Advisory Committee	67%	78%	89%
Citizens' Committee on Community Development	63%	63%	75%
Ballot Simplification Committee	50%	75%	75%
Immigrant Rights Commission	43%	57%	54%
Municipal Green Building Task Force	43%	67%	50%

## B. Race and Ethnicity

Data on racial and ethnic identity was collected from 341 participants, or 98% of the 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, as compared to 2015. These larger data samples have coincided with smaller percentages of people of color.

**Figure 6: 12-year Comparison of Representation of People of Color on Policy Bodies**



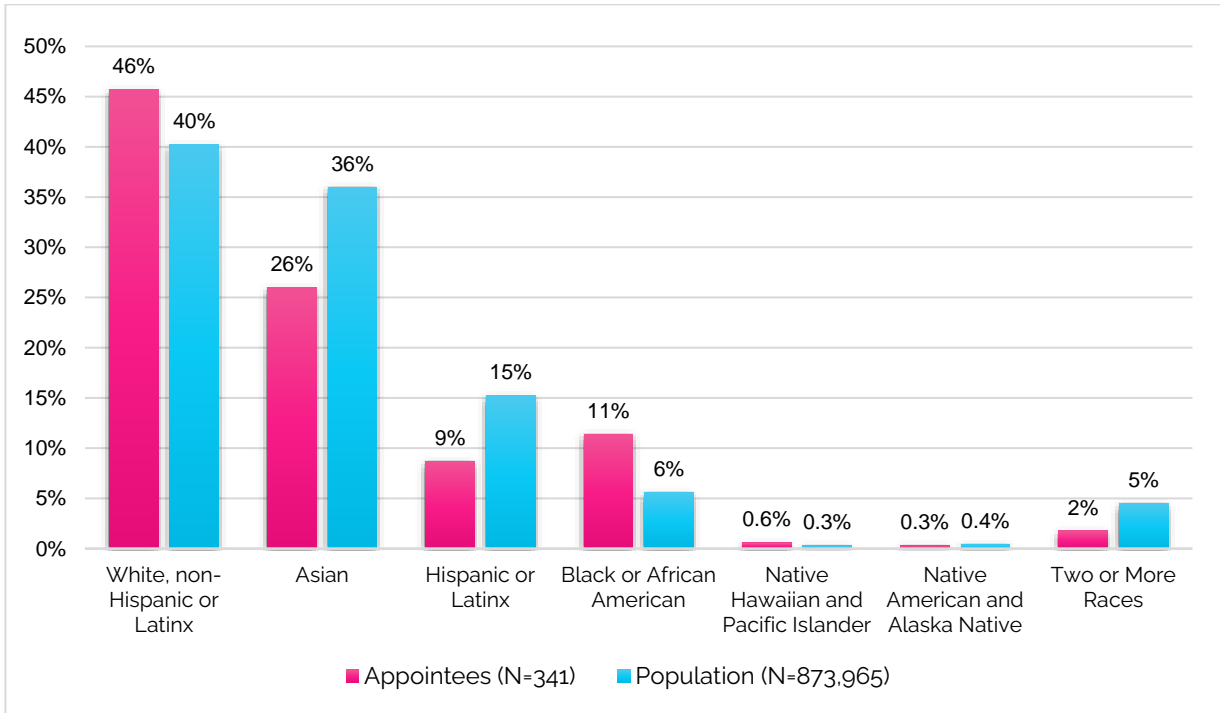
The racial and ethnic breakdown of policy body members compared to the San Francisco population is shown in Figure 7. This analysis reveals underrepresentation and overrepresentation in San Francisco policy bodies for certain racial and ethnic groups. Nearly half of all appointees are white, an overrepresentation by 6 percentage points. The Black community is represented on appointed policy bodies at 11% compared to 6% of the population of San Francisco.<sup>4</sup> This is a decrease of representation compared to the 14% representation in 2019. Characterizing these as overrepresentations 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>5</sup>

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

<sup>5</sup> Samir Gambhir and Stephen Menendian, "Racial Segregation in the Bay Area, Part 2," Haas Institute for a Fair and Inclusive Society (2018).

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 the Asian population is 36% of the San Francisco population, they make up 26% of appointees. While the Latinx population of San Francisco is 15%, 9% of appointees are Latinx. Although there is a small population of Native Americans and Alaska Natives in San Francisco of 0.4%, only one (0.3%) surveyed appointee identified themselves as such. The San Francisco population of Native Hawaiians and Pacific Islanders is 0.3%, which slightly less than the 0.6% of identifying appointees.

**Figure 7: Race and Ethnicity of Appointees Compared to San Francisco Population, 2021**



*Note: Due to the COVID-19 pandemic, updated data is unavailable for race/ethnicity in 2021. Therefore, the data used to represent the San Francisco population is from the 2019 Gender Analysis Report.*

The next two figures illustrate Commissions and Boards with the highest and lowest percentages of people of color. As shown in Figure 8, the Commission on the Status of Women holds the highest representation of people of color at 86%, with a 100% response rate. Both the Health Commission and Juvenile Probation Commission have decreased their percentages of people of color since 2019 and 2017.

**Figure 8: Commission and Boards with Highest Percentage of People of Color, 2021 Compared to 2019 and 2017**

Policy Body	Percent of POC	Response Rate	2019 Percent	2017 Percent
Commission on the Status of Women	86%	100%	71%	71%
Police Commission	80%	100%	71%	71%
Arts Commission	71%	100%	60%	53%
Health Commission	71%	100%	86%	86%
Library Commission	71%	100%	57%	60%
Juvenile Probation Commission	67%	83%	100%	86%
Board of Appeals	60%	100%	40%	40%
Fire Commission	60%	100%	40%	60%
Human Services Commission	60%	100%	40%	60%
Asian Art Commission	54%	81%	59%	59%
Assessment Appeals Board No.2	50%	100%	63%	N/A
Children and Families (First 5) Commission	50%	75%	75%	63%

There are 28 Commissions and Boards that have 40% or less appointees who identified a racial and ethnic category other than white. None of the current appointees of the Access Appeals Commission identified as people of color. Additionally, the Historic Preservation Commission remains at 14% representation since 2019. The Citizens General Obligation Bond Oversight Committee and Assessment Appeals Board No.1 are both at 17% representation for people of color. Lastly, the Public Utilities Rate Fairness Board had a large drop in representation of people of color going from 67% in 2019 to 25% this year.

**Figure 9: Commissions and Boards with Lowest Percentage of People of Color, 2021 Compared to 2019 and 2017**

Policy Body	Percent of POC	Response Rate*	2019 Percent	2017 Percent
Residential Users Appeal Board	0%	50%	50%	N/A
Children, Youth, and Their Families Oversight and Advisory Committee	0%	14%	75%	N/A
Building Inspection Commission	0%	50%	14%	14%
Access Appeals Commission	0%	100%	N/A	N/A
Small Business Commission	14%	43%	43%	50%
Historic Preservation Commission	14%	71%	14%	17%
Health Service Board	14%	43%	50%	29%
Citizens General Obligation Bond Oversight Committee	17%	100%	N/A	N/A
Assessment Appeals Board No.1	17%	100%	20%	N/A
War Memorial Board of Trustees	18%	45%	18%	18%
Public Utilities Commission	20%	60%	0%	33%
Public Utilities Rate Fairness Board	25%	75%	67%	67%

**Figure 9: Commissions and Boards with Lowest Percentage of People of Color, 2021 Compared to 2019 and 2017, Continued**

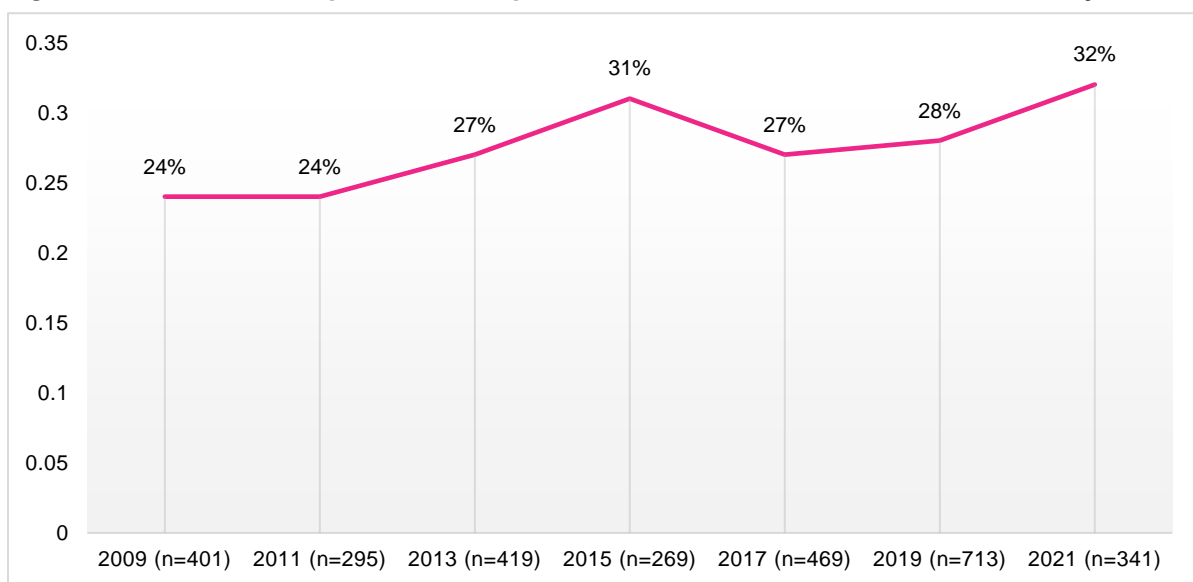
Policy Body	Percent of POC	Response Rate*	2019 Percent	2017 Percent
Ethics Commission	25%	25%	50%	67%
Retirement System Board	29%	57%	29%	29%
Recreation and Park Commission	29%	43%	43%	43%
Rent Board Commission	30%	60%	33%	50%

*Commission and Boards with 70% response rates or higher are highlighted in grey.*

### C. Race and Ethnicity by Gender

Both white men and women are overrepresented on San Francisco policy bodies, while Asian and Latinx men and women are underrepresented. The representation of women of color at 32% is equal to the San Francisco population of 32%, which is a notable increase compared to the 2019 percentage of 28%. Meanwhile, men of color are 21% of appointees compared to 31% of the San Francisco population.

**Figure 10: 12-Year Comparison of Representation of Women of Color on Policy Bodies**

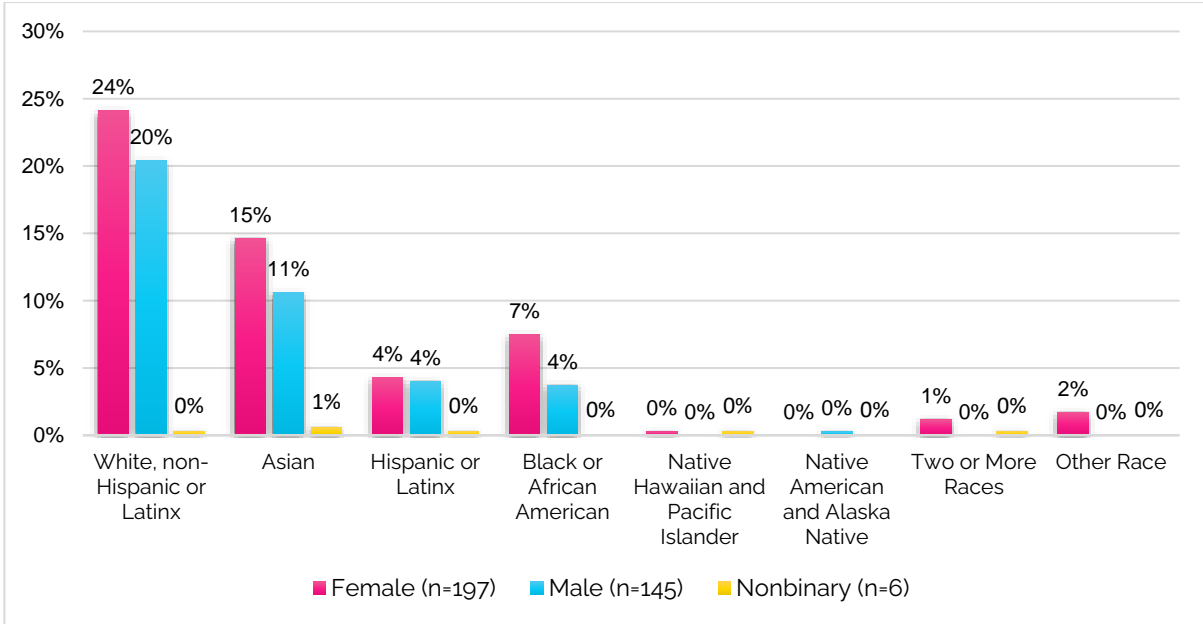


The following figures present the breakdown for appointees and the San Francisco population by race, ethnicity, and gender. Both white men and women are overrepresented, holding 24% and 20% of appointments, respectively, compared to 20% and 17% of the population. Asian men and women are slightly underrepresented with Asian women making up 15% of appointees compared to 17% of the population, while Asian men comprise 11% of appointees and 15% of the population. Latinx men and women are also slightly underrepresented, with Latinx men and women comprising 4% of appointees each and 7% of the population each. Black men and women are well-represented with Black women comprising 8% of appointees, compared to 2.4% of the general San Francisco population, and Black men comprising 4% of appointees,

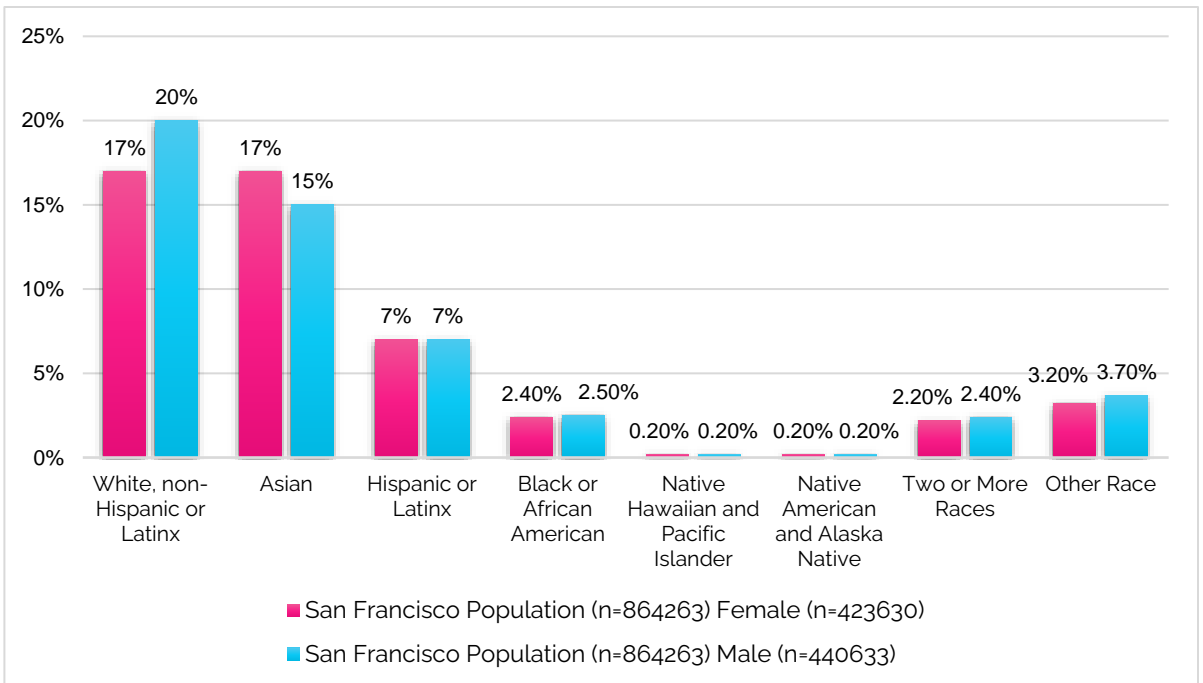


compared to 2.5% of the general San Francisco population. Native Hawaiian and Pacific Islander men and women, and multiracial women are below parity with the population. Similarly, although Native American and Alaska Native men and women make up only 0.4% of San Francisco's population, only one (0.3%) of the surveyed appointees identified as such.

**Figure 11: Appointees by Race/Ethnicity and Gender, 2021**



**Figure 12: San Francisco Population by Race/Ethnicity**

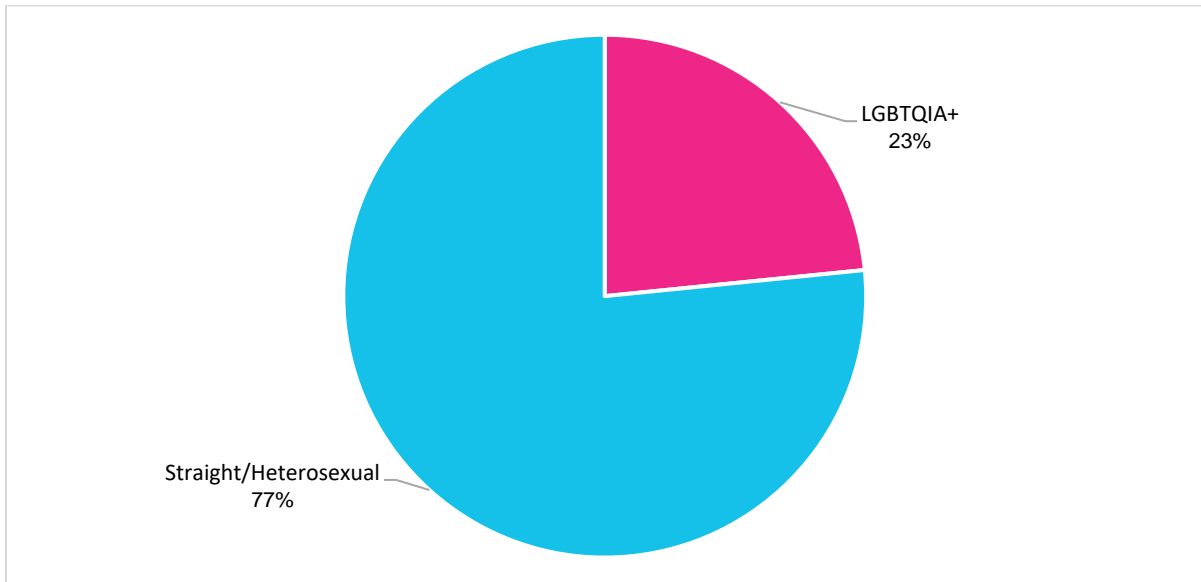


#### D. LGBTQIA+ Identity

LGBTQIA+ identity data was collected from 334 participants, or 96% of the surveyed appointees. This is a notable increase in data on LGBTQIA+ identity compared to previous reports. Due to limited and outdated information on the population of the LGBTQIA+ community in San Francisco, it is difficult to adequately assess the representation of the LGBTQIA+ community. However, compared to available San Francisco, greater Bay Area, and national data, the LGBTQIA+ community is well represented on San Francisco policy bodies. Recent research estimates the California LGBTQIA+ population is 5.3%<sup>6</sup>. The LGBTQIA+ population of the San Francisco and greater Bay Area is estimated to rank the highest of U.S. cities at 6.2%,<sup>7</sup> while a 2006 survey found that 15.4% of adults in San Francisco identify as LGBTQIA+<sup>8</sup>.

Of the appointees who responded to this question, 23% identify as LGBTQIA+ and 77% identify as straight or heterosexual. Of the LGBTQIA+ appointees, 56% identify as gay/lesbian, 20% as bisexual, 9% as queer, 9% as transgender, 2% as questioning, and 4% as other LGBTQIA+ identities. Data on LGBTQIA+ identity by race was not captured. Efforts to capture data on LGBTQIA+ identity by race for future reports would enable more intersectional analysis.

**Figure 13: LGBTQIA+ Identity of Appointees, 2021**

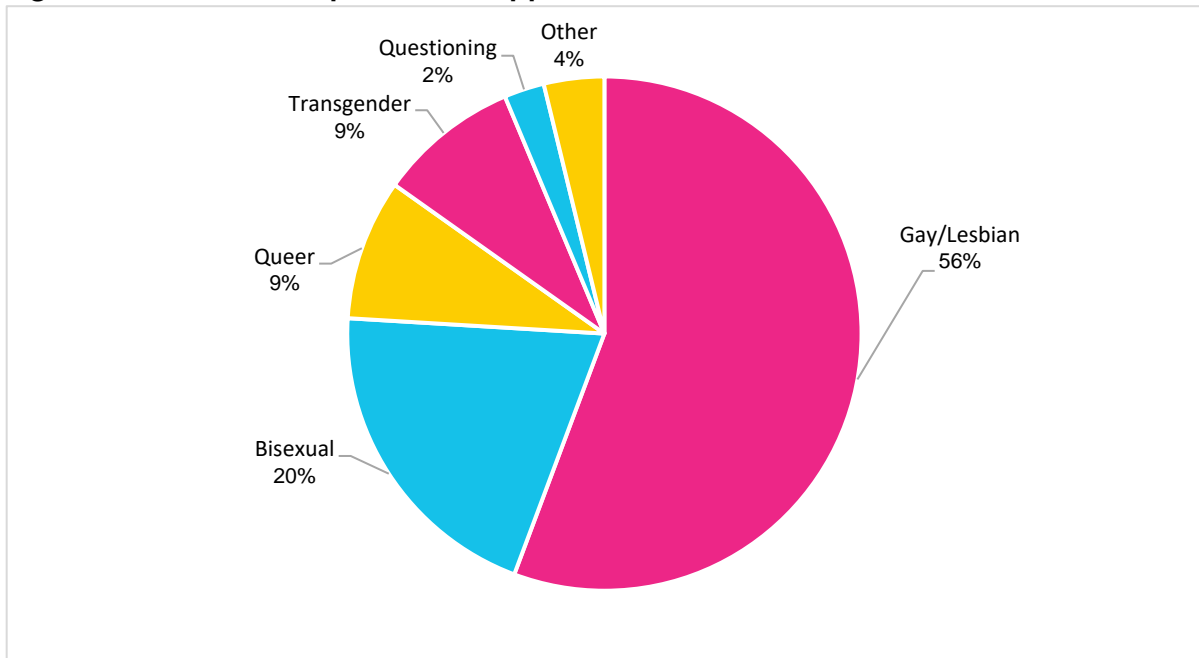


<sup>6</sup> <https://williamsinstitute.law.ucla.edu/publications/adult-lgbt-pop-us/>

<sup>7</sup> Gary J. Gates and Frank Newport, "San Francisco Metro Area Ranks Highest in LBG T Percentage," GALLUP (March 20, 2015) [https://news.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbtpercentage.aspx?utm\\_source=Social%20Issues&utm\\_medium=newsfeed&utm\\_campaign=titles](https://news.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbtpercentage.aspx?utm_source=Social%20Issues&utm_medium=newsfeed&utm_campaign=titles).

<sup>8</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).

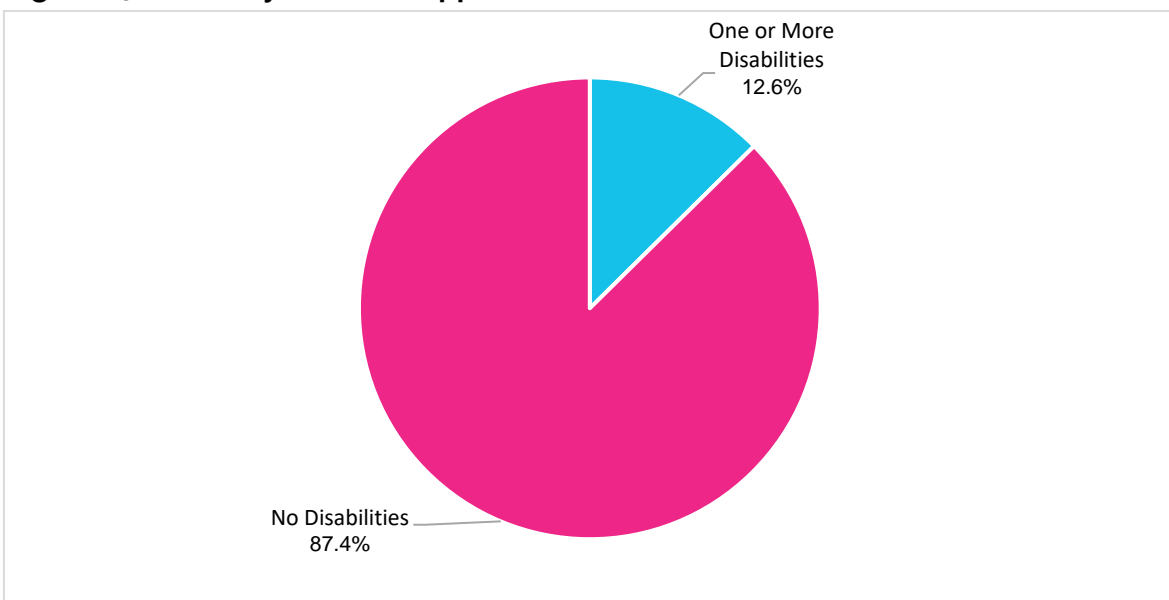
**Figure 14: LGBTQIA+ Population of Appointees, 2021**



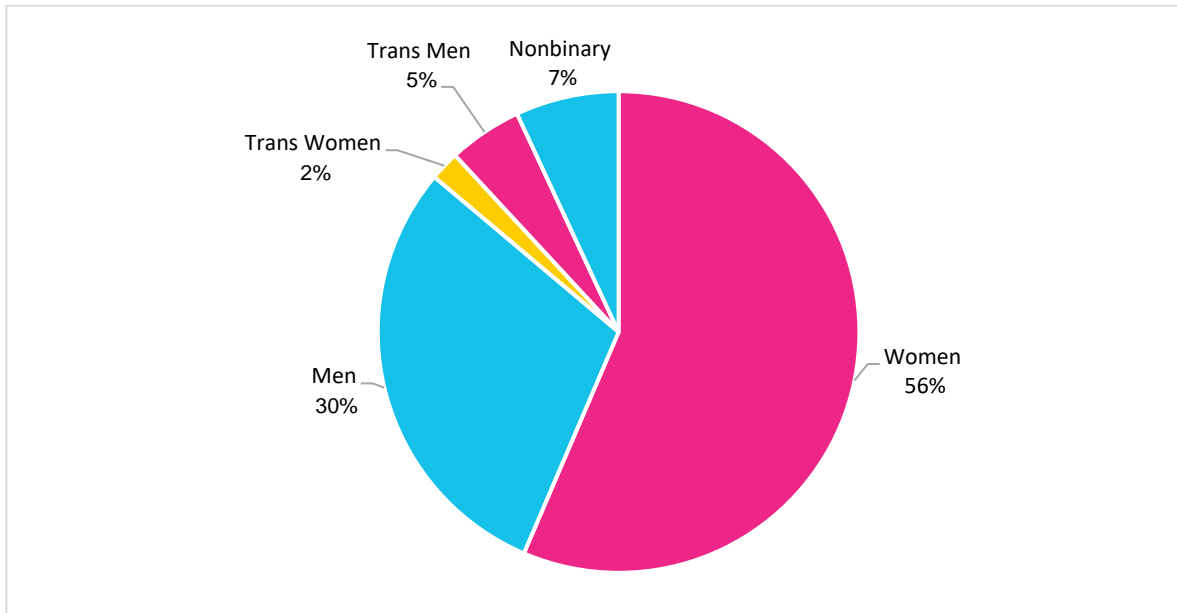
**E. Disability Status**

Overall, more than one in twenty adults in San Francisco live with one or more disabilities. Data on Disability Status was obtained from nearly 100% of the appointees who participated in the survey. 12.6% of participating appointees reported to have one or more disabilities. Of these appointees with one or more disabilities, 56% are women, 30% are men, 2% are trans women, 5% are trans men, and 7% are nonbinary individuals.

**Figure 15: Disability Status of Appointees, 2021**



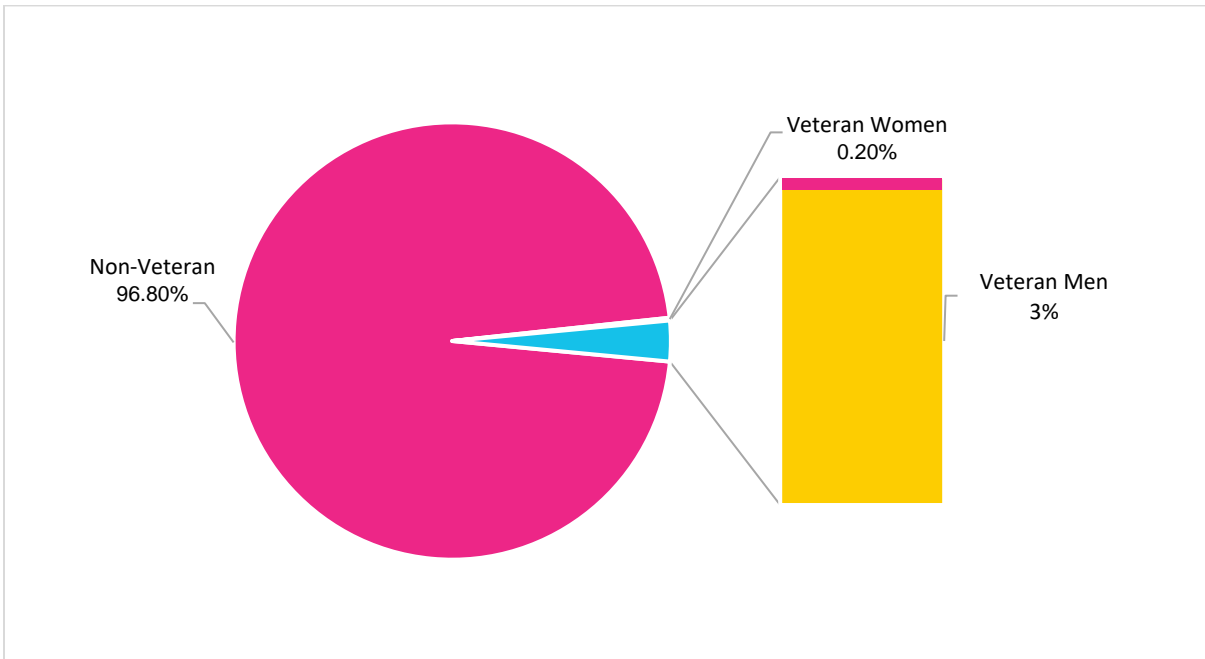
**Figure 16: Appointees with One or More Disabilities by Gender Identity, 2021**



#### **F. Veteran Status**

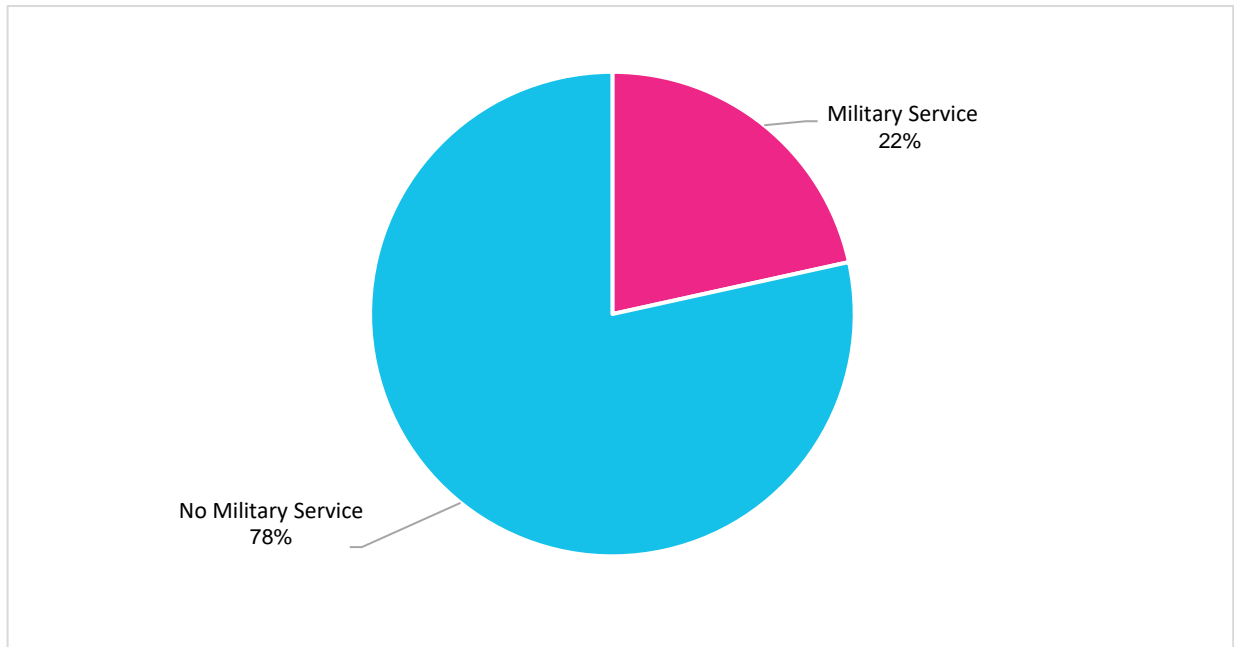
Overall, 2.7% of the adult population in San Francisco have served in the military. Data on Veteran status was obtained from 334 appointees who participated in the survey. Of the 334 appointees who responded to this question, 22% served in the military. Men comprise 47.2% and women make up 51.4% of the total number of Veteran appointees. Of participating appointees, 1.4% are nonbinary individuals. Veteran status data on transgender and gender-nonconforming individuals in San Francisco is currently unavailable. The vast increase of appointees with military service compared to 2019's 7.1% of appointees is likely due to the change in wording in the 2021 Gender Analysis Report from previous years, which defines an appointee with Veteran status as someone with a spouse or direct family member who has served, as opposed to only oneself or their spouse. This change was implemented based on feedback from prior reports. Future analyses may want to ask separate questions regarding one's personal experience with military service and one's familial ties to military service, in order to distinguish the most accurate and aggregated data results.

**Figure 17: San Francisco Adult Population with Military Service by Gender\***

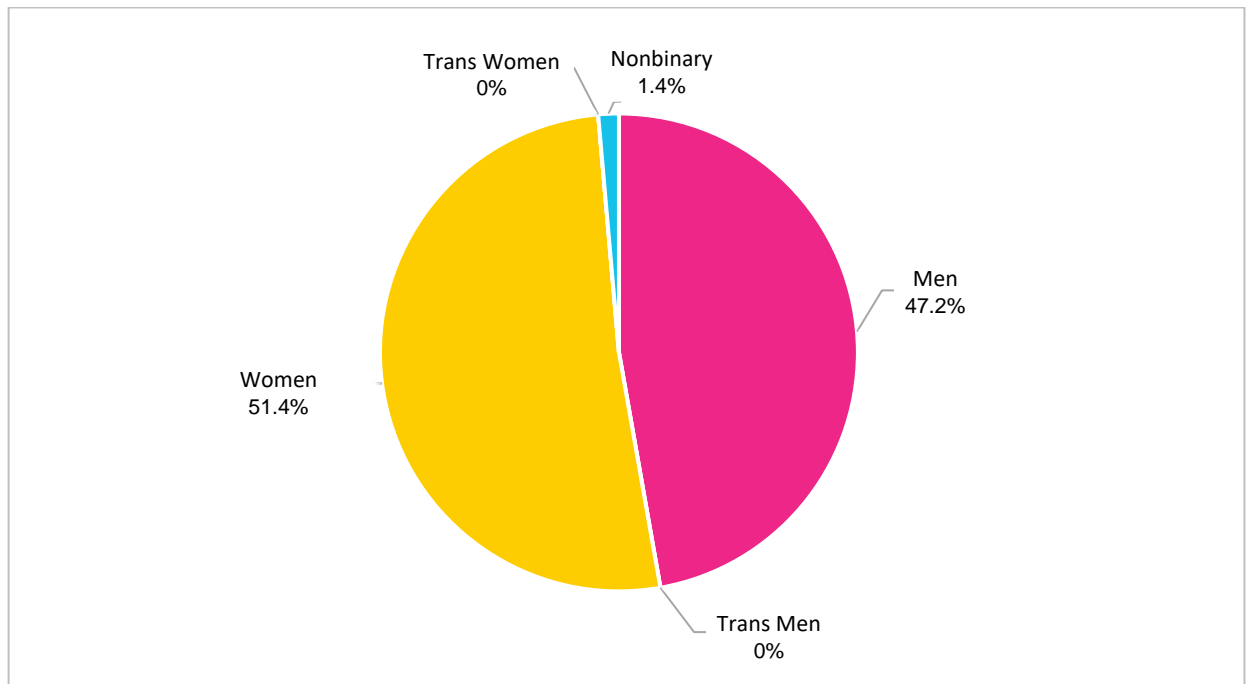


*\*This graph is from the 2019 Gender Analysis Report. Due to the COVID-19 pandemic, updated data on the gendered population of Veterans in San Francisco is unavailable. This graph fails to identify nonbinary individuals with military experience. However, this graph highlights the gender disparity amongst male and female Veterans, with only 0.2% identifying as women.*

**Figure 18: Appointees with Military Service, 2021**



**Figure 19: Appointees with Military Service by Gender, 2021**



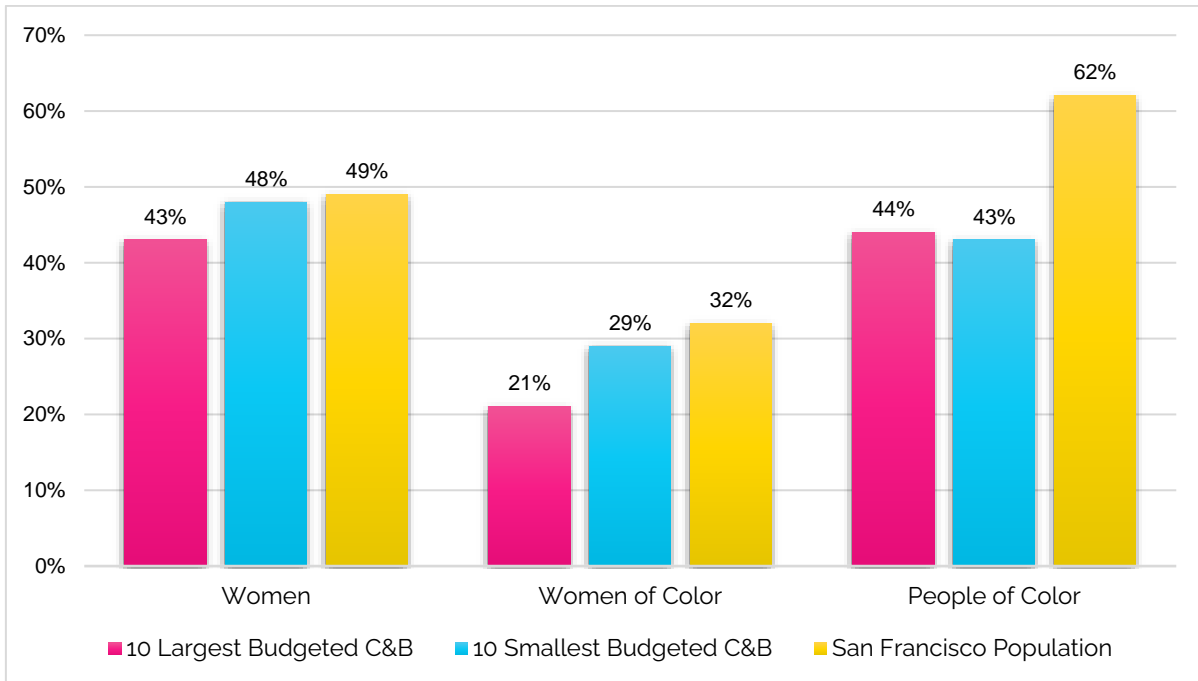
### **G. Policy Bodies by Budget**

This 2021 Gender Analysis Report examines the demographic representativeness of policy bodies by budget size. 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.

Overall, appointees from the 10 **largest** budgeted Commissions and Boards are 44% people of color, 43% women, and 21% women of color. Appointees from the 10 **smallest** budgeted Commissions and Boards are 43% people of color, 48% women, and 29% women of color.

Representation for women, women of color, and overall people of color is below parity with the population on both the 10 smallest and 10 largest budgeted bodies. The representation of women and women of color is greater on smaller budgeted policy bodies by 5% and 8%, respectively. The representation of people of color is 1% higher on Commissions and Boards with the largest budgets.

**Figure 20: Percent of Women, Women of Color, and People of Color on Commissions and Boards with Largest and Smallest Budgets in Fiscal Year 2020-2021**



**Figure 21: Demographics of Commissions and Boards with Largest Budgets, 2021**

Policy Body	FY20-21 Budget	Total Seats	Filled Seats	Response Rate	Women	Women of Color	People of Color
Health Commission	\$2.7B	7	7	100%	71%	43%	71%
Public Utilities Commission	\$1.43B	5	5	60%	20%	20%	20%
Airport Commission	\$1.37B	5	5	100%	40%	0%	40%
MTA Board of Directors and Parking Authority Commission	\$1.26B	7	6	50%	33%	33%	50%
Human Services Commission	\$604M	5	5	100%	20%	0%	60%
Aging and Adult Services Commission	\$435M	7	7	86%	71%	29%	43%
Fire Commission	\$414M	5	5	100%	40%	20%	60%
Library Commission	\$341B	7	7	100%	71%	43%	71%
Recreation and Park Commission	\$231.6M	7	7	43%	29%	14%	29%
Children, Youth, and Their Families Oversight and Advisory Committee	\$171.5M	11	7	14%	14%	0%	0%
<b>Total</b>	<b>\$8.9B</b>	<b>66</b>	<b>61</b>	<b>74%</b>	<b>58%</b>	<b>29%</b>	<b>60%</b>

**Figure 22: Demographics of Commissions and Boards with Smallest Budgets, 2021**

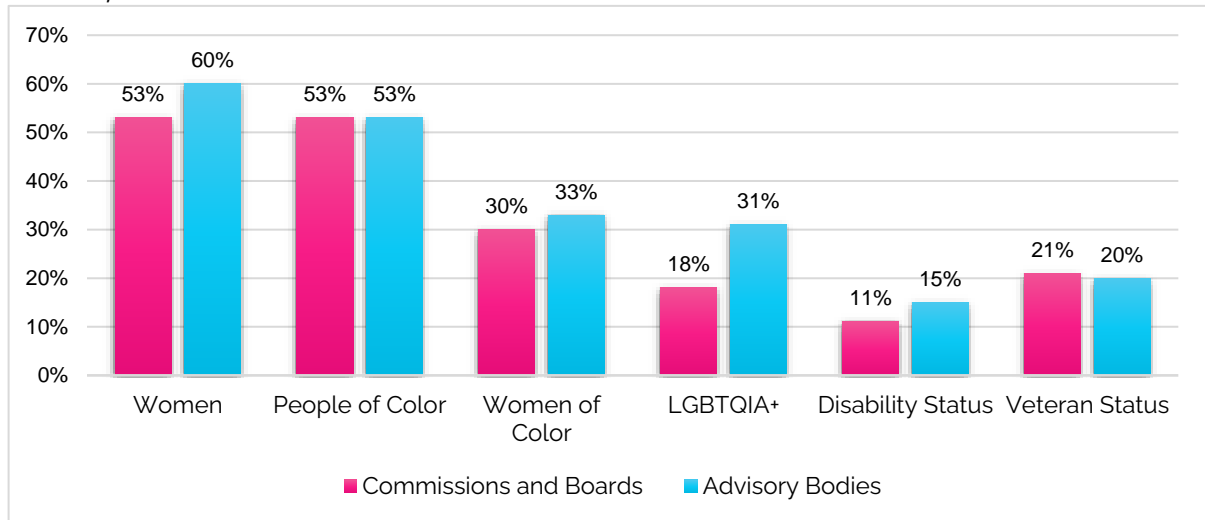
Policy Body	FY20-21 Budget	Total Seats	Filled Seats	Response Rate	Women	Women of Color	People of Color
Commission on the Status of Women	\$9M	7	7	100%	100%	86%	86%
Ethics Commission	\$6.5M	5	4	25%	25%	25%	25%
Small Business Commission	\$3.5M	7	7	43%	14%	0%	14%
Film Commission	\$1.5M	11	11	100%	45%	27%	45%
Civil Service Commission	\$1.3M	5	5	100%	60%	20%	40%
Entertainment Commission	\$1.2M	7	7	100%	29%	14%	43%
Board of Appeals	\$1.2M	5	5	100%	40%	20%	60%
Assessment Appeals Board No.1	\$701,348	8	6	100%	50%	0%	17%
Local Agency Formation Commission	\$427,685	7	4	50%	50%	50%	50%
Sunshine Ordinance Task Force	\$172,373	11	9	89%	56%	44%	44%
<b>Total</b>	<b>\$25.5M</b>	<b>73</b>	<b>65</b>	<b>86%</b>	<b>56%</b>	<b>35%</b>	<b>51%</b>

#### 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. 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, LGBTQIA+ people, people with disabilities, and women of color are larger for total appointees on Advisory Bodies. However, the percentages of Veterans on Commissions and Boards slightly exceeds the percentage on Advisory Bodies, and both Commissions and Boards and Advisory Bodies have 53% people of color.



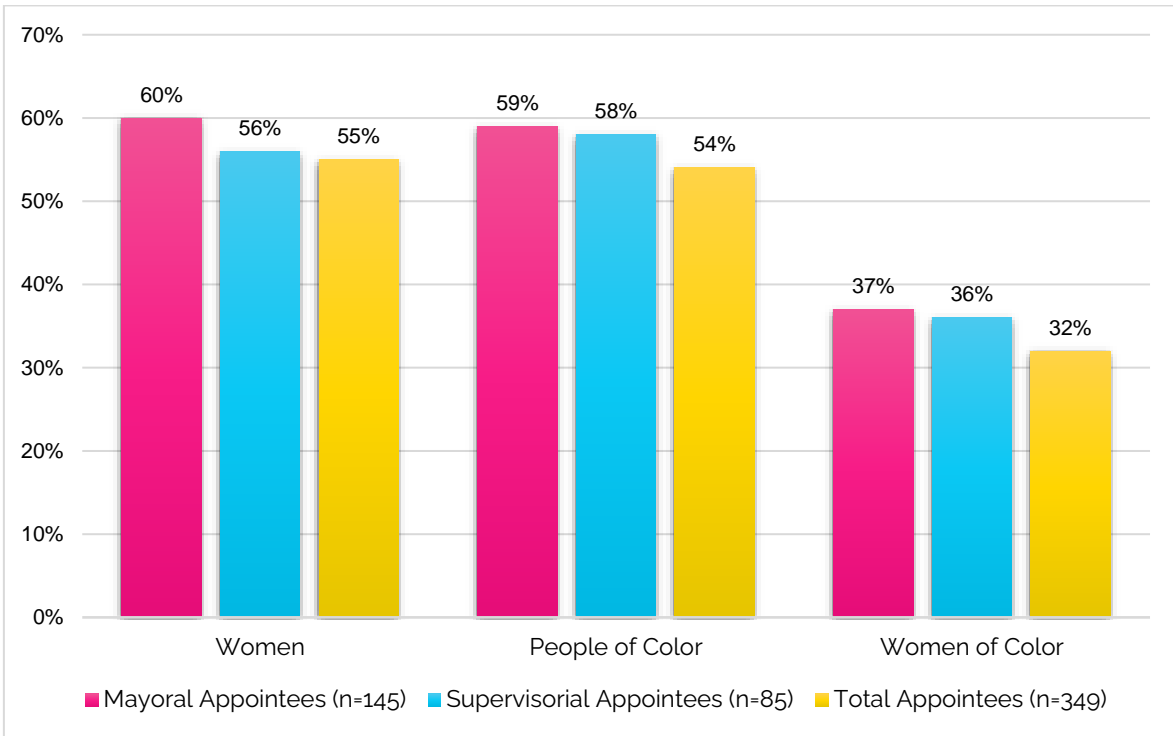
**Figure 23: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2021**



**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 60% women, 37% women of color, and 59% people of color, while Supervisorial appointments are 56% women, 36% women of color, and 58% people of color. The total of all approving authorities combined average out at 55% women, 32% women of color, and 54% people of color. This disparity in diversity between Mayoral and Supervisorial appointments may be due in part to the appointment selection 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.

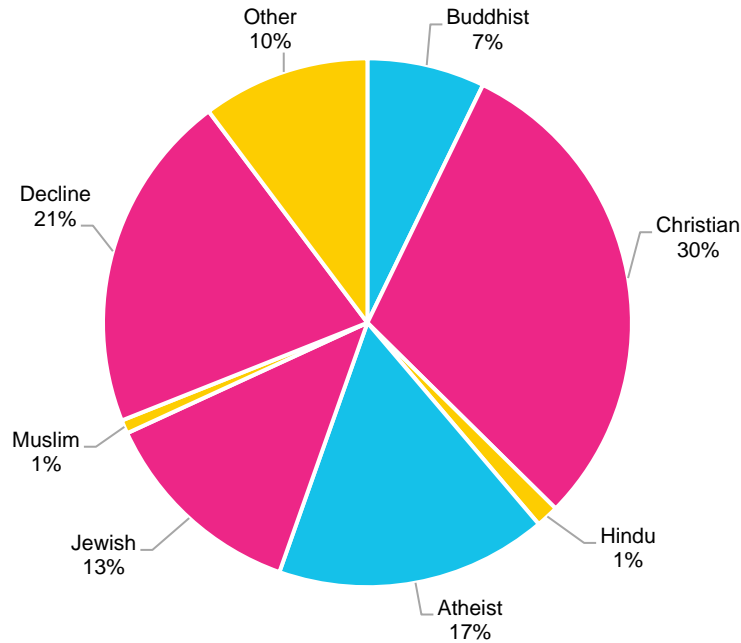
**Figure 24: Demographics of Mayoral, Supervisorial, and Total Appointees, 2021**



## J. Religious Affiliations

The 2021 Gender Analysis Report collected data on religious affiliations to fully examine the demographics and representation of appointees. This is the first-year religious affiliations have been examined. Figure 25 illustrates the religious demographics of appointees, with the largest number of appointees identifying as Christian (30%), and the smallest number of appointees identifying as Hindu (1%) or Muslim (1%).

**Figure 25: Religious Affiliations of Appointees, 2021**



### III. 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 have jurisdiction limited to the City. The 2021 Gender Analysis Report reflects data from the policy bodies that provided information to the Department on the Status of Women through digital survey. Due to the COVID-19 pandemic, the normal outreach method of paper surveys and in-person meetings was unavailable, ultimately leaving all survey outreach and correspondence to be conducted online. Unfortunately, obtaining the data strictly online had a significant negative impact on participation rates. Following initial email outreach, policy bodies were contacted three to five times via email and phone, including two emails to Department Heads from Department on the Status of Women Director, Kimberly Ellis. All possible measures were taken to obtain accurate and complete data. While participation rates are lower than the 2019 Gender Analysis Report, this report features the most diverse individual responses, as well as participation of the largest number of Commission and Boards and Advisory Bodies to date.

Data was requested from 109 policy bodies and acquired from 92 of those bodies, a total of 349 appointees. Comparatively, the 2019 Gender Analysis Report received data from 84 policy bodies (380 Commission and Boards and 389 Advisory Bodies), a total of 741 total appointees. A Commissioner or Board member's gender identity, race/ethnicity, sexual orientation, Disability Status, Veteran Status, or religious affiliations were among data elements collected on a *voluntary* basis. Therefore, responses 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. This should be kept in mind when interpreting these percentages.

Several changes were made to the survey questions since the 2019 Gender Analysis Report with the goal of distinguishing all possible areas of underrepresentation. In addition to updating SOGI (sexual orientation and gender identity) categories to align with the latest classifications used by the Office of Transgender Initiatives, the 2021 Gender Analysis Report expanded its classification of Veteran Status to include individuals with close family members that have served, as opposed to only oneself or their spouse. This addition to Veteran Status was adopted based on feedback from previous reports.

As acquiring data was the biggest limitation of this report, ensuring participation from all policy bodies could significantly improve or further efforts to address underrepresentation. Some methods of guaranteeing participation include surveying all appointees during their initial onboarding training with the City, as well as relying on paper/in-person survey outreach for future reports.

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>9</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. 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 American Community Survey 5-Year Estimates provides a comparison to the San Francisco population. Due to census data not being collected during COVID-19, updated demographic information on the general population of San Francisco was not available for years more recent than 2019. Comparisons of 2021 demographic data to data on the San Francisco population reference population data from previous years (2015-2019) and will be noted as such. Figures 26 and 27 in the Appendix display these population estimates by race/ethnicity and gender.

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<sup>9</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).

## IV. 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 2021 Gender Analysis Report finds the percentage of women appointees is 55%, which exceeds the population of women in San Francisco.

When appointee demographics are analyzed by gender and race, the representation of women of color has increased to 32%, which is 4% higher than 2019 representation, matching the San Francisco population. Most notably, underrepresented are individuals identifying as Asian, making up 36% of the San Francisco population but only 26% of appointees, and Latinx-identifying individuals who make up 15% of the population but only 9% of appointees. Additionally, men of color are underrepresented at 21% of appointees relative to their San Francisco population, 31%.

Furthermore, when analyzing the demographic composition of larger and smaller budgeted Commissions and Boards, women of color are underrepresented on Commission and Boards with both the largest and smallest budgets. Women comprise 43% of total appointees on the largest budgeted policy bodies compared to the population of 49%, and women of color comprise 21% of total appointees on the largest budgeted policy bodies, with the San Francisco population at 32%. Comparatively, women are 48% of total appointees on the smallest budgeted policy bodies, and women of color are 29% of appointees. However, the representation of people of color is higher on larger budgeted policy bodies by 1%. People of color make up 44% of appointees on the largest budgeted policy bodies and 43% of appointees on the smallest budgeted policy bodies compared to 54% of total appointees. The San Francisco population of people of color exceeds these percentages 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 (60%) of appointees on Advisory Bodies are women, while 53% of appointees on Commissions and Boards are women. Ultimately, women comprise a higher percentage of appointees on Advisory Bodies compared to Commissions and Boards.

The 2021 Gender Analysis Report found a relatively high representation of LGBTQIA+ individuals on San Francisco policy bodies. For the appointees that provided LGBTQIA+ identity information, 23% identify as LGBTQIA+ with the largest subset identifying as gay or lesbian (56%), 16% of appointees from the largest budgeted policy bodies identify as LGBTQIA+, and 17% from the smallest budgeted bodies. However, there is a significant difference of LGBTQIA+ representation when comparing Commissions and Boards (18%) and Advisory Bodies (31%). The representation of appointees with disabilities is 13%, slightly exceeding the 12% population. Veterans are highly represented on San Francisco policy bodies at 22% compared to the Veteran population of 2.7%, which could be due to differences in each source's classification of Veteran Status.

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 60% women, 37% women of color, and 59% 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 to policy bodies for the City and County of San Francisco. In the 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.

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, particularly Department Interns Charly De Nocker and Brooklynn McPherson for the data collection and analysis of this report.

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

President Breanna Zwart  
Vice President Dr. Shokooh Miry  
Commissioner Sophia Andary  
Commissioner Sharon Chung  
Commissioner Dr. Anne Moses  
Commissioner Dr. Raveena Rihal  
Commissioner Ani Rivera

Kimberly Ellis, 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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## Appendix

**Figure 26: Policy Body Demographics, 2021**

Policy Body*	Total Seats	Filled Seats	FY20-21 Budget	Women	Women of Color	People of Color	Survey Response Rate
<b>Access Appeals Commission</b>	5	5	\$0	20%	0%	0%	100%
Advisory Committee of Street Artists and Craft Examiners	5	5	\$0	20%	20%	20%	20%
African American Reparations Committee	15	15	\$0	0%	0%	0%	0%
<b>Aging and Adult Services Commission</b>	7	7	\$ 435,011,663	71%	29%	43%	86%
<b>Airport Commission</b>	5	5	\$ 1,370,000,000	40%	0%	40%	100%
Animal Control and Welfare Commission	7	7	\$0	29%	14%	29%	43%
<b>Arts Commission</b>	15	14	\$ 23,762,015	79%	57%	71%	100%
<b>Asian Art Commission</b>	27	26	\$ 10,200,000	50%	35%	54%	81%
<b>Assessment Appeals Board No.1</b>	8	6	\$ -	50%	0%	17%	100%
<b>Assessment Appeals Board No.2</b>	8	4	\$ -	0%	0%	50%	100%
<b>Assessment Appeals Board No.3</b>	8	3	\$ -	0%	0%	33%	67%
Ballot Simplification Committee	5	4	\$0	50%	0%	0%	75%
Bayview Hunters Point Citizens Advisory Committee	12	8	\$0	0%	0%	0%	0%
<b>Board of Appeals</b>	5	5	\$ 1,177,452	40%	20%	60%	100%
<b>Board Of Examiners</b>	13	10	\$0	0%	0%	40%	90%
<b>Building Inspection Commission</b>	7	6	\$ 89,600,000	33%	0%	0%	50%
Cannabis Oversight Committee	16	16	\$0	19%	31%	38%	25%

**Figure 26: Policy Body Demographics, 2021, Continued**

<b>Policy Body*</b>	<b>Total Seats</b>	<b>Filled Seats</b>	<b>FY20-21 Budget</b>	<b>Women</b>	<b>Women of Color</b>	<b>People of Color</b>	<b>Survey Response Rate</b>
Central Subway Community Advisory Group	21	14	\$0	0%	0%	0%	0%
<b>Children and Families Commission (First 5)</b>	<b>9</b>	<b>8</b>	<b>\$ 31,019,003</b>	<b>75%</b>	<b>50%</b>	<b>50%</b>	<b>75%</b>
<b>Children, Youth, and Their Families Oversight and Advisory Committee</b>	<b>11</b>	<b>7</b>	<b>\$ 171,481,507</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>
Citizen's Advisory Committee for the Central Market Street and Tenderloin Area	9	8	\$0	0%	0%	0%	0%
Citizen's Committee on Community Development	9	8	\$ 27,755,465	63%	50%	50%	63%
<b>Citizens General Obligation Bond Oversight Committee</b>	<b>9</b>	<b>6</b>	<b>\$0</b>	<b>50%</b>	<b>0%</b>	<b>17%</b>	<b>100%</b>
City Hall Preservation Advisory Commission	5	5	\$0	0%	0%	0%	20%
<b>Civil Service Commission</b>	<b>5</b>	<b>5</b>	<b>\$ 1,286,033</b>	<b>60%</b>	<b>20%</b>	<b>40%</b>	<b>100%</b>
Commission on Community Investment and Infrastructure	7	6	\$0	17%	17%	33%	50%
Commission on the Aging Advisory Council	22	14	\$0	21%	0%	0%	21%
<b>Commission on the Environment</b>	<b>7</b>	<b>7</b>	<b>\$0</b>	<b>57%</b>	<b>29%</b>	<b>43%</b>	<b>86%</b>
<b>Commission on the Status of Women</b>	<b>7</b>	<b>7</b>	<b>\$ 9,089,928</b>	<b>100%</b>	<b>86%</b>	<b>86%</b>	<b>100%</b>
Committee on Information Technology	17	17	\$ 22,934,703	12%	0%	6%	18%



**Figure 26: Policy Body Demographics, 2021, Continued**

<b>Policy Body*</b>	<b>Total Seats</b>	<b>Filled Seats</b>	<b>FY20-21 Budget</b>	<b>Women</b>	<b>Women of Color</b>	<b>People of Color</b>	<b>Survey Response Rate</b>
<b>Elections Commission</b>	7	5	\$ 69,000	60%	20%	40%	100%
<b>Entertainment Commission</b>	7	7	\$0	29%	14%	43%	100%
<b>Ethics Commission</b>	5	4	\$ 6,500,000	25%	25%	25%	25%
<b>Film Commission</b>	11	11	\$0	45%	27%	45%	100%
<b>Fire Commission</b>	5	5	\$ 414,360,096	40%	20%	60%	100%
<b>Health Commission</b>	7	7	\$ 2,700,000,000	71%	43%	71%	100%
<b>Health Service Board</b>	7	7	\$ 16,500,000	14%	14%	14%	43%
<b>Historic Preservation Commission</b>	7	7	\$0	29%	14%	14%	71%
Historic Preservation Fund Committee	7	7	\$0	0%	0%	0%	0%
Housing Authority Commission	7	5	\$ 55,800,000	20%	20%	20%	20%
<b>Human Rights Commission</b>	11	9	\$ 13,618,732	0%	0%	0%	0%
<b>Human Services Commission</b>	5	5	\$ 604,412,630	20%	0%	60%	100%
Immigrant Rights Commission	15	14	\$0	43%	36%	50%	57%
<b>Juvenile Probation Commission</b>	7	6	\$0	50%	33%	67%	83%
<b>Library Commission</b>	7	7	\$ 341,000,000	71%	43%	71%	100%
<b>Local Agency Formation Commission</b>	7	4	\$ 427,685	50%	50%	50%	50%
Local Homeless Coordinating Board	9	7	\$ 54,000,000	0%	0%	0%	0%
Long Term Care Coordinating Council	40	35	\$0	9%	3%	6%	14%
Mental Health Board	17	9	\$0	0%	0%	0%	0%
<b>MTA Board of Directors and Parking Authority Commission</b>	7	6	\$ 1,258,700,000	33%	33%	50%	50%

**Figure 26: Policy Body Demographics, 2021, Continued**

<b>Policy Body*</b>	<b>Total Seats</b>	<b>Filled Seats</b>	<b>FY20-21 Budget</b>	<b>Women</b>	<b>Women of Color</b>	<b>People of Color</b>	<b>Survey Response Rate</b>
Municipal Green Building Task Force	21	21	\$0	43%	24%	29%	67%
Municipal Transportation Agency Citizens' Advisory Council	15	13	\$0	15%	8%	8%	15%
Office of Early Care and Education Citizens' Advisory Committee	9	9	\$0	67%	33%	44%	78%
Paratransit Coordinating Council	40	25	\$0	0%	0%	0%	0%
Park, Recreation, and Open Space Advisory Committee	23	19	\$0	26%	11%	11%	53%
<b>Planning Commission</b>	<b>7</b>	<b>7</b>	<b>\$ 62,194,821</b>	<b>57%</b>	<b>29%</b>	<b>43%</b>	<b>71%</b>
<b>Police Commission</b>	<b>7</b>	<b>5</b>	<b>\$0</b>	<b>20%</b>	<b>20%</b>	<b>80%</b>	<b>100%</b>
<b>Port Commission</b>	<b>5</b>	<b>5</b>	<b>\$ 125,700,000</b>	<b>60%</b>	<b>40%</b>	<b>40%</b>	<b>60%</b>
Public Utilities Citizen's Advisory Committee	17	14	\$0	21%	0%	14%	43%
<b>Public Utilities Commission</b>	<b>5</b>	<b>5</b>	<b>\$ 1,433,954,907</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>60%</b>
<b>Public Utilities Rate Fairness Board</b>	<b>7</b>	<b>4</b>	<b>\$0</b>	<b>25%</b>	<b>0%</b>	<b>25%</b>	<b>75%</b>
<b>Recreation and Park Commission</b>	<b>7</b>	<b>7</b>	<b>\$ 231,600,000</b>	<b>29%</b>	<b>14%</b>	<b>29%</b>	<b>43%</b>
Reentry Council	7	5	\$0	0%	0%	0%	0%
<b>Rent Board Commission</b>	<b>10</b>	<b>10</b>	<b>\$ 9,381,302</b>	<b>10%</b>	<b>0%</b>	<b>30%</b>	<b>60%</b>
<b>Residential Users Appeal Board</b>	<b>3</b>	<b>2</b>	<b>\$ 900</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>50%</b>
<b>Retire Health Care Trust Fund Board</b>	<b>5</b>	<b>5</b>	<b>\$ 70,000</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Retirement System Board</b>	<b>7</b>	<b>7</b>	<b>\$ 90,000,000</b>	<b>14%</b>	<b>14%</b>	<b>29%</b>	<b>57%</b>
<b>Small Business Commission</b>	<b>7</b>	<b>7</b>	<b>\$ 3,505,244</b>	<b>14%</b>	<b>0%</b>	<b>14%</b>	<b>43%</b>
SoMa Community Planning Advisory Committee	11	7	\$0	0%	0%	0%	0%

**Figure 26: Policy Body Demographics, 2021, Continued**

<b>Policy Body*</b>	<b>Total Seats</b>	<b>Filled Seats</b>	<b>FY20-21 Budget</b>	<b>Women</b>	<b>Women of Color</b>	<b>People of Color</b>	<b>Survey Response Rate</b>
SoMa Community Stabilization Fund Community Advisory Committee	14	10	\$0	0%	0%	10%	10%
Southeast Community Facility Commission	7	7	\$0	0%	0%	0%	0%
<b>Sunshine Ordinance Task Force</b>	<b>11</b>	<b>9</b>	<b>\$0</b>	<b>56%</b>	<b>44%</b>	<b>44%</b>	<b>89%</b>
Sweatfree Procurement Advisory Group	11	6	\$0	0%	0%	0%	0%
Transgender Advisory Committee	14	14	\$0	0%	0%	21%	36%
<b>Treasure Island Development Authority</b>	<b>7</b>	<b>6</b>	<b>\$0</b>	<b>17%</b>	<b>17%</b>	<b>33%</b>	<b>50%</b>
Urban Forestry Council	15	14	\$0	0%	0%	0%	0%
Veterans Affairs Commission	17	16	\$ 150,000	0%	0%	0%	0%
<b>War Memorial Board of Trustees</b>	<b>11</b>	<b>11</b>	<b>\$ 18,500,000</b>	<b>27%</b>	<b>18%</b>	<b>18%</b>	<b>45%</b>
<b>Workforce Investment Board</b>	<b>30</b>	<b>27</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
Youth Commission	17	17	\$0	41%	35%	71%	88%

*\*Policy Bodies in bold are Commission and Boards, while unbolded bodies are Advisory Bodies.*

**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, non-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%

*San Francisco Population estimates come from the 2017 and 2018 American Community Survey 5-Year Estimates.*

*\*Due to unavailable updated data on San Francisco population, the data used to represent the San Francisco population is from the 2019 Gender Analysis Report.*



City and County of San Francisco  
**Department on the Status of Women**



London N. Breed  
Mayor

## Acknowledgments

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The San Francisco Department on the Status of Women would like to thank the various policy body members, commission secretaries, and city staff who graciously assisted in collecting demographic data and providing information about their respective policy bodies. In particular, the Department would like to thank interns Charly De Nocker and Brooklynn McPherson for the data collection and analysis of this report.

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

President Breanna Zwart  
Vice President Dr. Shokooh Miry  
Commissioner Sophia Andary  
Commissioner Sharon Chung  
Commissioner Dr. Anne Moses  
Commissioner Dr. Raveena Rihal  
Commissioner Ani Rivera

Kimberly Ellis, 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>.

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  
[dosw@sfgov.org](mailto:dosw@sfgov.org)  
415.252.2570

File #250120

Dear Supervisors Walton, Sherrill, and Mandelman—

It's my pleasure to recommend that you appoint Cynthia Dai to the Sunshine Ordinance Task Force. Like her, I have worked in both the private sector and public service. After retiring from a career at Xerox, Kodak, and General Motors, I founded Market Insight, home of myproductadvisor.com. I also had the privilege of serving as Director of the U.S. Census Bureau under Presidents Nixon, Ford, and Carter.

In 2010, I applied to be on the California Citizens Redistricting Commission, where I first met Cynthia. I was one of the Republicans and she one of the Democrats among the eight initially seated (with the task of rounding out the Commission with two each of the remaining vetted Republicans, Democrats, and Independents). She was elected to be Vice Chair, but I got an early sense of her collaborative approach. Shortly after the full Commission was seated, she proposed that we share leadership, a rotation that I and most other Commissioners joined, assuaging any concerns from the public that this body would be dominated by one party.

During our time as Commissioners, I got to know her well, especially as the two of us were nominated by our colleagues to draft the report required by the California constitution. We spent many days together discussing the issues that surfaced during the development of the maps from 22,000 public comments we received in person and electronically. Though we and our attorneys drafted key sections summarizing our work, she insisted on engaging all 14 Commissioners. Each one wrote up our justification for a portion of the 177 districts we drew in a standard format, ensuring we capitalized on everyone's expertise and shared the effort.

I found her to be a trusted colleague who was willing to participate in the difficult discussions with sincerity and care. Her contribution was not limited to the insight she brought regarding the development of the process, but in the manner in which she engaged in discussions with individuals with competing points of view. On several occasions when it looked like we hit a roadblock, Cynthia got the Commissioners with differing points of view to the table to come up with an acceptable solution to the issue. There is no question in my mind that Cynthia played a very critical role in keeping the commission on track to eventually deliver a plan that met constitutional requirements, surpassed the necessary votes, and eventually prevailed despite legal scrutiny. The Sunshine Ordinance Task Force would greatly benefit from her ability to navigate contentious situations, as well as her direct experience in conducting open meetings and abiding by the laws governing public access.



Vincent Barabba

Subject: Recommend Cynthia Dai for SOTF, File #250120

Rules Committee Supervisors—

I strongly recommend you appoint Cynthia Dai to the Sunshine Ordinance Task Force. I've known Cynthia since 2010 when we were both selected as California Citizens Redistricting Commissioners. As one of the youngest Commissioners and an Independent, I appreciated the rotating leadership structure she proposed that we adopted, which gave me an opportunity to Chair the meeting where we announced our final maps at the State Capitol. I also got to know her well since I lived in Oakland, and we often carpooled to Sacramento.

In addition to being extremely impartial (a requirement for which all of us were vetted), Cynthia is an empathetic listener. She was truly curious about the different perspectives that we as Commissioners brought to the work, given our legal mandate to include gender, race/ethnicity, location, socioeconomic status and multi-partisan representation. At one of our first meetings, she suggested that we develop a unifying tagline, an exercise she assigned in her leadership and teamwork course for students at UC Berkeley. "Fair Representation—Democracy at Work!" was the first of many consensus decisions we made, thanks to Cynthia.

She also cared about efficient processes, writing up a "cheat sheet" for new Chairs and Vice Chairs rotating in, which included tips to draw out more reticent Commissioners while managing repetitive comments from others. Cynthia organized "enforced socializing" at group dinners after meetings that built trust among 14 strangers who had to execute their task under extreme time pressure. Already an experienced executive and board member, she suggested standing committees and ad hoc teams to divide the incredible workload and accelerate decision-making. As a colleague, I found her skilled at designing effective group processes and attentive to building and maintaining productive working relationships with each individual commissioner and staff person.

Her experience as a Skoll Foundation executive and years consulting to community-based organizations and mentoring social enterprises provided valuable insights to the Commission for our public outreach efforts. On a personal level, I also appreciated her counsel as I transitioned from a nonprofit into philanthropy. Her cross-sector experience and networks served us well and would be invaluable in San Francisco.

Due to our strict transparency rules, Cynthia's experience on the Commission is highly relevant for the Sunshine Ordinance Task Force. She would be a highly ethical Task Force member who would certainly increase the body's efficiency and impact. Based on the current membership, she would add much-needed representation and skills. I enthusiastically reiterate my recommendation of Cynthia Dai for the Task Force.

*Connie Archbold Robinson*

Connie Archbold Robinson (formerly Galambos Malloy)

**From:** Paul Gardiner  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** Cynthia Dai for Sunshine Ordinance Task Force, File #250120  
**Date:** Tuesday, February 18, 2025 10:11:26 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Rules Committee Members:

I have been a resident of San Francisco for over 25 years, and of Noe Valley (District 8) for the last 11. I spent the largest part of my career as head of product management at a San Francisco-based financial software company called Calypso Technology (now [Nasdaq Financial Technology](#)). For the last few years, my main focus has been as the author of [SFEDup](#), a substack devoted to data about education in San Francisco.

I am writing to express my support of Cynthia Dai's application, File #250120, to join the San Francisco Sunshine Ordinance Task Force. I have known Cyn for over 30 years. We were students together at the Stanford Graduate School of Business and have stayed in touch through the years as we both made our homes, and built our careers, in the city we love.

I have been witness to her longstanding commitment to volunteering her time to help others. As a member, and then a leader, of multiple [Alumni Consulting Teams](#), she helped local nonprofits with their strategic thinking. As a member of the first statewide redistricting task force, she helped reduce gerrymandering statewide. As a member of the elections commission, she attempted to ensure the fairest possible elections in San Francisco.

We don't always agree politically. I'm confident we didn't vote for the same mayoral candidate and I remember being shocked to learn a few years ago that we had similar opinions about the merits of Gavin Newsom and Kamala Harris. But I've never doubted her honesty, her zeal, and her passion for what she does.

You probably recall the infamous 2021 school board meeting when a candidate for a volunteer position on a parent advisory committee was forced to wait silently while the board members debated endlessly [the appropriateness of putting a gay white male on the committee](#) even though there were multiple open slots on the committee and no other candidates. It was one of the events that fueled the recall. And here we are again with an eminently qualified person wanting to volunteer her time on a committee that has had an open slot for a year. This should not be a debate. Put Cyn



on the Sunshine Task Force.

Sincerely,

Paul Gardiner

**From:** [Chris Keene](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** Cynthia Dai for Sunshine Ordinance Task Force  
**Date:** Wednesday, February 19, 2025 10:53:29 AM

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I believe Cynthia Dai will be an excellent member of the Sunshine Ordinance Task Force.

I am a retired software entrepreneur and longtime community leader. In Noe Valley I helped create the Noe Valley Town Square and the Friends of Slow Sanchez street.

More recently, I led an effort to bring renewed activity to downtown San Francisco. That effort focused around renovating Embarcadero Plaza, and recently received over \$30M in support from the city and private donors.

In my role as a software CEO, I worked with Cynthia for more than ten years across five different businesses. In each case, I hired her as a strategic consultant to assist with a business turnaround. These were invariably complex business problems with challenging political landscapes to navigate.

Cynthia is incredibly effective both in understanding process issues and in building relationships and trust in difficult environments. It is often much easier to identify a process problem than it is to create the organizational will to solve that problem. Cynthia is a great problem solver and bridge builder.

I feel the same skills that make Cynthia a strong business consultant would make her an excellent Sunshine Ordinance Task Force member.

Chris



453 S Spring Street, #401  
Los Angeles, CA 90013  
213.623.1216

[www.commoncause.org/ca](http://www.commoncause.org/ca)

San Francisco Board of Supervisors  
Rules Committee  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

February 19, 2025

Submitted via email

**Re: File #250120 – Application for Sunshine Ordinance Task Force - Cynthia Dai**

Dear Chair Walton, Vice Chair Sherrill, and President Mandelman,

We write in strong support of the application of Cynthia Dai to the Sunshine Ordinance Task Force (SOTF).

California Common Cause is a nonpartisan, nonprofit organization dedicated to fostering open and accountable government, protecting voter access, and ensuring transparency in public processes. We have worked closely with Ms. Dai for over a decade and can attest to her qualifications, character, and commitment to public service.

Ms. Dai has been a steadfast advocate for fair and transparent governance. She served as a commissioner on the California Citizens Redistricting Commission (CCRC), where she played a critical role in ensuring fair representation through a transparent, community-driven redistricting process. Her leadership was instrumental in navigating complex discussions, balancing diverse viewpoints, and upholding principles of democratic fairness. She has also contributed significantly to local government accountability as a commissioner on the San Francisco Elections Commission (SFEC), where she worked to strengthen public oversight and advocate for meaningful reform.

Her deep expertise, commitment to impartiality, and ability to build consensus make her an outstanding candidate for the Sunshine Ordinance Task Force. Cynthia has consistently demonstrated her ability to engage with diverse perspectives, find common ground, and ensure that public participation remains central to governance decisions.

San Francisco benefits from dedicated public servants like Cynthia Dai, who prioritize fairness, accountability, and civic engagement. We urge the Rules Committee to advance her application so she may continue advocating for open government and civic participation.

Thank you for your consideration. Should you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Pedro Hernandez".

Pedro Hernandez  
Legal and Policy Director  
California Common Cause  
[phernandez@commoncause.org](mailto:phernandez@commoncause.org)

**From:** [aharris399@me.com](mailto:aharris399@me.com)  
**To:** [Young, Victor \(BOS\)](#)  
**Subject:** Fwd: Endorsement of Candidate Cynthia Dai - Sunshine Ordinance Task Force (typo in SL corrected)  
**Date:** Wednesday, February 19, 2025 5:30:13 PM

---

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Resend to email address (cut off)

Begin forwarded message:

**From:** aharris399@me.com  
**Subject:** Re: Endorsement of Candidate Cynthia Dai - Sunshine Ordinance Task Force (typo in SL corrected)  
**Date:** February 19, 2025 at 5:07:25 PM PST  
**To:** Supervisor Rafael Mandelman <MandelmanStaff@sfgov.org>, Rafael.Mandelman@sfgov.org  
**Cc:** henry.deruff@sfgov.org, victor.young@sfgov.org

On Feb 19, 2025, at 4:41 PM, aharris399@me.com wrote:

Tony Harris  
1546 Dolores Street  
San Francisco, CA 94110  
Resident, San Francisco Supervisorial District 8

To the Honorable Rafael Mandelman  
President, San Francisco County Board of Supervisors

Dear Rafael,

I am writing today to wholeheartedly recommend candidate Cynthia Dai to the City and County of San Francisco Sunshine Ordinance Task Force, File #250120. I have known Cynthia since 1991, when we were MBA students at Stanford Graduate School of Business. She and I were both involved in school activities together including when I was Co-Editor in Chief of The Reporter.

I understand the time investment and duties involved in volunteer efforts to keep our city great. It is critical to have committed and smart people in these volunteer positions. I am speaking in my personal capacity, but in addition to my other volunteer work, I

currently volunteer as a Board Member and Treasurer of the Upper Noe Neighbors association.

Cynthia and I have kept in touch through our Stanford GSB Pride (LGBT) Alumni organization over all these years.

Cynthia is a multi-talented and highly intelligent person and a committed resident of San Francisco. She has tremendous experience in governmental affairs, having served on the California Citizens Redistricting Commission. I know her to be trustworthy and fair and to put her best efforts into all that she does.

I understand there has been some controversy over her candidacy for this volunteer position. I am unfamiliar with the intricacies of San Francisco interests and politics, but I absolutely trust her to represent me and all San Francisco residents. I believe in her character and her ability to look out for our best interests in this vital work. Further, she will bring the right commitment to transparency and fairness on this Task Force.

Thank you for your consideration,

Tony Harris

Cc: Rules Clerk  
Cynthia Dai

**From:** [Kelly Wong](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#)  
**Cc:** [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#); [Young, Victor \(BOS\)](#); [SherrillStaff](#)  
**Subject:** I support Cynthia Dai for SOTF (Sunshine Ordinance Task Force) Re: File #250120  
**Date:** Tuesday, February 18, 2025 11:36:16 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Chair Walton, Vice Chair Sherrill, and President Mandelman –

I am writing to express my strong support for Cynthia Dai's application to join the Sunshine Ordinance Task Force. Over the past year, I have had the privilege of collaborating with Ms. Dai and have been consistently impressed by her dedication, expertise, and unwavering commitment to fostering transparent and effective governance.

Ms. Dai has played a pivotal role in enhancing election results reporting and addressing critical issues, such as safeguarding SF's open cast vote records. During my tenure on the SF Elections Commission, Ms. Dai was a supportive and collaborative colleague throughout my onboarding process. She has been instrumental in advancing initiatives to enhance non-citizen voting and improve language access for voters with limited English proficiency. As an immigrant Commissioner myself, I firmly believe that diverse perspectives, including those from Asian American, LGBTQ+, and other underrepresented communities, are crucial for fostering inclusive decision-making and ensuring a more equitable and transparent governance process. Ms. Dai's extensive experience in community leadership and social entrepreneurship could significantly contribute to this end, while maintaining transparency and equity in clean governance.

I am confident that Ms. Dai's contributions will benefit the Task Force, and I wholeheartedly support her application. Thank you for your time and consideration.

Sincerely,

Kelly Wong  
SF Elections Commissioner

**From:** [Renita Livolsi](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#)  
**Cc:** [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#); [Young, Victor \(BOS\)](#); [SherrillStaff](#)  
**Subject:** I support Cynthia Dai for SOTF (Sunshine Ordinance Task Force) Re: File #250120  
**Date:** Tuesday, February 18, 2025 1:17:35 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear, Chair Walton, Vice Chair Sherrill, and President Mandelman—

I am writing to strongly support Cynthia Dai's candidacy for the Sunshine Ordinance Task Force. As San Francisco faces complex challenges and opportunities, the Task Force needs a leader who demonstrates an unwavering commitment to democratic principles and equity.

Having served alongside Ms. Dai on the San Francisco Elections Commission, I have witnessed firsthand her exceptional dedication to transparency in governance. Her leadership on our committee to develop recommendations to improve San Francisco's redistricting process (after 18 months of a public education process) exemplifies her vision for open communication with the public, making her ideally suited for the Sunshine Ordinance Task Force. Throughout her tenure on the Elections Commission, she consistently demonstrated that transparency is not just a buzzword—it is a fundamental principle that builds trust and enables effective governance.

Ms. Dai fundamentally understands that a thriving city requires active participation and representation from all community members. As Committee Chair, she demonstrated a remarkable ability to bring diverse voices to the table and ensured that everyone had a meaningful opportunity to participate in and provide feedback on San Francisco's redistricting process. Her inclusive leadership style created an environment where all participating stakeholders felt heard and valued. The Elections Commission voted unanimously to submit a 60+-page report detailing consensus recommendations to the Board of Supervisors in January 2024.

What particularly distinguishes Ms. Dai is her practical approach to implementing these values. She has developed concrete plans to strengthen our democratic institutions and create more inclusive decision-making processes that will positively impact all San Francisco residents. Her experience with both policy development and community engagement makes her uniquely qualified for this role.

I believe Cynthia Dai possesses the integrity, vision, and leadership qualities necessary to serve effectively as a member of the Sunshine Ordinance Task Force. Her appointment would represent a significant step forward in creating a more transparent, equitable, and

democratically engaged Task Force.

I strongly urge you to support Cynthia Dai's appointment to the Sunshine Ordinance Task Force. If you have any questions or would like to discuss her qualifications further, please do not hesitate to contact me.

Sincerely,

Renita LiVolsi  
Vice President - San Francisco Election Commission

--

Renita LiVolsi  
[renita.livolsi@gmail.com](mailto:renita.livolsi@gmail.com)  
415-971-5385



**From:** [Corinne Herndon](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** I support Cynthia Dai for Sunshine Ordinance Task Force, File #250120  
**Date:** Tuesday, February 18, 2025 9:03:14 PM

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## **Dear Members of the Board of Supervisors Rules Committee,**

I am a lifelong resident of the Glen Park neighborhood in District 8 and a retired teacher from the San Francisco Unified School District (SFUSD). Over my 30+ year career, I worked with underserved students and vulnerable populations in our local schools. I am also the daughter of James Herndon, an African American attorney and activist who fought for civil rights, equality and access and co-founded the San Francisco African-American Historical and Cultural Society in 1955. I am writing to express my strong support for Cynthia Dai's application, File #250120, to join the San Francisco Sunshine Ordinance Task Force.

I have known Cynthia Dai for many years through social connections in San Francisco. While I have not worked directly with her, our close mutual friends have consistently described her as intelligent, trustworthy, reliable, and hardworking. Ms. Dai has generously contributed her time and expertise to our city in numerous ways, and I have personally benefited from her thoughtful advice and insights when I needed guidance. Her dedication to public service and her commitment to transparency and accountability make her an exceptional candidate for this role.

San Francisco is fortunate to have someone of Ms. Dai's caliber willing to serve on the Sunshine Ordinance Task Force. I am confident that her skills, integrity, and passion for civic engagement will greatly benefit the Task Force and our community.

I strongly support Cynthia Dai's candidacy for the Sunshine Ordinance Task Force and urge you to approve her application.

**Sincerely,**

Corinne Vega Herndon  
Glen Park Resident and Voter  
San Francisco Native  
Retired Teacher SFUSD

**From:** [L M](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** I support Cynthia Dai for Sunshine Ordinance Task Force, File #250120  
**Date:** Tuesday, February 18, 2025 11:47:15 AM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the Board of Supervisors Rules Committee:

I am a resident of the Mission in District #9 and work as a research consultant for nonprofits, businesses and universities. I also have years of experience working for local organizations such as Levi Strauss & CO., and Next 10, a nonprofit. I am writing to express my support of Cynthia Dai's application, File #250120, to join the San Francisco Sunshine Ordinance Task Force. I have known Cynthia Dai for decades, having attended both undergraduate school with her at UC Berkeley and later Stanford Graduate School of Business. We met when we were both student senators at UC Berkeley, where Ms. Dai--who majored in Electrical Engineering and Computer Science--represented the Science & Engineering Coalition of students.

Over the decades of our friendship, I have known Ms. Dai to be an excellent, trustworthy, hard-working professional, and to have a great deal of integrity. Ms. Dai also has the ability to think deeply about complex topics and to bring her strategic mindset to all of her endeavors.

I have worked on over ten professional consulting projects with Ms. Dai. She is one of the smartest people I have ever known with the ability to see the big picture and pull key insights out of masses of information. She also has a very strong commitment to excellence in her products, her process and her relationships with team members and the community. During Ms. Dai's tenure for the California Citizens Redistricting Commission, I observed her integrity and commitment to truly hearing community voices and reflecting their input in the final maps. Ms. Dai has deep respect for community voices and a deep commitment to good government. Our city is so fortunate to have someone like Ms. Dai willing to devote themselves to our Sunshine Ordinance Task Force.

I strongly support the candidacy of Cynthia Dai for the Sunshine Ordinance Task Force.

Sincerely,

Leticia C. Miranda

Principal Consultant  
Miranda Group Consulting

<https://www.linkedin.com/in/leticia-miranda1/>

**From:** [Jeff Hau](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** I support Cynthia Dai for Sunshine Ordinance Task Force, File #250120  
**Date:** Wednesday, February 19, 2025 2:36:52 PM

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Dear Members of the Board of Supervisors Rules Committee:

I am a resident of The Richmond in District 1, and I am writing to express my strong support for Ms. Cynthia Dai's application (File #250120) to join the San Francisco Sunshine Ordinance Task Force.

I have had the pleasure of knowing Ms. Dai through the Stanford Graduate School of Business (GSB) Asian Alumni Circle in 2022, where she served as one of the group's leaders. During that time, I found her to be highly organized, incredibly smart, and deeply dedicated to all the initiatives we undertook as a group. We also took a course together called The Art of Self-Coaching, which further demonstrated Ms. Dai's strong ethical values, excellent communication, and outstanding leadership skills.

Based on my direct experience, I can personally attest to Ms. Dai's competence, trustworthiness, and her thoughtful approach to problem-solving. She exhibits integrity in every aspect of her work and is skilled at navigating complex issues with a strategic mindset. I have no doubt that Ms. Dai will bring these qualities to bear on the important work of the Sunshine Ordinance Task Force.

I strongly support the candidacy of Ms. Dai for this position. Thank you for your consideration.

Sincerely,

Jeff Hau  
GSB '18  
First Generation Holdings, General Partner and Managing Member

**From:** [Carrie Portis](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** I support Cynthia Dai for Sunshine Ordinance Task Force, File #250120  
**Date:** Wednesday, February 19, 2025 10:49:37 AM

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Dear Members of the Board of Supervisors Rules Committee:

I am writing to express my support of Cynthia Dai's application, File #250120, to join the San Francisco Sunshine Ordinance Task Force. I have known Cynthia Dai for 10 years, we are both alumni of the Stanford Graduate School of Business, we do volunteer work together to support the LGBTQIQA+ community (of which we are both part) and also support each others' work to alleviate poverty through social impact locally and internationally. In my time knowing Cynthia she has also shared with me about what she and others have accomplished on the California Citizens Redistricting Commission, which I have found to be quite impressive and showing significant commitment to strengthening our civil society.

In my experience with Cynthia, I have found her to be intelligent, thoughtful, appropriately discrete, supportive of others and able to develop effective teamwork and collegiality. She is a seasoned professional with significant skills in strategic thinking and applying that thinking with integrity to the practicalities of reality and implementation.

I strongly support the candidacy of Cynthia Dai for the Sunshine Ordinance Task Force. Thank you for your consideration.

Sincerely,

Carrie Portis

Carrie Portis  
[crportis@gmail.com](mailto:crportis@gmail.com)  
510-504-7152

**From:** [Christianne Pang](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** I support Cynthia Dai for Sunshine Ordinance Task Force, File #250120  
**Date:** Wednesday, February 19, 2025 5:10:09 PM

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Dear Members of the Board of Supervisors Rules Committee:

I am a resident of San Francisco in District 3 and work/have worked as the head of product management for a patient-based market research company in diabetes for over a decade. I am writing to express my support of Cynthia Dai's application, File #250120, to join the San Francisco Sunshine Ordinance Task Force.

I have known Cyn for over 30 years, having attended school with her at the Stanford Graduate School of Business. I have also been in touch with Cyn through alumni activities over the years. I have admired her energy, integrity, no-nonsense attitude and zeal in her approach to professional work, personal life and commitment to non-profit and the community around her. As a member of the first statewide redistricting task force, she helped reduce gerrymandering statewide. She was tireless and enthusiastic in getting others to be involved as well.

It should be a no brainer that Cyn be put on the Sunshine Task Force. I strongly support her candidacy.

Sincerely,  
Christianne Pang



February 19, 2025

San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102

Re: Support of Cynthia Dai for Sunshine Ordinance Task Force (SOTF), File #250120

Dear Supervisors,

This letter is to advise you that the Board of Directors of the League of Women Voters of San Francisco supports Cynthia Dai's appointment to the Sunshine Ordinance Task Force.

The League of Women Voters of San Francisco is a nonpartisan political nonprofit that defends democracy. We provide education to encourage people to vote in elections and participate in government. We also engage in advocacy to influence public policy that benefits the community, such as fair elections and open government. Our nonpartisan commitment means that we don't support or oppose candidates for elected office or political parties.

LWVSF has a unique perspective on the Sunshine Ordinance Task Force, having long held an appointed seat for a League representative, currently Maxine Anderson. We understand the qualifications and skills necessary for a successful, independent member of the task force who can help ensure the public's right to access local government and promote transparency and accountability.

LWVSF has expertise in many government issues at the local, state, and national levels, including redistricting. It's for this reason that the Elections Commission invited us to share our observations about San Francisco's redistricting process and the League's research into independent redistricting best practices throughout California and around the U.S.. We were impressed by the entire Elections

**Empowering voters. Defending democracy.**

League of Women Voters of San Francisco

582 Market Street, Suite 615, San Francisco, CA 94104 • 415-989-8683 • [lwvsf@lwvsf.org](mailto:lwvsf@lwvsf.org) • [lwvsf.org](http://lwvsf.org)



Commission's deep inquiry into redistricting over 18 months, where, as a body, they came to consensus and made unanimous recommendations for truly independent redistricting reform to the Board of Supervisors.

During that time, we experienced Cynthia Dai's commitment to upholding our democracy through her ability to be objective and listen to public input. She has proven to be analytical and inquisitive, able to evaluate evidence and pursue facts, while also displaying an openness to feedback and new ideas. These are qualities that we need in our civil servants who seek to protect our fragile democracy. In addition to these qualifications, her service on the Sunshine Ordinance Task Force would make the body more reflective of the diversity of San Francisco.

We believe that Cynthia Dai's dedication to nonpartisanship and public service is exactly the kind of leadership we need now more than ever. We encourage you to appoint her to the Sunshine Ordinance Task Force.

If you have any questions, please reach out to me at [president@lwvsf.org](mailto:president@lwvsf.org).

In unity,

A handwritten signature in black ink that reads "Alison Goh". The signature is written in a cursive, flowing style.

Alison Goh

President, League of Women Voters of San Francisco

CC:

Supervisor Shamann Walton, Rules Committee Chair, [shamann.Walton@sfgov.org](mailto:shamann.Walton@sfgov.org)

Percy Burch, Aide to Supervisor Walton, [percy.burch@sfgov.org](mailto:percy.burch@sfgov.org)

Supervisor Stephen Sherrill, Rules Committee Vice Chair,  
[stephen.sherrill@sfgov.org](mailto:stephen.sherrill@sfgov.org)

Aides to Supervisor Sherrill, [SherrillStaff@sfgov.org](mailto:SherrillStaff@sfgov.org)

Supervisor Rafael Mandelman, President, Board of Supervisors,  
[rafael.mandelman@sfgov.org](mailto:rafael.mandelman@sfgov.org)

Henry DeRuff, Aide to Supervisor Mandelman, [henry.deruff@sfgov.org](mailto:henry.deruff@sfgov.org)

Victor Young, Rules Committee Clerk, [victor.young@sfgov.org](mailto:victor.young@sfgov.org)



**From:** [David M. Shanberg](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** Letter of support for Cynthia Dai for Sunshine Ordinance Task Force, File #250120  
**Date:** Wednesday, February 19, 2025 3:34:07 PM

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Members of the Board of Supervisors Rules Committee –

I have been a homeowner and resident of Lower Pacific Heights in District 2 for the past 23 years. Also, I have owned and run Baker Pacific, Inc. (based in SF) for the past 20 years. I am writing to express my support of Cynthia Dai's application, File #250120, to join the San Francisco Sunshine Ordinance Task Force. I have known Cynthia Dai for over 30 years, having attended school with her at the Stanford Graduate School of Business. Ms. Dai and I have also communicated regarding our respective businesses over the years.

In my experience with Ms. Dai, I have known her to be a thoughtful, trustworthy, hard-working professional, and to have a great deal of integrity. Ms. Dai is able to think through and synthesize complex topics and to bring her strategic mindset to whatever the topic.

I strongly support the candidacy of Cynthia Dai for the Sunshine Ordinance Task Force.

Regards,

David Shanberg

**From:** [Buck Gee](#)  
**To:** [Walton, Shamann \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [SherrillStaff](#); [Burch, Percy \(BOS\)](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** Recommendation for Cynthia Dai, Sunshine Ordinance Task Force, File #250120  
**Date:** Tuesday, February 18, 2025 4:28:31 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I am writing to you to recommend Cynthia Dai for appointment to the Sunshine Ordinance Task Force.

As my personal background, I am a retired Cisco Systems General Manager and currently serve on the boards of San Francisco nonprofits Chinatown Media and Arts Collaborative (CMAC) and Asia Society/Northern California. Nationally, I also serve as a board member for the nonprofit APIAVote (DC) as well as the Committee of 100 (NYC), where I am NorCal regional chair.

I first met Cynthia over ten years ago at various meetings in the tech industry and with the Stanford alumni association. I got to know her work when she facilitated a 2021 workshop of San Francisco Chinatown community leaders to discuss ideas to help Chinatown recover from the Covid pandemic that had decimated the neighborhood, leaving 40% of storefronts on Grant Avenue vacant.

At that time, along with Chinatown Community Development Center (CCDC) co-chair Jane Chin and Chinese Historical Society of America (CHSA) board member David Lei, I had funded Chinatown Renaissance 2021 (CR21), a new initiative to cultivate new sources of philanthropic support for a place-based funding collaborative to support innovative projects. We hired Cynthia as our consultant for the project, as she had come highly recommended by various community nonprofit leaders across the Bay Area.

We asked Cynthia to interview key community leaders including former SF Supervisor Mabel Teng, then Police Commissioner Larry Yee, Chinese Chamber of Commerce President Eddie Au, and Nancy Yu Law from the Chinatown Merchants United Association. With their feedback, Cynthia designed a successful half-day structured workshop for a broad group of leaders and influencers with interests ranging from the arts and business to youth development and affordable housing.

Over time, Cynthia and I have had many long, wide-ranging conversations on social and political issues. And though we may not agree on everything, I have always found her to be respectful and thoughtful as a local leader working on pressing civic issues in San

Francisco and across California. She is a serious and consummate professional, dedicated to any cause or project to which she commits. I'm confident that she continues to represent her community well and her efforts would contribute to SOTF's mission of ensuring open government.

I know that both David and Jane also share my assessment.

Truly yours,

Buck Gee

File #250120

Appointment of Cynthia Dai to the Sunshine Ordinance Task Force

Attn: Rules Committee – Board of Supervisors for the City and County of San Francisco

Supervisors:

I am writing to offer my strong support for the appointment of Cynthia Dai to the Sunshine Ordinance Task Force for the City and County of San Francisco. I have known Cynthia since 2011 through our work with the California Citizens Redistricting Commission (CCRC) – both as commissioners during the CCRC’s 2010-2020 term and as advocates for transparency and accountability during the CCRC’s current term. I believe Cynthia possesses the requisite skill set to be an excellent member of the Task Force, and I believe she is highly dedicated to the Task Force’s mission of maintaining open government in San Francisco and advising the Board of Supervisors and various agencies on implementation of the Sunshine Ordinance.

Until May of 2024, I was a longtime resident of San Francisco and worked in the Bay Area as a law professor at Santa Clara University and as a lawyer/legal consultant focusing on civil rights and voting rights law. I have extensive experience in the nonprofit and higher education sectors, working as a legal services attorney, an executive director, and a board member for various organizations. I also have experience in state government and in training local governmental bodies in voting rights law, redistricting, and open meeting requirements.

Cynthia and I were members of the inaugural 14-member California Citizens Redistricting Commission, and both of us served as rotational chair and rotational vice-chair several times during our term of office. As members of the first CCRC, we shared a strong dedication to public participation in the redistricting process, which included close adherence to the Bagley-Keene open meeting law (the state version of the Brown Act), as well as to the transparency and accountability provisions of the Voters FIRST Act, the law creating the CCRC. Cynthia shared an overriding commitment to ensuring that the work of the CCRC was fully transparent, provided multiple avenues for public participation, and closely reflected public input throughout the line-drawing process. Our dedication to these values continued into the CCRC’s next cycle, as we advised the current commissioners in maintaining the commission’s transparency and accountability.

As a fellow member of the CCRC, I was able to observe Cynthia’s work in full commission meetings, in public hearings, and in various group settings, including committees and small teams. I have always been impressed with the breadth and depth of Cynthia’s skill set, as well as her ability to draw on her extensive experience in the private sector as a consultant. She consistently demonstrated an exceptional ability to work with and to lead teams: she was able to advance organizational development goals (which were critical for a new and untested state commission); she effectively generated priorities and strategies

for commission staffing, communications, and other key commission activities; she produced innovative problem-solving strategies for public participation in the redistricting process; and she worked efficiently and cooperatively to implement the CCRC's core work, including co-authoring the CCRC's final report.

Notwithstanding the pressures of a highly condensed timeline – requiring the CCRC to produce several statewide districting maps within the space of 10 months – Cynthia always remained calm, professional, and cooperative, even in the face of lengthy and often boisterous public hearings, as well as challenging and contentious meetings of the commission itself. She has highly effective listening skills and can remain fair, impartial, and empathetic to public voices, even when dealing with controversial issues and debates. This is not to say that Cynthia has lacked strong opinions of her own, but she has always been open to hearing the opinions of others and has always been willing to work for the good of the team to implement a fair and open process and to reach effective outcomes.

Cynthia's positive demeanor, integrity, sound judgment, and teamwork skills should thus serve her and her cohorts well in any capacity, including in city government. Her dedication to open and accessible government is unbounded, and I strongly recommend her for appointment to the Sunshine Ordinance Task Force.

Angelo Ancheta

**From:** [Steven Hill](#)  
**To:** [Walton, Shamann \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [Burch, Percy \(BOS\)](#)  
**Subject:** Shamann: please support Cynthia Dai for Sunshine Ordinance Task Force ( File #250120)  
**Date:** Tuesday, February 18, 2025 11:36:13 AM

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**To: Supervisor Shamann Walton**

**From: Steven Hill, [New Democracy Institute](#)**

**Re: support Cynthia Dai for Sunshine Ordinance Task Force (File #250120)**

Hello Shamann (cc Percy Burch and Victor Young), I hope all is well. First, I want to thank you for your years of public service and being a voice for the often-voiceless. When I led the efforts in San Francisco to pass ranked choice voting and public financing of campaigns, you were exactly the type of candidate, and the communities you represent, that I had hoped to empower. Thank you for your stalwart advocacy and effectiveness as a supervisor.

I am writing to you at this time to strongly recommend Cynthia Dai as the Board's appointee to the Sunshine Ordinance Task Force (File #250120). I know Ms. Dai through her important work on the SF Elections Commission over the last several years. As you know, I have been helping to fill vacancies on the elections commission for 20 years, and it's always a struggle to find good people. I have seen many elections commissioners come and go, and in my experience Ms. Dai was one of the best and most effective elections commissioners we have ever had.

Cynthia brought a great deal of commitment and integrity to her participation, as well as a keen desire to involve members of the public, such as myself, to participate in the work of the elections commission. She is committed to a vision of democracy that encourages diverse participation and agency among different communities. And with her deep knowledge of elections and elections processes, she was a great help to her fellow commissioners and a valuable and constructive member of the commission "team."

In recent years, Cynthia was at the core of pretty much everything good that came from the commission, including:

**\* Increased focus on voter registration and outreach.** Under Cynthia's leadership, the

elections commission made increasing voter registration and outreach a priority, and asked elections chief John Arntz to report on outreach activities each month so that there was a regular back-and-forth dialogue between the EC and the DOE that kept voter registration and outreach at the forefront of the mission.

\* **Improvement to the Elections website.** For Nov 2024, Director Arntz rolled out a new design that is much clearer and simpler for the voting public to understand, and Cynthia led the effort to advocate for and help create the new design. She solicited input from members of the public (such as myself), and worked closely with her fellow commissioners and Department of Elections staff to produce a terrific outcome.

\* **Public education on political reform.** Cynthia was the spark plug for creating a public series of workshops on redistricting and political reforms in SF, including having Gwenn Craig, former chair of the Electoral Task Force, myself and others as guest speakers to help educate the elections commissioners and the public about the history of redistricting and political reform in San Francisco. These forums were praised and appreciated as informative.

Serving on the elections commission is a volunteer position, as is the Sunshine Ordinance Task Force, and it can be difficult to find good commissioners who are willing to put in the time with a degree of commitment that helps make the oversight body function effectively. Cynthia's willingness and passion to serve was a tremendous asset to the elections commission, and I have no doubt that she will bring the same passion, commitment, respect for fellow commissioners and the public, as well as respect for the important mission of the Sunshine Ordinance Task Force, as she did for the elections commission.

For all of these reasons, I heartily recommend to you Cynthia Dai for appointment to the Sunshine Ordinance Task Force. If I can answer any questions about this appointment, please let me know. Thank you Shamann.

All the best,

Steven

New Democracy Institute

(415) 665-5044

**From:** [Sietse Goffard](#)  
**To:** [Young, Victor \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#)  
**Cc:** [Burch, Percy \(BOS\)](#); [SherrillStaff](#); [DeRuff, Henry \(BOS\)](#)  
**Subject:** Support letter for Cynthia Dai on the Sunshine Ordinance Task Force  
**Date:** Wednesday, February 19, 2025 4:06:35 PM

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Dear Supervisors Walton, Sherrill, and Mandelman,

My name is Sietse Goffard, and I am a resident of Haight-Ashbury (District 5). I am writing this comment in support of Cynthia Dai and her application for a seat on the Sunshine Ordinance Task Force (SOTF). Although I got to know Cynthia professionally through my work in the civic engagement and elections space, I am writing this letter in my personal capacity and do not speak for my employer or anyone else.

Serving on the SOTF requires integrity, impartiality, dedication, and attention to detail, and I believe that Cynthia would bring all of these qualities to the table. I observed her service on the 2020 California Citizens Redistricting Commission and was very impressed by how she listened to everyone's testimony, balanced diverse points of view, and worked with her colleagues to draw fair and legally-compliant maps in a very transparent way.

More recently, Cynthia has shown admirable service to our city on the Elections Commission over the past several years. I admire her willingness to put in long hours to improve our city's elections and redistricting process, despite how politicized this topic can inherently be. She has always been extremely open and transparent, fully disclosing her communication with any external parties and recusing herself if any potential conflicts arose.

Cynthia is very experienced in this space and has a deep understanding of public service and ethics. She recently earned a scholarship to complete the "Senior Executives in State and Local Government" program at Harvard Kennedy School, my alma mater. She brings balanced and thoughtful viewpoints to the table, and she approaches her work with incredible integrity. Overall, I believe that San Francisco would be lucky to have her as a SOTF commissioner.

Thank you for considering my input!

Sietse Goffard, District 5 resident  
[sietsekiechengoffard@gmail.com](mailto:sietsekiechengoffard@gmail.com)