

BOARD of SUPERVISORS



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

MEMORANDUM

RULES COMMITTEE

SAN FRANCISCO BOARD OF SUPERVISORS

TO: Supervisor Hillary Ronen, Chair
Rules Committee

FROM: Victor Young, Assistant Clerk *Victor Young*

DATE: July 29, 2019

SUBJECT: **COMMITTEE REPORT, BOARD MEETING**
Tuesday, July 30, 2019

The following file should be presented as a **COMMITTEE REPORT** at the Board Meeting on Tuesday, July 30, 2019. This item was acted upon at the Rules Committee Meeting on Monday, July 29, 2019, at 10:00 a.m., by the votes indicated.

Item No. 52 File No. 190752

Mayoral Appointment, Treasure Island Development Authority Board of Directors
- Ruby Bolaria-Shifrin

Motion approving the Mayor's nomination for the appointment of Ruby Bolaria-Shifrin to the Treasure Island Development Authority Board of Directors, for a term ending February 26, 2022.

RECOMMENDED AS AMENDED AS A COMMITTEE REPORT

Vote: Supervisor Hillary Ronen - Excused
Supervisor Shamann Walton - Aye
Supervisor Gordon Mar - Aye
Supervisor Rafael Mandelman - Absent

c: Board of Supervisors
Angela Calvillo, Clerk of the Board
Alisa Somera, Legislative Deputy Director
Jon Givner, Deputy City Attorney

File No. 190752

Committee Item No. 4

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date July 29, 2019

Board of Supervisors Meeting

Date _____

Cmte Board

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

OTHER (Use back side if additional space is needed)

<input type="checkbox"/>	<input type="checkbox"/>	_____
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Completed by: Victor Young Date July 25, 2019

Completed by: Victor Young Date 7/29/19

1 [Mayoral Appointment, Treasure Island Development Authority Board of Directors - Ruby
2 Bolaria-Shifrin]

3 **Motion approving the Mayor's nomination for the appointment of Ruby Bolaria-Shifrin**
4 **to the Treasure Island Development Authority Board of Directors, for a term ending**
5 **February 26, 2022.**

6
7 WHEREAS, Pursuant to Article V, Section 7, of the Treasure Island Island
8 Redevelopment Authority Bylaws, the Mayor has submitted a communication notifying the
9 Board of Supervisors of the nomination for the appointment of Ruby Bolaria-Shifrin to the
10 Treasure Island Development Authority Board of Directors, received by the Clerk of the Board
11 on July 2, 2019; now, therefore, be it

12 MOVED, That the Board of Supervisors of the City and County of San Francisco does
13 hereby approve the nomination for the appointment by the Mayor of the following designated
14 person to serve as a member of the Treasure Island Development Authority Board of
15 Directors, for the term specified:

16 Ruby Bolaria-Shifrin, succeeding Jean Paul Samaha, to serve for the unexpired portion
17 of a four-year term ending February 26, 2022.

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24
25

OFFICE OF THE MAYOR
SAN FRANCISCO



LONDON N. BREED
MAYOR

Notice of Appointment

June 30, 2019

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

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2019 JUL -2 AM 11:54
AK

Honorable Board of Supervisors:

Pursuant to Article V, Section 7, of the Treasure Island Redevelopment Authority Bylaws, I make the following appointment:

Ruby Bolaria-Shifrin to the Treasure Island Development Authority Board of Directors to the seat formerly held by Jean Paul Samaha to fulfill a four year term ending February 26, 2022.

I am confident that Ms. Bolaria-Shifrin will serve our community well. Attached are her qualifications to serve, which demonstrate how her appointment represents the communities of interest, neighborhoods and diverse populations of the City and County of San Francisco.

Should you have any question about this appointment, please contact my Director of Commission Affairs, Kanishka Karunaratne Cheng, at 415.554.6298

Sincerely,

A handwritten signature in cursive script that reads "London Breed".

London N. Breed
Mayor, City and County of San Francisco

RUBY BOLARIA- SHIFRIN

San Francisco, CA 94117

EDUCATION

University of California, Los Angeles, MA, Urban and Regional Planning

2014

Certificates & Awards: Urban Humanities Institute, 2014; Global Public Affairs, 2014; Bergman Fellowship, 2013

University of California, Santa Cruz, BA, Politics

2007

PROFESSIONAL EXPERIENCE

Housing Affordability Initiative Manager, Chan Zuckerberg Initiative, Redwood City, CA 5/2018 - Present

- Develop and manage CZI strategy for the Housing Affordability program; set long and short-term goals based on desired outcomes. Manage team of five to help execute on the work statewide.
- Build strategic partnerships: manage relationships with advisors, grantees, co-funders, public sector and other stakeholders to achieve program and project goals
Partnership for the Bay's Future Regional Fund: coordinate with other partners including LISC, San Francisco Foundation, Facebook, Genentech and others to fulfill the Partnership's goals.
- Scope and diligence market-based solutions to housing affordability issues. Projects include housing accelerator with Terner center, potential modular investments and public/private pilots to promote ADU's.

Development Manager, FivePoint (Formerly Lennar Urban), San Francisco, CA 10/2015- 5/2018
Promoted from Assistant Development Manager, 12/2017

- Entitled over 800 new housing units in San Francisco's Candlestick and Shipyard revitalization projects, including market rate and affordable for-sale and rentals.
- Responsible for underwriting deals and assisted in management control functions including budget/costs reconciliation, cash flow projections, program scheduling, monitoring and compliance of contracts. Cumulative project development budgets totaling over \$500 million dollars.
- Worked directly with VP of Development to build five year business plan for master development including budgets, schedules, and staffing requirements.
- Prepared and submitted City permits for project approval including design review, wind and shadow study approvals, soils engineering, tentative tract map and final map approval.
- Evaluated, hired and managed multi-disciplinary consulting teams including architects, engineers and general contractors.

Research Analyst, JLL, San Francisco, CA 08/2014 - 10/2015

- Analyzed market conditions including employment data, demographics, population growth, policy initiatives, and other metrics that affect the local economy and real estate market to generate forecasts and general market trends.
- Wrote and presented quarterly market statistics reports for clients internally and externally. Led quarterly statistical analysis involving collection, verification and finalization of data for the local market reports and national reports. Presented to clients often on market conditions to facilitate an investor or sellers decision.

Graduate Student Researcher, UCLA, Los Angeles, CA 09/2013-06/2014

- Analyzed academic literature and public policy regarding informal settlement upgrading in developing countries for Professor Vinit Mukhija; the literature was segmented by subtopics including gender focused approaches.

City of Joburg, Housing Department, Johannesburg, South Africa 06/2013- 09/2013

- Coordinated informal housing (in-situ) upgrading project in the Ruimsig settlement of Joburg. Collaborated with community leaders, NGO and government officials to build consensus on upgrading projects and conditions. Managed finances and logistics to relocate and integrate 100 families into new

- United Auto Workers Union (UAW), Student Organizer, Los Angeles, CA** 01/2013 – 11/2013
- Organized student workers to improve working and learning conditions; recruited over 150 new members
 - Developed strategic planning framework and organizing strategies for contract negotiation demands

- Program Manager, The Common Good, New York, NY** 02/2012-09/2012
- Collaborated in strategic planning with Founder and CEO Patricia Duff to restructure organizational framework to focus on advocacy. Managed budget, recruited VIP speakers Paul Krugman, Nancy Pelosi.

- Regional Campaign Organizer, Corporate Accountability International, Boston, MA** 9/2009 – 12/2011
- *Value the Meal Campaign.* Advocated to end childhood obesity through changing public health policy to increase nutritional standards for schools and fast food restaurants. Facilitated the passing of the Healthy Meals Ordinance in San Francisco in 2010.
 - *Think Outside the Bottle:* Influenced Governors to invest in water infrastructure rather than buy bottled water. Advocated for public water to prevent water privatization. Focused on Massachusetts and California Governor

- Events Coordinator, Obama For America Presidential Campaign, San Francisco, CA** 6/2008 – 11/2008
- Organized events to recruit volunteers and fundraise for the campaign; raised \$100,000+ through grassroots events

- Communications Associate, Earthjustice, Oakland, CA** 10/2007-8/2009
- Implemented press strategies to garner public support, analyzed media coverage; wrote weekly online newsletter; managed social media pages; created and edits online videos and PSA's.
-

AFFILIATED ORGANIZATIONS

- Bergman Student Fellowship award recipient, 2013
- Luskin Leaders Program, UCLA Luskin School 2013-2014
- Planners of Color for Social Equity, UCLA 2012-14
- Domestic Violence Counselor volunteer at Woman Inc., San Francisco
- Spanish Language and Culture immersion program, Barcelona, Spain

RUBY BOLARIA-SHIFRIN

San Francisco, CA 94117

EDUCATION

- University of California, Los Angeles, MA, Urban and Regional Planning** 2014
Certificates & Awards: Urban Humanities Institute, 2014; Global Public Affairs, 2014; Bergman Fellowship, 2013
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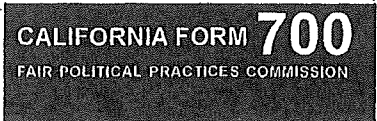
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- Luskin Leaders Program, UCLA Luskin School 2013-2014
- Planners of Color for Social Equity, UCLA 2012-14
- Domestic Violence Counselor volunteer at Woman Inc., San Francisco
- Spanish Language and Culture immersion program, Barcelona, Spain



STATEMENT OF ECONOMIC INTERESTS

Date Initial Filing Received Official Use Only

COVER PAGE

A PUBLIC DOCUMENT

Please type or print in ink

NAME OF FILER (LAST) (FIRST) (MIDDLE) Shifrin Rupinder (Ruby) Kaur

1. Office, Agency, or Court

Agency Name (Do not use acronyms)

Treasure Island Development Authority

Division, Board, Department, District, if applicable

Your Position

Board Member

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

Agency: Position:

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

- State, Multi-County, City of San Francisco, Judge or Court Commissioner, County of San Francisco, Other

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

- Annual: The period covered is January 1, 2018, through December 31, 2018. Leaving Office: Date Left. The period covered is January 1, 2018, 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 (must complete) 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 (Business or Agency Address Recommended - Public Document) San Francisco CA 94117

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 06/10/2019 (month, day, year)

Signature (File the original signed paper statement with your filing official.)

SCHEDULE A-1

Investments

Stocks, Bonds, and Other Interests
(Ownership Interest is Less Than 10%)

Investments must be itemized.
Do not attach brokerage or financial statements.

CALIFORNIA FORM 700
FAIR POLITICAL PRACTICES COMMISSION
Name

NAME OF BUSINESS ENTITY: Uber Technology Inc
GENERAL DESCRIPTION OF THIS BUSINESS: Ride share company
FAIR MARKET VALUE: \$10,001 - \$100,000
NATURE OF INVESTMENT: Stock
IF APPLICABLE, LIST DATE: / / 18

NAME OF BUSINESS ENTITY: New Nett I LLC
GENERAL DESCRIPTION OF THIS BUSINESS: Chicago Real Estate holding company
FAIR MARKET VALUE: \$10,001 - \$100,000
NATURE OF INVESTMENT: Partnership
IF APPLICABLE, LIST DATE: / / 18

NAME OF BUSINESS ENTITY: Alta Copper Creek LLC CO Alta Community
GENERAL DESCRIPTION OF THIS BUSINESS: AZ real estate holding
FAIR MARKET VALUE: \$10,001 - \$100,000
NATURE OF INVESTMENT: Partnership
IF APPLICABLE, LIST DATE: / / 18

NAME OF BUSINESS ENTITY
GENERAL DESCRIPTION OF THIS BUSINESS
FAIR MARKET VALUE
NATURE OF INVESTMENT
IF APPLICABLE, LIST DATE: / / 18

NAME OF BUSINESS ENTITY
GENERAL DESCRIPTION OF THIS BUSINESS
FAIR MARKET VALUE
NATURE OF INVESTMENT
IF APPLICABLE, LIST DATE: / / 18

NAME OF BUSINESS ENTITY
GENERAL DESCRIPTION OF THIS BUSINESS
FAIR MARKET VALUE
NATURE OF INVESTMENT
IF APPLICABLE, LIST DATE: / / 18

Comments:

SCHEDULE C
Income, Loans, & Business
Positions
 (Other than Gifts and Travel Payments)

CALIFORNIA FORM 700
 FAIR POLITICAL PRACTICES COMMISSION

Name _____

▶ 1. INCOME RECEIVED

NAME OF SOURCE OF INCOME
 Chan Zuckerberg Initiative

ADDRESS (Business Address Acceptable)
 601 Marshall st., Redwood City, CA 94063

BUSINESS ACTIVITY, IF ANY, OF SOURCE

YOUR BUSINESS POSITION
 Manager, Housing Affordability Initiative

GROSS INCOME RECEIVED No Income - Business Position Only
 \$500 - \$1,000 \$1,001 - \$10,000
 \$10,001 - \$100,000 OVER \$100,000

CONSIDERATION FOR WHICH INCOME WAS RECEIVED
 Salary Spouse's or registered domestic partner's Income
 (For self-employed use Schedule A-2.)

Partnership (Less than 10% ownership. For 10% or greater use
 Schedule A-2.)

Sale of _____
 (Real property, car, boat, etc.)

Loan repayment

Commission or Rental Income, list each source of \$10,000 or more

 (Describe)

Other _____
 (Describe)

NAME OF SOURCE OF INCOME
 Uber Technologies Inc.

ADDRESS (Business Address Acceptable)
 1455 Market st, San Francisco, CA, 94103

BUSINESS ACTIVITY, IF ANY, OF SOURCE

YOUR BUSINESS POSITION
 Software Engineer

GROSS INCOME RECEIVED No Income - Business Position Only
 \$500 - \$1,000 \$1,001 - \$10,000
 \$10,001 - \$100,000 OVER \$100,000

CONSIDERATION FOR WHICH INCOME WAS RECEIVED
 Salary Spouse's or registered domestic partner's Income
 (For self-employed use Schedule A-2.)

Partnership (Less than 10% ownership. For 10% or greater use
 Schedule A-2.)

Sale of _____
 (Real property, car, boat, etc.)

Loan repayment

Commission or Rental Income, list each source of \$10,000 or more

 (Describe)

Other _____
 (Describe)

▶ 2. LOANS RECEIVED OR OUTSTANDING DURING THE REPORTING PERIOD

* You are not required to report loans from a commercial lending institution, or any indebtedness created as part of a retail installment or credit card transaction, made in the lender's regular course of business on terms available to members of the public without regard to your official status. Personal loans and loans received not in a lender's regular course of business must be disclosed as follows:

NAME OF LENDER* _____

ADDRESS (Business Address Acceptable) _____

BUSINESS ACTIVITY, IF ANY, OF LENDER _____

HIGHEST BALANCE DURING REPORTING PERIOD
 \$500 - \$1,000
 \$1,001 - \$10,000
 \$10,001 - \$100,000
 OVER \$100,000

INTEREST RATE _____% None

TERM (Months/Years) _____

SECURITY FOR LOAN
 None Personal residence

Real Property _____
 Street address _____
 City _____

Guarantor _____

Other _____
 (Describe)

Comments: _____



SAN FRANCISCO
housing accelerator fund



July 26, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

To Whom in May Concern:

Please accept this letter of support for Ruby Bolaria Shifrin in her consideration as Commissioner for the Treasure Island Development Authority.

Ruby and I have worked together in both professional and volunteer capacities over the last several years. After getting to know and respect her, I recruited Ruby to join the governing Board of the SFUSD public charter school, the Mission Preparatory School, and we have served together as board members over the last two years. Ruby has also been a professional colleague in both of our work to increase the production and preservation of affordable housing in San Francisco. In all of my work with Ruby, it is clear that she is an incredibly thoughtful, collaborative, and strategic thinker and doer. Her passion for social justice and equity is undeniable, and she applies this passion to everything she does. She is a great listener and thoughtful partner in trying to both discern and implement solutions to complex problems. She is committed to making the world a better place, starting right here in San Francisco.

Ruby is motivated by mission. She is at her best when she is advocating for a cause or community that has a major impact on people. She is collaborative in nature and works well with people from a variety of backgrounds. There is so much critical work to be done on Treasure Island over the next decade and I can't imagine a better combination of brains, savvy, commitment to social justice and community, and collaborative approach to getting things done than what I know Ruby will bring to this work.

Ruby's experience working with impacted communities as an organizer, developing multifamily housing in San Francisco and now working in philanthropy supporting policy change, advocacy and investing in housing solutions for California make her an excellent choice to help serve the public in this role. I have no doubt that Ruby will be an excellent addition to the Treasure Island Development Authority Commission. I am more

Young, Victor (BOS)

From: Karunaratne, Kanishka (MYR)
Sent: Monday, July 29, 2019 9:31 AM
To: Young, Victor (BOS)
Subject: FW: Letter of Support - Ruby Bolaria Shifrin

Hi Victor,

Please add this to the Board File No. 190752

Thanks

Kanishka Karunaratne Cheng 程嘉敏
Office of Mayor London N. Breed

From: La Shon Walker <LaShon.A.Walker@fivepoint.com>
Sent: Sunday, July 28, 2019 9:40 PM
To: Karunaratne, Kanishka (MYR) <kanishka.cheng@sfgov.org>
Subject: Letter of Support - Ruby Bolaria Shifrin

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

July 29, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

Dear Supervisor Walton, Supervisor Mar, and Supervisor Ronen -

Please accept this letter of support for Ruby Bolaria Shifrin in her consideration as Commissioner for the Treasure Island Development Authority.

I know Ruby from her time as a project manager with FivePoint. As you know, FivePoint is the master developer for the projects at Hunters Point Shipyard, and Candlestick Point. We were also involved in the Treasure Island project for a period of time, providing project management services for Lennar. I know Ruby to be collaborative in her approach to projects, and also to be someone who works well with people from a variety of backgrounds.

Ruby has a passion for social justice and equity, and is motivated by mission. That, along with her experience working with impacted communities as an organizer, developing multifamily housing in San Francisco and now working in philanthropy supporting policy change, advocacy and investing in housing solutions for California make her an excellent choice to help serve the public in this role. I know that if she is confirmed as a

July 27, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

Dear Supervisors Mar, Ronen, Walton and Yee,

Please accept this letter of support for Ruby Bolaria Shifrin in her consideration as Commissioner for the Treasure Island Development Authority.

Our careers in non-profit housing development and community justice have intersected for over 10 years, beginning with my work at the Oakland Housing Authority, where I led efforts to build an employment training and development program for residents in public and Section 8 housing. With Ruby's career focus in equitable housing development and urban planning, she has always been a reliable resource for me in providing expert and conscientious feedback on ideas, making introductions to fellow leaders in the field, and generally supporting any and all efforts to build a more equitable community. Ruby has done these things not for personal credit or accolades, but because she is deeply committed to making the world a better place, starting right here in the Bay Area.

Her varied experience ensures that she is an excellent candidate to help serve the public in this role. Ruby has worked with impacted communities as an organizer, developing multifamily housing programs in San Francisco. And she is now enhancing that expertise by working in philanthropy, specifically supporting policy change, advocacy, and investment in housing solutions for California.

Ruby is profoundly mission-driven. She is at her best when advocating for a cause or community and consistently comes with creative solutions. She is collaborative by nature and works well with people from a variety of backgrounds.

I feel fortunate to have a colleague and collaborator as intelligent, compassionate, and capable as Ruby. I am confident that the Treasure Island Development Authority would benefit greatly from having her as Commissioner.

Sincerely,

Andrew Frankel
Director of Program Operations
ACE Mentor Program of America, Inc.

July 28, 2019

Dear Supervisors Mar, Ronen, and Walton and Yee,

I am writing today to offer my personal recommendation for Ruby Bolaria Shifrin to the Treasure Island Development Authority.

I've known Ruby for over 20 years. We grew up in Sacramento, California where policy to create change and using our voices for good was a strong part of our upbringing.

Ruby has always stood up for those who are disenfranchised. She is one of the most honest, compassionate, and authentic people I know. She takes it upon herself to right the wrongs in the world and inspires those lucky enough to be around her to do the same.

I know she will excel as a commissioner and represent the interests of everyone on Treasure Island because of her strong experience advancing environmental and social justice; determination and passion to make a difference, and commitment to use housing as a tool to create opportunities here in San Francisco, across California, and even internationally when she worked to improve informal settlements with the Housing Department in Johannesburg, South Africa.

I'm so proud to see all Ruby has been able to accomplish throughout her career. I know she will take this critical board position seriously and bring an earnest perspective to create a Treasure Island that is equitable and offers opportunities to those who face the greatest barriers.

I ask that you please support Mayor Breed's nomination and approve Ruby Bolaria Shifrin as board member to the Treasure Island Development Authority.

Thank you,

Allie Jones
Manager, Advocacy and Communications
UCSF
San Francisco, CA

July 26, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

Dear Supervisors Mar, Ronen, Walton and Yee,

Please accept this letter of support for Ruby Bolaria Shifrin in her consideration as Commissioner for the Treasure Island Development Authority.

Ruby and I worked together in Boston, where she lead outreach and organizing efforts, built an engaged network of supporters and volunteers for a range of public health and environmental campaigns, and made sure that people from all walks of life had a voice. Her passion for social justice and equity is undeniable. She is committed to making the world a better place, starting right here in the Bay Area.

Ruby is motivated by mission. She is at her best when advocating for a cause or community and comes with solutions. She is collaborative in nature and works well with people from a variety of backgrounds.

Ruby's experience working with impacted communities as an organizer, developing multifamily housing in San Francisco and now working in philanthropy supporting policy change, advocacy and investing in housing solutions for California make her an excellent choice to help serve the public in this role. In the decade that I've known her, she's mobilized diverse community members, earned a Master's degree with the goal of building more equitable cities, and has re-committed herself to serving the people of the greater Bay Area through her work and volunteerism.

Ruby's experience and commitment to this work cannot be understated; I highly recommend her for the position of Commissioner for the Treasure Island Development Authority.

Sincerely,
Christine Keeves
Director of Communications, SF LGBT Center

July 26, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

Dear Supervisors Mar, Ronen, Walton and Yee

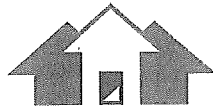
Please accept this letter of support for Ruby Bolaria Shifrin in her consideration as Commissioner for the Treasure Island Development Authority.

Ruby and I met volunteering on the 2008 Obama Presidential Campaign where she tackled every challenge with energy, determination and ingenuity. Her passion for social justice and equity is undeniable. She is committed to making the world a better place, starting right here in the Bay Area. Over the last 10 years, Ruby has always been drawn to helping underserved communities and fighting for justice. Whether educating communities on the dangers of mass produced fast food, organizing clothing drives for children in Africa, or producing sophisticated fundraising events to benefit the Global Women's Fund – Ruby approaches each endeavor with tenacity and joy.

Ruby is at her best when advocating for a cause or community and comes with solutions. She is collaborative in nature and works well with people from a variety of backgrounds.

Ruby's experience working with impacted communities as an organizer, developing multifamily housing in San Francisco and now working in philanthropy supporting policy change, advocacy and investing in housing solutions for California make her an excellent choice to help serve the public in this role. I could not recommend her more highly.

Sincerely,
Roz Romney
Obama 2008/2012 Alum



SAN FRANCISCO
housing accelerator fund



July 26, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

To Whom in May Concern:

Please accept this letter of support for Ruby Bolaria Shifrin in her consideration as Commissioner for the Treasure Island Development Authority.

Ruby and I have worked together in both professional and volunteer capacities over the last several years. After getting to know and respect her, I recruited Ruby to join the governing Board of the SFUSD public charter school, the Mission Preparatory School, and we have served together as board members over the last two years. Ruby has also been a professional colleague in both of our work to increase the production and preservation of affordable housing in San Francisco. In all of my work with Ruby, it is clear that she is an incredibly thoughtful, collaborative, and strategic thinker and doer. Her passion for social justice and equity is undeniable, and she applies this passion to everything she does. She is a great listener and thoughtful partner in trying to both discern and implement solutions to complex problems. She is committed to making the world a better place, starting right here in San Francisco.

Ruby is motivated by mission. She is at her best when she is advocating for a cause or community that has a major impact on people. She is collaborative in nature and works well with people from a variety of backgrounds. There is so much critical work to be done on Treasure Island over the next decade and I can't imagine a better combination of brains, savvy, commitment to social justice and community, and collaborative approach to getting things done than what I know Ruby will bring to this work.

Ruby's experience working with impacted communities as an organizer, developing multifamily housing in San Francisco and now working in philanthropy supporting policy change, advocacy and investing in housing solutions for California make her an excellent choice to help serve the public in this role. I have no doubt that Ruby will be an excellent addition to the Treasure Island Development Authority Commission. I am more



SAN FRANCISCO
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than happy to discuss live any of my feedback about Ruby's fit for this important role as well.

Sincerely,

Rebecca Foster, CEO
San Francisco Housing Accelerator Fund
rebecca@sfhaf.org
(650) 799-9644

Young, Victor (BOS)

From: Karunaratne, Kanishka (MYR)
Sent: Monday, July 29, 2019 9:31 AM
To: Young, Victor (BOS)
Subject: FW: Letter of Support - Ruby Bolaria Shifrin

Hi Victor,

Please add this to the Board File No. 190752

Thanks

Kanishka Karunaratne Cheng 程嘉敏
Office of Mayor London N. Breed

From: La Shon Walker <LaShon.A.Walker@fivepoint.com>
Sent: Sunday, July 28, 2019 9:40 PM
To: Karunaratne, Kanishka (MYR) <kanishka.cheng@sfgov.org>
Subject: Letter of Support - Ruby Bolaria Shifrin

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July 29, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

Dear Supervisor Walton, Supervisor Mar, and Supervisor Ronen -

Please accept this letter of support for Ruby Bolaria Shifrin in her consideration as Commissioner for the Treasure Island Development Authority.

I know Ruby from her time as a project manager with FivePoint. As you know, FivePoint is the master developer for the projects at Hunters Point Shipyard, and Candlestick Point. We were also involved in the Treasure Island project for a period of time, providing project management services for Lennar. I know Ruby to be collaborative in her approach to projects, and also to be someone who works well with people from a variety of backgrounds.

Ruby has a passion for social justice and equity, and is motivated by mission. That, along with her experience working with impacted communities as an organizer, developing multifamily housing in San Francisco and now working in philanthropy supporting policy change, advocacy and investing in housing solutions for California make her an excellent choice to help serve the public in this role. I know that if she is confirmed as a

Commissioner, she will be diligent in seeing the project develops well, that that the residents of Treasure Island are taken care of well.

Sincerely,

La Shon A. Walker
Director
Community Affairs
FivePoint

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Young, Victor (BOS)

From: La Shon Walker <LaShon.A.Walker@fivepoint.com>
Sent: Sunday, July 28, 2019 9:34 PM
To: Young, Victor (BOS)
Subject: Letter of Support - Ruby Bolaria Shifrin

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July 29, 2019

Board of Supervisors Rules Committee
City Hall, Committee Room 263
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

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I know Ruby from her time as a project manager with FivePoint. As you know, FivePoint is the master developer for the projects at Hunters Point Shipyard, and Candlestick Point. We were also involved in the Treasure Island project for a period of time, providing project management services for Lennar.

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BOARD of SUPERVISORS



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

MEMORANDUM

Date: July 2, 2019
To: Members, Board of Supervisors
From: Angela Calvillo, Clerk of the Board
Subject: Nomination by the Mayor

On July 2, 2019, the Mayor submitted the following complete nomination package to the Treasure Island Development Authority Board of Directors:

- **Ruby Bolaria-Shifrin** - term ending February 26, 2022

Pursuant to Article V, Section 7 of the Treasure Island Development Authority Bylaws, this nomination is subject to approval by the Board of Supervisors by a majority vote.

The Office of the Clerk of the Board will open a file for this nomination and a hearing will be scheduled.

(Attachment)

c: Alisa Somera - Legislative Deputy
Jon Givner - Deputy City Attorney
Kanishka Cheng - Director of Commission Affairs

San Francisco
BOARD OF SUPERVISORS

Date Printed: March 24, 2017

Date Established:

May 2, 1997

Active

TREASURE ISLAND DEVELOPMENT AUTHORITY BOARD OF DIRECTORS

Contact and Address:

Kate Austin Commission Secretary
One Avenue of the Palms
Building 1, Room 241
San Francisco, CA 94130

Phone: (415) 274-0646

Fax: (415) 274-0299

Email: kate.austin@sfgov.org

Authority:

San Francisco Board of Supervisors Resolution No. 380-97, as amended by Resolution No. 314-98, Resolution No. 89-99; Bylaws. (Also related resolutions 573-94 and 672-96)

Board Qualifications:

The Treasure Island Development Authority Board of Directors consists of a total of ten members: seven members appointed by the Mayor and such appointments are subject to approval by the Board of Supervisors (the appointments of Directors who are officers of the City and County of San Francisco or officers of the SF Redevelopment agency shall be effective immediately and remain so unless rejected by a two-thirds vote of the Board of Supervisors within thirty days following transmittal of written notice to the Board of Supervisors of such appointments) and three non-voting ex-officio members: the then-sitting President of the Board of Supervisors, the Chair of the Committee with jurisdiction over Housing, and the Chair of the Committee with jurisdiction over Land Use, or their designees. (The authorized number of Directors shall not be less than five nor more than seven until changed by a Bylaw. The exact number of Directors shall be fixed by a resolution adopted by the Board.) No more than 49% of the persons serving on the Board may be interested persons as defined in Section 5 of the Bylaws. Directors shall be selected based on their expertise in the areas of real estate development, urban planning, environmental protection and resource conservation, homeless assistance, financing and other disciplines relevant to the reuse of the Base.

Furthermore, in the event one or more of the ex-officio Directors is unable to attend a meeting or meetings of the Authority, the President of the Board of Supervisors may appoint other members of the Board of Supervisors to fill any such vacancies and sit as the Ex-Officio Directors for such meeting or meetings by submitting written notice of such appointment to the

"R Board Description" (Screen Print)

San Francisco
BOARD OF SUPERVISORS

Clerk of the Board, provided such ex-officio Directors do not, together, otherwise constitute a quorum of any then constituted Committee of the Board.

The Authority is a nonprofit public benefit corporation to promote the planning, redevelopment, reconstruction, rehabilitation, reuse and conversion of the Base for the public interest, convenience, welfare and common benefit of the inhabitants of San Francisco. The Authority closely monitors the negotiations with the United States Navy regarding conveyance of the former Naval Station Treasure Island (the "Base"). The Authority is designated as a redevelopment agency with powers over Treasure Island.

Reports: The Authority shall submit quarterly progress reports to the Economic Development, Transportation & Technology Committee of the Board of Supervisors. The Board shall cause an annual report to be prepared within 120 days after the end of the Authority's fiscal year as specified in Article VIII of the Authority's Bylaws.

Term of Office: The Mayor shall designate one Director who is first appointed to serve a term of two years, two Directors who are first appointed to serve a term of three years, and four directors who are first appointed to serve for a term of four years. Thereafter, each Director shall hold office for four years and until a successor has been designated and qualified. There are no limits on the number of consecutive terms a Director may hold office.

Compensation: No Directors shall be entitled to receive any compensation for serving as a Director or as an officer of the Authority, except Directors shall only receive the Charter-determined contribution for health care benefits in accordance with San Francisco Health Service System, and any Director or officer may be reimbursed for expenses duly incurred in the performance of duties as Director or officer of the Authority, upon approval of the Board.

Sunset Date: None referenced.



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

Emily M. Murase, PhD
 Director



City and County of
 San Francisco

2017 Gender Analysis of Commissions and Boards: Executive Summary

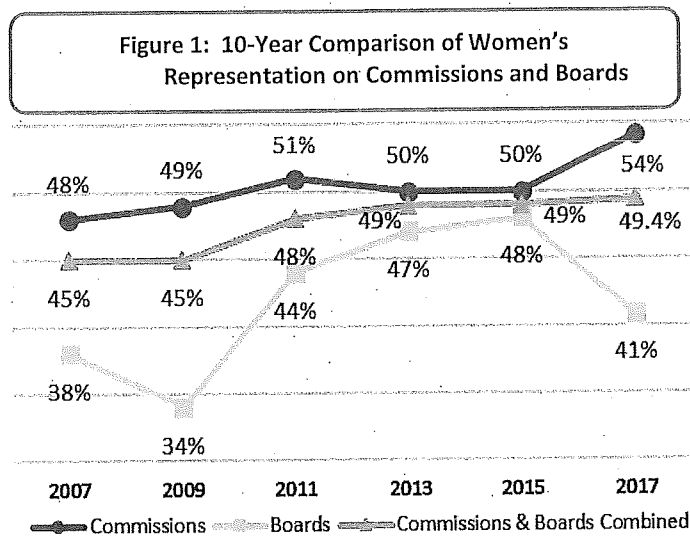
Overview

A 2008 City Charter Amendment passed by the voters of San Francisco enacted a city policy that membership of Commissions and Boards reflect the diversity of the population. As part of this measure, the Department on the Status of Women is required to conduct a biennial gender analysis of Commissions and Boards. Data was collected from 57 policy bodies with a total of 540 members primarily appointed by the Mayor and Board of Supervisors.

Gender Analysis Findings

Gender

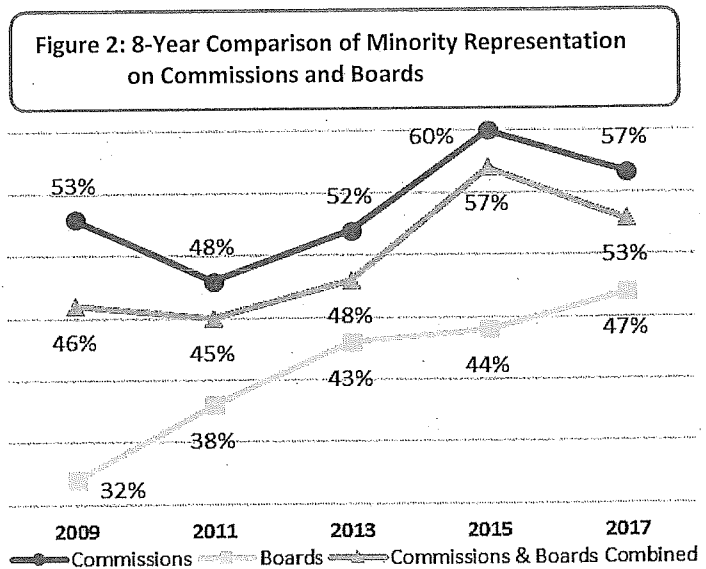
- Women’s representation on Commissions and Boards in 2017 is 49%, equal to the female population in San Francisco.
- Since 2007 there has been an overall increase of women on Commissions with women comprising 54% of Commissioners in 2017.
- Women’s representation on Boards has declined to 41% this year following a period of steady increases over the past 3 reports.



Sources: Department Survey, Mayor’s Office, 311.

Race and Ethnicity

- While 60% of San Franciscans are people of color, 53% of appointees are racial and ethnic minorities.
- Minority representation on Commissions decreased from 60% in 2015 to 57% in 2017.
- Despite a steady increase of people of color on Boards since 2009, minority representation on Boards, at 47%, remains below parity with the population.
- Asian, Latinx/Hispanic, and multiracial individuals are underrepresented on Commissions and Boards.
- There is a higher representation of White and Black/African American members on policy bodies than in the San Francisco population.



Sources: Department Survey, Mayor’s Office, 311.

Race and Ethnicity by Gender

- In San Francisco, 31% of the population are women of color. Although representation of women of color on Commissions reaches parity with the population, only 19% of Board members are women of color.
- Men of color comprise 26% of both Commissioners and Board members compared to 29% of the San Francisco population.
- The representation of White men on policy bodies is 28%, exceeding the 22% of the San Francisco population, while White women are at parity with the population at 19%.
- Underrepresentation of Asian and Latinx/Hispanic individuals is seen among both men and women.
 - One-tenth of Commissioners and Board members are Asian men and 12% are Asian women compared to 16% and 18% of the population, respectively.
 - Latinos are 6% of Commissioners and Board members and Latinas are 4% of Commissioners and Board members compared to 8% and 7% of San Franciscans, respectively.

Additional Demographics

- Among Commissioners and Board members, 17% identify as lesbian, gay, bisexual, or transgender (LGBT).
- Individuals with a disability comprise 11% of appointees on policy bodies, just below the 12% of the adult population with a disability in San Francisco.
- Representation of veterans on Commissions and Boards is 13%, exceeding the 4% of San Franciscans that have served in the military.

Budget

- Women and women of color, in particular, are underrepresented on the policy bodies with the largest budgets while exceeding or nearing parity on policy bodies with the smallest budgets.
- Minority representation on policy bodies with both the largest and smallest budgets is at least 60%, equal to the population.

Table 1: Demographics of Appointees to San Francisco Commissions and Boards, 2017

	Women	Minority	Women of Color	LGBT	Disabilities	Veterans
San Francisco Population	49%	60%	31%	5%-7%	12%	4%
Commissions and Boards Combined	49%	53%	27%	17%	11%	13%
Commissions	54%	57%	31%	18%	10%	15%
Boards	41%	47%	19%	17%	14%	10%
10 Largest Budgeted Bodies	35%	60%	18%			
10 Smallest Budgeted Bodies	58%	66%	30%			

Sources: 2015 American Community Survey 5-Year Estimates, Department Survey, Mayor's Office, 311, FY17-18 Annual Appropriation Ordinance, FY17-18 Mayor's Budget Book.

The full report is available at the San Francisco Department on the Status of Women website, <http://sfgov.org/dosw/>.



Emily M. Murase, PhD
Director

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



City and County of
San Francisco

Gender Analysis of San Francisco Commissions and Boards

December 2017

Acknowledgements

This report is dedicated in memory of the late Mayor Edwin M. Lee, who made an inclusive San Francisco a priority, including through the appointment of numerous women to public policy bodies throughout the City.

The San Francisco Department on the Status of Women would like to thank the various commission secretaries and department staff who graciously assisted in collecting and providing information about their respective commissions and boards. We also want to thank Francis Tsang, Deputy Chief of Staff for the Office of Mayor Edwin M. Lee, as well as the 311 Information Directory Department ("311") for providing much of the data necessary for the completion of this report.

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

This document was presented to and adopted by the San Francisco Commission on the Status of Women in December 2017.

San Francisco Commission on the Status of Women

President Debbie Mesloh
Vice President Breanna Zwart
Commissioner Marjan Philhour
Commissioner Olga Ryerson
Commissioner Carrie Schwab-Pomerantz
Commissioner Andrea Shorter
Commissioner Julie D. Soo

The full report is available at the San Francisco Department on the Status of Women website, <http://sfgov.org/dosw/>.

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Executive Summary

Overview

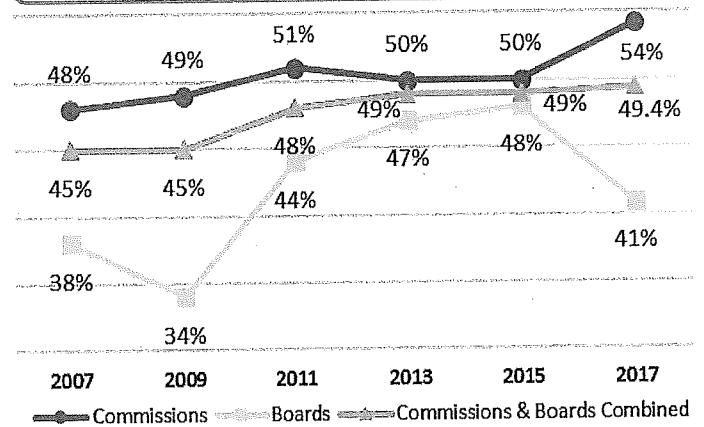
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Key Findings

Gender

- Women’s representation on Commissions and Boards in 2017 is 49%, equal to the female population in San Francisco.
- Since 2007, there has been an overall increase of women on Commissions: women compose 54% of Commissioners in 2017.
- Women’s representation on Boards has declined to 41% this year following a period of steady increases over the past 3 reports.

Figure 1: 10-Year Comparison of Women’s Representation on Commissions and Boards

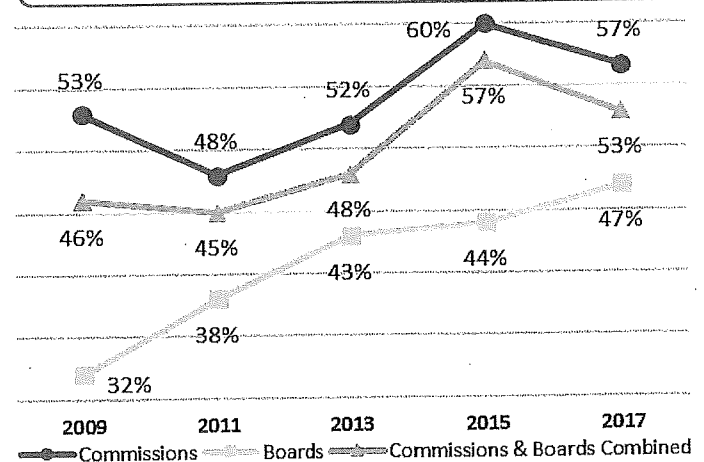


Sources: Department Survey, Mayor's Office, 311.

Race and Ethnicity

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- Asian, Latinx/Hispanic, and multiracial individuals are underrepresented on Commissions and Boards.
- There is a higher representation of White and Black or African American members on policy bodies than in the San Francisco population.

Figure 2: 8-Year Comparison of Minority Representation on Commissions and Boards



Sources: Department Survey, Mayor's Office, 311.

Race and Ethnicity by Gender

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Representation on Policy Bodies by Budget

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Sources: 2015 American Community Survey 5-Year Estimates, Department Survey, Mayor's Office, 311, FY17-18 Annual Appropriation Ordinance, FY17-18 Mayor's Budget Book.

I. Introduction

The central question of this report is whether appointments to public policy bodies of the City and County of San Francisco are reflective of the population at large.

In 1998, San Francisco became the first city in the world to pass a local ordinance reflecting the principles of the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), also known as the "Women's Human Rights Treaty."¹ The Ordinance requires City government to take proactive steps to ensure gender equality and specifies "gender analysis" as a preventive tool to identify and address discrimination.² Since 1998, the Department on the Status of Women (Department) has used this tool to analyze operations of 11 City departments.

In 2007, the Department used gender analysis to analyze the number of women appointed to City Commissions, Boards, and Task Forces.³ Based on these findings, a City Charter Amendment was developed by the Board of Supervisors for the June 2008 election. The Amendment, which voters approved overwhelmingly, made it City policy that:

1. Membership of Commissions and Boards reflect the diversity of the San Francisco population;
2. Appointing officials be urged to support the nomination, appointment, and confirmation of these candidates; and
3. The San Francisco Department on the Status of Women is required to conduct a gender analysis of Commissions and Boards to be published every 2 years.⁴

This 2017 gender analysis assesses the representation of women; racial and ethnic minorities; lesbian, gay, bisexual, and transgender (LGBT) individuals; people with disabilities; and veterans on San Francisco Commissions and Boards appointed by the Mayor and the Board of Supervisors.⁵

¹ While 188 of the 193 member states of the United Nations, including all other industrialized countries, have ratified the Women's Human Rights Treaty, the U.S. has not. President Jimmy Carter signed the treaty in 1980, but it has been languishing in the Senate ever since, due to jurisdictional concerns and other issues. For further information, see the United Nations website, available at www.ohchr.org/english/bodies/cedaw/index.htm.

² The gender analysis guidelines are available at the San Francisco Department on the Status of Women website, under Women's Human Rights, at www.sfgov.org/dosw.

³ *The 2007 Gender Analysis of Commissions, Boards, and Task Forces* is available online at the Department website, under Women's Human Rights, at www.sfgov.org/dosw.

⁴ The full text of the charter amendment is available at https://sfpl.org/pdf/main/gic/elections/June3_2008.pdf.

⁵ Appointees in some policy bodies are elected or appointed by other entities.

II. Methodology and Limitations

This report focuses on City and County of San Francisco Commissions and Boards whose jurisdiction is limited to the City, that have a majority of members appointed by the Mayor and Board of Supervisors, and that are permanent policy bodies.⁶ Generally, *Commission* appointments are made by the Mayor and *Board* appointments are made by members of the Board of Supervisors. For some policy bodies, however, the appointments are divided between the Mayor, the Board of Supervisors, and other agencies. *Commissions* tend to be permanent policy bodies that are part of the City Charter and oversee a department or agency. *Boards* are typically policy bodies created legislatively to address specific issues.

The gender analysis in this report reflects data from the Commissions and Boards that provided information to the Department through survey, the Mayor's Office, and the Information Directory Department (311), which collects and disseminates information about City appointments to policy bodies. Based on the list of Commissions and Boards that are reported by 311, data was compiled from 57 policy bodies with a total of 540 appointees. A Commissioner or Board member's gender identity, race/ethnicity, sexual orientation, disability status, and veteran status were among data elements collected on a voluntary basis. In many cases, identities are vastly underreported due to concerns about social stigma and discrimination. Thus, data on lesbian, gay, bisexual, transgender (LGBT) identity, disability, and veteran status of appointees were limited, incomplete, and/or unavailable for many appointees, but 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.

For the purposes of comparison in this report, data from the *U.S. Census 2011-2015 American Community Survey 5-Year Estimates* is used to reflect the current San Francisco population. Charts 1 and 2 in the Appendix show these population estimates by race/ethnicity and gender.

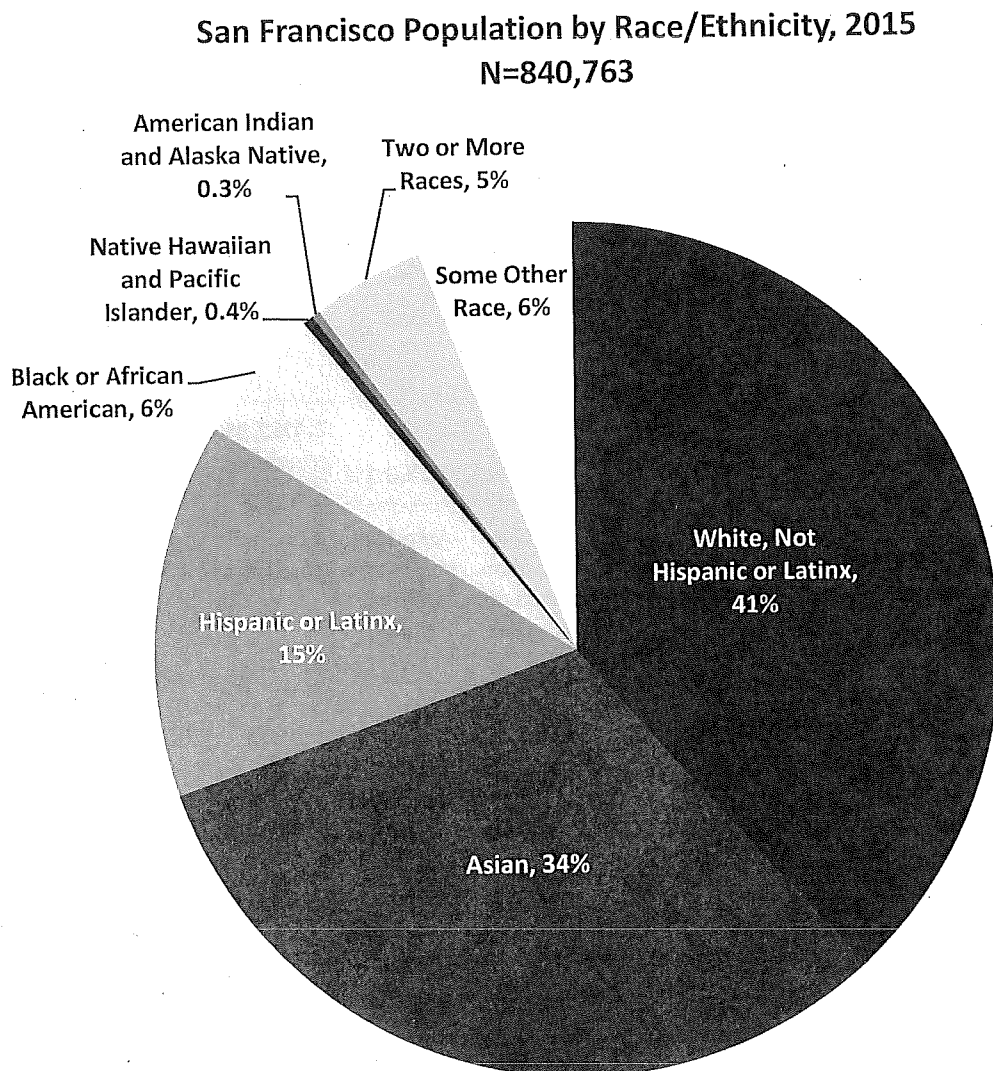
⁶ It is important to note that San Francisco is the only jurisdiction in the State of California that is both a city and a county. Therefore, while in other jurisdictions, the Human Services Commission is typically a county commission that governs services across multiple cities and is composed of members appointed by those cities, the San Francisco case is much simpler. All members of Commissioner and Boards are appointed either by the San Francisco Mayor or the San Francisco County Board of Supervisors which functions as a city council..

III. San Francisco Population Demographics

An estimated 49% of the population in San Francisco are women and approximately 60% of residents identify as a race or ethnicity other than White. Four in ten San Franciscans are White, one-third are Asian, 15% are Hispanic or Latinx, and 6% are Black or African American.

The racial and ethnic breakdown of San Francisco's population is shown in the chart below. Note that the percentages do not add up to 100% since individuals may be counted more than once.

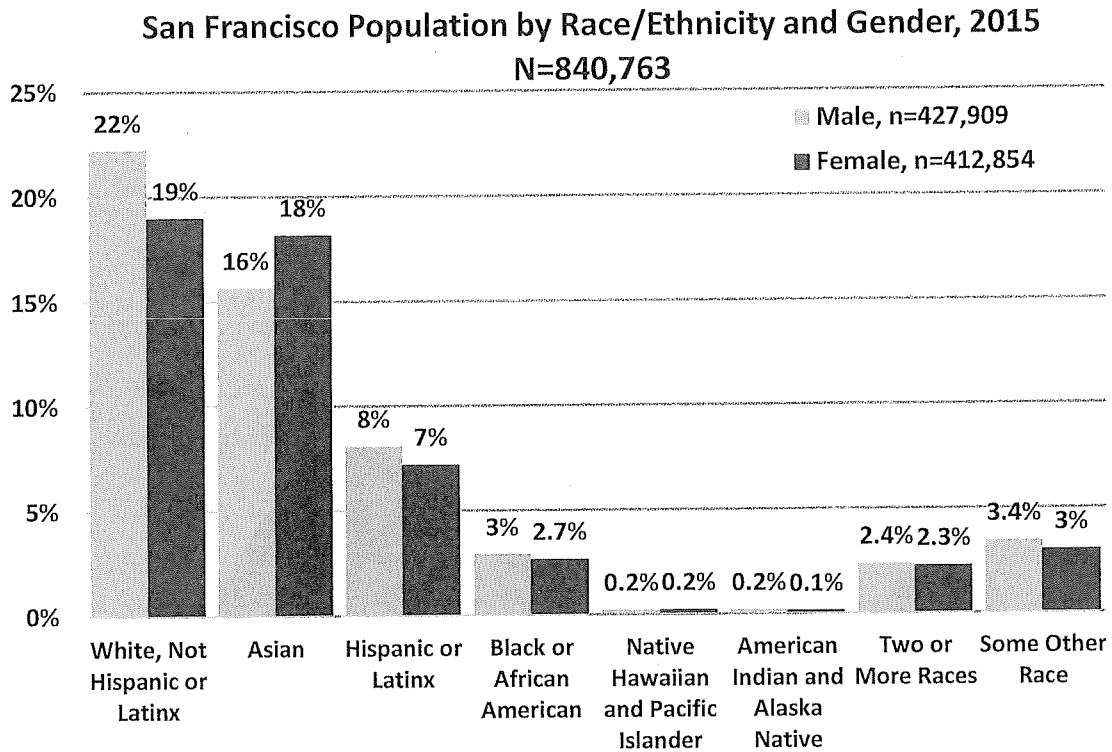
Figure 1: San Francisco Population by Race/Ethnicity



Source: 2011-2015 American Community Survey 5-Year Estimates.

A more nuanced view of San Francisco’s population can be seen in the chart below, which shows race and ethnicity by gender. Most racial and ethnic groups have a similar representation of men and women in San Francisco, though there are about 15% more White men than women (22% vs. 19%) and 12% more Asian women than men (18% vs. 16%). Overall, 29% of San Franciscans are men of color and 31% are women of color.

Figure 2: San Francisco Population by Race/Ethnicity and Gender

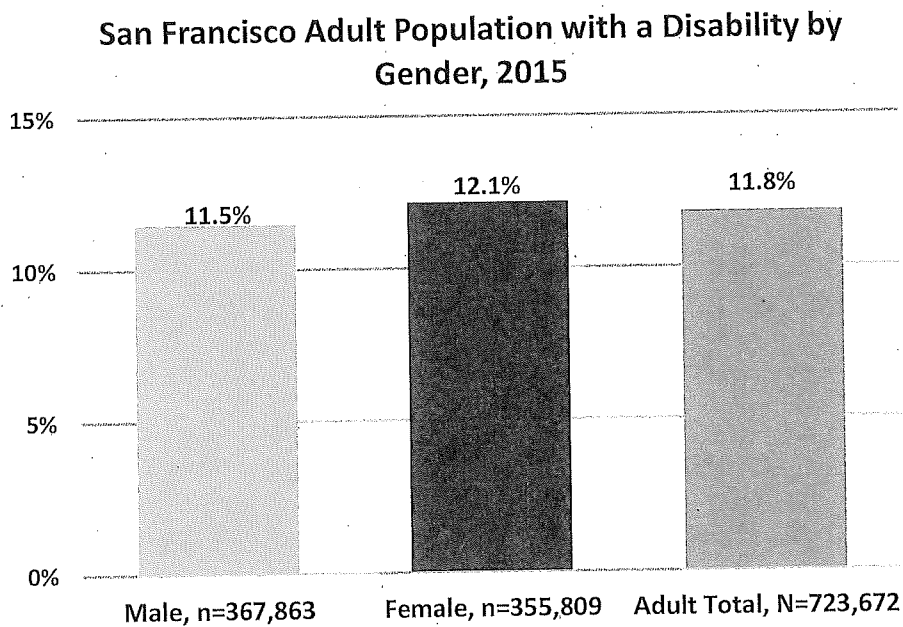


Source: 2011-2015 American Community Survey 5-Year Estimates.

The U.S. Census and *American Community Survey* do not count the number of individuals who identify as lesbian, gay, bisexual, or transgender (LGBT). However, there are several reputable data sources that estimate San Francisco has one of the highest concentrations of LGBT individuals in the nation. A 2015 Gallup poll found that among employed adults in the San Francisco Metropolitan Area, which includes San Francisco, Alameda, Contra Costa, Marin, and San Mateo counties, 6.2% identify as LGBT, the largest percentage of any populous area in the U.S. The 2010 U.S. Census reported 34,000 same-sex couples in the Bay Area, with an estimated 7,600 male same-sex couples and 2,700 female same-sex couples in the City of San Francisco, approximately 7% of all households. In addition, the Williams Institute at the University of California Los Angeles estimates that 4.6% of Californians identify as LGBT, which is similar across gender (4.6% of males vs. 4.5% of females). The Williams Institute also reported that roughly 92,000 adults ages 18-70 in California, or 0.35% of the population, are transgender. These sources suggest between 5-7% of the San Francisco adult population, or approximately 36,000-50,000 San Franciscans, identify as LGBT.

Women are slightly more likely than men to have one or more disabilities. For women 18 years and older, 12.1% have at least one disability, compared to 11.5% of adult men. Overall, about 12% of adults in San Francisco live with a disability.

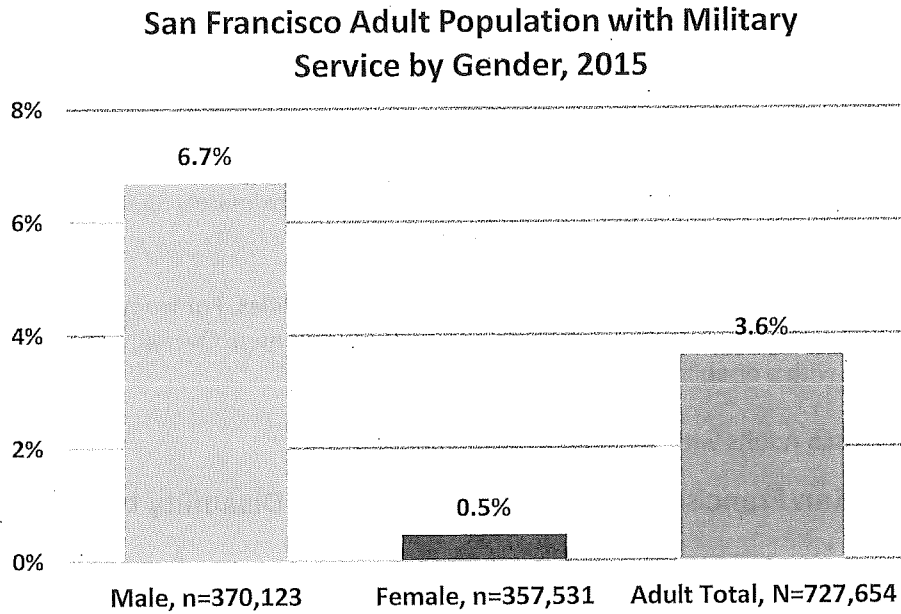
Figure 3: San Francisco Adults with a Disability by Gender



Source: 2011-2015 American Community Survey 5-Year Estimates.

In terms of veterans, according to the U.S. Census, 3.6% of the adult population in San Francisco has served in the military. There is a drastic difference by gender. More than 12 times as many men are veterans, at nearly 7% of adult males, than women, with less than 1%.

Figure 4: Veterans in San Francisco by Gender



Source: 2011-2015 American Community Survey 5-Year Estimates.

IV. Gender Analysis Findings

On the whole, appointees to Commissions and Boards reflect many aspects of the diversity of San Francisco. Among Commissioners and Board members, nearly half are women, more than 50% are people of color, 17% are LGBT, 11% have a disability, and 13% are veterans. However, Board appointees are less diverse than Commission appointees. Below is a summary of key indicators, comparing them between Commissions and Boards. Refer to Appendix II for a complete table of demographics by Commissions and Boards.

Figure 5: Summary Data Comparing Representation on Commissions and Boards, 2017

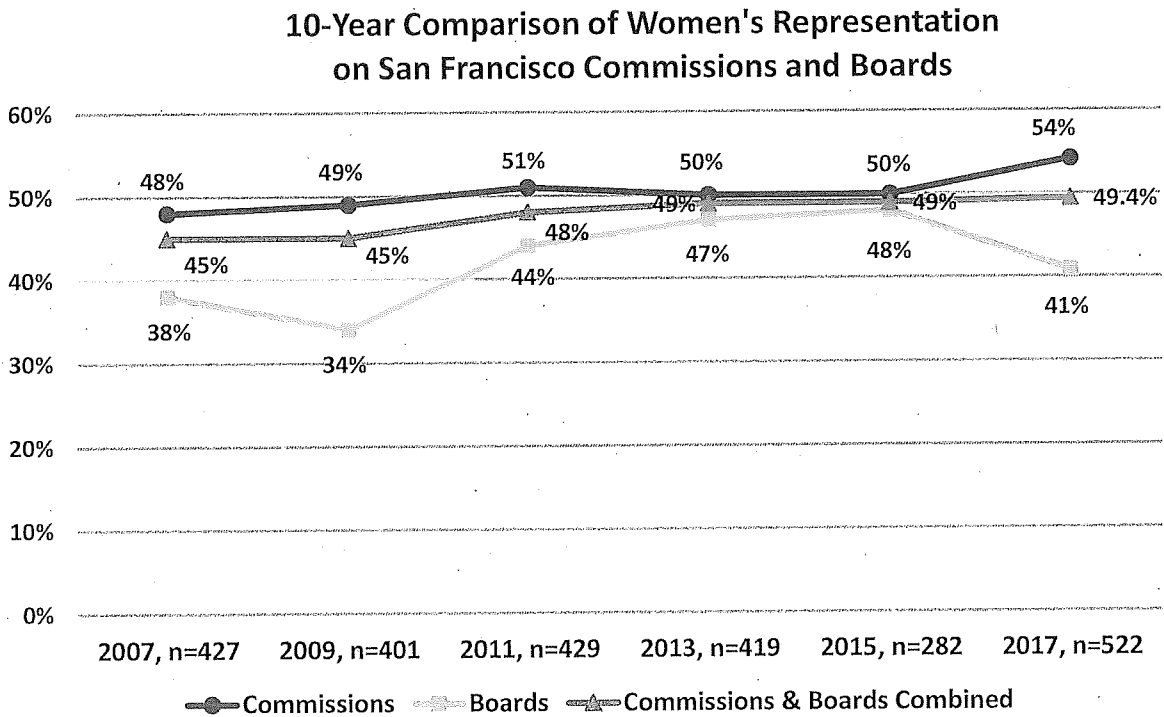
	Commissions	Boards
Number of Policy Bodies Included	40	17
Filled Seats	350/373 (6% vacant)	190/213 (11% vacant)
Female Appointees	54%	41%
Racial/Ethnic Minority	57%	47%
LGBT	17.5%	17%
With Disability	10%	14%
Veterans	15%	10%

The next sections will present detailed data, compared to previous years, along the key variables of gender, ethnicity, race/ethnicity by gender, sexual orientation, disability, veterans, and policy bodies by budget size.

A. Gender

Overall, the percentage of female appointees to City Commissions and Boards is 49%, equal to the female percentage of the San Francisco population. A 10-year comparison of the gender diversity on Commissions and Boards shows that the percentage of female Commissioners has increased over the 10 years since the first gender analysis of Commissions and Boards in 2007. At 54%, the representation of women on Commissions currently exceeds the percentage of women in San Francisco (49%). The percentage of female Board appointees declined 15% from the last gender analysis in 2015. Women make up 41% of Board appointees in 2017, whereas women were 48% of Board members in 2015. A greater number of Boards were included this year than in 2015, which may contribute to the stark difference from the previous report. This dip represents a departure from the previous trend of increasing women’s representation on Boards.

Figure 6: 10-Year Comparison of Women’s Representation on Commissions and Boards

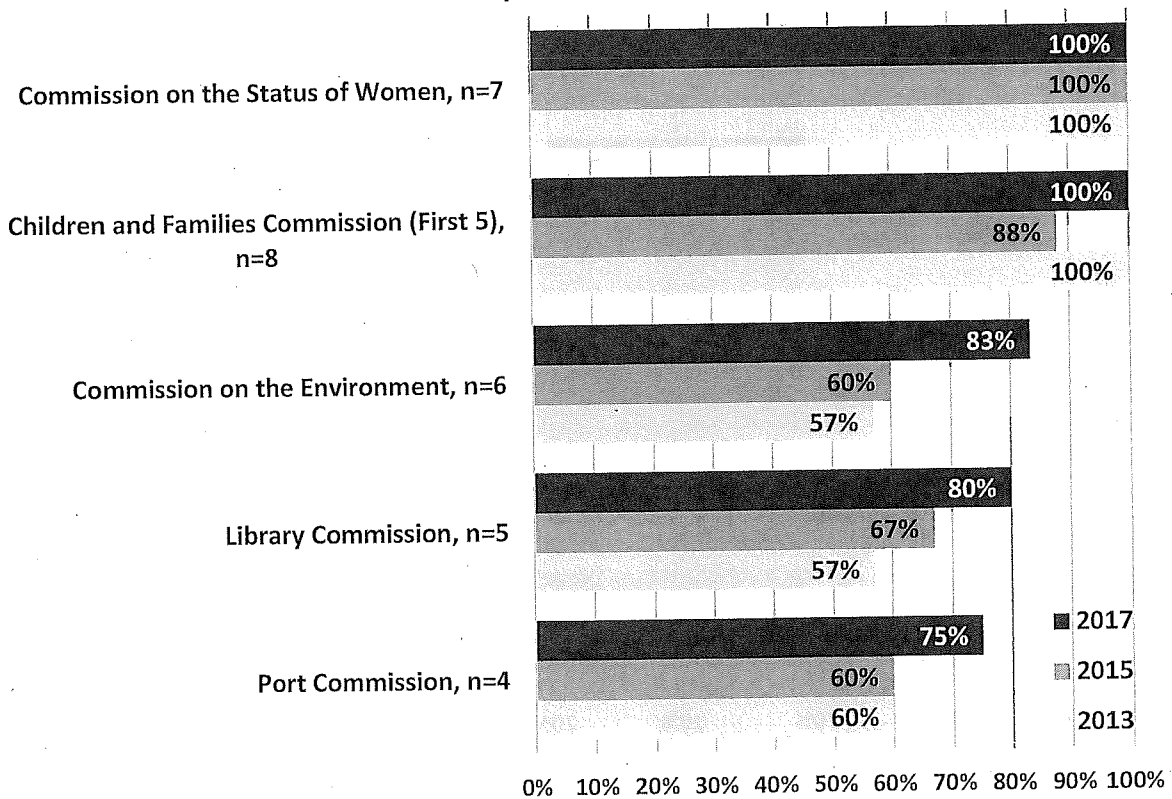


Sources: Department Survey, Mayor’s Office, 311.

The next two charts illustrate the Commissions and Boards with the highest and lowest percentage of female appointees in 2017. Data from the two previous gender analyses for these Commissions and Boards is also included for comparison purposes. Of 54 policy bodies with data on gender, roughly one-third (20 Commissions and Boards) have more than 50% representation of women. The greatest women's representation is found on the Commission on the Status of Women and the Children and Families Commission (First 5) at 100%. The Long Term Care Coordinating Council and the Mayor's Disability Council also have some of the highest percentages of women, at 78% and 75%, respectively. However, the latter two policy bodies are not included in the chart due to lack of prior data.

Figure 7: Commissions and Boards with Most Women

**Commissions and Boards with Highest Percentage of Women,
2017 Compared to 2015, 2013**

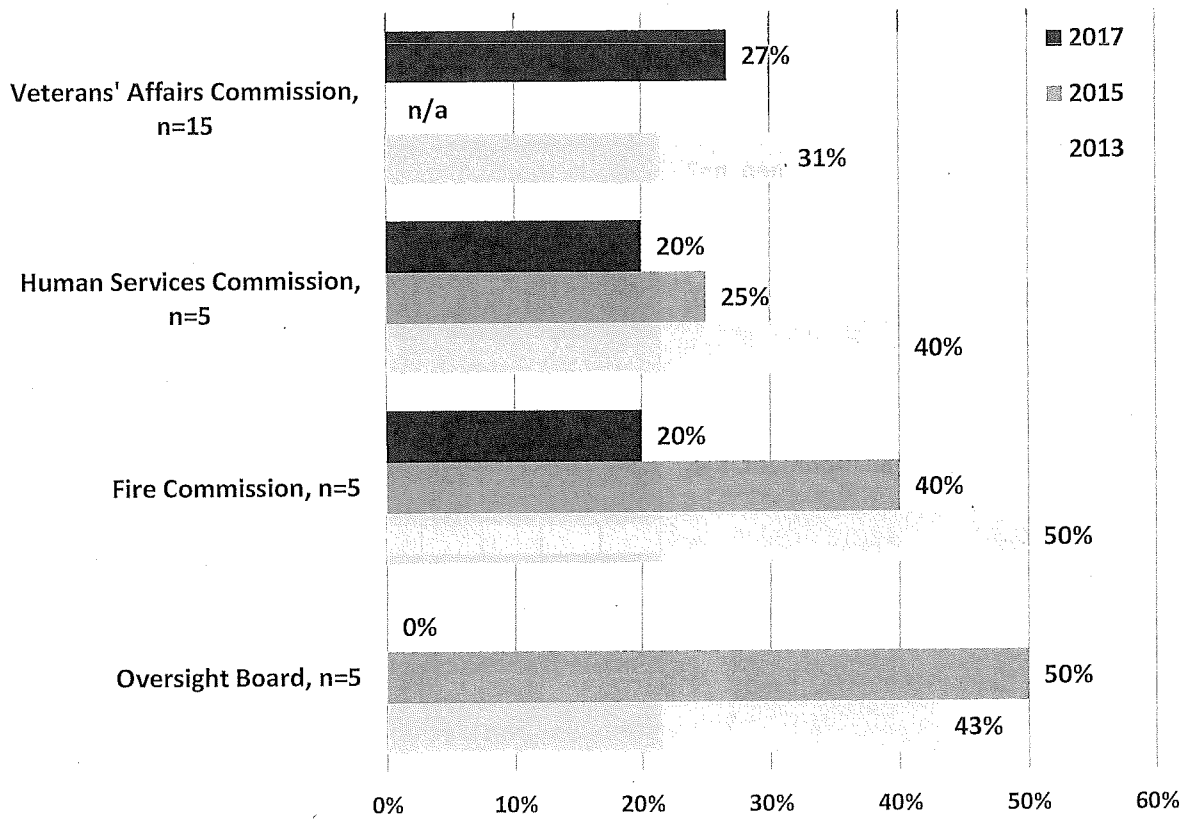


Sources: Department Survey, Mayor's Office, 311.

There are 14 Commissions and Boards that have 30% or less women. The lowest percentage is found on the Oversight Board of the Office of Community Investment & Infrastructure where currently none of the five appointees are women. The Urban Forestry Council and the Workforce Investment Board also have some of the lowest percentages of women members at 20% and 26%, respectively, but are not included in the chart below due to lack of prior data.

Figure 8: Commissions and Boards with Least Women

**Commissions and Boards with Lowest Percentage of Women,
2017 Compared to 2015, 2013**

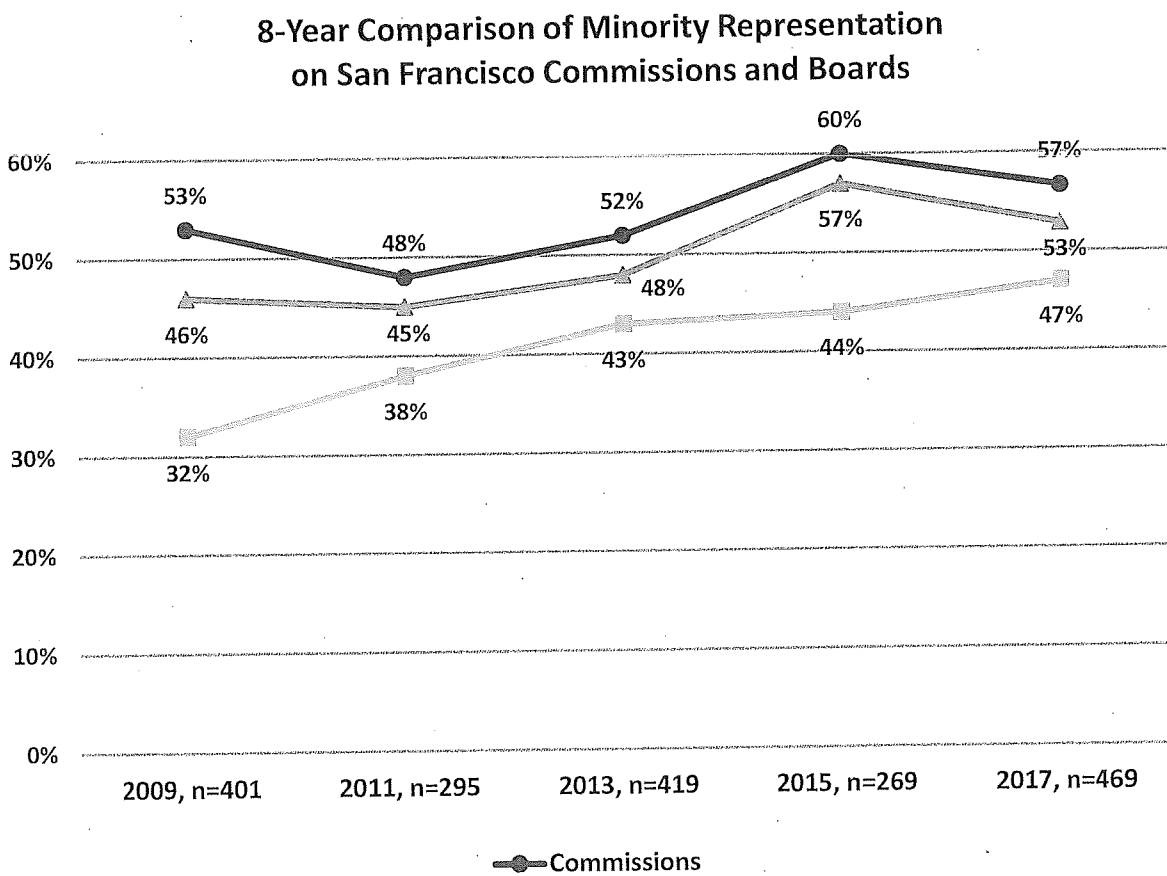


Sources: Department Survey, Mayor's Office, 311.

B. Ethnicity

Data on racial and ethnic background were available for 286 Commissioners and 183 Board members. More than half of these appointees identify as people of color. However, representation of people of color on Commissions and Boards falls short of parity with the approximately 60% minority population in San Francisco. In total, 53% of appointees identify as racial and ethnic minorities. The percentage of minority Commissioners decreased from 2015, while the percentage of minority Board members has been steadily increasing since 2009. Yet, communities of color are represented in greater numbers on Commissions, at 57%, than Boards, at 47%, of appointees. Below is the 8-year comparison of minority representation on Commissions and Boards. Data on race and ethnicity were not collected in 2007.

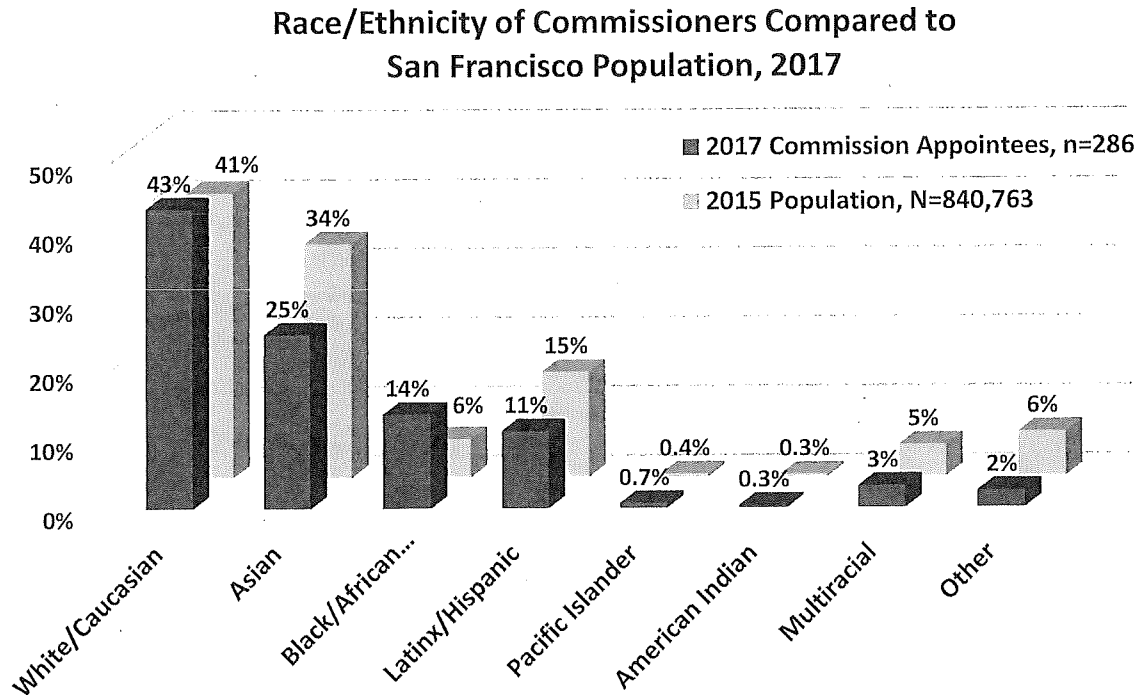
Figure 9: 8-Year Comparison of Minority Representation on Commissions and Boards



Sources: Department Survey, Mayor's Office, 311.

The racial and ethnic breakdown of Commissioners and Board members as compared to the San Francisco population is presented in the next two charts. There is a greater number of White and Black/African American Commissioners in comparison to the general population, in contrast to individuals identifying as Asian, Latinx/Hispanic, multiracial, and other races who are underrepresented on Commissions. One-quarter of Commissioners are Asian compared to more than one-third of the population. Similarly, 11% of Commissioners are Latinx compared to 15% of the population.

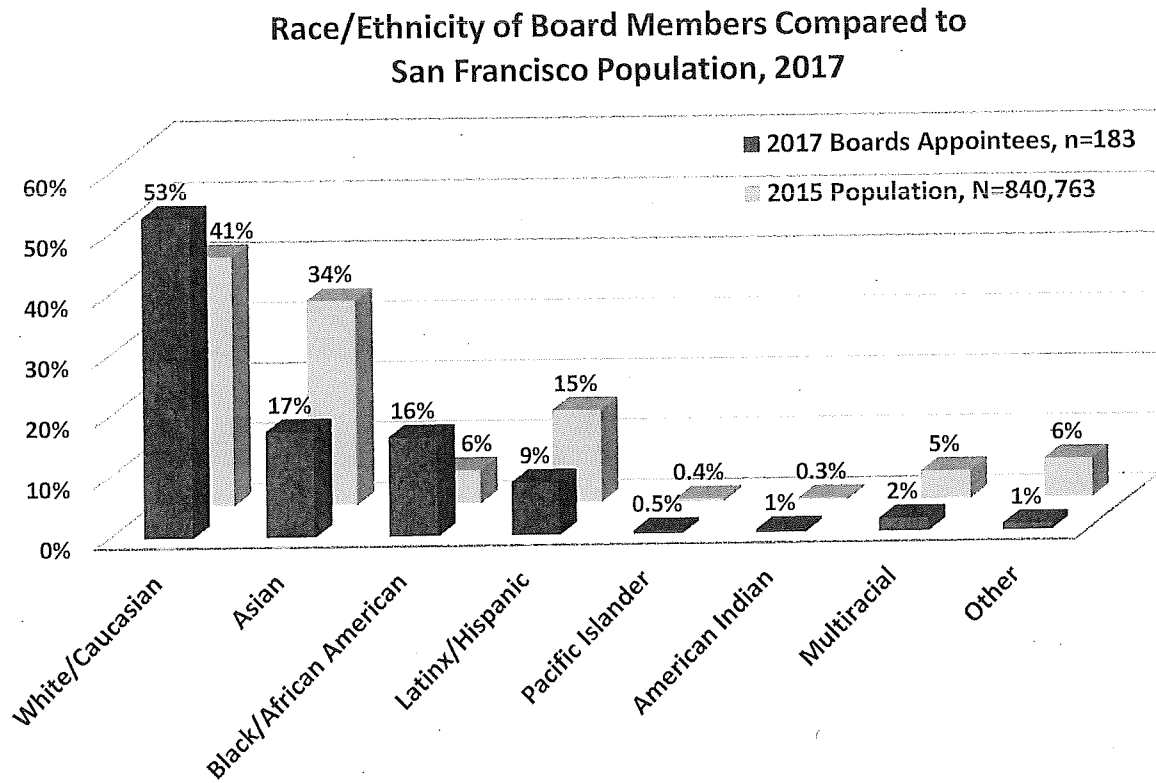
Figure 10: Race/Ethnicity of Commissioners Compared to San Francisco Population



Sources: Department Survey, Mayor's Office, 311.

A similar pattern emerges for Board appointees. In general, racial and ethnic minorities are underrepresented on Boards, except for the Black/African American population with 16% of Board appointees compared to 6% of the population. White appointees far exceed the White population with more than half of appointees identifying as White compared to about 40% of the population. Meanwhile, there are considerably fewer Board members who identify as Asian, Latinx/Hispanic, multiracial, and other races than in the population. Particularly striking is the underrepresentation of Asians, where 17% of Board members identified as Asian compared to 34% of the population. Additionally, 9% of Board appointees are Latinx compared to 15% of the population.

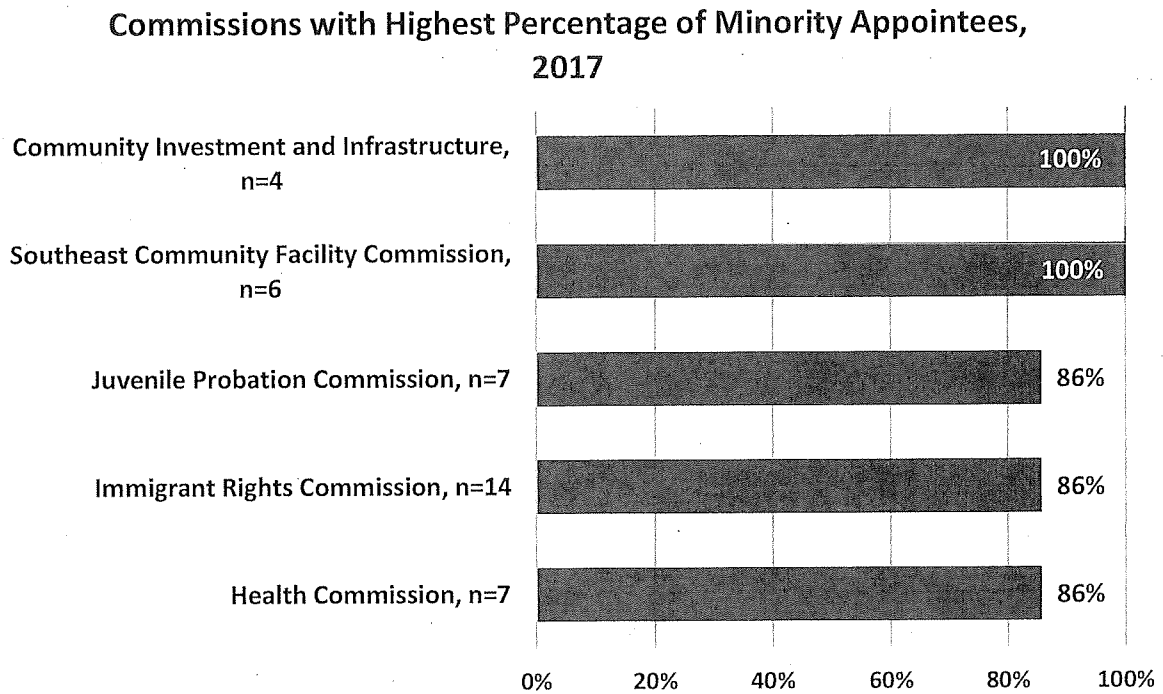
Figure 11: Race/Ethnicity of Board Members Compared to San Francisco Population



Sources: Department Survey, Mayor's Office, 311.

Of the 37 Commissions with information on ethnicity, more than two-thirds (26 Commissions) have at least 50% of appointees identifying as persons of color and more than half (19 Commissions) reach or exceed parity with the nearly 60% minority population. The Commissions with the highest percentage of minority appointees are shown in the chart below. The Commission on Community Investment and Infrastructure and the Southeast Community Facility Commission both are comprised entirely of people of color. Meanwhile, 86% of Commissioners are minorities on the Juvenile Probation Commission, Immigrant Rights Commission, and Health Commission.

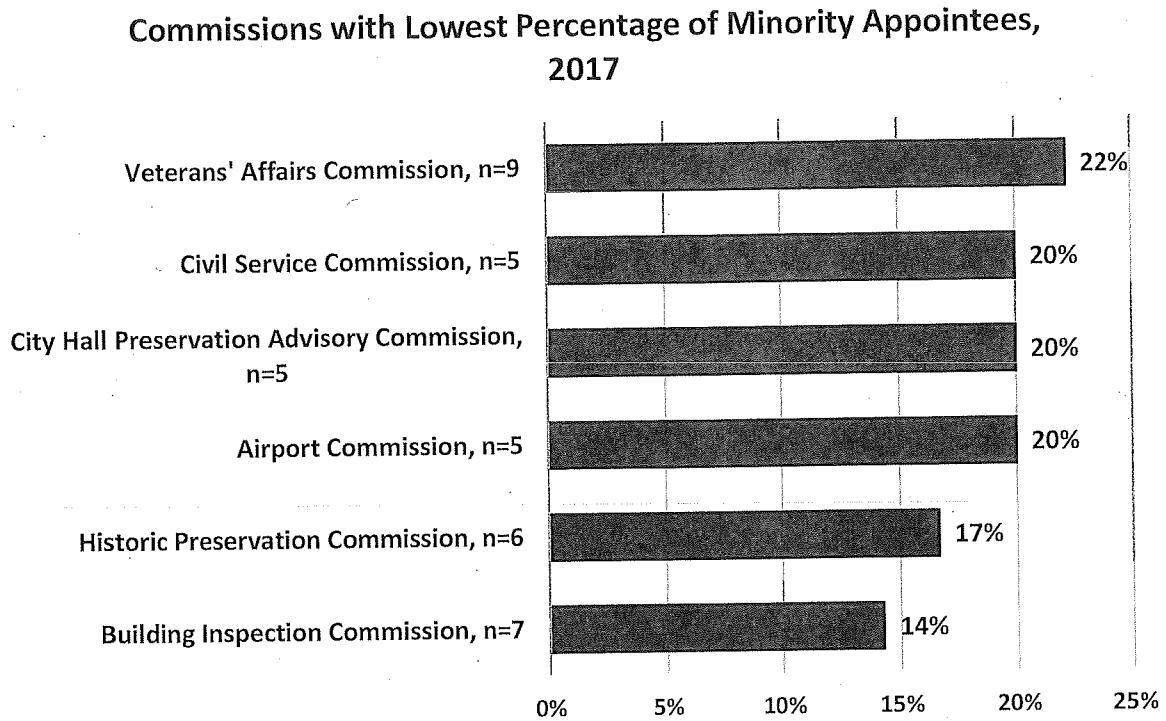
Figure 12: Commissions with Most Minority Appointees



Sources: Department Survey, Mayor's Office, 311.

Seven Commissions have fewer than 30% minority appointees, with the lowest percentage of minority appointees being found on the Building Inspection Commission at 14% and the Historic Preservation Commission at 17%. The Commissions with the lowest percentage of minority appointees are shown in the chart below.

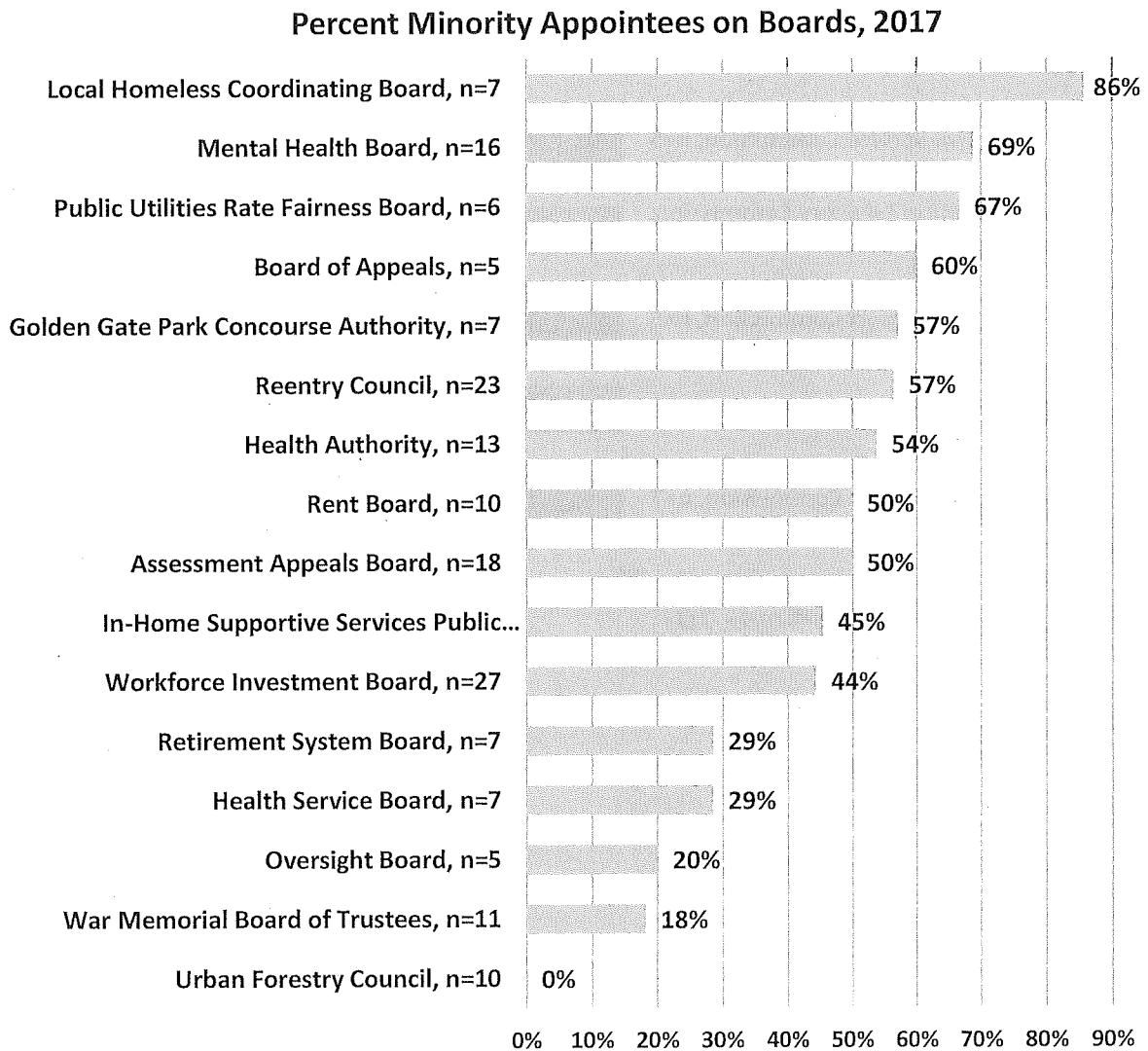
Figure 13: Commissions with Least Minority Appointees



Sources: Department Survey, Mayor's Office, 311.

For the 16 Boards with information on race and ethnicity, nine have at least 50% minority appointees. The Local Homeless Coordinating Board has the greatest percentage of members of color with 86%. The Mental Health Board and the Public Utilities Rate Fairness Board also have a large representation of people of color at 69% and 67%, respectively. Meanwhile, seven Boards have a majority of White members, with the lowest representation of people of color on the Oversight Board at 20% minority members, the War Memorial Board of Trustees at 18% minority members, and the Urban Forestry Council with no members of color.

Figure 14: Minority Representation on Boards

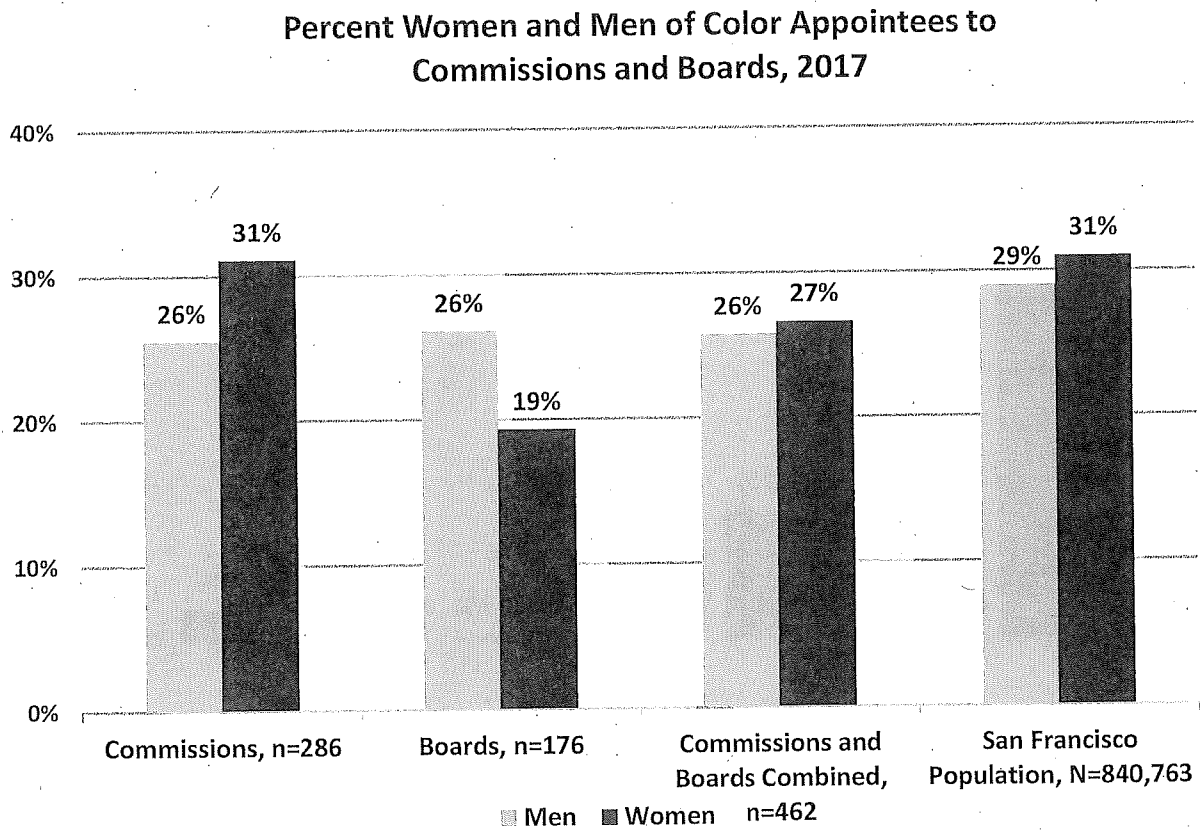


Sources: Department Survey, Mayor's Office, 311.

C. Race/Ethnicity by Gender

Minorities comprise 57% of Commission appointees and 47% of Board appointees. The total percentage of minority appointees on Commissions and Boards in 2017 is 53% compared to about 60% of the population. There are slightly more women of color on Commissions and Boards at 27% than men of color at 26%. Women of color appointees to Commissions reach parity with the population at 31%, while women of color are 19% of Board members, far from parity with the population. Men of color are 26% of appointees to both Commissions and Boards, below the 29% men of color in the San Francisco population.

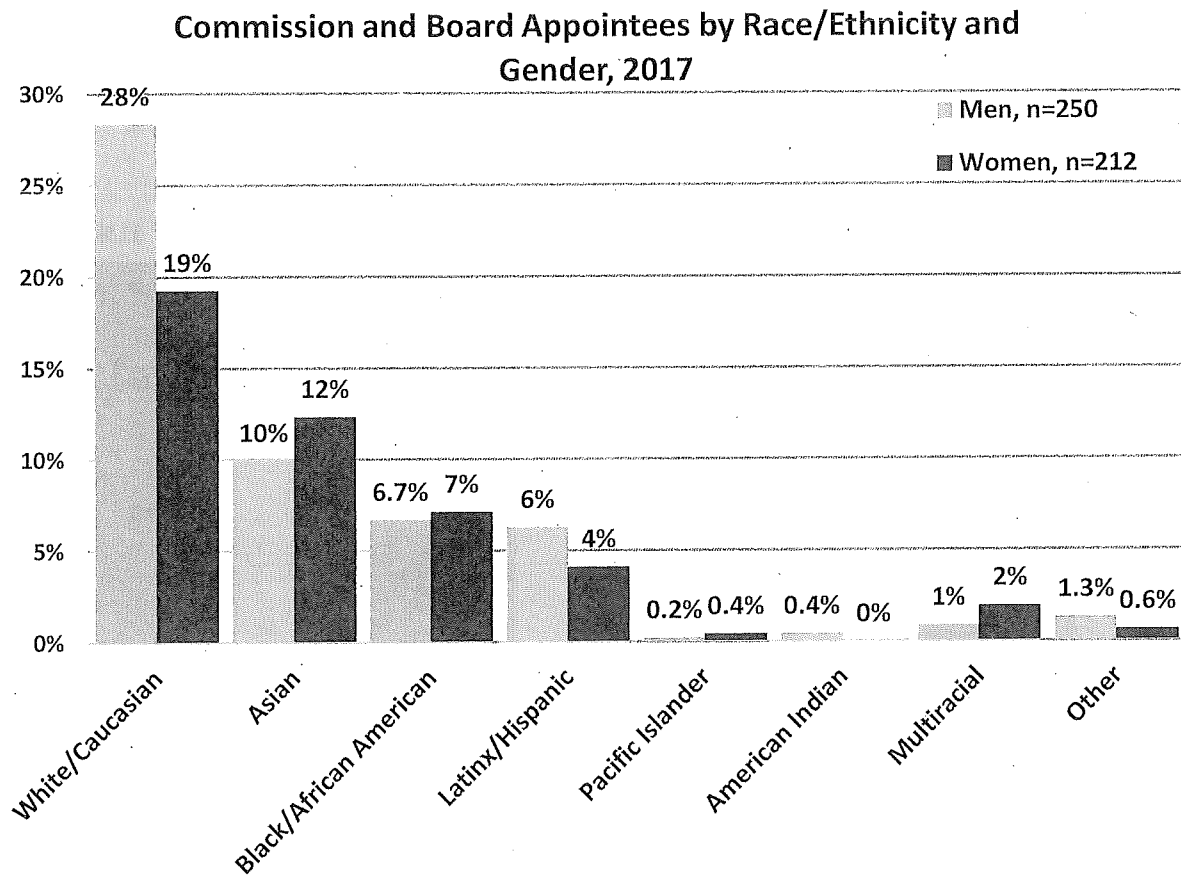
Figure 15: Women and Men of Color on Commissions and Boards



Sources: Department Survey, Mayor's Office, 311, 2011-2015 American Community Survey 5-Year Estimates.

The next chart illustrates appointees' race and ethnicity by gender. The gender distribution in most racial and ethnic groups on policy bodies is similar to the representation of men and women in minority groups in San Francisco except for the White population. White men represent 22% of San Francisco population, yet 28% of Commission and Board appointees are White men. Meanwhile, White women are at parity with the population at 19%. Women and men of color are underrepresented across all racial and ethnic groups, except for Black/African American appointees. Asian women are 12% of appointees, but 18% of the population. Asian men are 10% of appointees compared to 16% of the population. Latina women are 4% of Commissioners and Board members, yet 7% of the population, while 6% of appointees are Latino men compared to 8% of San Franciscans.

Figure 16: Commission and Board Appointees by Race/Ethnicity and Gender

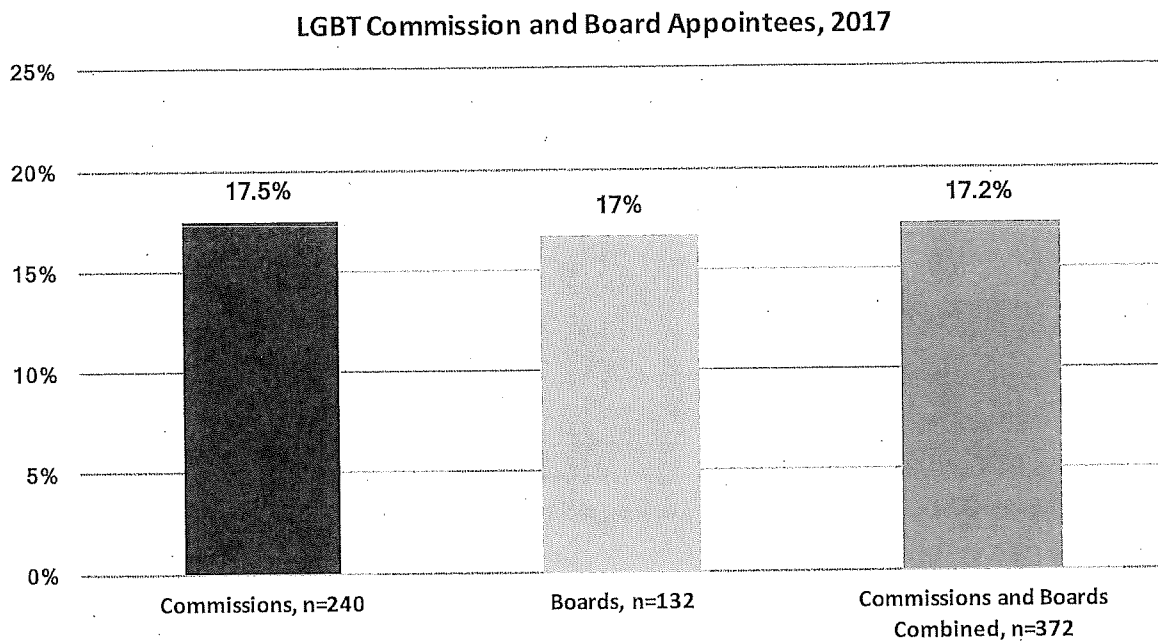


Sources: Department Survey, Mayor's Office, 311.

D. Sexual Orientation

While it is challenging to find accurate counts of the number of lesbian, gay, bisexual, and transgender (LGBT) individuals, a combination of sources, noted in the demographics section, suggests between 4.6% and 7% of the San Francisco population is LGBT. Data on sexual orientation and gender identity was available for 240 Commission appointees and 132 Board appointees. Overall, about 17% of appointees to Commissions and Boards are LGBT. There is a large LGBT representation across both Commissioners and Board members. Three Commissioners identified as transgender.

Figure 17: LGBT Commission and Board Appointees

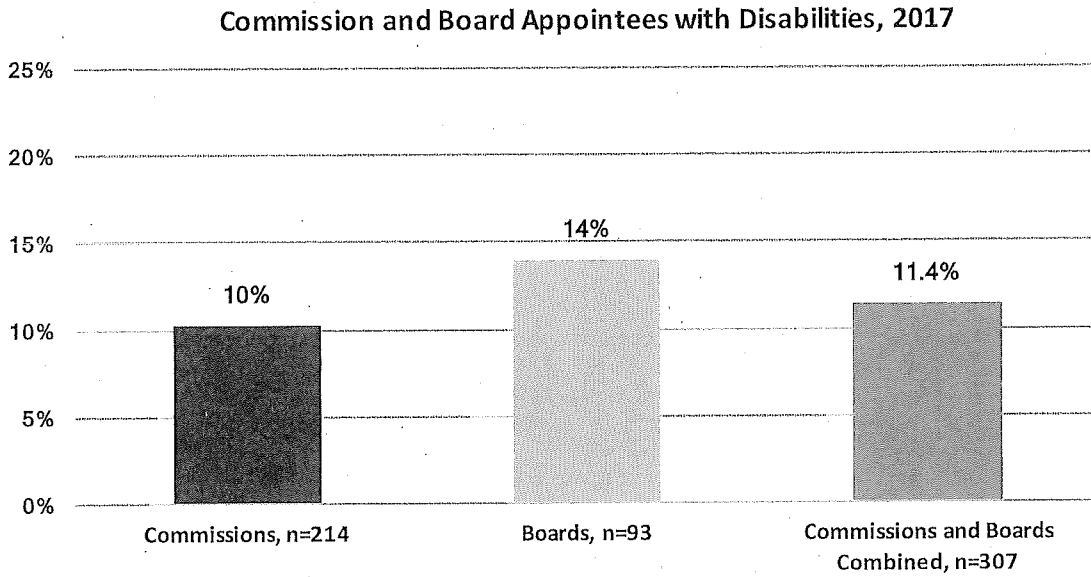


Sources: Department Survey, Mayor's Office, 311.

E. Disability

An estimated 12% of San Franciscans have a disability. Data on disability was available for 214 Commission appointees and 93 Board appointees. The percentage of Commission and Board appointees with a disability is 11.4% and almost reaches parity with the 11.8% of the adult population in San Francisco that has a disability. There is a much greater representation of people with a disability on Boards at 14% than on Commissions at 10%.

Figure 18: Commission and Board Appointees with Disabilities

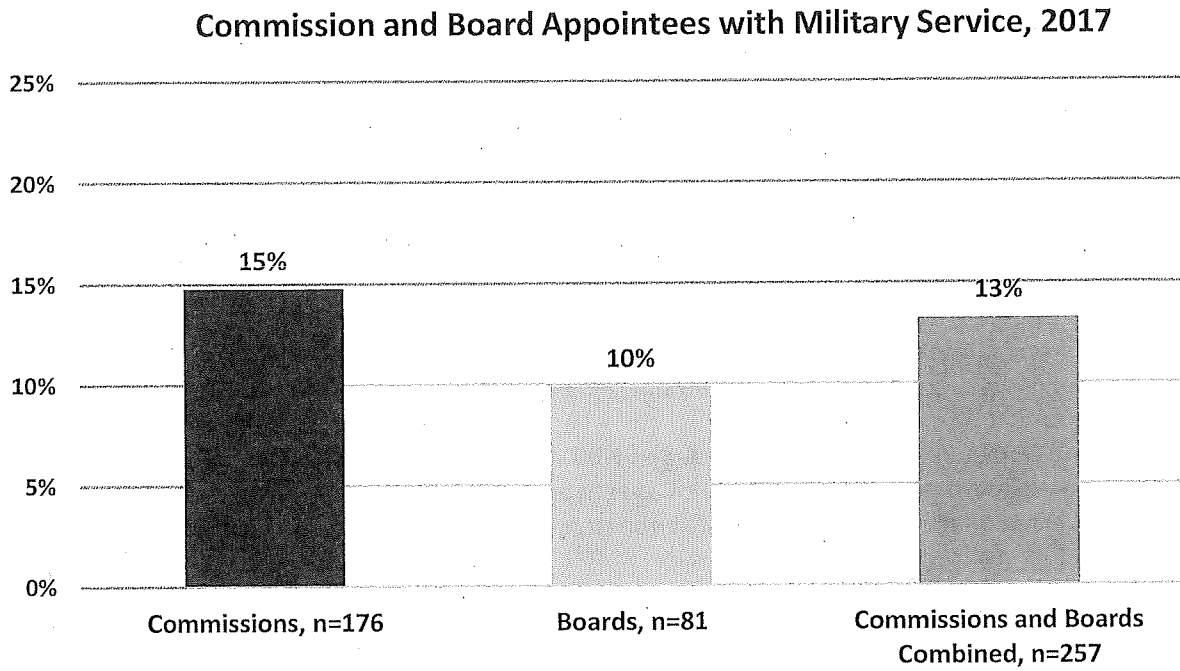


Sources: Department Survey, Mayor's Office, 311.

F. Veterans

Veterans are 3.6% of the adult population in San Francisco. Data on military service was available for 176 Commission appointees and 81 Board appointees. Overall, veterans are well represented on Commissions and Boards with 13% of appointees having served in the military. However, there is a large difference in the representation of veterans on Commissions at 15% compared to Boards at 10%. This is likely due to the 17 members of Veterans Affairs Commission of which all members must be veterans.

Figure 19: Commission and Board Appointees with Military Service



Sources: Department Survey, Mayor's Office, 311.

G. Policy Bodies by Budget Size

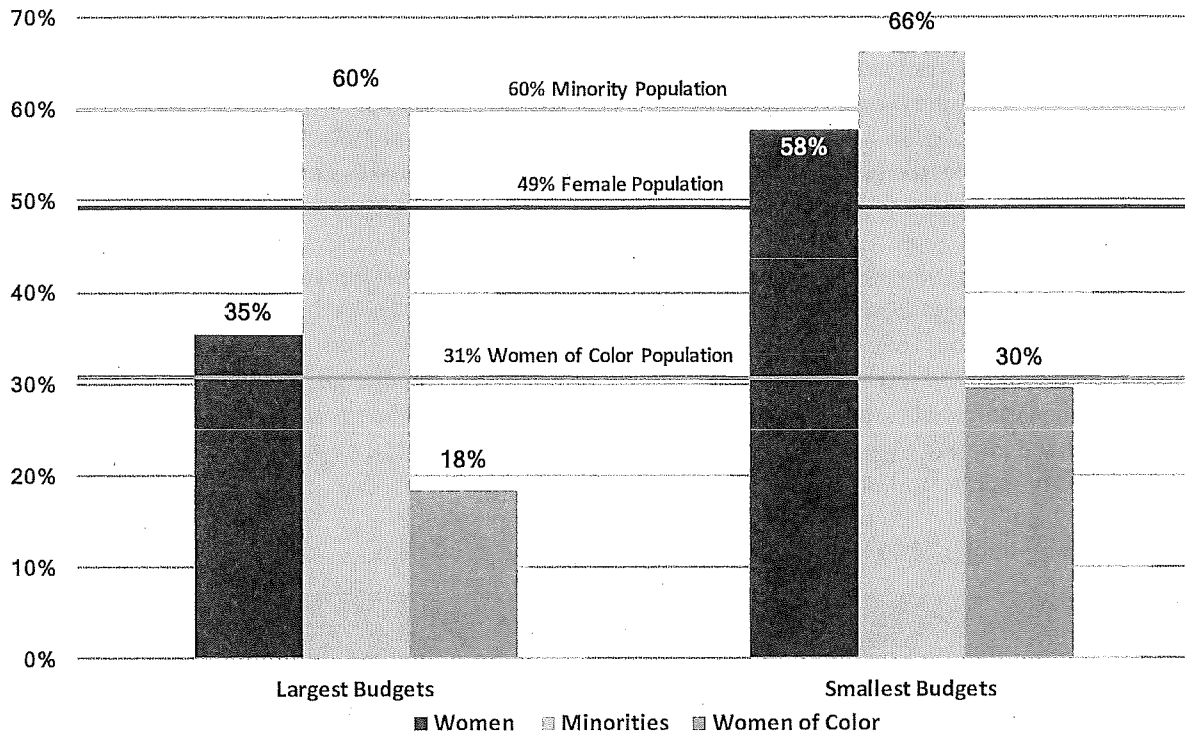
In addition to data on the appointment of women and minorities to Commissions and Boards, this report examines whether the demographic make-up of policy bodies with the largest budget (which is often proportional to the amount of influence in the City) are representative of the community. On the following page, Figure 19 shows the representation of women, people of color, and women of color on the policy bodies with the largest and smallest budgets.

Though the overall representation of female appointees (49%) is equal to the City's population, Commissions and Boards with the highest female representation have fairly low influence as measured by budget size. Although women's representation on the ten policy bodies with the largest budgets increased from 30% in 2015 to 35% this year, it is still far below parity with the population. The percentage of women on the ten bodies with the smallest budgets grew from 45% in 2015 to 58% in 2017.

With respect to minority representation, the bodies with both the largest and smallest budgets exceed parity with the population. On the ten Commissions and Boards with the largest budgets, 60% of appointees identify as a racial or ethnic minority; meanwhile 66% of appointees identify as a racial or ethnic minority on the ten Commissions and Boards with the smallest budgets. Minority representation on the ten largest budgeted policy bodies was slightly greater in 2015 at 62%, while there was a 21% increase of minority representation on the ten smallest budgeted policy bodies from 52% in 2015.

Percentage of women of color on the policy bodies with the smallest budgets is 30% and almost reaches parity with the population in San Francisco. However, women of color are considerably underrepresented on the ten policy bodies with the largest budgets at 18% compared to 31% of the population.

Figure 20: Women, Minorities, and Women of Color on Largest and Smallest Budget Bodies
Percent Women, Minorities and Women of Color on Commissions and Boards with Largest and Smallest Budgets in Fiscal Year 2017-2018



Sources: Department Survey, Mayor's Office, 311, FY17-18 Annual Appropriation Ordinance, FY17-18 Mayor's Budget Book.

The following two tables present the demographics of the Commissions and Boards overseeing some of the City's largest and smallest budgets.

Of the ten Commissions and Boards that oversee the largest budgets, women make up 35% and women of color are 18% of the appointees. The Commission on Community Investment and Infrastructure is the most diverse with people of color in all appointed seats and women comprising half of the members. The Municipal Transportation Agency (MTA) Board of Directors and Parking Authority Commission has the next largest representation of women with 43%. Four of the ten bodies have less than 30% female appointees. Women of color are near parity on the Police Commission at 29% compared to 31% of the population. Meanwhile, the Public Utilities Commission and Human Services Commission have no women of color.

Overall, the representation of minorities on policy bodies with the largest budgets is equal to that of the minority population in San Francisco at 60% and four of the ten largest budgeted bodies have greater minority representation. Following the Commission on Community Investment and Infrastructure with 100% minority appointees, the Health Commission at 86% minority appointees, the Aging and Adult Services Commission at 80% minority appointees, and the Police Commission with 71% minority appointees have the next highest minority representation. In contrast, the Airport Commission has the lowest minority representation at 20%.

Table 1: Demographics of Commissions and Boards with Largest Budgets

Body	FY17-18 Budget	Total Seats	Filled Seats	% Women	% Minority	% Women of Color
Health Commission	\$ 2,198,181,178	7	7	29%	86%	14%
MTA Board of Directors and Parking Authority Commission	\$ 1,183,468,406	7	7	43%	57%	14%
Public Utilities Commission	\$ 1,052,841,388	5	5	40%	40%	0%
Airport Commission	\$ 987,785,877	5	5	40%	20%	20%
Human Services Commission	\$ 913,783,257	5	5	20%	60%	0%
Health Authority (SF Health Plan Governing Board)	\$ 637,000,000	19	15	40%	54%	23%
Police Commission	\$ 588,276,484	7	7	29%	71%	29%
Commission on Community Investment and Infrastructure	\$ 536,796,000	5	4	50%	100%	50%
Fire Commission	\$ 381,557,710	5	5	20%	60%	20%
Aging and Adult Services Commission	\$ 285,000,000	7	5	40%	80%	14%
Total	\$ 8,764,690,300	72	65	35%	60%	18%

Sources: Department Survey, Mayor's Office, 311, FY17-18 Annual Appropriation Ordinance, FY17-18 Mayor's Budget Book.

Commissions and Boards with the smallest budgets exceed parity with the population for women’s and minority representation with 58% women and 66% minority appointees and are near parity with 30% women of color appointees compared to 31% of the population. The Long Term Care Coordinating Council has the greatest representation of women at 78%, followed by the Youth Commission at 64%, and the City Hall Preservation Advisory Commission at 60%. Five of the ten smallest budgeted bodies have less than 50% women appointees. The Southeast Community Facility Commission, the Youth Commission, the Housing Authority Commission, and the Public Utilities Rate Fairness Board have more than 30% women of color members.

Of the eight smallest budgeted policy bodies with data on race and ethnicity, more than half have greater representation of racial and ethnic minority and women of color than the population. The Southeast Community Facility Commission has 100% members of color, followed by the Housing Authority Commission at 83%, the Sentencing Commission at 73%, and the Public Utilities Rate Fairness Board at 67% minority appointees. Only the Historic Preservation Commission with 17% minority members, the City Hall Preservation Advisory Commission at 20% minority members, and the Reentry Council with 57% minority members fall below parity with the population.

Table 2: Demographics of Commissions and Boards with Smallest Budgets

Body	FY17-18 Budget	Total Seats	Filled Seats	% Women	% Minority	% Women of Color
Historic Preservation Commission	\$ 45,000	7	6	33%	17%	17%
City Hall Preservation Advisory Commission	\$ -	5	5	60%	20%	20%
Housing Authority Commission	\$ -	7	6	33%	83%	33%
Local Homeless Coordinating Board	\$ -	9	7	43%	n/a	n/a
Long Term Care Coordinating Council	\$ -	40	40	78%	n/a	n/a
Public Utilities Rate Fairness Board	\$ -	7	6	33%	67%	33%
Reentry Council	\$ -	24	23	52%	57%	22%
Sentencing Commission	\$ -	12	12	42%	73%	18%
Southeast Community Facility Commission	\$ -	7	6	50%	100%	50%
Youth Commission	\$ -	17	16	64%	64%	43%
Totals	\$ 45,000	135	127	58%	66%	30%

Sources: Department Survey, Mayor’s Office, 311, FY17-18 Annual Appropriation Ordinance, FY17-18 Mayor’s Budget Book.

V. Conclusion

Per the 2008 Charter Amendment, the Mayor and Board of Supervisors are encouraged to make appointments to Commissions, Boards, and other policy bodies that reflect the diverse population of San Francisco. While state law prohibits public appointments based solely on gender, race and ethnicity, sexual orientation, or disability status, an awareness of these factors is important when appointing individuals to serve on policy bodies, particularly where they may have been historically underrepresented.

Since the first gender analysis of appointees to San Francisco policy bodies in 2007, there has been a steady increase of female appointees. There has also been a greater representation of women on Commissions as compared to Boards. This continued in 2017 with 54% female Commissioners. However, it is concerning that the percentage of female Board members has dropped from 48% in 2015 to 41% in 2017.

People of color represent 60% of the San Francisco population, yet only represent 53% of appointees to San Francisco Commissions and Boards. There is a greater representation of people of color on Commissions than Boards. However, Commissions have fewer appointees identified as ethnic minorities this year, 57%, than the 60% in 2015, while the representation of people of color on Boards increased from 44% in 2015 to 47% in 2017. There is still a disparity between race and ethnicity on public policy bodies and in the population. Especially Asians and Latinx/Hispanic individuals are underrepresented across Commissions and Boards while there is a higher representation of White and Black/African American appointees than in the general population. Women of color are 31% of the population and comprise 31% of Commissioners compared to 19% of Board members. Meanwhile, men of color are 29% of the population and 26% of Commissioners and Board members.

This year there is more data available on sexual orientation, veteran status, and disability than previous gender analyses. The 2017 gender analysis found that there is a relatively high representation of LGBT individuals on the policy bodies for which there was data at 17%. Veterans are also highly represented at 13%, and the representation of people with a disability in policy bodies almost reaches parity with the population with 11.4% compared to 11.8%.

Finally, the policy bodies with larger budgets have a smaller representation of women at 35% while Commissions and Boards with smallest budgets are 58% female appointees. While minority representation exceeds the population on the policy bodies with both the smallest and largest budgets, women of color are considerably underrepresented on the largest budgeted policy bodies at 18% compared to 31% of the population.

This report is intended to inform appointing authorities, including the Mayor and the Board of Supervisors, as they carefully select their designees on key policy bodies of the City & County of San Francisco. In the spirit of the charter amendment that mandated this report, diversity and inclusion should be the hallmark of these important appointments.

Appendix I. 2015 Population Estimates for San Francisco County

The following 2015 San Francisco population statistics were obtained from the U.S. Census Bureau's *2011-2015 American Community Survey 5-Year Estimates*.

Chart 1: 2015 Total Population by Race/Ethnicity

Race/Ethnicity	Total	
	Estimate	Percent
San Francisco County California	840,763	
White, Not Hispanic or Latino	346,732	41%
Asian	284,426	34%
Hispanic or Latino	128,619	15%
Some Other Race	54,388	6%
Black or African American	46,825	6%
Two or More Races	38,940	5%
Native Hawaiian and Pacific Islander	3,649	0.4%
American Indian and Alaska Native	2,854	0.3%

Chart 2: 2015 Total Population by Race/Ethnicity and Gender

Race/Ethnicity	Total		Male		Female	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
San Francisco County California	840,763	-	427,909	50.9%	412,854	49.1%
White, Not Hispanic or Latino	346,732	41%	186,949	22%	159,783	19%
Asian	284,426	34%	131,641	16%	152,785	18%
Hispanic or Latino	128,619	15%	67,978	8%	60,641	7%
Some Other Race	54,388	6%	28,980	3.4%	25,408	3%
Black or African American	46,825	6%	24,388	3%	22,437	2.7%
Two or More Races	38,940	5%	19,868	2%	19,072	2%
Native Hawaiian and Pacific Islander	3,649	0.4%	1,742	0.2%	1,907	0.2%
American Indian and Alaska Native	2,854	0.3%	1,666	0.2%	1,188	0.1%

Appendix II. Commissions and Boards Demographics

Commission		Total Seats	Filled Seats	FY17-18 Budget	% Women	% Minority	% Women of Color
1	Aging and Adult Services Commission	7	5	\$285,000,000	40%	80%	40%
2	Airport Commission	5	5	\$987,785,877	40%	20%	20%
3	Animal Control and Welfare Commission	10	9	\$-			
4	Arts Commission	15	15	\$17,975,575	60%	53%	27%
5	Asian Art Commission	27	27	\$10,962,397	63%	59%	44%
6	Building Inspection Commission	7	7	\$76,533,699	29%	14%	0%
7	Children and Families Commission (First 5)	9	8	\$31,830,264	100%	63%	63%
8	City Hall Preservation Advisory Commission	5	5	\$-	60%	20%	20%
9	Civil Service Commission	5	5	\$1,250,582	40%	20%	0%
10	Commission on Community Investment and Infrastructure	5	4	\$536,796,000	50%	100%	50%
11	Commission on the Environment	7	6	\$23,081,438	83%	67%	50%
12	Commission on the Status of Women	7	7	\$8,048,712	100%	71%	71%
13	Elections Commission	7	7	\$14,847,232	33%	50%	33%
14	Entertainment Commission	7	7	\$987,102	29%	57%	14%
15	Ethics Commission	5	5	\$4,787,508	33%	67%	33%
16	Film Commission	11	11	\$1,475,000	55%	36%	36%
17	Fire Commission	5	5	\$381,557,710	20%	60%	20%
18	Health Commission	7	7	\$2,198,181,178	29%	86%	14%
19	Historic Preservation Commission	7	6	\$45,000	33%	17%	17%
20	Housing Authority Commission	7	6	\$-	33%	83%	33%
21	Human Rights Commission	11	10	\$4,299,600	60%	60%	50%
22	Human Services Commission	5	5	\$913,783,257	20%	60%	0%
23	Immigrant Rights Commission	15	14	\$5,686,611	64%	86%	50%
24	Juvenile Probation Commission	7	7	\$41,683,918	29%	86%	29%
25	Library Commission	7	5	\$137,850,825	80%	60%	40%
26	Local Agency Formation Commission	7	4	\$193,168			
27	Long Term Care Coordinating Council	40	40	\$-	78%		
28	Mayor's Disability Council	11	8	\$4,136,890	75%	25%	13%
29	MTA Board of Directors and Parking Authority Commission	7	7	\$1,183,468,406	43%	57%	14%
30	Planning Commission	7	7	\$54,501,361	43%	43%	29%
31	Police Commission	7	7	\$588,276,484	29%	71%	29%
32	Port Commission	5	4	\$133,202,027	75%	75%	50%
33	Public Utilities Commission	5	5	\$1,052,841,388	40%	40%	0%

Commission	Total Seats	Filled Seats	FY17-18 Budget	% Women	% Minority	% Women of Color
34 Recreation and Park Commission	7	7	\$221,545,353	29%	43%	14%
35 Sentencing Commission	12	12	\$-	42%	73%	18%
36 Small Business Commission	7	7	\$1,548,034	43%	50%	25%
37 Southeast Community Facility Commission	7	6	\$-	50%	100%	50%
38 Treasure Island Development Authority	7	7	\$2,079,405	43%	57%	43%
39 Veterans' Affairs Commission	17	15	\$865,518	27%	22%	0%
40 Youth Commission	17	16	\$-	64%	64%	43%
Total	373	350		54%	57%	31%

Board	Total Seats	Filled Seats	FY17-18 Budget	% Women	% Minority	% Women of Color
1 Assessment Appeals Board	24	18	\$653,780	39%	50%	22%
2 Board of Appeals	5	5	\$1,038,570	40%	60%	20%
3 Golden Gate Park Concourse Authority	7	7	\$11,662,000	43%	57%	29%
4 Health Authority (SF Health Plan Governing Board)	19	15	\$637,000,000	40%	54%	23%
5 Health Service Board	7	7	\$11,444,255	29%	29%	0%
6 In-Home Supportive Services Public Authority	12	12	\$207,835,715	58%	45%	18%
7 Local Homeless Coordinating Board	9	7	\$-	43%	86%	
8 Mental Health Board	17	16	\$218,000	69%	69%	50%
9 Oversight Board	7	5	\$152,902	0%	20%	0%
10 Public Utilities Rate Fairness Board	7	6	\$-	33%	67%	33%
11 Reentry Council	24	23	\$-	52%	57%	22%
13 Relocation Appeals Board	5	0	\$-			
12 Rent Board	10	10	\$8,074,900	30%	50%	10%
14 Retirement System Board	7	7	\$97,622,827	43%	29%	29%
15 Urban Forestry Council	15	14	\$92,713	20%	0%	0%
16 War Memorial Board of Trustees	11	11	\$26,910,642	55%	18%	18%
17 Workforce Investment Board	27	27	\$62,341,959	26%	44%	7%
Total	213	190		41%	47%	19%

	Total Seats	Filled Seats	FY17-18 Budget	% Women	% Minority	% Women of Color
Commissions and Boards Total	586	540		49.4%	53%	27%

