

File No. 260232

Committee Item No. 2

Board Item No. 30

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date March 23, 2026

Board of Supervisors Meeting

Date April 7, 2026

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 March 19, 2026

Completed by: _____ Date _____

1 [Mayoral Reappointment, Municipal Transportation Agency Board of Directors - Stephanie
2 Cajina]

3 **Motion approving the Mayor’s nomination for the reappointment of Stephanie Cajina to**
4 **the Municipal Transportation Agency Board of Directors, for a term ending March 1,**
5 **2030.**

6
7 WHEREAS, Article VIII.A of the City Charter, approved November 1999, establishes
8 the Municipal Transportation Agency (“MTA”) which includes the Municipal Railway and shall
9 include the Department of Parking and Traffic; and

10 WHEREAS, The MTA includes a Board of Directors governed by a board of seven
11 directors appointed by the Mayor and confirmed by the Board of Supervisors; and

12 WHEREAS, At least four of the directors must be regular riders of the municipal railway
13 and must continue to ride the municipal railway during their terms; and

14 WHEREAS, The directors must possess significant knowledge of, or professional
15 experience in, one or more the fields of government, finance, or labor relations; and

16 WHEREAS, At least two of the directors must possess significant knowledge of, or
17 professional experience in, the field of public transportation; and

18 WHEREAS, The Mayor has reappointed Stephanie Cajina to the MTA Board of
19 Directors to serves a term ending March 1, 2030; now, therefore, be it

20 MOVED, That the Board of Supervisors hereby approves the Mayor’s nomination for
21 the reappointment of Stephanie Cajina, seat 1, succeeding herself, term expired, to the
22 Municipal Transportation Agency Board of Directors, for the unexpired portion of a four-year
23 term ending March 1, 2030.

24
25

Stephanie M. Cajina

RELEVANT SKILLS

Government & Community Relations

Intergovernmental Relations & Community Partnerships • Executive Advising • Civic Engagement & Public Affairs Strategy • Policy Development & Implementation Support • Stakeholder Outreach & Public Consultation • Government Grant & Contract Management • Community Benefit Agreements (CBAs) • Advocacy Campaign Development • Legislative & Regulatory Analysis • Constituent Affairs • Culturally Competent Community Engagement

Strategic Community Development & Program Development Leadership

Government Grant Program Design • Place-based Economic Development • Commercial Corridor Development • Emergency Response Management • Community Investment & Impact Strategy • Public-Private Partnership Development • Policy and Data Analysis for Equity Outcomes • Social Impact Measurement & Evaluation • Strategic Planning & Policy Alignment • Community Needs Assessment & Asset Mapping • Change Management & Organizational Alignment • Direct Service Program Design with Measurable Outcomes

Leadership & Collaboration Skills

Multi-Stakeholder Engagement & Coalition Building • Systems Thinking & Social Innovation • Cultural Competence & Community-Centered Design • Consensus Building & Facilitation • Strategic Communication & Persuasive Writing • Relationship Management & Trust-Building Executive Stakeholder Management • Coalition & Network Building •

People Management Skills

Team Leadership & Staff Development • Cross-Functional Collaboration (Finance, HR, Legal, Comms) • Inclusive Leadership & DEI Integration • Negotiation & Conflict Resolution • Adaptive Leadership in Complex Systems • Organizational Development

Core Financial Management Skills

Financial Planning & Analysis (FP&A) • Budget Development & Oversight • Forecasting & Variance Analysis • Cash Flow Management • Financial Modeling & Scenario Planning • Cost Allocation & Cost Control • Capital Planning & Asset Management • Fund Accounting (for Nonprofit/Government) • Grant Budgeting & Compliance • Audit Preparation & Coordination • Financial Reporting & Statements • Internal Controls & Risk Mitigation • Fiscal Accountability

Philanthropy, Grantmaking & Resource Management

Government Grantmaking Operations and Program Development (Federal and Local Government sources) • Grant Portfolio Management • Proposal Review & Funding Allocation • Impact Investing & Social Return on Investment (SROI) • Donor Relations & Stewardship • Compliance with Government & Nonprofit Regulations

Impact Reporting & Communications

Impact Reporting & Data Visualization • Storytelling for Social Impact • Executive & Board-Level Presentations • Public Communications & Media Relations • Annual Impact Reports & Case Studies • Digital Engagement & Social Media Strategy • Internal Communications for Employee Engagement

Technical & Reporting Tools

Salesforce Philanthropy Cloud • Airtable (Impact Dashboards) • Microsoft Excel (Grant Tracking & Budgeting) • Asana • Survey Monkey • QuickBooks • ArcGIS • Salesforce

Additional Skills:

Bilingual - Fluent in Spanish (Written and Spoken) • Nonprofit Management • Executive Strategy • Strategic Planning • Project Management • People Management • Organizational Strategy • Legistar (Granicus) • Civic Plus • Microsoft Office • Adobe Photoshop and InDesign

RELEVANT EXPERIENCE

SFMTA Board of Directors, San Francisco, California

February 2022 – Present

Board Director, Vice-Chair (January 2023 - Present), Interim-Chair (November 2024 - January 2025)

First Latina ever appointed to the SFMTA Board of Directors. Appointed by Mayor London Breed and unanimously confirmed by San Francisco's Board of Supervisors. Provide policy and fiscal oversight for a \$1.4B+ agency, advancing equitable, community-centered transportation solutions.

Top priorities & responsibilities: Collaborate with city departments and community stakeholders to guide capital project planning, ensure contract and program accountability, and align initiatives with equity, climate, and safety goals. Support cross-sector partnerships and advocate for investment in underserved neighborhoods. **Member: Vision Zero Subcommittee**

Youth Speaks, Inc. San Francisco, CA

April 2022 – August 2025

Deputy Director

Directed and managed financial health and budget, operations, and organizational development of Youth Speaks (\$4m budget), managed and grew \$3M reserves through one-time strategic spending and investment strategies, enhanced the internal controls and processes, and built the infrastructure to drive impact through sound and effective fiscal management.

Top priorities & responsibilities: Financial Planning & Analysis (FP&A) • Staff lead for Board Finance and Investment Subcommittee • Budget Development & Oversight • Audit Preparation & Coordination • Grant Budgeting & Compliance • Forecasting & Variance Analysis • Fund Accounting (for Nonprofit/Government) • Cash Flow Management • Financial Modeling & Scenario Planning • Cost Allocation & Cost Control • Multi-Year Financial Planning • Capital Planning & Asset Management • Financial Reporting & Statements • Internal Controls & Risk Mitigation Finance • Fiscal Policy Development, Restricted Fund Management, Operations, Procurement and Contract Negotiations, Change Management, and HR/People Management • Internal Leadership for Organization, Supervision, and Strategy • Managed 4 Direct Reports and 4 Departments; Board Support and Stewardship.

City of Napa, Economic Development Division Napa, California

September 2019 – April 2022

Senior Development Specialist

Shaped and implemented economic development strategies, including workforce development, economic diversification, small business financial and technical assistance, business retention and attraction, and placemaking programming for the City of Napa • Managed Economic Development Division Budget • Managed and led the City of Napa's Small Business programs, including CDBG grants programs during COVID-19 Pandemic • Built internal and external partnerships and methods to create healthy business ecosystem, including with the Workforce Alliance of the North Bay and the Small Business Development Center • Presented Economic Development Legislative and Programmatic Updates to City Council • Cross-collaborated with other City departments on complex projects • Managed City of Napa's Tourism Improvement District (TID) and Property Business Improvement District (PBID) Budget • Liaised with local non-profit partners, small business stakeholder groups, local leaders to address high level opportunities and concerns of the business community • Shaped and led the City of Napa's Equity Initiative • Co-project lead for the City of Napa's National League of Cities initiative together with the City of Napa's Housing and Planning Divisions

Top priorities & responsibilities: Grant & Program development targeting small business affected by COVID-19 Pandemic • Strategic Communication & Presentation • Cross-Sector Collaboration (Public, Nonprofit, Private) • Financial Planning & Analysis (FP&A) for special districts • Budget Development & Oversight • Cash Flow Management • Cost Allocation & Cost Control • Fund Accounting (for Nonprofit/Government) • Federal and Local Government Grant Budgeting & Compliance • Financial Reporting & Statements • Internal Controls & Risk Mitigation Finance • Procurement & Contract Compliance • Leadership in Equity-Based Budgeting • Decision-Making Under Uncertainty • Constituent Affairs for Business Community

Excelsior Action Group (EAG) San Francisco, California

June 2014 – August 2019

Executive Director

Led, shaped, and directed implementation of organizational mission together with EAG Board of Directors • Directed, oversaw and implemented Mayor's Office of Economic and Workforce Development (OEWD) Invest in Neighborhoods program work in the Excelsior, Outer Mission, and Lakeview Commercial Corridors

Recognitions received under leadership

Kenny Alley-Best Community Challenge Grant Project (SF Neighborhood Empowerment Network, 2017) • Kenny Alley-Activation Award (SF Beautiful, 2017) • Excelsior Action Group-Activation Award (SF Beautiful, 2015) • Excelsior: Comeback Neighborhood

of the Year (Neighborhood Empowerment Network, 2015) • *Excelsior: The Curbed Cup Neighborhood of the Year* (Curbed San Francisco, 2014)

Top priorities & responsibilities: Co-creating and implementing place-based economic development strategies • Board Stewardship • Developed grant programs for small business • Manage financial health of organization and fundraise for sustainability of key programs • Budget Development & Oversight • Forecasting & Variance Analysis • Multi-Year Financial Planning • Cash Flow Management • Cost Allocation & Cost Control • Capital Planning & Asset Management • Fund Accounting (for Non-profit/Government) • Grant Budgeting & Compliance • Financial Reporting & Statements • Fiscal Policy Development, Restricted Fund Management, Operations, Procurement and Contract Negotiations • Developed and evaluated business corridor programs • Mobilized and sustained partnerships with a wide spectrum of state, city, and non-profit agencies • Worked with moderate to low-income small business owners to promote sustainable business practices • Project managed small to large scale community-led capital improvement projects • Established organization as its own independent 501(c)(3) tax-exempt entity and completed fiscal sponsorship termination process and separation of assets

The Mission Asset Fund (MAF) San Francisco, California

May 2013 – June 2014

Program Manager

Supported low-income and immigrant families on building assets and promoting equitable access to US financial systems

Top priorities & responsibilities: Developed performance metrics and program evaluations • Recruited, vetted, coached, and supported national non-profit partners on their successful implementation of the Lending Circles program • Managed local Lending Circles for Citizenship program, a program geared towards providing a low-cost peer-lending loan that financed the application cost for US Citizenship applications • Developed and managed partner agreements • Led and designed pilot SMS Financial Education Platform in order to make financial coaching more accessible to clients • Managed Financial Education Program, which included teaching Financial Education Classes in both Spanish and English, working with contractors to design and launch online Financial Education platform, and working with contractors to develop SMS (text) financial education tool • Managed portfolio of up to 60 San Francisco Lending Circles Program participants • Referred clients to partners with programs that tackled a variety of barriers for financial independence: low-cost checking and savings accounts, domestic violence counseling, immigration status, legal support, and other needs • Represented the MAF at events, committees, and functions such as the Ford Foundation Conference, Federal Reserve of San Francisco Conference, and as Member of the Univision Consumer Protection Committee

Fundación Puente de la Solidaridad Cochabamba, Bolivia

June 2007 – August 2007

International Fair Trade Consultant

Trained women-led textile cooperatives to comply with Fair Trade Labor Standards and launch their businesses globally • Liaised between Bolivia office and Chicago office • Led and organized meetings in Spanish with cooperative leaders in connection with the implementation of Free Trade Labor Standards • Translated labor standards and Fair Trade agreements into Spanish for wide distribution amongst cooperative members • Interviewed cooperative leaders and workers • Documented cooperative business practices for structural obstacles in labor compliance efforts

EDUCATION

Cornell University, College of Architecture, Art, and Planning, Ithaca, New York

Bachelor of Science in Urban and Regional Planning

January 2011

University of Texas at San Antonio, College of Public Policy, San Antonio, Texas

Nonprofit Management Training, Professional Development Institute

March 2014

National Association of Latino Community Asset Builders (NALCAB), San Antonio, Texas

March 2014 – November 2014

Fellow

A competitive national program for Latinx leaders in the community development field. The 9-month fellowship takes a deep dive into economic development policy and advocacy, asset-building program innovation, equitable neighborhood development, and nonprofit management. Fellows are taken to site visits throughout different US cities for in-depth immersion into best practices in the asset-building field.

LEADERSHIP and NETWORKS

Chicano Latino Caucus, Sacramento, California

November 2020 – June 2025

Vice-Chair of Region 1 - Northern California Bay Area

The Chicano Latino Caucus is the largest Latinx Democratic Party organization in the nation.

- Napa County Hispanic Chamber of Commerce**, Napa, California February 2021 – April 2022
Board Member
 The NCHCC is devoted to the economic advancement of the Napa County Latinx population's business community and facilitating business, social, educational, and government relationships.
- Napa Valley Community Foundation**, Napa, California January 2021 – April 2022
Scholarship Committee Member
 A program dedicated to bridging the gap for high school students, teachers, veterans, college students, and music students seeking higher education. Screened applicants for various higher education grant programs.
- Chief Scott's Latino Community Advisory Forum**, San Francisco, California May 2019 – September 2019
Member
 The San Francisco Police Department's advisory forum to address issues of concern of San Francisco's Latinx community.
- SFMTA Small Business Working Group**, San Francisco, California January 2017 – September 2019
Member
 Working Group organized by San Francisco Municipal Transit Agency (SFMTA) on January 2017 of select small business representatives to work in partnership with SFMTA to ensure meaningful outreach and engagement on SFMTA projects and policies initiatives.
- Excelsior Works!**, San Francisco, California January 2016 – September 2019
Steering Committee Member
 A multilingual workforce development agency that provides culturally competent services to address workforce disparities.
- Vision Zero Coalition**, San Francisco, California May 2015 – September 2019
Coalition Member
 The Vision Zero Coalition was formed to advocate for the adoption of Vision Zero, and to ensure the implementation of policy concerns from the communities represented. The Vision Zero Coalition includes more than 35 community-based organizations, nonprofits, and civic groups representing communities across the city, and especially those most impacted by traffic deaths, including low-income communities and communities of color, seniors, and people with disabilities.
- Excelsior Collaborative (EC)**, San Francisco, California May 2015 – September 2019
Steering Committee Member
 A collective made up of 25 community-based organizations providing support to residents, students, and people receiving services in San Francisco's 11th Supervisorial District. As a grantor, the EC awards and administers over \$50,000 of community grants – Community Action Grants. Steering Committee members managed the financial health of the collaborative in partnership with its fiscal sponsor, advocated with City officials for the EC's strategic goals, and organized agendas and facilitated the EC's monthly meetings.
- Univision Consumer Protection Group (UCPG)** San Francisco, California June 2013 – June 2014
Member
 The Univision Consumer Protection Group was an initiative led by the Univision (Bay Area, Channel 14) Network to create segments and financial counseling services to the Bay Areas Latinx viewers around asset building and consumer protection laws. The group was made up of nonprofit leaders within the Bay Area. Members pitched ideas for segments to air during the news hour, appeared during news segments to inform viewers on key financial services, and acted as advisors during financial counseling call-in hours.
- San Francisco Family Support Network (SFFSN)** San Francisco, California June 2013 – June 2014
Coordinating Council (CC) Member
 The San Francisco Family Support Network works collectively to achieve quality programs, coordination of resources, and policies that support all San Francisco families. Coordinating Council members were charged with collaborating and providing oversight on decisions pertaining to issues, policies, and activities affecting families in San Francisco. In addition to this, CC members provided input for the development of SFFSN work plans and objectives.

AWARDS, PUBLICATIONS, and SPEAKING ENGAGEMENTS

California Legislature Assembly Certificate of Recognition - Assemblymember David Chiu	August 2019
Recognition for leadership and distinguished work and efforts to support small business owners, commitment to District 11, and the greater San Francisco.	
Community Impact Award	August 2019
Recognition for unwavering support of San Francisco District 11's merchants and residents.	
D11 Democratic Club 2019 Community Leader Awardee	June 2019
Recognition for advocacy in support of D11's residents and businesses.	
American Planning Association, National Planning Conference 2019 , San Francisco, CA	April 2019
Presenter, Mobile Workshop, "Ever Upward: Outer San Francisco"	
Excelsior Outer Mission Neighborhood Strategy , San Francisco, CA	December 2018
Co-author, together with staff from OEWD and SF Planning Department	
Univision 14 KDTV, San Francisco, CA	August 2013
Presenter, Segment "Consumidor al día: Préstamos a los Dreamers"	



STATEMENT OF ECONOMIC INTERESTS COVER PAGE A PUBLIC DOCUMENT

Date Initial Filing Received Filing Official Use Only

E-Filed 03/31/2025 15:02:34 Filing ID: 214008713

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE) Cajina, Stephanie

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 Municipal Transportation Agency Member, Board of Directors

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. Leaving Office: Date Left The period covered is January 1, 2024, through the date of leaving office. Assuming Office: Date assumed Candidate: Date of Election and office sought, if different than Part 1:

4. Schedule Summary (required)

Total number of pages including this cover page: 3

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 San Francisco CA 94103 DAYTIME TELEPHONE NUMBER EMAIL ADDRESS

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 03/31/2025 (month, day, year)

Signature Stephanie Cajina (File the originally signed paper statement with your filing official.)



MUNICIPAL TRANSPORTATION AGENCY BOARD OF DIRECTORS

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	Mayor	Stephanie Cajina (second term) (Rides Muni – yes) (knowledge/exp. in government) (knowledge or exp. in public transportation)	3/1/26	At least four of the Directors must be regular riders of the Municipal Railway and must continue to be regular riders during their terms. The directors must possess significant knowledge of, or professional experience in, one or more of the fields of government, finance or labor relations. At least two of the directors must possess significant knowledge of or professional experience in, the field of public transportation. During their terms, all directors shall be required to ride the Municipal Railway on the average once a week. Term: 4-years
2	Mayor	Janet Tarlov (second term) (Rides Muni – yes) (knowledge/exp. in government and finance) (knowledge or exp. in public transportation)	3/1/28	
3	Mayor	Alfonso G. Felder (Rides Muni –) (knowledge/exp. in government) (knowledge or exp. in public transportation)	3/1/27	
4	Mayor	Steve Heminger (second term) (Rides Muni – yes) (knowledge/exp. in government, finance and labor relations) (knowledge or exp. in public transportation)	3/1/27	

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
5	Mayor	Mike Chen (second term) (Rides Muni – yes) (knowledge/exp. in government, finance and labor relations) (knowledge or exp. in public transportation)	3/1/29	
6	Mayor	Dominica Henderson (first term) (Rides Muni – ___) (knowledge/exp. in government, finance and labor relations) (knowledge or exp. in public transportation)	3/1/26	
7	Mayor	Fiona Hinze (second term) (Rides Muni and paratransit – yes) pa (knowledge/exp. in government) (knowledge or exp. in public transportation)	3/1/28	

Seats are nominated by the Mayor, subject to confirmation by the Board of Supervisors.

(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.

The Municipal Transportation Agency Board of Directors shall be governed by a Board of seven Directors appointed by the Mayor and confirmed after public hearing by the Board of Supervisors.

The composition of the MTA shall be as follows: At least four of the Directors must be regular riders of the Municipal Railway and must continue to be regular riders during their terms. The directors must possess significant knowledge of, or professional experience in, one or more of the fields of government, finance or labor relations. At least two of the directors must possess significant knowledge of or professional experience in, the field of public transportation. During their terms, all directors shall be required to ride the Municipal Railway on the average once a week. No person may serve more than three terms as a director.

The Municipal Transportation Agency shall include the Municipal Railway and the Department of Parking and Traffic. The goals of the Agency shall be: 1) to strengthen the MTA's authority to manage its employees; 2) to establish efficient and economical work rules and work practices to meet the public's needs; 3) to protect the Railway's right to select, train, discipline and layoff employees; 4) to ensure that transit vehicles move through City streets safely and efficiently; 5) to value and protect pedestrians and bicyclists; 6) to reduce congestion and air pollution through efficient use of the streets; and 7) to protect the City's economic health by giving priority to commercial deliveries and access to local business.

Directors shall serve four-year terms, provided, however, that two of the initial appointees shall serve for terms ending March 1, 2004; two for terms ending March 1, 2003, two for terms ending March 1, 2002, and one for a term ending March 1, 2001. Initial terms shall be designated by the Mayor. No person may serve more than three terms as a director.

Reports: The agency shall adopt achievement measurements and goals by July 1st of each year and shall regularly publish reports on its attainment of the achievement of its

goals. In addition, on a biannual basis an independent quality review of performance shall be conducted by an outside consulting firm and submitted to the Mayor, the Board of Supervisors, the Agency and the Citizen's Advisory Council who shall each hold a public hearing on the report.

Holdover Limit: Holdover tenure of commissioners is limited to 60 days after their terms expire. (Charter § 4.101.5.)

Authority: Charter, Sections 8A.100 - 115

Sunset Date: None

Contact: Christine Silva
Municipal Transportation Agency
1 South Van Ness Avenue, 7th Floor
San Francisco, CA 94103
(415) 646-4770
christine.silva@sfmta.com

Updated: December 22, 2025



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 Veterans¹ 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".

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

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Executive Summary

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.² 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

² "Sec. 3.1-103. Filing Officers." *American Legal Publishing Corporation*, https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_campaign/0-0-0-979.

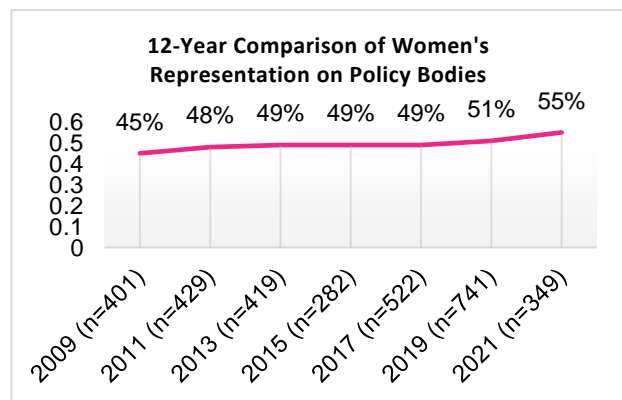
were limited compared to previous years, including the ability to conduct paper surveys and in-person meetings. Reliance on online surveying significantly reduced the level of participation, despite three to five direct contact efforts with policy bodies via phone and email. Moving forward, in addition 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

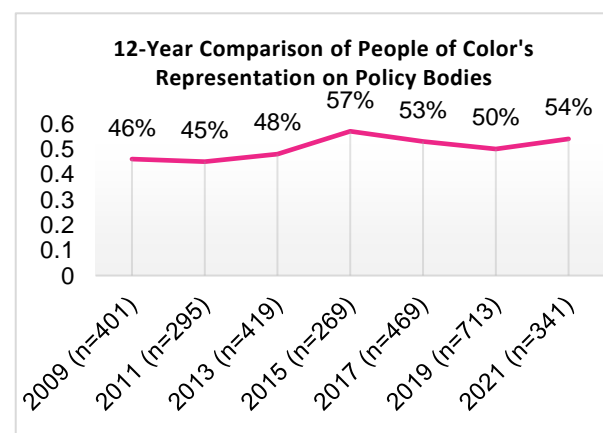
Gender

- 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.



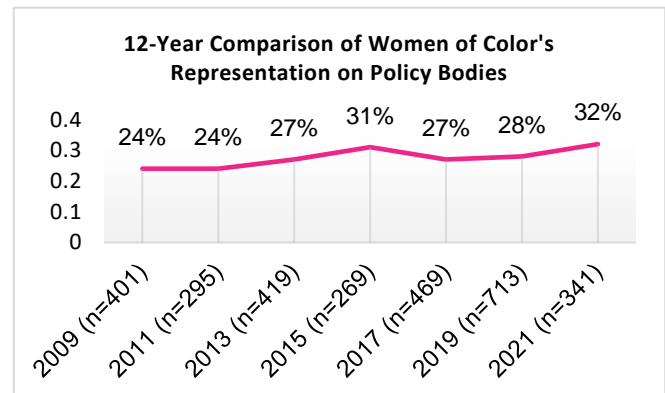
Race and Ethnicity

- 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

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, 1998.³ 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.

³ 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

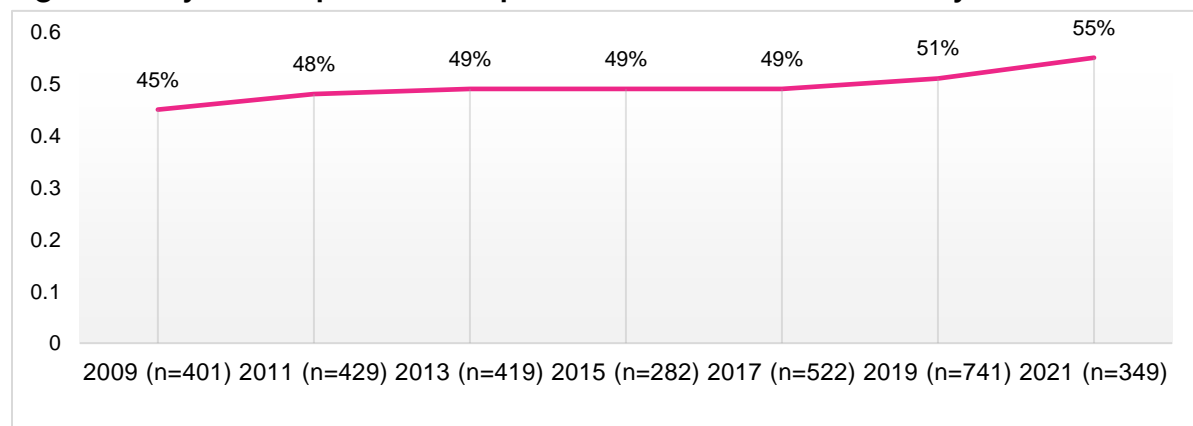
Appointee Demographics	Percentage of Appointees
Women (n=349)	55%
People of Color (n=341)	54%
Women of Color (n=341)	32%
LGBTQIA+ Identifying (n=334)	23%
People with Disabilities (n=349)	13%
Veteran Status (n=349)	22%

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%.

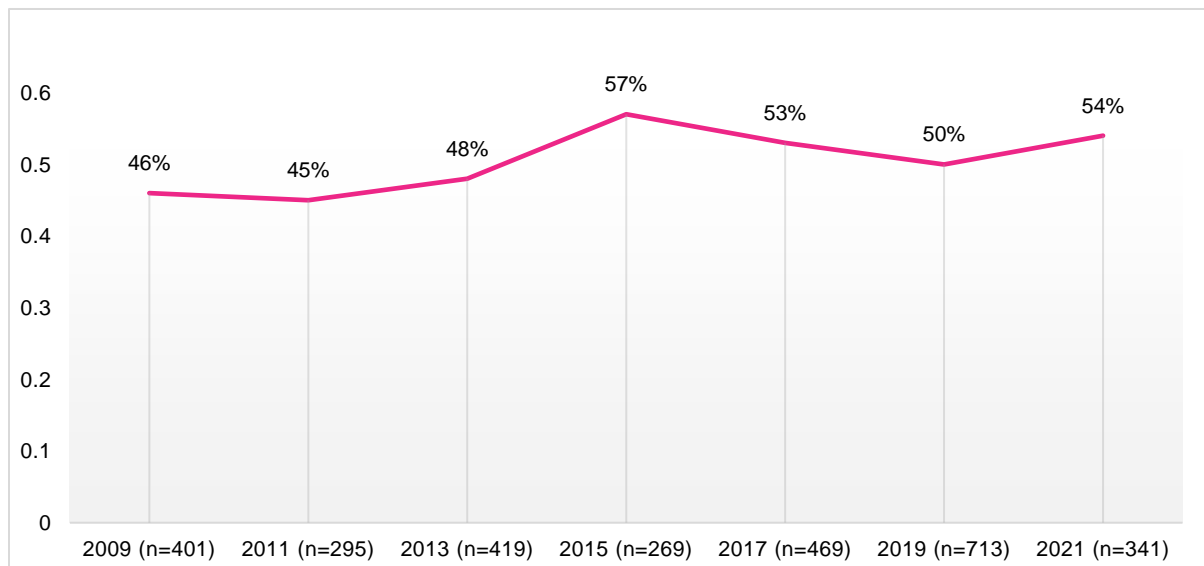
Figure 5: Advisory Bodies with the Highest Percentage of Women, 2021

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



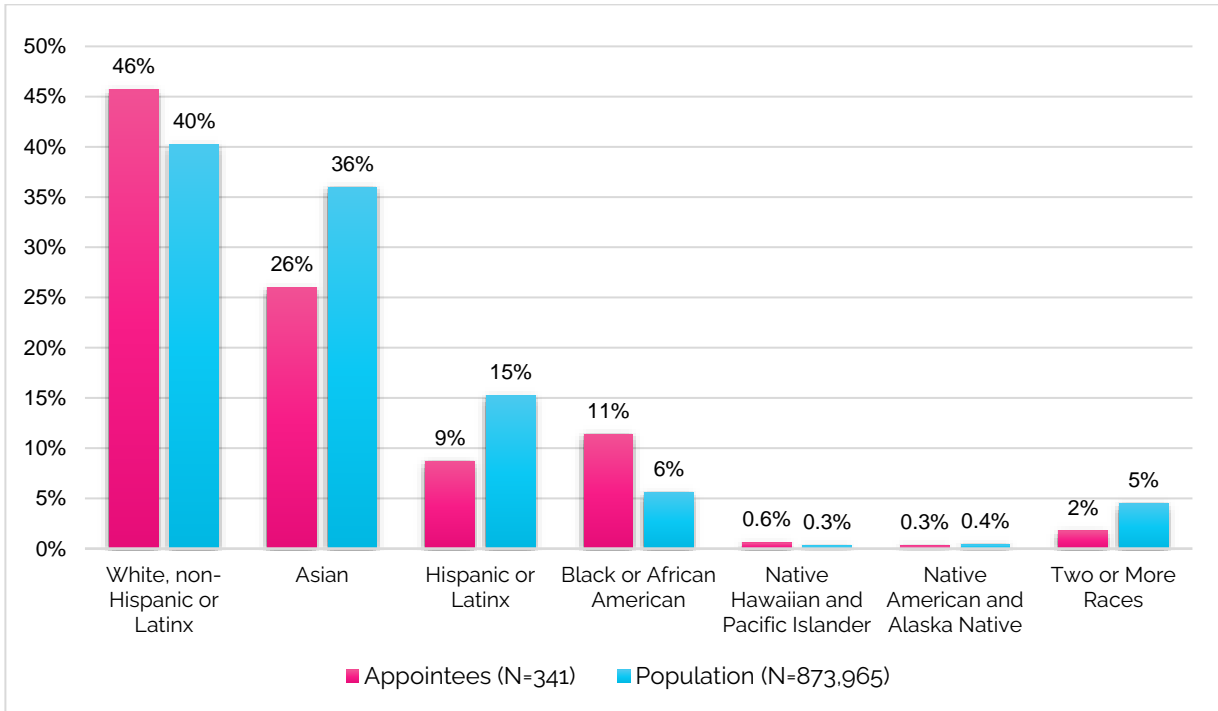
The racial and ethnic breakdown of policy body members compared to the San Francisco population is shown in Figure 7. This analysis reveals underrepresentation and overrepresentation in San Francisco policy bodies for certain racial and ethnic groups. Nearly half of all appointees are white, an overrepresentation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

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

⁵ 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

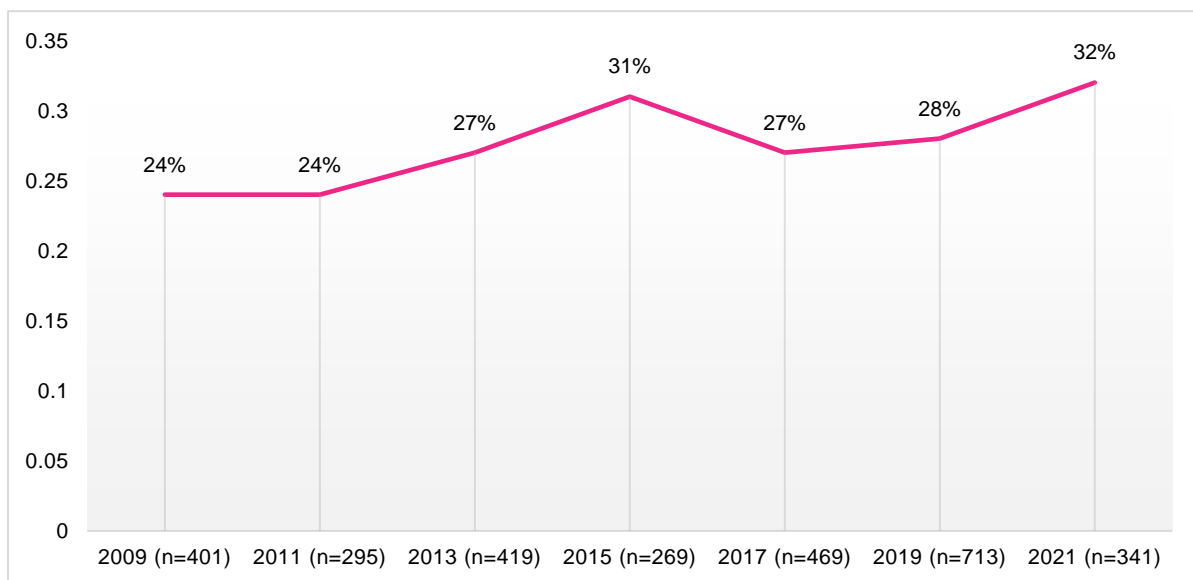
Policy Body	Percent of POC	Response Rate*	2019 Percent	2017 Percent
Ethics Commission	25%	25%	50%	67%
Retirement System Board	29%	57%	29%	29%
Recreation and Park Commission	29%	43%	43%	43%
Rent Board Commission	30%	60%	33%	50%

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

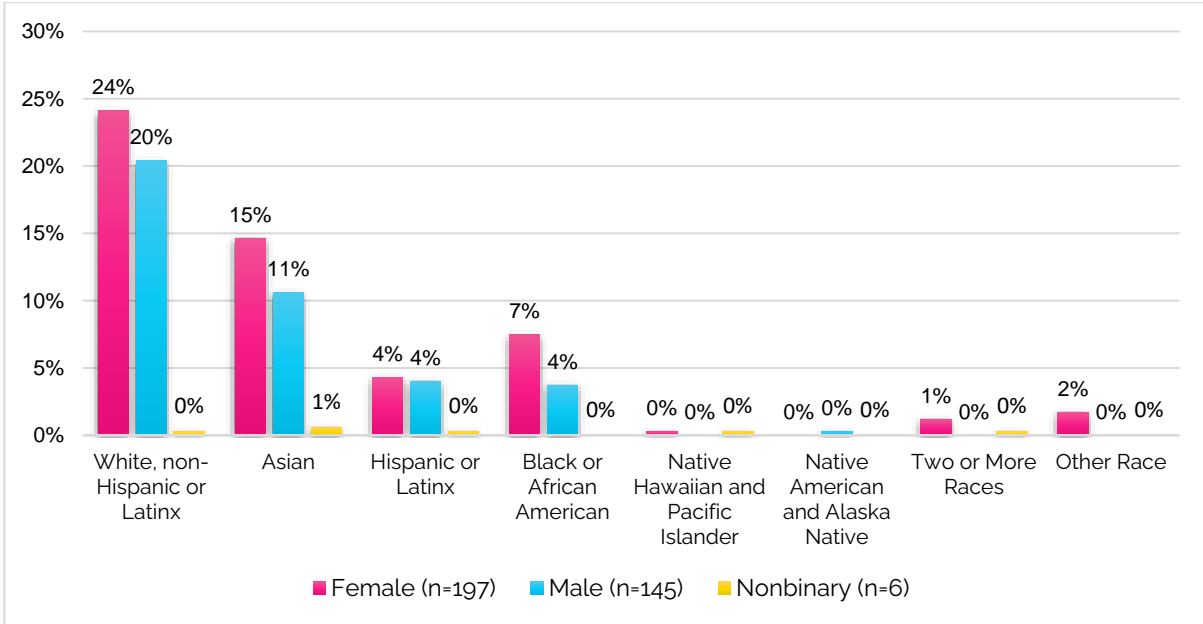
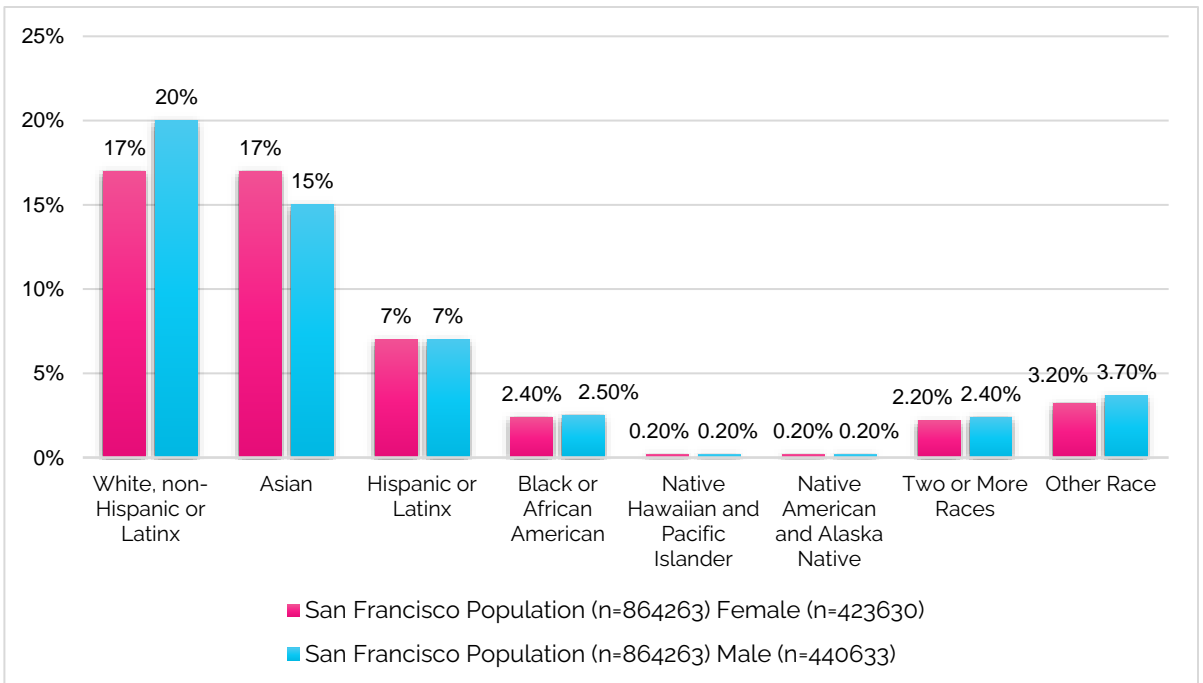


Figure 12: San Francisco Population by Race/Ethnicity

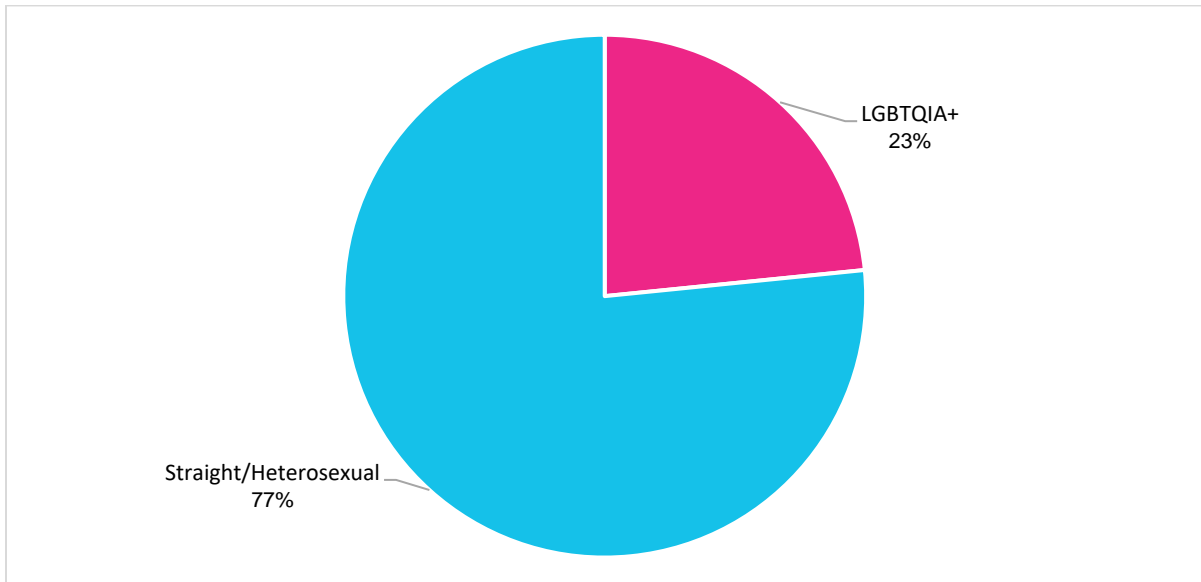


D. LGBTQIA+ Identity

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%⁶. The LGBTQIA+ population of the San Francisco and greater Bay Area is estimated to rank the highest of U.S. cities at 6.2%,⁷ while a 2006 survey found that 15.4% of adults in San Francisco identify as LGBTQIA+⁸.

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

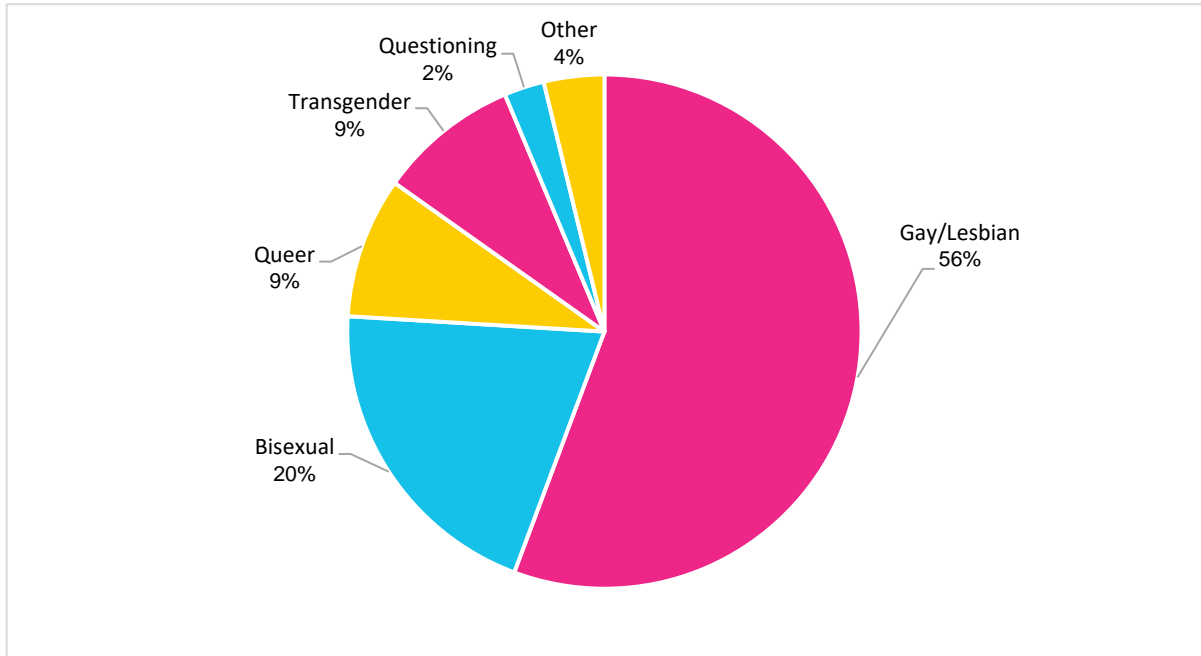


⁶ <https://williamsinstitute.law.ucla.edu/publications/adult-lgbt-pop-us/>

⁷ 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.

⁸ 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

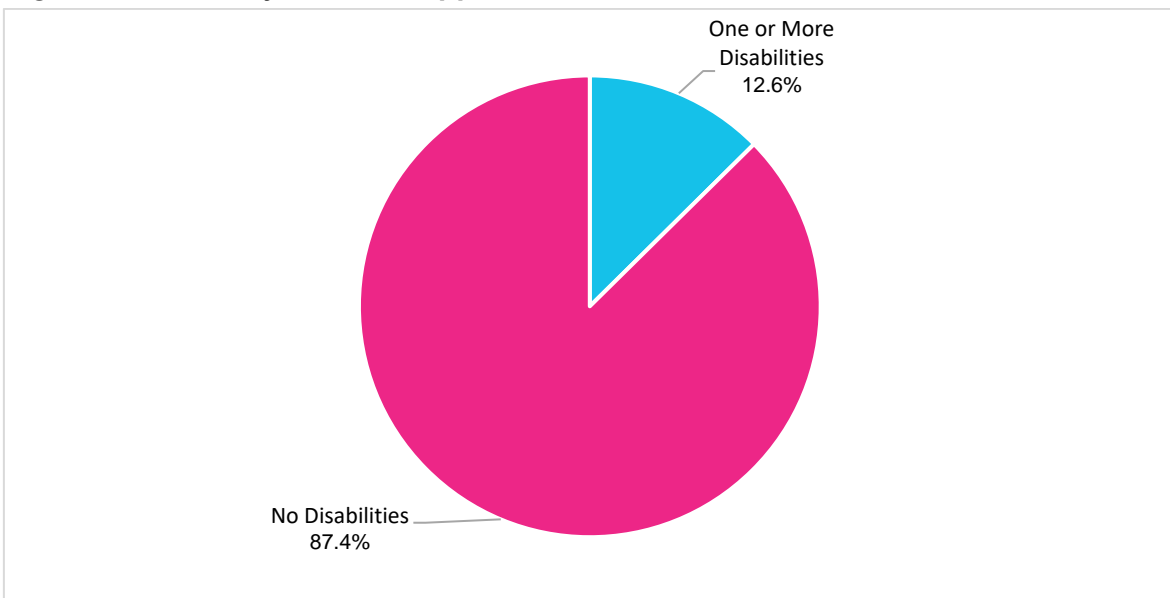
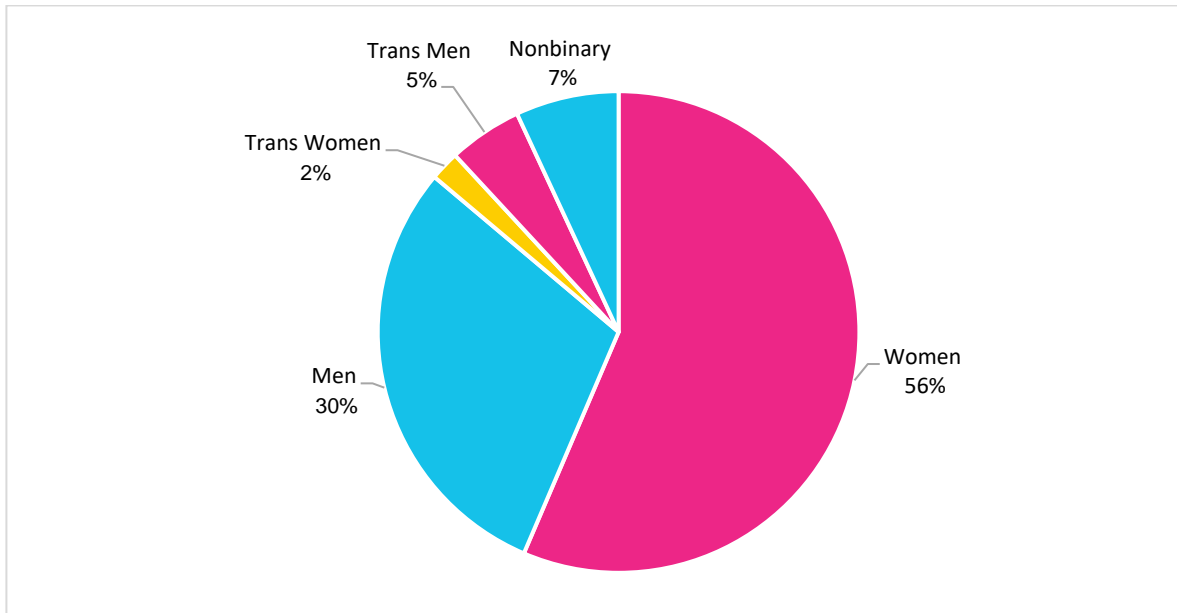


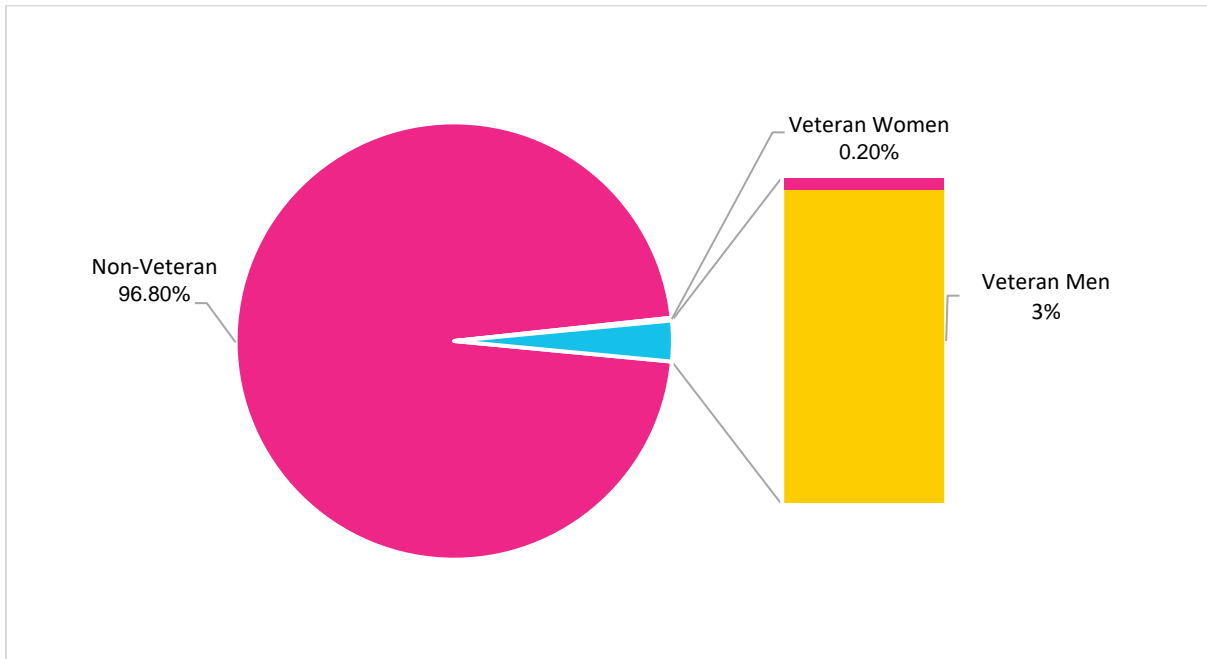
Figure 16: Appointees with One or More Disabilities by Gender Identity, 2021



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

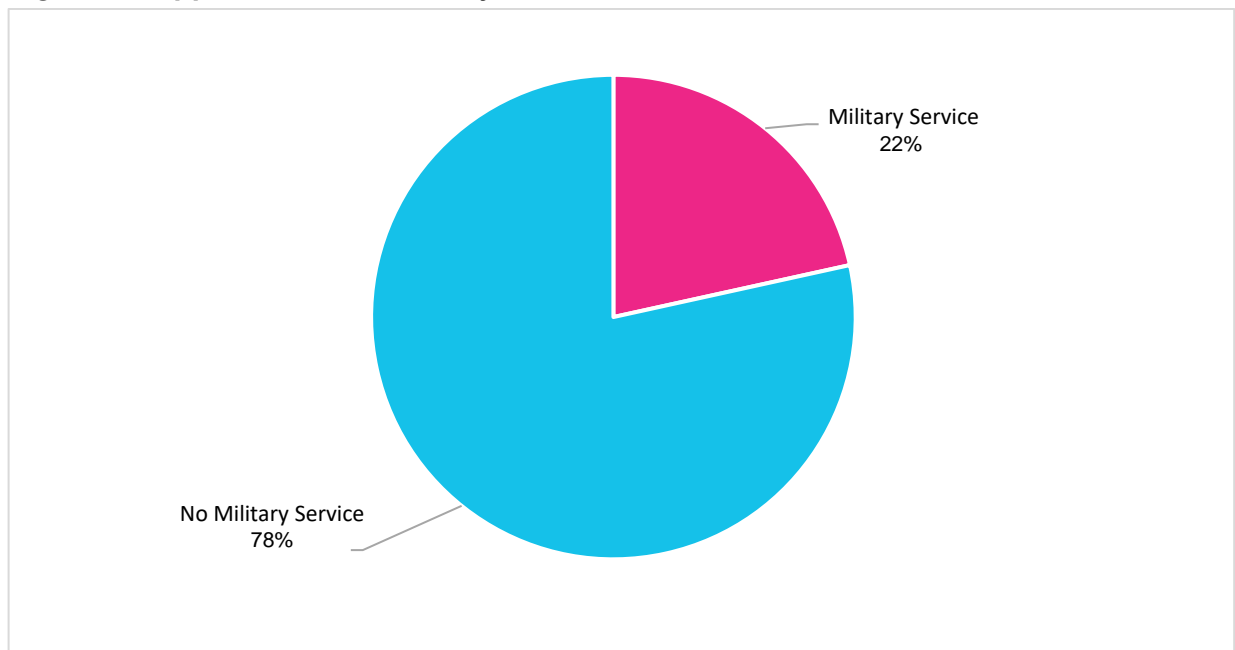
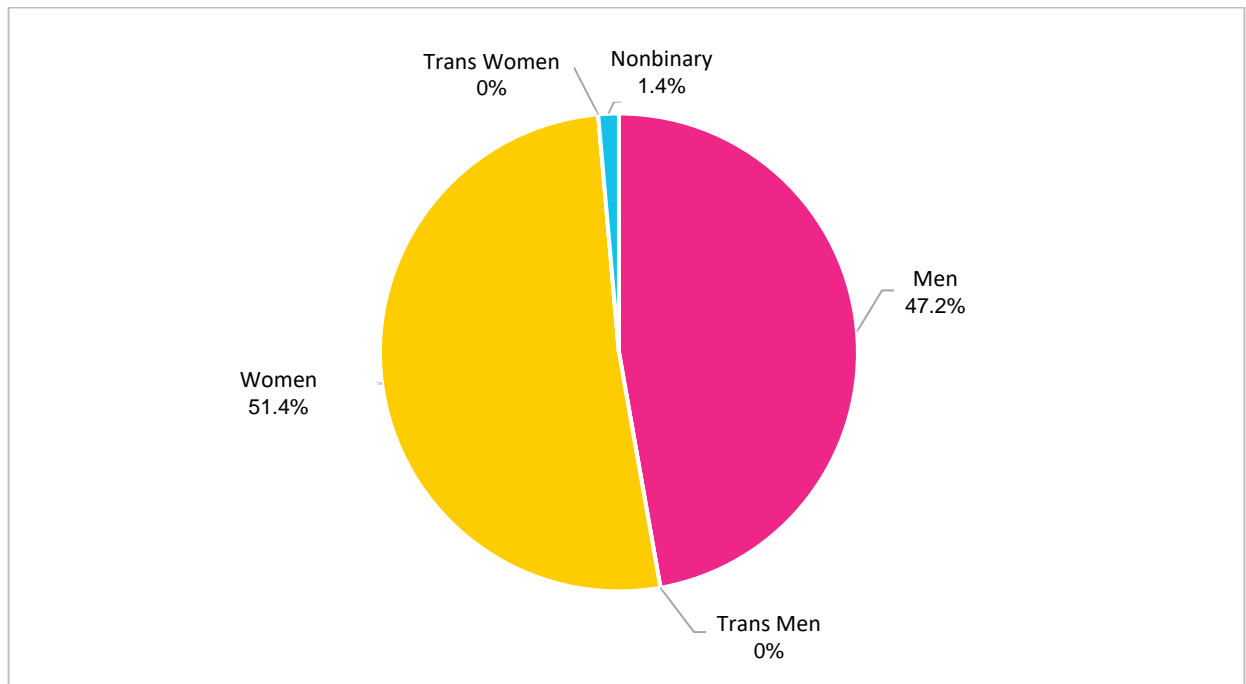


Figure 19: Appointees with Military Service by Gender, 2021



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

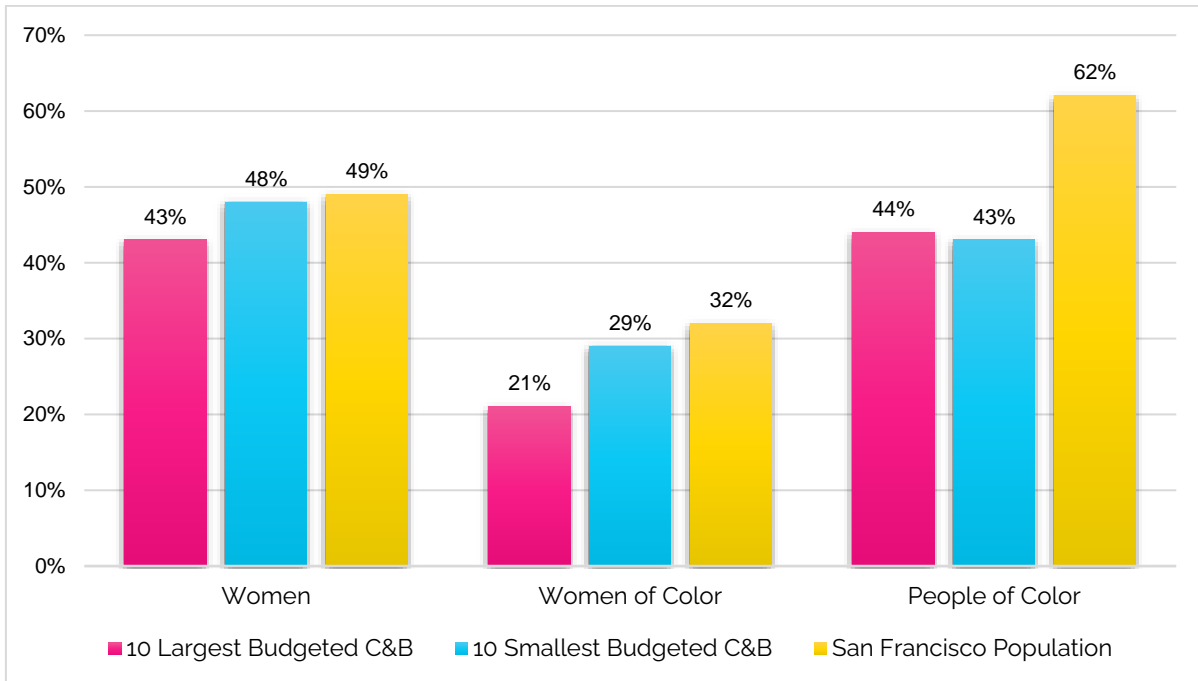


Figure 21: Demographics of Commissions and Boards with Largest Budgets, 2021

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%
Total	\$8.9B	66	61	74%	58%	29%	60%

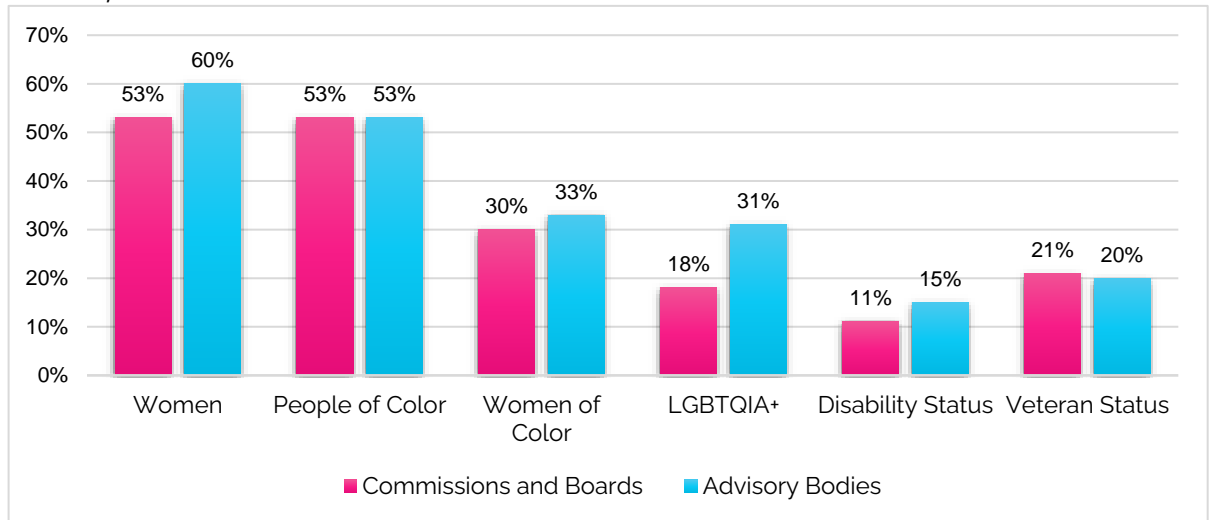
Figure 22: Demographics of Commissions and Boards with Smallest Budgets, 2021

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%
Total	\$25.5M	73	65	86%	56%	35%	51%

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.

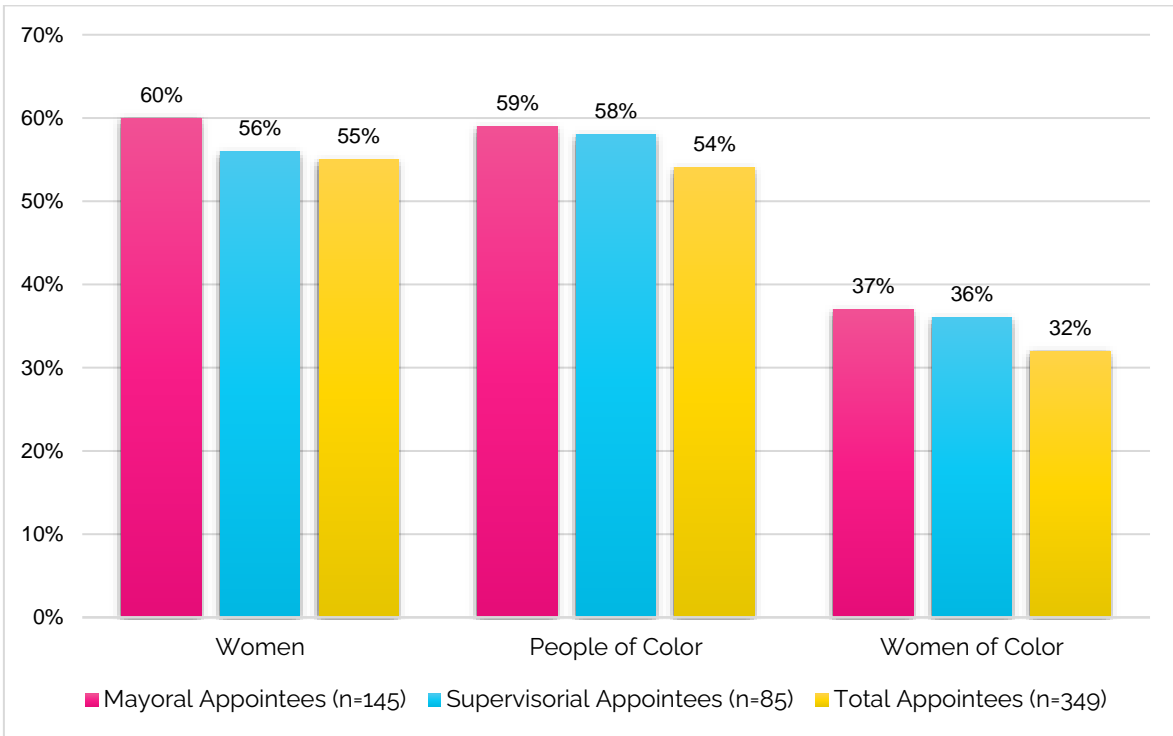
Figure 23: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2021



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.

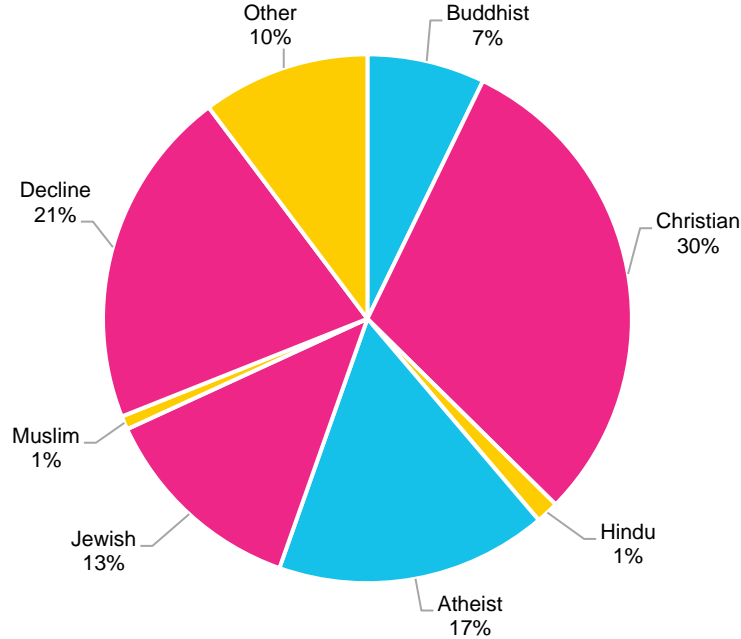
Figure 24: Demographics of Mayoral, Supervisorial, and Total Appointees, 2021



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

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.⁹ 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.

⁹"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

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
Access Appeals Commission	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%
Aging and Adult Services Commission	7	7	\$ 435,011,663	71%	29%	43%	86%
Airport Commission	5	5	\$ 1,370,000,000	40%	0%	40%	100%
Animal Control and Welfare Commission	7	7	\$0	29%	14%	29%	43%
Arts Commission	15	14	\$ 23,762,015	79%	57%	71%	100%
Asian Art Commission	27	26	\$ 10,200,000	50%	35%	54%	81%
Assessment Appeals Board No.1	8	6	\$ -	50%	0%	17%	100%
Assessment Appeals Board No.2	8	4	\$ -	0%	0%	50%	100%
Assessment Appeals Board No.3	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%
Board of Appeals	5	5	\$ 1,177,452	40%	20%	60%	100%
Board Of Examiners	13	10	\$0	0%	0%	40%	90%
Building Inspection Commission	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

Policy Body*	Total Seats	Filled Seats	FY20-21 Budget	Women	Women of Color	People of Color	Survey Response Rate
Central Subway Community Advisory Group	21	14	\$0	0%	0%	0%	0%
Children and Families Commission (First 5)	9	8	\$ 31,019,003	75%	50%	50%	75%
Children, Youth, and Their Families Oversight and Advisory Committee	11	7	\$ 171,481,507	14%	0%	0%	14%
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%
Citizens General Obligation Bond Oversight Committee	9	6	\$0	50%	0%	17%	100%
City Hall Preservation Advisory Commission	5	5	\$0	0%	0%	0%	20%
Civil Service Commission	5	5	\$ 1,286,033	60%	20%	40%	100%
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%
Commission on the Environment	7	7	\$0	57%	29%	43%	86%
Commission on the Status of Women	7	7	\$ 9,089,928	100%	86%	86%	100%
Committee on Information Technology	17	17	\$ 22,934,703	12%	0%	6%	18%

Figure 26: Policy Body Demographics, 2021, Continued

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

Figure 26: Policy Body Demographics, 2021, Continued

Policy Body*	Total Seats	Filled Seats	FY20-21 Budget	Women	Women of Color	People of Color	Survey Response Rate
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%
Planning Commission	7	7	\$ 62,194,821	57%	29%	43%	71%
Police Commission	7	5	\$0	20%	20%	80%	100%
Port Commission	5	5	\$ 125,700,000	60%	40%	40%	60%
Public Utilities Citizen's Advisory Committee	17	14	\$0	21%	0%	14%	43%
Public Utilities Commission	5	5	\$ 1,433,954,907	20%	20%	20%	60%
Public Utilities Rate Fairness Board	7	4	\$0	25%	0%	25%	75%
Recreation and Park Commission	7	7	\$ 231,600,000	29%	14%	29%	43%
Reentry Council	7	5	\$0	0%	0%	0%	0%
Rent Board Commission	10	10	\$ 9,381,302	10%	0%	30%	60%
Residential Users Appeal Board	3	2	\$ 900	0%	0%	0%	50%
Retire Health Care Trust Fund Board	5	5	\$ 70,000	0%	0%	0%	0%
Retirement System Board	7	7	\$ 90,000,000	14%	14%	29%	57%
Small Business Commission	7	7	\$ 3,505,244	14%	0%	14%	43%
SoMa Community Planning Advisory Committee	11	7	\$0	0%	0%	0%	0%

Figure 26: Policy Body Demographics, 2021, Continued

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

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

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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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From: [Mel Flores](#)
To: [Young, Victor \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#)
Subject: Item 2 - Support for Reappointment of Stephanie Cajina to SFMTA Board of Directors
Date: Monday, March 23, 2026 12:48:28 AM

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22 March 2026

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

Re: Item 2 - Support for Reappointment of Stephanie Cajina to SFMTA Board of Directors

Dear Chair Walton and Members of the Rules Committee,

I am writing to express my strongest support for the reappointment of Stephanie Cajina to the San Francisco Municipal Transportation Agency (SFMTA) Board of Directors.

During her tenure, Ms. Cajina has demonstrated her deep commitment to advancing a transportation system that is equitable, reliable, and responsive to the needs of San Francisco's diverse communities. She brings thoughtful, community-centered perspectives to complex policy decisions, consistently elevating the voices of those most impacted by transportation investments.

As the first Latina appointed to the SFMTA Board of Directors, Ms. Cajina's professional background in organizational leadership, financial stewardship, and community engagement has strengthened the Board's ability to navigate challenging fiscal and operational landscapes. She approaches her role with both rigor and empathy -balancing long-term system sustainability with the urgency of delivering safe, accessible, and affordable mobility options today.

I have had the pleasure to have known and worked with Ms. Cajina for many years within our community. She served as our Executive Director of the Excelsior Action Group, a vital organization within our neighborhood. In my work as president of the Excelsior District Improvement Association, I know firsthand the importance of transportation decisions and the impact they have on our community members. I know they value leaders who prioritize equity and meaningful community engagement. I trust Ms. Cajina's abilities to provide policy oversight, set strategic goals and budgets for the SFMTA. Ms. Cajina's leadership has always

reflected that kind of thoughtful, community centered decision making.

At this time when the SFMTA faces critical decisions that will shape the future of mobility in our city, continuity and values driven leadership is essential. Ms. Cajina's reappointment would ensure that the Board continues to benefit from her strategic insight, collaborative approach, and her dedication to public service.

It is for these reasons, that I respectfully urge the Rules Committee to recommend the reappointment of Stephanie Cajina to the SFMTA Board of Directors.

Thank you for your consideration.

Sincerely,

Mel Flores



Mel Flores

President

Excelsior District Improvement Association (EDIA)

415 275-4539

melfloressf@gmail.com

From: [Cathy Mulkey Meyer](#)
To: [Young, Victor \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#)
Subject: Support for Reappointment of Stephanie Cajina to SFMTA Board of Directors
Date: Sunday, March 22, 2026 11:24:43 PM

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March 22, 2026

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

Re: March 23 Agenda, Item 2 - Support for Reappointment of Stephanie Cajina to SFMTA Board of Directors

Dear Chair Walton and Members of the Rules Committee,

I am sending this email enthusiastically supporting Stephanie Cajina's reappointment to serve on the Board of Directors for SFMTA. Representation matters, Stephanie is the first Latina appointed to the SFMTA BOD and has deep community roots as a life-long Excelsior resident and Mission district advocate.

I met Stephanie in 2014 when she was hired as the Executive Director of Excelsior Action Group, supporting small business owners on the Mission Street corridor, also served by the longest bus lines in the city: 14, 4R, 49, 54, 29, 8, and 43. Over the years we have partnered with SFMTA on a Mission Street pedestrian safety audit, Vision Zero (Mission is a High Injury Corridor), Excelsior Collaborative, Sunday Streets, Excelsior Outer Mission Planning Strategy, and multi-language/cross cultural engagement as COVID response and now on San Francisco's sanctuary city policy to riders, business owners, pedestrians, and students using the Excelsior/Mission transit corridor.

Stephanie's experience in urban planning, dedication to fiscal transparency, and leadership roles serving community based non-profits brings a unique perspective to the Board of Directors as SFMTA continues to make difficult financial and operations decisions impacting staffing, street use, routes and stops, and ridership experience while improving safety for drivers and riders, language access, and reliability.

Ms. Cajina's service on the Board of Directors reflects her lived and professional experience, centering decisions on what works for people, while balancing the

financial realities our City faces. Resulting in a safer, more equitable, more reliable city department and transit system that is responsive to the needs of the people living in communities most impacted by investments in public transit.

Please move Director Cajina's reappointment through to the Board of Supervisors.

Kind regards,

Cathy Mulkey Meyer
mulkeymeyer@gmail.com
(415) 734-1651

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1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Item 2 - Support for Reappointment of Stephanie Cajina to SFMTA Board of Directors

Dear Chair Walton and Members of the Rules Committee,

I am writing to express my strong support for the reappointment of Stephanie Cajina to the San Francisco Municipal Transportation Agency (SFMTA) Board of Directors.

During her tenure, Ms. Cajina has demonstrated a deep commitment to advancing a transportation system that is equitable, reliable, and responsive to the needs of San Francisco's diverse communities. She brings a thoughtful, community-centered perspective to complex policy decisions, consistently elevating the voices of those most impacted by transportation investments.

In addition to being the first Latina appointed to the SFMTA Board of Directors, Ms. Cajina's professional background in organizational leadership, financial stewardship, and community engagement has strengthened the Board's ability to navigate challenging fiscal and operational landscapes. She approaches her role with both rigor and empathy—balancing long-term system sustainability with the urgency of delivering safe, accessible, and affordable mobility options today.

As a lifelong resident of San Francisco, currently District 7, and a retired (32 years) SFMTA Senior Operations Manager in Transit Operations I know the importance of transit here in San Francisco. My family did not own a car and we relied on "MUNI" to get us to work, school, shopping, and medical appointments. As a SFMTA Manager in Transit Operations I had the responsibility of providing oversight of the Operators, Supervisors, and daily transit service. The SFMTA is now more than just transit but consists of traffic flow planning, bike lanes, pedestrian safety, parking control and more all of which affects residents, businesses, and visitors. During my tenure there was budget deficits that impacted hiring, equipment availability and service which caused me to struggle to balance the needs of our employees, service and needs of communities with the decisions made by our department and/or City leadership. This gave me insight to the importance of having leadership receptive, responsive, and collaborative to be effective to meet the needs of all involved to have adequate outcomes.

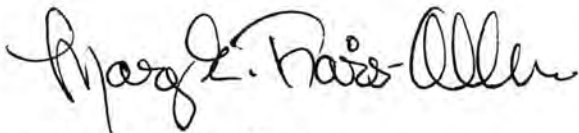
My personal and professional experience has been the motivation for me to stay engaged and to be an advocate for our communities that are impacted by the decisions of our city government. Ms. Cajina's leadership, response and engagement has demonstrated to me that she too shares the same values that I do. When requested, she has met with and listened to concerns brought forth by communities and with her knowledge, support, and guidance this interaction has created a trust and respect to be able to formulate alternatives and/or find a path forward to finding solutions.

At a time when SFMTA faces critical decisions that will shape the future of mobility in our city, continuity of experienced, values-driven leadership is essential. Ms. Cajina's reappointment would ensure that the Board continues to benefit from her strategic insight, collaborative approach, and dedication to public service.

For these reasons, I respectfully urge the Rules Committee to recommend the reappointment of Stephanie Cajina to the SFMTA Board of Directors.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Mary E. Travis-Allen". The signature is written in a cursive, flowing style.

Mary E. Travis-Allen

Co-Chair American Indian Cultural District (AICD) – Leadership Council

SFMTA Equity Working Group Member

SF Planning Equity Community Advisory Council

3/23/2026

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City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Item 2 - Support for Reappointment of Stephanie Cajina to SFMTA Board of Directors

Dear Chair Walton and Members of the Rules Committee,

I am writing to voice my enthusiastic support for the reappointment of Stephanie Cajina to the San Francisco Municipal Transportation Agency (SFMTA) Board of Directors.

As a resident of Bernal Heights, I have seen firsthand how transportation decisions directly affect access to jobs, schools, and essential services for workers throughout the eastern side of the city. Many service workers live along the Mission Corridor and travel to SOMA, the Mission District, Excelsior, and other neighborhoods to support hotel and restaurant industries downtown.

In my leadership work within the San Francisco Latino Community, I deeply value leaders who prioritize equity and meaningful community engagement. Ms. Cajina listens and demonstrates exceptional problem-solving skills, drawing on her education and experience as a transportation planner.

Throughout her service, Ms. Cajina has shown an unwavering dedication to building a transportation system that is fair, dependable, and attentive to the needs of San Francisco's many diverse communities. She consistently brings a thoughtful, community-focused outlook to complex policy issues and makes sure the voices of those most affected by transportation decisions are heard.

As the first Latina to serve on the SFMTA Board, Ms. Cajina's expertise in organizational leadership, financial management, and community engagement has enhanced the Board's ability to manage tough financial and operational challenges. She fulfills her responsibilities with both diligence and compassion, balancing the long-term sustainability of our transportation system with the immediate need to provide safe, accessible, and affordable mobility choices. Ms. Cajina's leadership reflects the kind of thoughtful, community-centered decision-making our city needs.

At a time when SFMTA faces critical decisions that will shape the future of mobility in our city, continuity of experienced, value-driven leadership is essential. Ms. Cajina's reappointment would ensure that the Board continues to benefit from her strategic insight, collaborative approach, and dedication to public service.

For all these reasons, I respectfully ask the Rules Committee to recommend Stephanie Cajina's reappointment to the SFMTA Board of Directors.

Thank you for your consideration.

Sincerely,



Anne Cervantes, AIA- Resident of Bernal Heights

From: [Jodie Medeiros](#)
To: [Mandelman, Rafael \(BOS\)](#); [Sherrill, Stephen \(BOS\)](#); [Walton, Shamann \(BOS\)](#)
Cc: [Young, Victor \(BOS\)](#)
Subject: Walk SF's full support of SFMTA Directors Cajina and Henderson
Date: Monday, March 23, 2026 7:55:18 AM

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Good morning Board President Mandelman, and Supervisors Sherrill and Walton,

This morning, the Rules Committee will be voting on whether to reappoint SFMTA Board Members Cajina and Henderson (Agenda Items #1 & 2).

On behalf of Walk SF, I want to express our full and complete support for reappointing these two SFMTA Directors.

In the first 3 months of the year, five pedestrians have been killed, including a 2-year old child in the crosswalk with their mother. The city has more work to do to ensure our streets are safe for everyone, from children to older adults.

Both Director Cajina and Henderson have provided clear guidance and direction to the agency regarding pedestrian safety. And Director Cajina has been a necessary and important voice on the Vision Zero Sub-Committee, ensuring pedestrian safety remains an agency priority. Both of these Directors ensure the agency focuses on the city's most vulnerable populations—those often overlooked in underfunded districts where streets remain unsafe. This need persists when the agency has limited funds to accomplish major street safety goals.

I'm unable to attend this morning's hearing to express our support for both Director Cajina and Director Henderson. Please vote to reappoint them to the SFMTA Board of Directors.

Thank you,
~jodie

Jodie Medeiros (*she/her*)

Executive Director
2601 Mission St. Ste 400, San Francisco, CA. 94110
415.596.1580 (cell) | walksf.org

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2,000 steps. 5 miles. 100% pure fun. [Sign up for the SF Stair Challenge on Saturday, May 2!](#)