

File No. 250178

Committee Item No. 4

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date April 7, 2025

Board of Supervisors Meeting

Date _____

Cmte Board

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

OTHER (Use back side if additional space is needed)

☐	☐	_____
☐	☐	_____
☐	☐	_____
☐	☐	_____
☐	☐	_____
☐	☐	_____
☐	☐	_____
☐	☐	_____
☐	☐	_____
☐	☐	_____

Completed by: Victor Young Date April 3, 2025

Completed by: _____ Date _____

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 544-5227

Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Citizens' General Obligation Bond Oversight Committee

Seat # (see Vacancy Notice for qualifications): 1

Full Name: Andrea Marmo Crawford

Zip Code: 94133

Occupation: CEO/Founder

Work Phone: 415.361.2981 Employer: A.M. Crawford, Inc.

Business Address: 870 Market Street, Suite 566 Zip Code: 94102

Business Email: andrea@amcrawfordinc.com

Home Email: [REDACTED]

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

Check All That Apply:

Resident of San Francisco: Yes ☒ No ☐ If No, place of residence: _____

18 Years of Age or Older: Yes ☒ No ☐

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

I have lived in San Francisco for over 10 years (District 3), am married and have 2 children who attend SFUSD schools. As a family, we spend a great deal of time in public places funded by various bond measures - all projects that the CGOBC oversees or has overseen in the past. Joe DiMaggio Park, John McLaren Park, and anywhere along the Embarcadero Waterfront are favorites. I founded a small business that is based in San Francisco. Our offices are in the historic Flood Building (District 6). My firm is a designated Disadvantaged Business Enterprise (DBE); a Local/Micro Business Enterprise (San Francisco); and certified Women Owned Small Business (WOSB) by the United States Small Business Administration.

Business and/or Professional Experience:

My background is in fundraising for nonprofits and government entities, and for years my colleagues and I have provided grants development (writing, editing) support to our clients. I have helped develop countless budgets and project plans for large capital projects. My experience kind of stops at the proposal, right at the point of project funding, or a few months or years in when its time to write a report on the project. I'm VERY interested in learning more about what happens in between - how large government infrastructure projects move forward AFTER they are funded. I think serving on the CGOBOC is a good way to learn more about this. I also enjoy reading CGOBOC committee reports and audits and think it would be interesting to participate actively in that process. I would love to visit more parks, public works projects, etc. in San Francisco and meet the people working on them.

Civic Activities:

Over the past few years I have been very focused on keeping my business moving forward midst some pretty difficult economic conditions. My civic activities during 2019-2021 have been limited. Before that, however, I served on Garfield Elementary's PTO (both of my sons were students at the time); I served on the board of the Jesuit Retreat Center of Los Altos and still serve on the capital campaign committee for that organization; and I was a founding board member of the Greater Bay Area Chapter of the Grant Professionals Association, a professional organization based in Kansas City.

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

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

Date: 6 January 2022 Applicant's Signature (required): Andrea Marmo Crawford
(Manually sign or type your complete name.
NOTE: By typing your complete name, you are
hereby consenting to use of electronic signature.)

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

FOR OFFICE USE ONLY:

Appointed to Seat #: _____ Term Expires: _____ Date Vacated: _____

STATEMENT OF ECONOMIC INTERESTS
COVER PAGE

Date Initial Filing Received
Filing Official Use Only

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE)
Crawford Andrea Marmo

1. Office, Agency, or Court

Agency Name (Do not use acronyms)

Citizens' General Obligation Bond Oversight Committee

Division, Board, Department, District, if applicable

Office of the Controller/City and County of San Francisco

Your Position

Application for Seat #1

► 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

☐ Judge, Retired Judge, Pro Tem Judge, or Court Commissioner
(Statewide Jurisdiction)

☐ Multi-County _____

☒ County of San Francisco

☒ City of San Francisco

☐ Other _____

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

☐ Annual: The period covered is January 1, 2021, through
December 31, 2021.

-or-

The period covered is ____/____/____, through
December 31, 2021.

☐ Leaving Office: Date Left ____/____/____
(Check one circle.)

☐ The period covered is January 1, 2021, through the date of
leaving office.

-or-

☐ The period covered is ____/____/____, 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: 4

Schedules attached

☐ Schedule A-1 - Investments - schedule attached

☒ Schedule C - Income, Loans, & Business Positions - schedule attached

☒ Schedule A-2 - Investments - schedule attached

☐ Schedule D - Income - Gifts - schedule attached

☐ Schedule B - Real Property - schedule attached

☒ Schedule E - Income - Gifts - Travel Payments - schedule attached

-or-

☐ None - No reportable interests on any schedule

5. Verification

MAILING ADDRESS STREET
(Business or Agency Address Recommended - Public Document)

870 Market Street, Suite 566

CITY

San Francisco

STATE

CA

ZIP CODE

94102

DAYTIME TELEPHONE NUMBER

(415) 361.2981

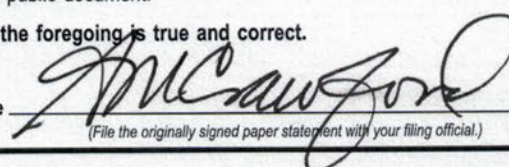
E-MAIL ADDRESS

andrea@amcrawfordinc.com

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

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

Date Signed 1/12/22
(month, day, year)

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

Print

Clear

SCHEDULE A-2
Investments, Income, and Assets
of Business Entities/Trusts
(Ownership Interest is 10% or Greater)

1. BUSINESS ENTITY OR TRUST

A.M. Crawford, Inc

Name

870 Market Street, Suite 566, San Francisco, CA 94102

Address (Business Address Acceptable)

Check one

☐ Trust, go to 2 ☒ Business Entity, complete the box, then go to 2

GENERAL DESCRIPTION OF THIS BUSINESS

Fundraising and Philanthropic Counsel

FAIR MARKET VALUE

- ☐ \$0 - \$1,999
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☒ \$100,001 - \$1,000,000
☐ Over \$1,000,000

IF APPLICABLE, LIST DATE:

____/____/21
ACQUIRED DISPOSED

NATURE OF INVESTMENT

☐ Partnership ☐ Sole Proprietorship ☒ Corporation

Other

YOUR BUSINESS POSITION CEO

2. IDENTIFY THE GROSS INCOME RECEIVED (INCLUDE YOUR PRO RATA SHARE OF THE GROSS INCOME TO THE ENTITY/TRUST)

- ☐ \$0 - \$499 ☐ \$10,001 - \$100,000
☐ \$500 - \$1,000 ☒ OVER \$100,000
☐ \$1,001 - \$10,000

3. LIST THE NAME OF EACH REPORTABLE SINGLE SOURCE OF INCOME OF \$10,000 OR MORE (Attach a separate sheet if necessary.)

☐ None or ☒ Names listed below

See Schedule A-2 Attachment List of Clients

4. INVESTMENTS AND INTERESTS IN REAL PROPERTY HELD OR LEASED BY THE BUSINESS ENTITY OR TRUST

Check one box:

☐ INVESTMENT ☒ REAL PROPERTY

Name of Business Entity, if Investment, or
Assessor's Parcel Number or Street Address of Real Property

Description of Business Activity or
City or Other Precise Location of Real Property

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☒ \$100,001 - \$1,000,000
☐ Over \$1,000,000

IF APPLICABLE, LIST DATE:

____/____/21
ACQUIRED DISPOSED

NATURE OF INTEREST

☐ Property Ownership/Deed of Trust ☐ Stock ☐ Partnership

☒ Leasehold 2
Yrs. remaining

☐ Other

☐ Check box if additional schedules reporting investments or real property are attached

Comments:

Filer's Verification

Print Name Andrea Marmo Crawford

Office, Agency or Court San Francisco Citizens' General Obligation Bond Oversight Committee

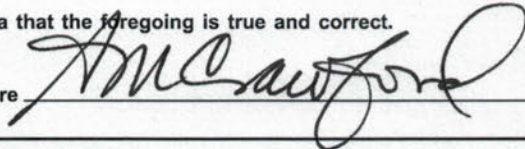
Statement Type ☐ 2021/2022 Annual ☐ _____ Annual ☐ Assuming ☐ Leaving ☒ Candidate
(yr)

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

Date Signed 1/12/2022
(month, day, year)

Filer's Signature



Print

Clear

SCHEDULE A-2 - List of Income Sources >\$10K
AM Crawford, Inc.
January - December 2021

Catholic Charities San Bernardino & Riverside Counties
Electrical Training Alliance
Electrical Training Alliance of Jacksonville
Housing Matters
Kepler's Literary Foundation
LearnUp Centers
Outward Bound California
Outward Bound USA
Partnership on AI
Poplar Community Services District

Wednesday, Jan 12, 2022 05:19:22 PM GMT-8 - Accrual Basis

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

NAME OF SOURCE OF INCOME	NAME OF SOURCE OF INCOME
<u>A.M. Crawford, Inc</u>	
ADDRESS (Business Address Acceptable) <u>870 Market Street, Suite 566, SF, CA 94102</u>	ADDRESS (Business Address Acceptable) _____
BUSINESS ACTIVITY, IF ANY, OF SOURCE <u>Fundraising and Philanthropic Counsel</u>	BUSINESS ACTIVITY, IF ANY, OF SOURCE _____
YOUR BUSINESS POSITION <u>CEO/Founder</u>	YOUR BUSINESS POSITION _____
GROSS INCOME RECEIVED ☐ No Income - Business Position Only ☐ \$500 - \$1,000 ☐ \$1,001 - \$10,000 ☒ \$10,001 - \$100,000 ☐ OVER \$100,000	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.)	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.)	☐ Partnership (Less than 10% ownership. For 10% or greater use Schedule A-2.)
☐ Sale of _____ (Real property, car, boat, etc.)	☐ Sale of _____ (Real property, car, boat, etc.)
☐ Loan repayment	☐ Loan repayment
☐ Commission or ☐ Rental Income, list each source of \$10,000 or more _____ (Describe)	☐ Commission or ☐ Rental Income, list each source of \$10,000 or more _____ (Describe)
☐ Other _____ (Describe)	☐ Other _____ (Describe)

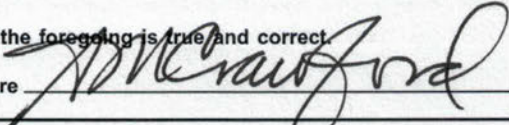
Comments: _____

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*	INTEREST RATE
_____	_____ % ☐ None
ADDRESS (Business Address Acceptable) _____	SECURITY FOR LOAN
BUSINESS ACTIVITY, IF ANY, OF LENDER _____	☐ None ☐ Personal residence
HIGHEST BALANCE DURING REPORTING PERIOD ☐ \$500 - \$1,000 ☐ \$1,001 - \$10,000 ☐ \$10,001 - \$100,000 ☐ OVER \$100,000	☐ Real Property _____ Street address _____ City _____
	☐ Guarantor _____
	☐ Other _____ (Describe)

Filer's Verification

Print Name <u>Andrea Marmo Crawford</u>	Office, Agency or Court <u>Citizens' General Obligation Bond Oversight</u>
Statement Type ☐ 2021/2022 Annual ☐ _____ Annual ☐ Assuming ☐ Leaving ☒ Candidate (yr)	
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 certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.	
Date Signed <u>1/12/22</u> (month, day, year)	Filer's Signature 

Print

Clear

BOARD of SUPERVISORS



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

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

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

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

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

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

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

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

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

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

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

BOARD of SUPERVISORS



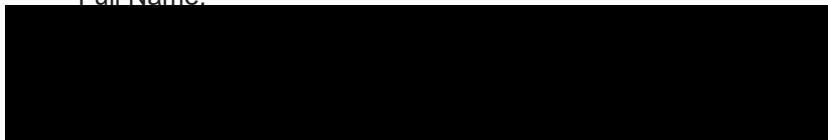
City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Citizens' General Obligation Bond Oversight Committee

Seat # (Required - see Vacancy Notice for qualifications): 3

Full Name: Kate McGee



Zip Code: 94133

Occupation: Urban Planning Consultant

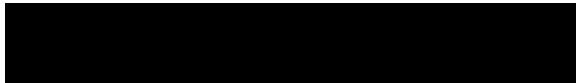
Work Phone: 415.298.5219

Employer: EBO Strategy

Business Address: 2031 1/2 Powell Street

Zip Code: 94133

Business Email: kate@ebo-strategy.com

Home Email: 

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

Resident of San Francisco: Yes ☒ No ☐

If No, place of residence: _____

18 Years of Age or Older: Yes ☒ No ☐

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

I am applying for the community organization seat (#3) on the Citizens' General Obligation Bond Oversight Committee. My active involvement in North Beach Neighbors, the community organization where I serve on the Planning and Zoning Committee, positions me well for this role. In this capacity, I have provided expertise on local land use, historic preservation, and state housing policy, ensuring that residents have the information they need to engage meaningfully in decisions that impact our community.

I immigrated to the United States in 2001 and have been committed to public service and community engagement ever since. I worked for the San Francisco Planning Department for 13 years, focusing on neighborhoods including the Bayview, Bernal Heights, Potrero Hill, Visitacion Valley, and SoMa. As a single mother for 15 years, I raised two boys in North Beach, balancing professional responsibilities with volunteer work that directly benefited the city's diverse communities. My experience includes distributing food to the homeless, organizing donation drives, leading school fundraising efforts, and launching a pilot program for urban agriculture in a public right-of-way.

Through my work with North Beach Neighbors and my broader civic engagement, I have firsthand experience advocating for community interests, analyzing public policy, and ensuring that residents' voices are heard. I am committed to equitable and transparent oversight of public funds and will bring both my professional expertise and deep community ties to this position.

Business and/or Professional Experience:

I have extensive experience in auditing, real estate development, permitting, and regulatory processes. I began my career in London, working as an auditor for WS Atkins Rail before transitioning to Transport for London, where I supported the forthcoming public-private partnership of their rail system. After moving to San Francisco, I spent 13 years at the Planning Department, focusing on permitting, policy development, and sustainability. I later joined Pillsbury Winthrop Shaw Pittman LLP as a senior legal analyst in the Environmental, Land Use, and Real Estate practice group.

In 2017, I launched my own consulting practice, where I assist homeowners, small-scale developers, and business owners in navigating complex permitting and compliance requirements. My work requires a deep understanding of city regulations, financial accountability, and stakeholder engagement to ensure projects align with both policy objectives and community needs.

I am committed to transparency, responsible fiscal oversight, and public accountability. My experience in both the public and private sectors has given me firsthand insight into the impact of public funding on local projects and infrastructure. I understand the importance of ensuring taxpayer dollars are spent efficiently and effectively, and I am eager to contribute my expertise to the Citizens' General Obligation Bond Oversight Committee.

Civic Activities:

I am applying for the community organization seat on the Citizens' General Obligation Bond Oversight Committee, representing the perspective of residents actively engaged in neighborhood and civic groups. As a member of the Planning and Zoning Committee of North Beach Neighbors, I work directly with community members to address land use policies, historic preservation efforts, and state housing initiatives. I have presented to the organization on complex policy issues, answered questions from residents, and helped navigate discussions on neighborhood impacts.

Beyond my role in North Beach Neighbors, I have a strong record of civic engagement, including spearheading a pilot program for urban agriculture in a public right-of-way, participating in school fundraisers, and supporting local initiatives that improve neighborhood quality of life. My experience in both advocacy and public policy ensures that I can effectively represent community interests on the Committee and contribute to the responsible oversight of public funds.

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

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

Date: February 15, 2025 Applicant's Signature (required): Kate McGee Digitally signed by Kate McGee
Date: 2025.02.14 08:45:06 -08'00'
(Manually sign or type your complete name.
NOTE: By typing your complete name, you are
hereby consenting to use of electronic signature.)

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

FOR OFFICE USE ONLY:

Appointed to Seat #: _____ Term Expires: _____ Date Vacated: _____

STATEMENT OF ECONOMIC INTERESTS
COVER PAGE
A PUBLIC DOCUMENT

Date Initial Filing Received
Filing Official Use Only

Please type or print in ink.

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

1. Office, Agency, or Court

Agency Name (Do not use acronyms)

Controller's Office

Division, Board, Department, District, if applicable

Citizens' General Obligation Bond Oversight Committee

Your Position

Seat #3

► 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

☐ Judge, Retired Judge, Pro Tem Judge, or Court Commissioner
(Statewide Jurisdiction)

☐ Multi-County

☐ County of

☒ City 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 / /
(Check one circle below.)

-or-

The period covered is / / , through December 31, 2024.

☐ The period covered is January 1, 2024, through the date of leaving office.

-or-

☒ **Assuming Office:** Date assumed 04 / 01 / 2025

☐ The period covered is / / , through the date of leaving office.

☐ **Candidate:** Date of Election and office sought, if different than Part 1:

4. Schedule Summary (required)

► Total number of pages including this cover page: 7

Schedules attached

☐ **Schedule A-1 - Investments** – schedule attached

☒ **Schedule C - Income, Loans, & Business Positions** – schedule attached

☒ **Schedule A-2 - Investments** – schedule attached

☐ **Schedule D - Income – Gifts** – schedule attached

☒ **Schedule B - Real Property** – 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)

2031 1/2 Powell Street

San Francisco

CA

94133

DAYTIME TELEPHONE NUMBER

(415) 298-5219

EMAIL ADDRESS

kate@ebo-strategy.com

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

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

Date Signed 03/01/2025
(month, day, year)

Signature
(File the originally 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

Kate McGee

► NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

_____/_____/24 _____/_____/24
ACQUIRED DISPOSED

► NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

_____/_____/24 _____/_____/24
ACQUIRED DISPOSED

► NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

_____/_____/24 _____/_____/24
ACQUIRED DISPOSED

► NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

_____/_____/24 _____/_____/24
ACQUIRED DISPOSED

► NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

_____/_____/24 _____/_____/24
ACQUIRED DISPOSED

► NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

_____/_____/24 _____/_____/24
ACQUIRED DISPOSED

Comments: _____

SCHEDULE A-2
Investments, Income, and Assets
of Business Entities/Trusts
(Ownership Interest is 10% or Greater)

CALIFORNIA FORM 700
FAIR POLITICAL PRACTICES COMMISSION

Name
Kate McGee

1. BUSINESS ENTITY OR TRUST

KM Planning Strategy (DBA EBO Strategy)

Name
2031 1/2 Powell Street

Address (Business Address Acceptable)

Check one
☐ Trust, go to 2 ☒ Business Entity, complete the box, then go to 2

GENERAL DESCRIPTION OF THIS BUSINESS
Planning & Development Consultancy

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:
☐ \$0 - \$1,999
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☒ \$100,001 - \$1,000,000
☐ Over \$1,000,000

IF APPLICABLE, LIST DATE:
_____/_____/24 ACQUIRED ____/_____/24 DISPOSED

NATURE OF INVESTMENT
☐ Partnership ☐ Sole Proprietorship ☒ **S-Corp**
Other

YOUR BUSINESS POSITION **President**

2. IDENTIFY THE GROSS INCOME RECEIVED (INCLUDE YOUR PRO RATA SHARE OF THE GROSS INCOME TO THE ENTITY/TRUST)

☐ \$0 - \$499 ☐ \$10,001 - \$100,000
☐ \$500 - \$1,000 ☒ OVER \$100,000
☐ \$1,001 - \$10,000

3. LIST THE NAME OF EACH REPORTABLE SINGLE SOURCE OF INCOME OF \$10,000 OR MORE (Attach a separate sheet if necessary.)

☐ None or ☒ Names listed below

Coale Johnson, Craig O'Connell, Emerald Fund, Erwin O'Toole, Marci Glazer

4. INVESTMENTS AND INTERESTS IN REAL PROPERTY HELD OR LEASED BY THE BUSINESS ENTITY OR TRUST

Check one box:
☐ INVESTMENT ☐ REAL PROPERTY

Name of Business Entity, if Investment, or Assessor's Parcel Number or Street Address of Real Property

Description of Business Activity or City or Other Precise Location of Real Property

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000
☐ Over \$1,000,000

IF APPLICABLE, LIST DATE:
_____/_____/24 ACQUIRED ____/_____/24 DISPOSED

NATURE OF INTEREST
☐ Property Ownership/Deed of Trust ☐ Stock ☐ Partnership
☐ Leasehold _____ Yrs. remaining ☐ Other _____

☐ Check box if additional schedules reporting investments or real property are attached

1. BUSINESS ENTITY OR TRUST

Name

Address (Business Address Acceptable)

Check one
☐ Trust, go to 2 ☐ Business Entity, complete the box, then go to 2

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:
☐ \$0 - \$1,999
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000
☐ Over \$1,000,000

IF APPLICABLE, LIST DATE:
_____/_____/24 ACQUIRED ____/_____/24 DISPOSED

NATURE OF INVESTMENT
☐ Partnership ☐ Sole Proprietorship ☐ Other

YOUR BUSINESS POSITION

2. IDENTIFY THE GROSS INCOME RECEIVED (INCLUDE YOUR PRO RATA SHARE OF THE GROSS INCOME TO THE ENTITY/TRUST)

☐ \$0 - \$499 ☐ \$10,001 - \$100,000
☐ \$500 - \$1,000 ☐ OVER \$100,000
☐ \$1,001 - \$10,000

3. LIST THE NAME OF EACH REPORTABLE SINGLE SOURCE OF INCOME OF \$10,000 OR MORE (Attach a separate sheet if necessary.)

☐ None or ☐ Names listed below

4. INVESTMENTS AND INTERESTS IN REAL PROPERTY HELD OR LEASED BY THE BUSINESS ENTITY OR TRUST

Check one box:
☐ INVESTMENT ☐ REAL PROPERTY

Name of Business Entity, if Investment, or Assessor's Parcel Number or Street Address of Real Property

Description of Business Activity or City or Other Precise Location of Real Property

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000
☐ Over \$1,000,000

IF APPLICABLE, LIST DATE:
_____/_____/24 ACQUIRED ____/_____/24 DISPOSED

NATURE OF INTEREST
☐ Property Ownership/Deed of Trust ☐ Stock ☐ Partnership
☐ Leasehold _____ Yrs. remaining ☐ Other _____

☐ Check box if additional schedules reporting investments or real property are attached

Comments:

SCHEDULE B
Interests in Real Property
(Including Rental Income)

Name
Kate McGee

▶ ASSESSOR'S PARCEL NUMBER OR STREET ADDRESS

0064/006

CITY

San Francisco

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000
☒ Over \$1,000,000

IF APPLICABLE, LIST DATE:

_____/_____/24 **10/02/24**
ACQUIRED DISPOSED

NATURE OF INTEREST

- ☒ Ownership/Deed of Trust ☐ Easement
☐ Leasehold _____
Yrs. remaining Other _____

IF RENTAL PROPERTY, GROSS INCOME RECEIVED

- ☐ \$0 - \$499 ☐ \$500 - \$1,000 ☐ \$1,001 - \$10,000
☒ \$10,001 - \$100,000 ☐ OVER \$100,000

SOURCES OF RENTAL INCOME: If you own a 10% or greater interest, list the name of each tenant that is a single source of income of \$10,000 or more.

☐ None

Alexa Di Paola, Reid Hodder

▶ ASSESSOR'S PARCEL NUMBER OR STREET ADDRESS

CITY

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000
☐ Over \$1,000,000

IF APPLICABLE, LIST DATE:

_____/_____/24 ____/_____/24
ACQUIRED DISPOSED

NATURE OF INTEREST

- ☐ Ownership/Deed of Trust ☐ Easement
☐ Leasehold _____
Yrs. remaining Other _____

IF RENTAL PROPERTY, GROSS INCOME RECEIVED

- ☐ \$0 - \$499 ☐ \$500 - \$1,000 ☐ \$1,001 - \$10,000
☐ \$10,001 - \$100,000 ☐ OVER \$100,000

SOURCES OF RENTAL INCOME: If you own a 10% or greater interest, list the name of each tenant that is a single source of income of \$10,000 or more.

☐ None

* You are not required to report loans from a commercial lending institution 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

INTEREST RATE

TERM (Months/Years)

_____% ☐ None

HIGHEST BALANCE DURING REPORTING PERIOD

- ☐ \$500 - \$1,000 ☐ \$1,001 - \$10,000
☐ \$10,001 - \$100,000 ☐ OVER \$100,000
☐ Guarantor, if applicable

NAME OF LENDER*

ADDRESS (Business Address Acceptable)

BUSINESS ACTIVITY, IF ANY, OF LENDER

INTEREST RATE

TERM (Months/Years)

_____% ☐ None

HIGHEST BALANCE DURING REPORTING PERIOD

- ☐ \$500 - \$1,000 ☐ \$1,001 - \$10,000
☐ \$10,001 - \$100,000 ☐ OVER \$100,000
☐ Guarantor, if applicable

Comments: _____

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

CALIFORNIA FORM 700 FAIR POLITICAL PRACTICES COMMISSION
Name Kate McGee

▶ 1. INCOME RECEIVED	▶ 1. INCOME RECEIVED
NAME OF SOURCE OF INCOME KM Planning Strategy (DBA EBO Strategy)	NAME OF SOURCE OF INCOME
ADDRESS (Business Address Acceptable) 2031 1/2 Powell Street, SF, CA, 94133	ADDRESS (Business Address Acceptable)
BUSINESS ACTIVITY, IF ANY, OF SOURCE Consulting	BUSINESS ACTIVITY, IF ANY, OF SOURCE
YOUR BUSINESS POSITION President	YOUR BUSINESS POSITION
GROSS INCOME RECEIVED ☐ No Income - Business Position Only ☐ \$500 - \$1,000 ☐ \$1,001 - \$10,000 ☒ \$10,001 - \$100,000 ☐ OVER \$100,000	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)	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*	INTEREST RATE	TERM (Months/Years)
_____	_____ % ☐ None	_____
ADDRESS (Business Address Acceptable)	SECURITY FOR LOAN	
_____	☐ None ☐ Personal residence	
BUSINESS ACTIVITY, IF ANY, OF LENDER	☐ Real Property _____	Street address
_____		City
HIGHEST BALANCE DURING REPORTING PERIOD	☐ Guarantor _____	
☐ \$500 - \$1,000	☐ Other _____	(Describe)
☐ \$1,001 - \$10,000		
☐ \$10,001 - \$100,000		
☐ OVER \$100,000		

Comments: _____

SCHEDULE D Income – Gifts

CALIFORNIA FORM 700
FAIR POLITICAL PRACTICES COMMISSION

Name
Kate McGee

▶ NAME OF SOURCE (Not an Acronym) ADDRESS (Business Address Acceptable) BUSINESS ACTIVITY, IF ANY, OF SOURCE <table><tr><th>DATE (mm/dd/yy)</th><th>VALUE</th><th>DESCRIPTION OF GIFT(S)</th></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr></table>	DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	▶ NAME OF SOURCE (Not an Acronym) ADDRESS (Business Address Acceptable) BUSINESS ACTIVITY, IF ANY, OF SOURCE <table><tr><th>DATE (mm/dd/yy)</th><th>VALUE</th><th>DESCRIPTION OF GIFT(S)</th></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr></table>	DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____
DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
▶ NAME OF SOURCE (Not an Acronym) ADDRESS (Business Address Acceptable) BUSINESS ACTIVITY, IF ANY, OF SOURCE <table><tr><th>DATE (mm/dd/yy)</th><th>VALUE</th><th>DESCRIPTION OF GIFT(S)</th></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr></table>	DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	▶ NAME OF SOURCE (Not an Acronym) ADDRESS (Business Address Acceptable) BUSINESS ACTIVITY, IF ANY, OF SOURCE <table><tr><th>DATE (mm/dd/yy)</th><th>VALUE</th><th>DESCRIPTION OF GIFT(S)</th></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr></table>	DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____
DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
▶ NAME OF SOURCE (Not an Acronym) ADDRESS (Business Address Acceptable) BUSINESS ACTIVITY, IF ANY, OF SOURCE <table><tr><th>DATE (mm/dd/yy)</th><th>VALUE</th><th>DESCRIPTION OF GIFT(S)</th></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr></table>	DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	▶ NAME OF SOURCE (Not an Acronym) ADDRESS (Business Address Acceptable) BUSINESS ACTIVITY, IF ANY, OF SOURCE <table><tr><th>DATE (mm/dd/yy)</th><th>VALUE</th><th>DESCRIPTION OF GIFT(S)</th></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr><tr><td>___/___/___</td><td>\$ _____</td><td>_____</td></tr></table>	DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____	___/___/___	\$ _____	_____
DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							
___/___/___	\$ _____	_____																							

Comments: _____

SCHEDULE E
Income – Gifts
Travel Payments, Advances,
and Reimbursements

CALIFORNIA FORM 700 FAIR POLITICAL PRACTICES COMMISSION
Name Kate McGee

- Mark either the gift or income box.
- Mark the “501(c)(3)” box for a travel payment received from a nonprofit 501(c)(3) organization or the “Speech” box if you made a speech or participated in a panel. Per Government Code Section 89506, these payments may not be subject to the gift limit. However, they may result in a disqualifying conflict of interest.
- For gifts of travel, provide the travel destination.

▶ NAME OF SOURCE <i>(Not an Acronym)</i>
ADDRESS <i>(Business Address Acceptable)</i>
CITY AND STATE
☐ 501 (c)(3) or DESCRIBE BUSINESS ACTIVITY, IF ANY, OF SOURCE
DATE(S): ____/____/____ - ____/____/____ AMT: \$_____ <i>(If gift)</i>
▶ MUST CHECK ONE: ☐ Gift -or- ☐ Income
☐ Made a Speech/Participated in a Panel
☐ Other - Provide Description _____
▶ If Gift, Provide Travel Destination _____

▶ NAME OF SOURCE <i>(Not an Acronym)</i>
ADDRESS <i>(Business Address Acceptable)</i>
CITY AND STATE
☐ 501 (c)(3) or DESCRIBE BUSINESS ACTIVITY, IF ANY, OF SOURCE
DATE(S): ____/____/____ - ____/____/____ AMT: \$_____ <i>(If gift)</i>
▶ MUST CHECK ONE: ☐ Gift -or- ☐ Income
☐ Made a Speech/Participated in a Panel
☐ Other - Provide Description _____
▶ If Gift, Provide Travel Destination _____

▶ NAME OF SOURCE <i>(Not an Acronym)</i>
ADDRESS <i>(Business Address Acceptable)</i>
CITY AND STATE
☐ 501 (c)(3) or DESCRIBE BUSINESS ACTIVITY, IF ANY, OF SOURCE
DATE(S): ____/____/____ - ____/____/____ AMT: \$_____ <i>(If gift)</i>
▶ MUST CHECK ONE: ☐ Gift -or- ☐ Income
☐ Made a Speech/Participated in a Panel
☐ Other - Provide Description _____
▶ If Gift, Provide Travel Destination _____

▶ NAME OF SOURCE <i>(Not an Acronym)</i>
ADDRESS <i>(Business Address Acceptable)</i>
CITY AND STATE
☐ 501 (c)(3) or DESCRIBE BUSINESS ACTIVITY, IF ANY, OF SOURCE
DATE(S): ____/____/____ - ____/____/____ AMT: \$_____ <i>(If gift)</i>
▶ MUST CHECK ONE: ☐ Gift -or- ☐ Income
☐ Made a Speech/Participated in a Panel
☐ Other - Provide Description _____
▶ If Gift, Provide Travel Destination _____

Comments: _____

BOARD of SUPERVISORS



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

Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Citizens' General Obligation Bond Oversight Committee

Seat # (Required - see Vacancy Notice for qualifications): 3

Full Name: Min Chang

Zip Code: 94105

on: CEO

Work Phone: 415-930-1888

Employer: Homebridge

Business Address: 1035 Market Street

94103

Business Email: mchang@homebridgeca.org

Home Email: [REDACTED]

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

Resident of San Francisco: Yes ☒ No ☐

If No, place of residence: _____

18 Years of Age or Older: Yes ☒ No ☐

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

U.S. citizen. Born in Taiwan and lived in Africa, Singapore, and China. Traveled extensively throughout Europe, Asia Pacific, the Middle East, Africa, and North, Central and South America and Antarctica. Fluent in Chinese (Mandarin) and French. Assistant instructor in scuba diving, ballet dancer and avid ballroom dancer. Omnicom Board Director for 30 Agency and Regional Boards. American Heart Association Woman of Impact Nominee. Certified in APICS CPIM and Six Sigma Green Belt. Johns Hopkins SAIS DIA Club Secretary and IR Council Career Chair and Member of the Deans Crowell Committee on Diversity and Inclusion, MIT Alumni Board, University of Pennsylvania Class of 1987 Alumni Board. Director of the Chinese Folk-Dance Troupe of Delaware for seven years. Mother of two beautiful young ladies.

Currently live (Rincon Hill) and work (Tenderloin) in the City as the CEO of a non-profit focused on caring for older adults and adults with disabilities. Employ over 500 staff that represent all ethnicities and backgrounds. A vital part of the community in SF. Represent older adults at age 59 and am a proud Chinese American that represents the Asian community here in SF. Ran for SFUSD board this past November and know all 11 Districts very well.

Business and/or Professional Experience:

I am the CEO of a 500+ healthcare organization that serves over 75,000 of the most underserved populations and caregivers in San Francisco and across California.

I have over 35 years of experience in strategic leadership, financial management, business development, and operations, spanning six continents. Her deep understanding of cross-cultural dynamics enriches her approach to serving diverse communities. In the past, she was the Chief Strategy Officer at On Lok, a healthcare company serving older adults in the Bay Area, President and CEO of Microsurgical Technology, a global medical devices company, and CEO at Kin On Health Care Center, a healthcare company specializing in long term care. Her background includes 13 years leading global marketing communications and other leadership roles spanning 10+ years, including at Omnicom Group, Honeywell, AstraZeneca, Otis Elevators, and Procter & Gamble and 11 years in management consulting with Ernst & Young, Booz Allen and Accenture.

I hold a Doctorate in International Affairs and a Master of International Public Policy from Johns Hopkins University, School of Advanced International Studies. She received her Master of Science in Management from the Massachusetts Institute of Technology Sloan School of Management and a Bachelor of Science and Bachelor of Arts from the University of Pennsylvania.

Civic Activities:

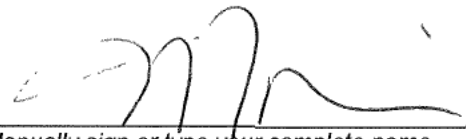
I am part of the IHSS Task Force, the CA Long-term Support Services Coalition, Human Services Network and other key groups and initiatives focused on older adults and adults with disabilities. I also work very closely with DAS, CDA, CDSS, HSA, OEWD, Justice in Aging, MOHCD, SF Dept of Homelessness and Supportive Housing, SEIU, On Lok, IOA, Self-Help, ECS, DISH, TNDC, HomeRise, Laguna Honda, CAPA, CICA, CWDB, CA Dept of Small Business Advocate and many other CBOs and organizations in SF. We are also currently working with the Mayor's office on shelter care.

I also active with SFUSD and ran for the school board as a first-time candidate. I have attended many school board meetings, parents/community meetings, canvassed the neighborhoods to better understand key issues and spoken out on key challenges impacting our public school system.

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

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

Date: 2/17/25 Applicant's Signature (required):


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

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

FOR OFFICE USE ONLY:

Appointed to Seat #: _____ Term Expires: _____ Date Vacated: _____



EXPERIENCE

- 2024-Present** **HOMEBRIDGE** **SAN FRANCISCO, CA**
Chief Executive Officer
- Leading a \$55MM non-profit company with over 500 employees and serving over 1,100 of the most vulnerable older adults and disabled in San Francisco
 - Expanding the core businesses of home care and caregiver training in partnership with the counties and state of California
 - Growing business lines in case management, community supports and enhanced care management in California
- 2022-2024** **ON LOK** **SAN FRANCISCO, CA**
Chief Strategy Officer
- Developed the strategic plan and business plans for a \$250MM non-profit organization in the older adults, health care industry
 - Redesigned the organization structure, business model, core capabilities and performance metrics for this organization of 1,000+ employees and 6,000+ customers
 - Developed new business opportunities with key partners in California to build new capabilities and services
- 2022-2023** **MICROSURGICAL TECHNOLOGY** **REDMOND, WA**
President & Chief Executive Officer
- Led a \$70MM company in the medical devices industry specializing in ophthalmic surgical equipment and supplies
 - Managed 160 people across 70 markets globally and servicing 4,600 customers
 - Delivered on profits annually at 28% of revenues and expanding growth at 30% annually
 - Oversaw M&A activity as well as partnership discussions across the Americas, EMEA and APAC
- 2020-2022** **KIN ON HEALTH CARE CENTER** **SEATTLE, WA**
Chief Executive Officer
- Led a \$20MM non-profit organization of 450 that provides services in skilled nursing, supportive housing, home care, social services, healthy living, and development for over 3,000 older Asians in Greater Seattle
 - Partnered with over 1,500 donors, 200 volunteers and multiple government agencies and health care partners to deliver care to the community
 - Launched new services in home health and independent living (East Side/North Side campus)
 - Worked with a Board of Directors comprised of 21 members and multiple committees
 - Delivered \$1.7MM in profits for the first time in Kin On's 30+ year history
- 2013-2020** **OMNICOM GROUP**
President Asia Pacific, Middle East & Africa, DAS Group of Companies **SHANGHAI, CHINA**
- Responsible for all 30 of our specialty communications agencies in Asia Pacific, Middle East, and Africa in terms of their operational and financial performance totaling over \$300MM in revenues
 - Responsible for all our agencies in Africa (across 26 African countries) and in the Middle East (across 10 Middle East countries) in terms of strategy and client relationships
 - Led 60 of our integrated client teams in the regions and building new and existing client relationships
 - Led our integrated agency teams in the regions and building new and existing disciplines and offerings across PR, Branding, Research, Healthcare, CRM, Digital and Brand Activation

- Drove the acquisition activities in region from target identification to deal completion and integration
- Steered our agencies directly by sitting on the Board of Directors of 30 of our agency entities in the region
- Developed new and existing markets (total of 100+ markets) and talent (over 5,000) in Asia Pacific, Africa, and Middle East
- Named to Ad Age's Women to Watch China 2013
- Named Juror for the 2015 EEMAX Global Experiential Awards in Mumbai India

2011-2013

OMNICOM GROUP

Executive Vice President Business Development & Client Relations Asia

NEW YORK, NY

- Drove business development across all markets of Asia and developing integrated agency opportunities with MNCs and local clients in the Region
- Developed effective business development tools and assets for our agencies in the Region and for our agencies looking to enter the Region
- Led the Imagine offering and the Juice/Catalyst offering in the Region to help develop both client capabilities as well as agency disciplines
- Worked with Omnicom's global network of agencies in developing their strategies, business plans and potential client base in Asia
- Developed the talent development program for Asia inclusive of recruiting, retention, training, succession planning and organizational transformation

2010-2011

OMNICOM GROUP

Senior Vice President Operations, Diversified Agency Services

NEW YORK, NY

- Led all operational effectiveness and efficiency initiatives across Omnicom's 170+ agencies globally
- Spearheaded key acquisitions for Omnicom from target identification, due diligence completion, deal structuring through to transaction completion and on-boarding
- Worked with Omnicom's global network of agencies in developing their strategies, business plans and potential client base
- Developed and led new Omnicom entities (e.g., OPG) that leverage and consolidate agency capabilities throughout the network
- Led the Imagine offering for our agencies' core clients and emerging clients globally
- Drove the development of DAS capabilities in the Asia Pacific region and the DAS China Field Marketing group of companies

2008-2009

OMNICOM GROUP

Chief Strategy Officer, MarketStar

OGDEN, UT

- Led MarketStar's overall strategy development and execution globally including account planning, product commercialization and business planning and resource allocation
- Built MarketStar's presence in emerging markets in Latin America, Asia, and Europe
- Developed MarketStar's acquisition strategy globally and executing from due diligence through integration

2007-2010

OMNICOM GROUP

Vice President Operations, Diversified Agency Services

NEW YORK, NY

- Led all operational effectiveness and efficiency initiatives across Omnicom's 170+ agencies globally
- Spearheaded key acquisitions for Omnicom from target identification, due diligence completion, deal structuring through to transaction completion and on-boarding
- Worked with Omnicom's global network of agencies in developing their strategies, business plans and potential client base
- Developed and led new Omnicom entities (e.g., OmniSource, OPG) that leverage and consolidate agency capabilities throughout the network
- Led the Imagine offering for our agencies' core clients and emerging clients globally

2006-2007	HONEYWELL Vice President Procurement Transformation, Integrated Supply Chain • Led Procurement Transformation across all four Honeywell businesses in Aerospace, Automation and Control Systems, Transportation Systems and Specialty Materials and across all three regions of Americas, EMEA and Asia • Drove major initiatives in Category Strategy, Transactional Process Excellence, Organizational Effectiveness, eSolutions and New Business Models • Delivered over \$1.6 Billion in benefits across \$15 Billion in spend for both direct materials and indirect materials and services • Co-led the Senior Procurement Council that champions the Transformation efforts across all of Honeywell's businesses globally	MORRISTOWN, NJ
2004-2006	ASTRAZENECA PHARMACEUTICALS Vice President Procurement • Led 100+ procurement professionals in the U.S. overseeing \$2.5 Billion in spend for materials and services • Launched cross functional initiative (Category Management) covering all areas of spend with over 25 category teams • Implemented a suite of spend management solutions including sourcing, PTP, contracts and spend analysis • Delivered over \$50MM in savings annually across all functional areas inclusive of Commercial, R&D, Operations, HR, Finance and IS	WILMINGTON, DE
2000-2004	ACCENTURE – MANAGEMENT CONSULTING Partner, Supply Chain Management, Health, and Life Sciences • Led the development of the procurement vision for a major global consumer products, medical devices, and pharmaceuticals company • Managed the supply chain operations and quality projects (strategic demand and supply planning, strategic sourcing and eprocurement, incident process alignment, GMP training, product disposition, information architecture, process development, clinical development, manufacturing strategy) at a major global biopharmaceuticals company • Managed the procurement projects (eprocurement design and implementation, central laboratory services outsourcing, purchase to pay reengineering) at a major global pharmaceuticals company • Directed all procurement and exchange opportunities in the pharmaceuticals and life sciences area	PHILADELPHIA, PA
1997-2000	ACCENTURE- MANAGEMENT CONSULTING Senior Manager, Strategic Services, Supply Chain • Led a fifteen-member client and consulting team in developing the detailed business case for an eProcurement implementation for a major global pharmaceuticals company • Led a ten-member client and consulting team in developing the data warehouse capability for procurement at a major global pharmaceuticals company • Led a twenty-member client and consulting team in designing and building the integrated promotional materials supply chain processes and systems for a major global pharmaceuticals company • Led a fifty-member client team in developing and implementing the post-merger integration procurement strategy for a major global pharmaceuticals company • Led a global thirteen-member consulting team and a fifty-member client team in developing and implementing the post-merger integration procurement strategy for a major computer manufacturer and service provider	NEW YORK, NY
1995-1997	BOOZ ALLEN & HAMILTON INC. – MANAGEMENT CONSULTING Associate, Operations Management Group • Managed a twenty-member client team in re-engineering the customer services operations of a global commercial bank	NEW YORK, NY

- Led a twelve-member client team in designing and implementing a new strategic capability development organization at a major health care insurance company
- Managed an eleven-member client team in re-engineering the entire procurement supply chain at a major government nuclear waste treatment site
- Led a nine-member client team in developing the global sourcing strategy for pipe, valves, and fittings at a major oil and gas company
- Managed a five-member client team in re-engineering the product flow of a major oil and gas company

1993-1995 ERNST & YOUNG - MANAGEMENT CONSULTING NEW YORK, NY
Senior Consultant, Performance Improvement Group

- Optimized the factory and distributor network of a leading global snack foods producer
- Created the functional best practices for the leading department store in Canada
- Developed the worldwide sourcing strategy in apparel production for an international sportswear company
- Re-engineered the card member acquisitions process of a leading financial services company
- Optimized the logistics strategy for a Northeast snack foods producer and distributor

1990-1993 UNITED TECHNOLOGIES CORPORATION SINGAPORE
OTIS ELEVATOR COMPANY

Manufacturing Analyst, Manufacturing Department - Pacific Operations

- Coordinated the company's largest manufacturing project in the world: the construction of a greenfield factory in Southeast Asia
- Initiated and completed a feasibility study for the factory site, analyzed the market potential and competitor situation, and developed the initial product cost estimates
- Assisted in the construction of the production plan as well as the factory layout, created the financial models, and spearheaded the capital appropriations request through headquarters
- Involved in negotiations with the government, designed and implemented the financial control system and developed the first annual business plan

Financial Analyst, Financial Planning and Analysis Department - Pacific Operations

- Responsible for all financial planning and analysis of operating companies in Singapore, Malaysia, Thailand, Indonesia, and the Philippines
- Collaborated closely with the General Manager and Financial Manager of operating companies in developing business plans, analyzing risks and opportunities, and coordinating/leading business projects in the Region

Treasury Analyst, Corporate Treasury - World Headquarters FARMINGTON, CT

- Developed a worldwide asset management program and implemented it at Otis' company in France

Summer 1989 AMERICAN EXPRESS TRAVEL RELATED SERVICES NEW YORK, NY
Business Analyst, Consumer Card Group

- Assisted the CFO in formulating the strategy for launching the "loan product" for AMEX's service establishments

1987-1988 THE PROCTER AND GAMBLE COMPANY
CINCINNATI, OH

Supervisor, Customer Services Operations

- Trained and developed a seven-member staff in the Accounts Receivable Department
- Responsible for P&G customer accounts in New York, Maryland, Washington D.C., and Delaware

EDUCATION

2019-2021 JOHNS HOPKINS UNIVERSITY WASHINGTON D.C.
School of Advanced International Studies (SAIS)
Doctorate in International Affairs, May 2021

- Course work in international affairs: international relations, world order, international law, conflict management, U.S. constitutional law, climate change development, American intelligence, contemporary china politics, American foreign policy. GPA: 3.93
- Doctorate thesis on climate change and international human rights law

2019-2020 **School of Advanced International Studies (SAIS)**
Master of International Public Policy, May 2020

1988-1990 **MASSACHUSETTS INSTITUTE OF TECHNOLOGY** **CAMBRIDGE, MA**
Sloan School of Management
Master of Science in Management, concentration in International Management and Corporate Strategy,
January 1990, *Cum Laude*

1983-1987 **UNIVERSITY OF PENNSYLVANIA** **PHILADELPHIA, PA**
The Wharton School of Business
Bachelor of Science in Economics, concentration in Finance, May 1987, *Cum Laude*
The School of Arts and Sciences
Concurrent Bachelor of Arts, major in Economics, May 1987, *Cum Laude*

PERSONAL U.S. citizen. Born in Taiwan and lived in Africa, Singapore, and China. Traveled extensively throughout Europe, Asia Pacific, the Middle East, Africa, and North, Central and South America and Antarctica. Fluent in Chinese (Mandarin) and French. Assistant instructor in scuba diving, ballet dancer and avid ballroom dancer. Omnicom Board Director for 30 Agency and Regional Boards. American Heart Association Woman of Impact Nominee. Certified in APICS CPIM and Six Sigma Green Belt. Johns Hopkins SAIS DIA Club Secretary and IR Council Career Chair and Member of the Dean's Crowell Committee on Diversity and Inclusion, MIT Alumni Board, University of Pennsylvania Class of 1987 Alumni Board. Director of the Chinese Folk-Dance Troupe of Delaware for seven years. Mother of two beautiful young ladies.

CALIFORNIA FORM 700
STATEMENT OF ECONOMIC INTERESTS
AMENDMENT

STATEMENT OF ECONOMIC INTERESTS
COVER PAGE

Please type or print in ink

Name of filer: CHANG (Last) MIN (First) (Middle)

1. Office, Agency, or Court

Agency Name (Do not use acronym): Bond Oversight Committee
 Division, Board, Department, District, if applicable:

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

☐ State ☐ Judge, Retired Judge, Probation Judge, or Court Commissioner (Retirement Jurisdiction)
☒ Municipality ☐ County of
 City 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.
☐ Learning Office: Date left (Check one circle below)
☐ The period covered is January 1, 2024, through the date of leaving office.
☐ Assuming Office: Date assumed
☐ The period covered is the date of assuming office through
☒ Candidate: Date of election and office sought, if different from Part 1:

4. Schedule Summary (required) Total number of pages including this cover page: 4

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 Income - 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

Business or Agency Address (Required for Public Document) City State ZIP CODE
299 Fremont St Apt 2110 San Francisco CA 94105

Daytime Telephone Number E-mail Address
206, 595-5260 minxchang@gmail.com

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained therein 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 3/5/25 (month/day/year) Signature [Signature]
 (If you are required to sign your statement with your filing official)

PPPS Form 700 (2024/2025)
 advice@ppps.ca.gov • 866-377-3773 • www.ppps.ca.gov

Min Chang
 206-595-5260
 Minxchang@gmail.com

On Mar 5, 2025, at 3:44 PM, BOS-Appointments <BOS-Appointments@sfgov.org> wrote:

Min:

I am in receipt of your application form. Upon review it appears that the required Form 700 was not included. Please provide the Form 700 and I will attach it to your application form. As we are tentatively trying to schedule the matter next week I will need it by the end of today. Thank you.

SCHEDULE A-1
Investments
Stocks, Bonds, and Other Interests
(Ownership Interest is Less Than 10%)

CALIFORNIA FORM 700
FAR POLITICAL PRACTICES COMMISSION
AMENDMENT

Investments must be Reported
Do not attach Statements or Financial Statements

NAME OF BUSINESS ENTITY
None listed

GENERAL DESCRIPTION OF THIS BUSINESS
Non-profit

FAIR MARKET VALUE
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☒ Over \$100,000

NATURE OF INVESTMENT
☐ Stock
☐ Other
☐ Partnership
☐ Income Received of \$1 - \$499
☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:
ACQUIRED 1/24 DISPOSED 1/24

NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ Over \$100,000

NATURE OF INVESTMENT
☐ Stock
☐ Other
☐ Partnership
☐ Income Received of \$1 - \$499
☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:
ACQUIRED 1/24 DISPOSED 1/24

NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ Over \$100,000

NATURE OF INVESTMENT
☐ Stock
☐ Other
☐ Partnership
☐ Income Received of \$1 - \$499
☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:
ACQUIRED 1/24 DISPOSED 1/24

NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ Over \$100,000

NATURE OF INVESTMENT
☐ Stock
☐ Other
☐ Partnership
☐ Income Received of \$1 - \$499
☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:
ACQUIRED 1/24 DISPOSED 1/24

NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE
☐ \$2,000 - \$10,000
☐ \$10,001 - \$100,000
☐ Over \$100,000

NATURE OF INVESTMENT
☐ Stock
☐ Other
☐ Partnership
☐ Income Received of \$1 - \$499
☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:
ACQUIRED 1/24 DISPOSED 1/24

Filer's Verification

Print Name Min Chang

Office, Agency or Court

Statement Type 2024/2025 Annual ☐ Assuming ☐ Leaving
☐ on Annual ☐ on Candidate

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

Date Signed 3/5/25
(month, day, year)

Filer's Signature [Signature]

Comments:

SCHEDULE A-2
Investments, Income, and Assets
of Business Entities/Trusts
(Completed separately by 100% or Greater)

CALIFORNIA FORM 700
USE PREVIOUS EDITIONS COMPLETION
AMENDMENT

1. BUSINESS ENTITY OR TRUST

Name Humblebridge
1025 Market St. SF 94103
 Address (Business Address) (Include)
 Check one: ☐ Trust or LLC ☒ Business Entity, complete the box then go to 2

GENERAL DESCRIPTION OF THIS BUSINESS

Non-profit
 FAIR MARKET VALUE IF APPLICABLE, LIST DATE:
 \$0 - \$1,000 ☐ 24 ☐ 24
 \$1,001 - \$10,000 ☐ ACQUIRED DISPOSED
 \$10,001 - \$100,000 ☐
 \$100,001 - \$1,000,000 ☐
 Over \$1,000,000 ☐
 NATURE OF INVESTMENT: ☐ Partnership ☐ Sole Proprietorship ☒ Non-profit
 YOUR BUSINESS POSITION: CEO

2. IDENTIFY THE GROSS INCOME RECEIVED (INCLUDE YOUR PRO RATA SHARE OF THE GROSS INCOME TO THE ENTITIES/TRUSTS)

☐ \$0 - \$499 ☒ \$500 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

3. LIST THE NAME OF EACH REPORTABLE SINGLE SOURCE OF INCOME OF \$10,000 OR MORE (Include if received from a company)

☐ None ☒ Name of Source
CEO Salary \$200,000

4. INVESTMENTS AND INTERESTS IN REAL PROPERTY HELD OR LEASED BY THE BUSINESS ENTITY/ TRUST

Check one box: ☐ INVESTMENT ☐ REAL PROPERTY
 If Real Property, Enter: (a) Address, (b) Fair Market Value or Other Measure of Real Property
 Description of Business Activity (a) City or Other Public Location or Other Property
 FAIR MARKET VALUE IF APPLICABLE, LIST DATE:
 \$0 - \$1,000 ☐ 24 ☐ 24
 \$1,001 - \$10,000 ☐ ACQUIRED DISPOSED
 \$10,001 - \$100,000 ☐
 Over \$100,000 ☐

NATURE OF INTEREST

☐ Property (Ownership/Lease) of Trust ☐ Stock ☐ Partnership
☐ Lending ☐ Other
☐ Check box if additional schedules reporting investments or real property are attached

Comments:

Filer's Verification

Print Name MH Chang
 Office, Agency or Court Bond Oversight Committee
 Statement Type: ☐ 2024-2025 Annual ☐ Annual ☐ Auditing ☐ Leaving ☒ Candidate

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

Date Signed 3/5/25 (Month, day, year) Filer's Signature [Signature]

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

CALIFORNIA FORM 700
TAXPAYER'S FINANCIAL COMMISSION
AMENDMENT

1. INCOME RECEIVED

NAME OF SOURCE OF INCOME
Honebridge
ADDRESS (Business Address Acceptable)
1025 Market St. S.F. 94102
BUSINESS ACTIVITY, IF ANY, OF SOURCE
Non-profit
YOUR BUSINESS POSITION
CEO
GROSS INCOME RECEIVED ☐ No Income - Business Position Only
☐ \$0 - \$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
(If self-employed use Schedule A-2.)
☐ Partnership (Less than 10% ownership for 10% or greater use Schedule A-2.)
☐ Rent of ☐ Real property (see below, etc.)
☐ Loan repayment
☐ Commission or ☐ Rental Income (at least name of \$10,000 or more)
☐ Other ☐ Other

2. INCOME RECEIVED

NAME OF SOURCE OF INCOME
ADDRESS (Business Address Acceptable)
BUSINESS ACTIVITY, IF ANY, OF SOURCE
YOUR BUSINESS POSITION
GROSS INCOME RECEIVED ☐ No Income - Business Position Only
☐ \$0 - \$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
(If self-employed use Schedule A-2.)
☐ Partnership (Less than 10% ownership for 10% or greater use Schedule A-2.)
☐ Rent of ☐ Real property (see below, etc.)
☐ Loan repayment
☐ Commission or ☐ Rental Income (at least name of \$10,000 or more)
☐ Other ☐ Other

Comments:

3. LOANS RECEIVED OR OUTSTANDING DURING THE REPORTING PERIOD

You are not required to report loans from a commercial lending institution, or any indebtedness incurred 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
☐ \$0 - \$1,000
☐ \$1,001 - \$10,000
☐ \$10,001 - \$100,000
☐ OVER \$100,000
INTEREST RATE ☐ None
SECURITY FOR LOAN
☐ None ☐ Personal residence
☐ Real Property ☐ Other address
☐ Other ☐ Other

Filer's Verification

Print Name Ann Chang Office, Agency or Court
Statement Type ☐ 2024/2025 Annual ☐ Annual ☐ Assuming ☐ Leaving ☒ Candidate
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 certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.
Date Signed 3/5/25 (month, day, year) Filer's Signature [Signature]

PFFC Form 700 - Schedule C (02/14/22)
advice@pffc.ca.gov • 916-275-9773 • www.pffc.ca



CITIZENS' GENERAL OBLIGATION BOND OVERSIGHT COMMITTEE

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

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

Membership and Seat Qualifications

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
1	BOS	VACANT Term Expired 11/21/24 Holdover Member – Andrea Marmo Crawford	11/21/26	Must be active in a business organization representing the business community located within the City. Term: 2-years
2	BOS	VACANT Term Expired 11/22/24 Holdover Member – Timothy Matthews	11/21/26	Must be active in a labor organization. Term: 2-years
3	BOS	VACANT	11/21/26	Must be active in a community organization. Term: 2-years
4	Civil Grand Jury	William Fox (first term)	11/21/26	Shall be a member of the Civil Grand Jury or a designee appointed by the Civil Grand Jury. Term: 2-years
5	Controller	VACANT	11/21/26	Expertise in auditing governmental financial statements or with expertise in public finance law. Term: 2-years
6	Controller	VACANT Term Expired 10/20/21 - Holdover Member Brian Larkin	10/20/25	Expertise in construction management. Term: 2-years

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
7	Mayor	Tim Tung	11/21/26	Shall be active in a business organization representing the business community located within the City. Term: 2-years
8	Mayor	VACANT Term Expired 1/25/23 - Holdover Member Bartolomy Pantoja,	1/25/25	Shall be active in a labor organization. Term: 2-years
9	Mayor	VACANT	11/21/26	Shall be active in a community organization. Term: 2-years

Exclusions: No employee or official of the City shall be appointed to the Committee. No vendor, contractor, or consultant of the City that performs work funded by bonds issued by the City shall be appointed to the Committee. No appointee shall serve more than two terms.

BOARD OF SUPERVISORS (BOS) APPLICATION FORMS AVAILABLE HERE

- English - https://sfbos.org/sites/default/files/vacancy_application.pdf
- 中文 - https://sfbos.org/sites/default/files/vacancy_application_CHI.pdf
- Español - https://sfbos.org/sites/default/files/vacancy_application_SPA.pdf
- Filipino - https://sfbos.org/sites/default/files/vacancy_application_FIL.pdf

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

FORM 700 FILING REQUIREMENT

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

FORM 700 AVAILABLE HERE (Required)

<https://www.fppc.ca.gov/Form700.html>

THE APPLICATION PROCESS

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

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

The Citizens' General Obligation Bond Oversight Committee shall actively review and report on the expenditure of taxpayers' money and inform the public concerning the expenditure of general obligation bond proceeds.

The Committee shall consist of nine (9) members:

- Three (3) members appointed by the Board of Supervisors:
 1. One (1) shall be active in a business organization representing the business community located within the City
 2. One (1) shall be active in a labor organization
 3. One (1) shall be active in a community organization
- Three (3) members appointed by the Mayor:
 1. One (1) shall be active in a business organization representing the business community located within the City
 2. One (1) shall be active in a labor organization
 3. One (1) shall be active in a community organization
- Two (2) members appointed by the Controller:
 1. One (1) with expertise in auditing governmental financial statements or with expertise in public finance law
 2. One (1) with expertise in construction management
- One (1) member shall be a member of the Civil Grand Jury or a designee appointed by the Civil Grand Jury.

Exclusions: No employee or official of the City shall be appointed to the Committee. No vendor, contractor, or consultant of the City that performs work funded by bonds issued by the City shall be appointed to the committee. Each member shall serve for a term of two years and for no more than two consecutive terms.

Reports: The Committee shall issue regular reports on the results of its activities. A report shall be issued at least once a year.

Holdover Limit: Not Applicable

Authority: Administrative Code, Sections 5.30-5.36 (Proposition F, March 2002 Election)

Sunset Date: None

Contact: Natasha Mihal
Office of the City Controller
1 Dr. Carlton B. Goodlett Place, Room 316
San Francisco, CA 94102
(415) 554-7429
CGOBOC.committee@sfgov.org

Updated: March 11, 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 "Kim 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.

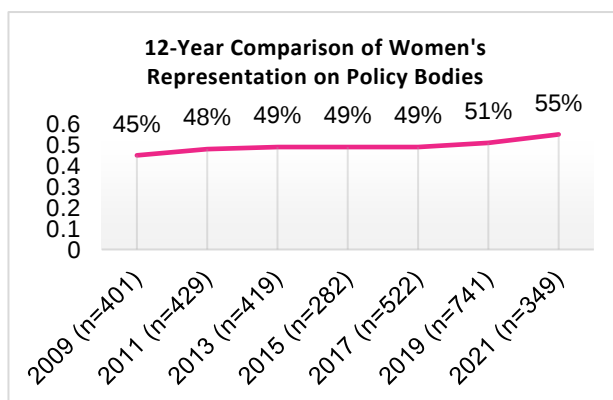
were limited compared to previous years, including the ability to conduct paper surveys and in-person meetings. Reliance on online surveying significantly reduced the level of participation, despite three to five direct contact efforts with policy bodies via phone and email. Moving forward, in addition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

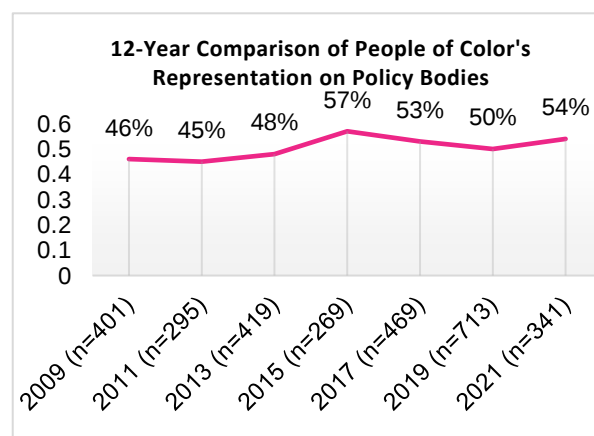
Gender

- 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.



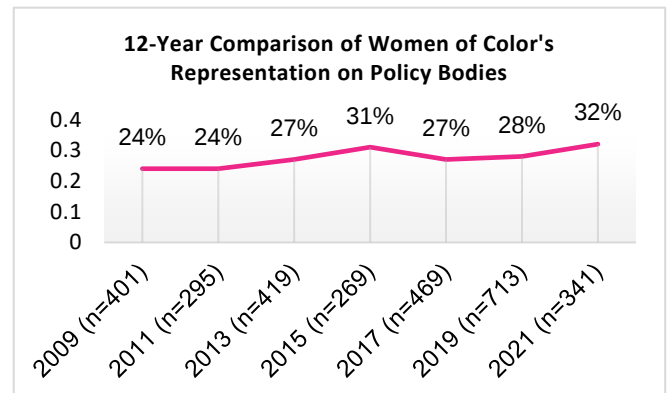
Race and Ethnicity

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

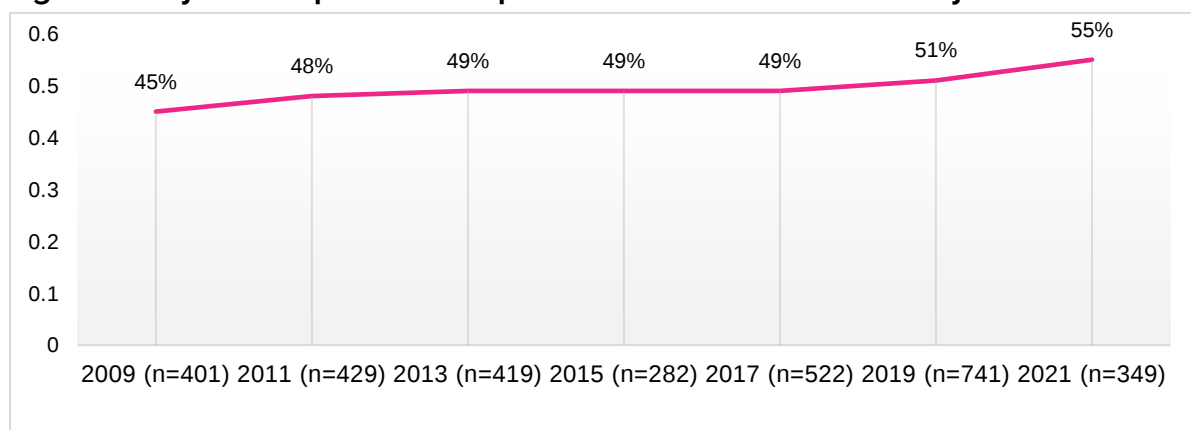
Appointee Demographics	Percentage of Appointees
Women (n=349)	55%
People of Color (n=341)	54%
Women of Color (n=341)	32%
LGBTQIA+ Identifying (n=334)	23%
People with Disabilities (n=349)	13%
Veteran Status (n=349)	22%

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%.

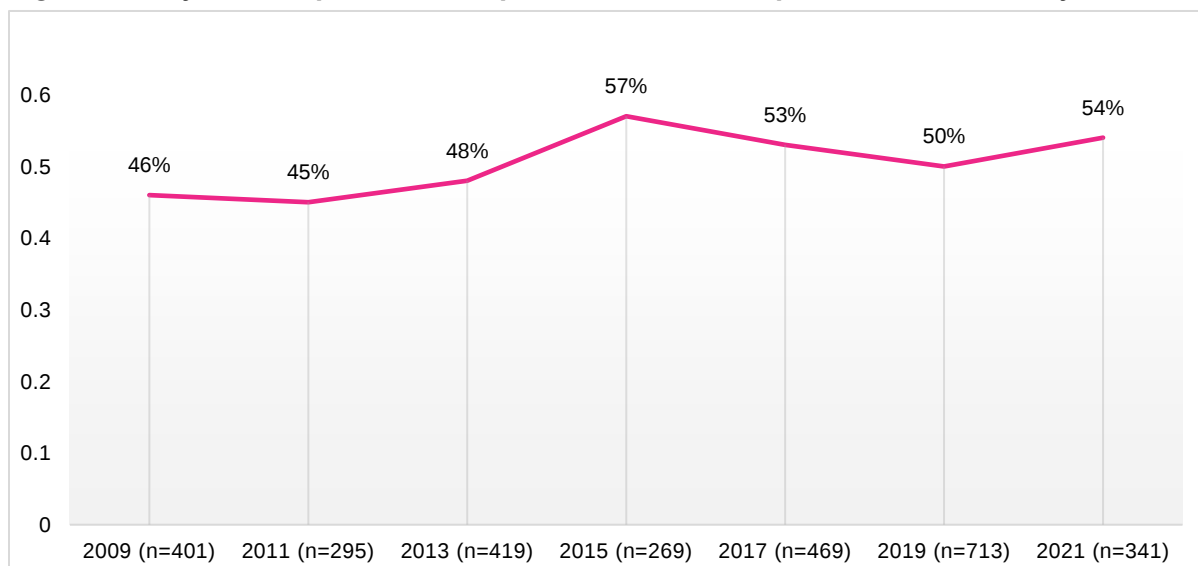
Figure 5: Advisory Bodies with the Highest Percentage of Women, 2021

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



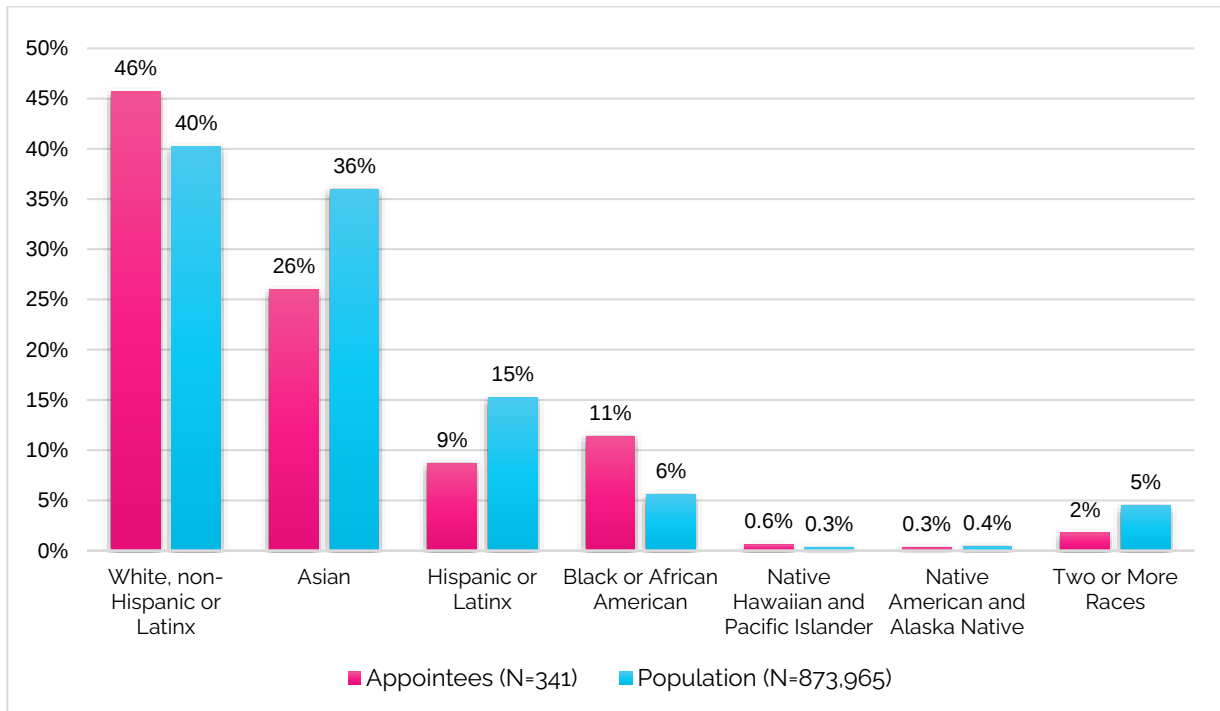
The racial and ethnic breakdown of policy body members compared to the San Francisco population is shown in Figure 7. This analysis reveals underrepresentation and overrepresentation in San Francisco policy bodies for certain racial and ethnic groups. Nearly half of all appointees are white, an overrepresentation 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

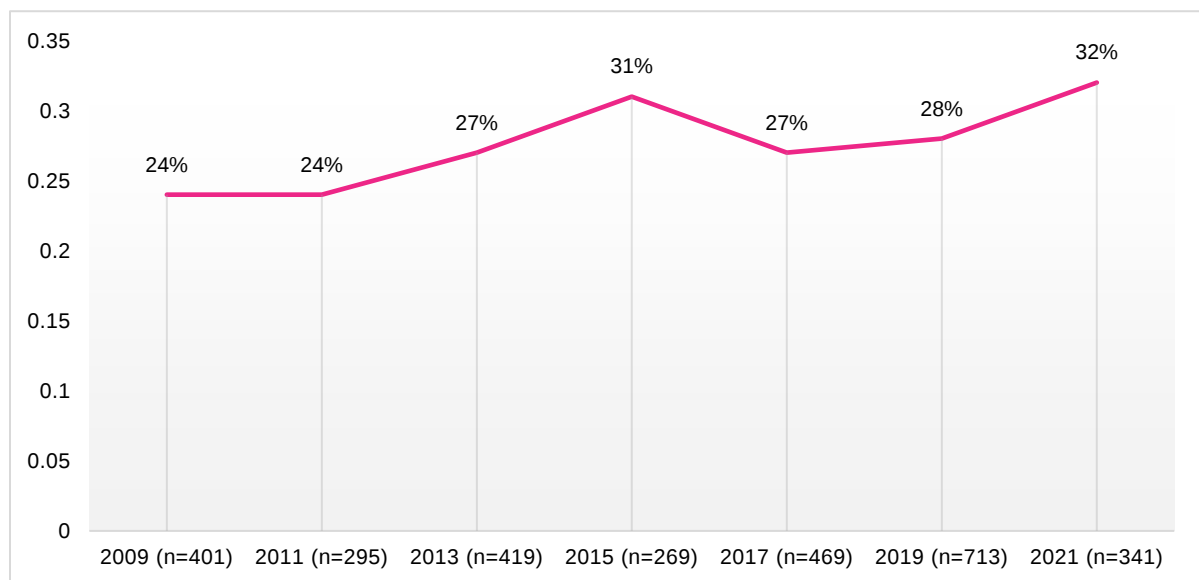
Policy Body	Percent of POC	Response Rate*	2019 Percent	2017 Percent
Ethics Commission	25%	25%	50%	67%
Retirement System Board	29%	57%	29%	29%
Recreation and Park Commission	29%	43%	43%	43%
Rent Board Commission	30%	60%	33%	50%

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

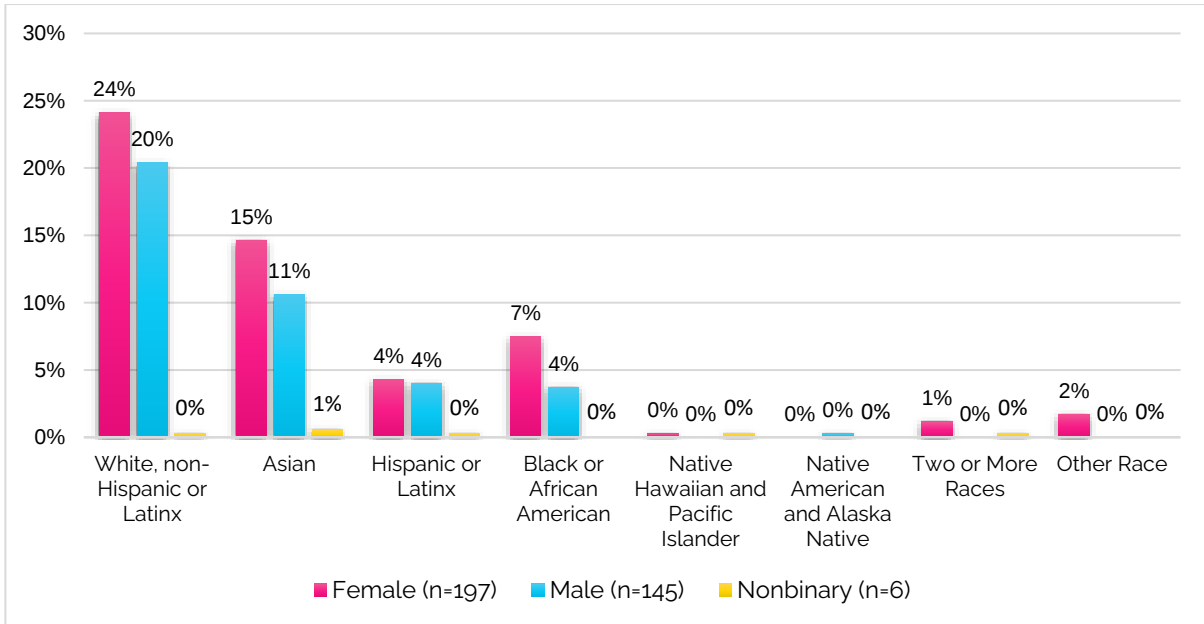
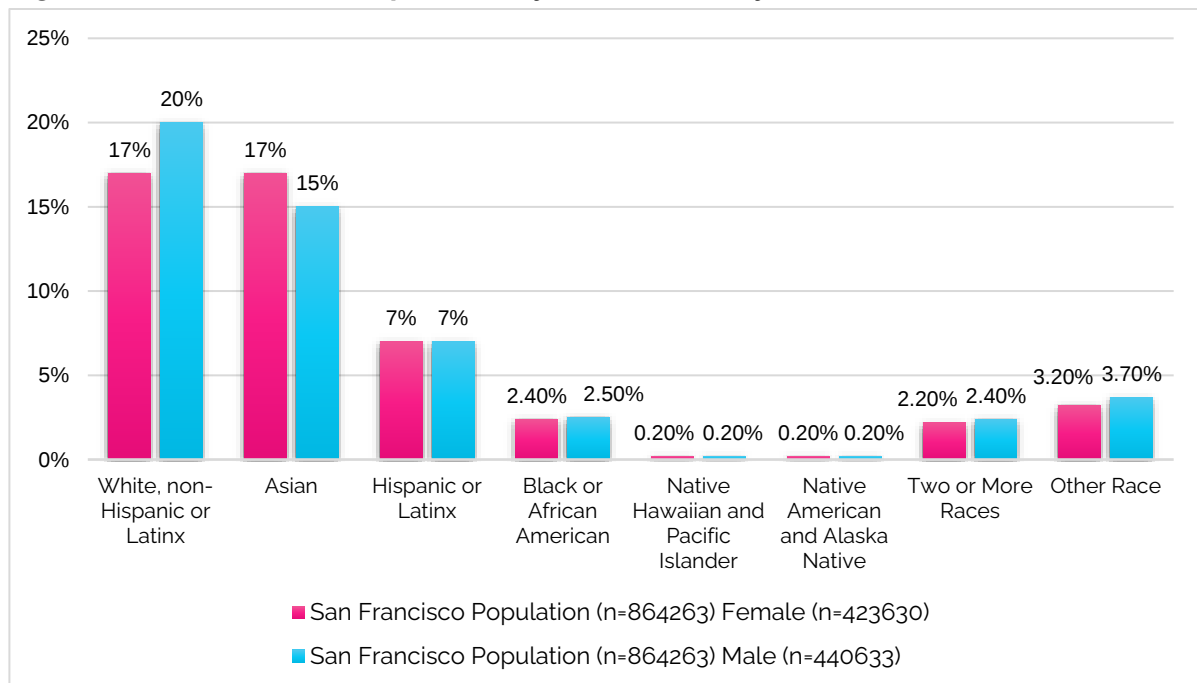


Figure 12: San Francisco Population by Race/Ethnicity

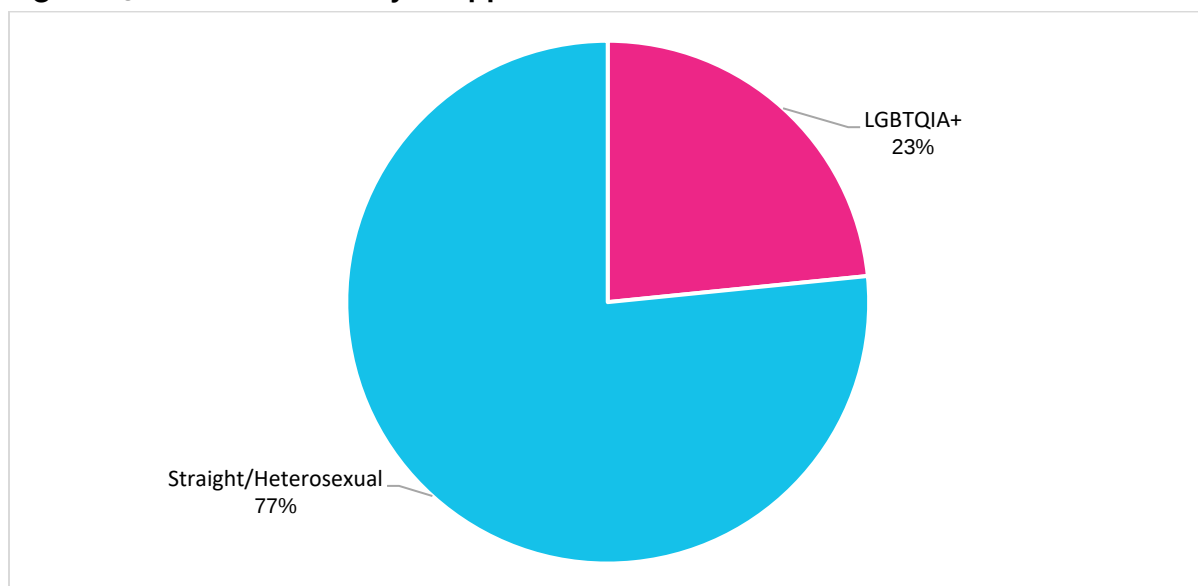


D. LGBTQIA+ Identity

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

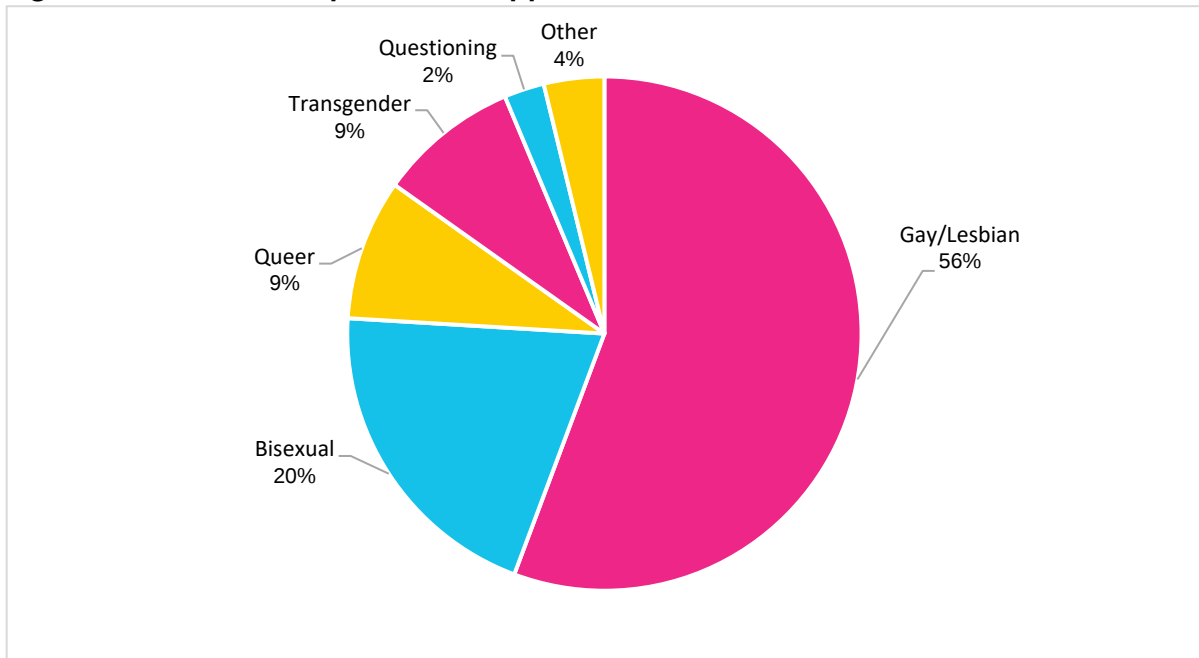


⁶ <https://williamsinstitute.law.ucla.edu/publications/adult-lgbt-pop-us/>

⁷ Gary J. Gates and Frank Newport, "San Francisco Metro Area Ranks Highest in LBGT 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

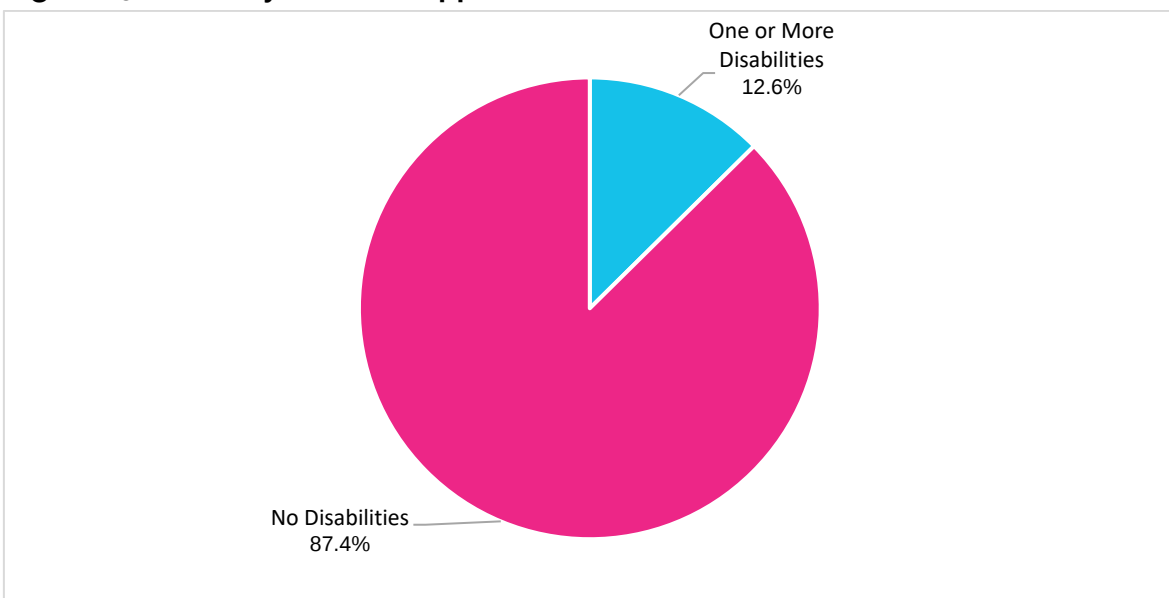
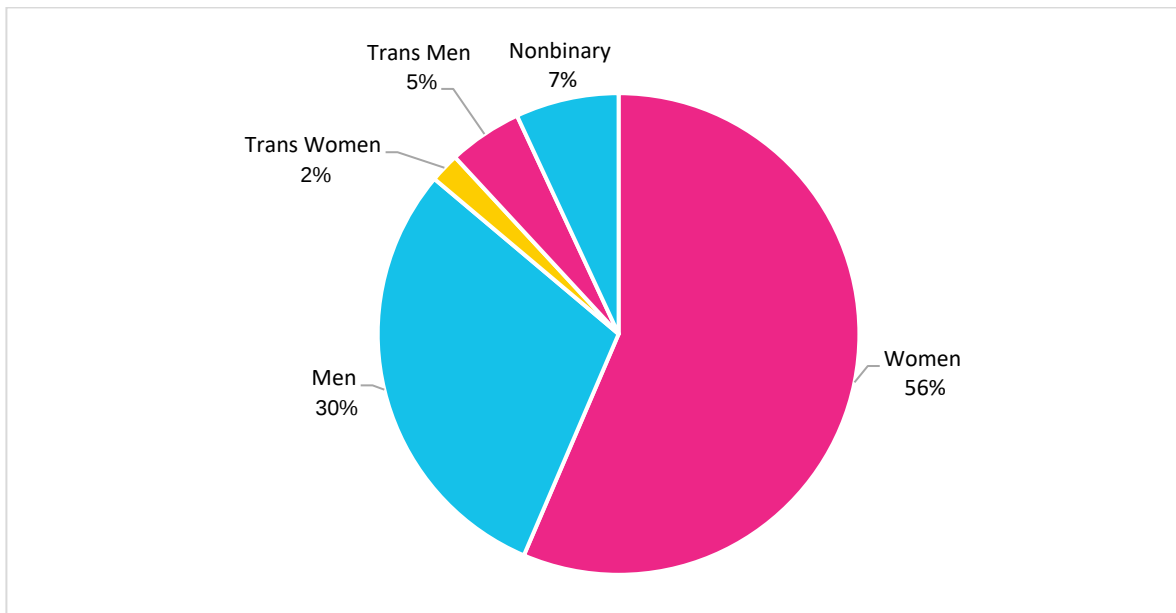


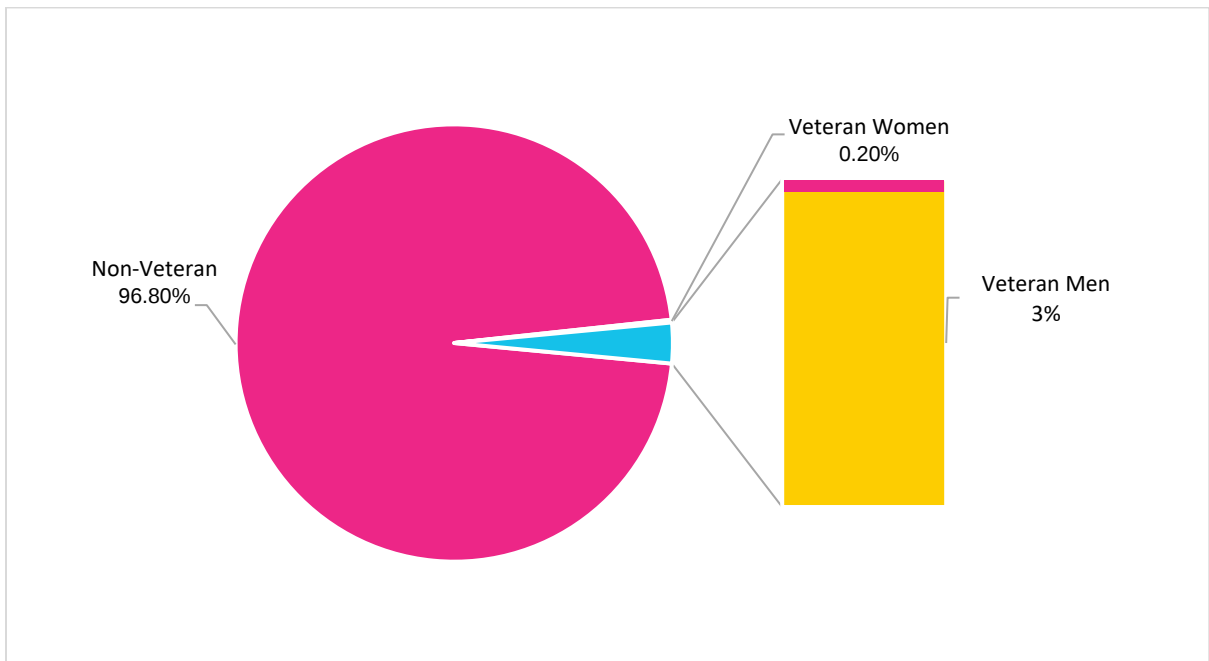
Figure 16: Appointees with One or More Disabilities by Gender Identity, 2021



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

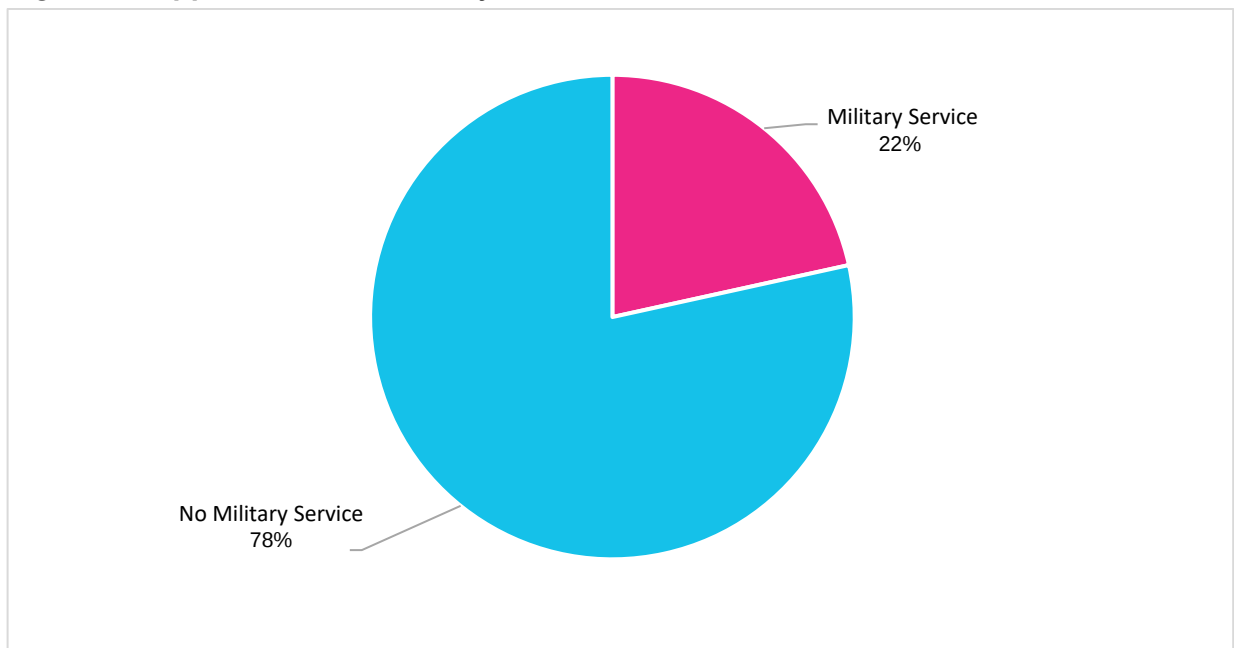
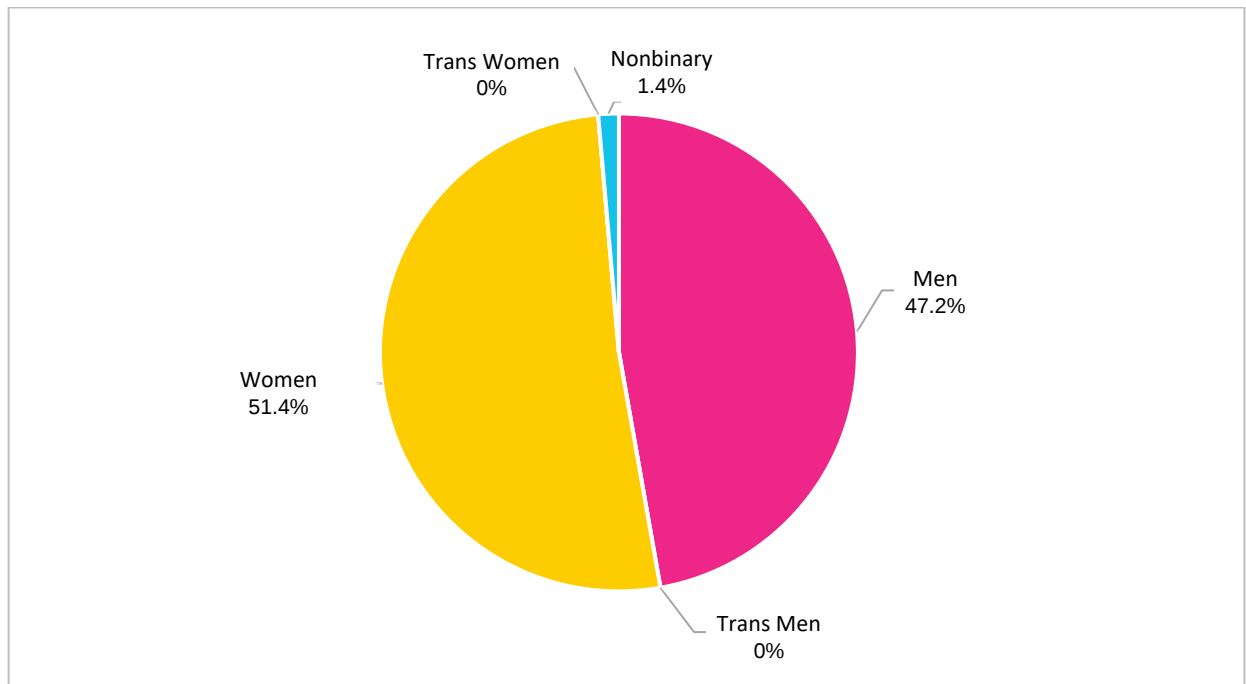


Figure 19: Appointees with Military Service by Gender, 2021



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

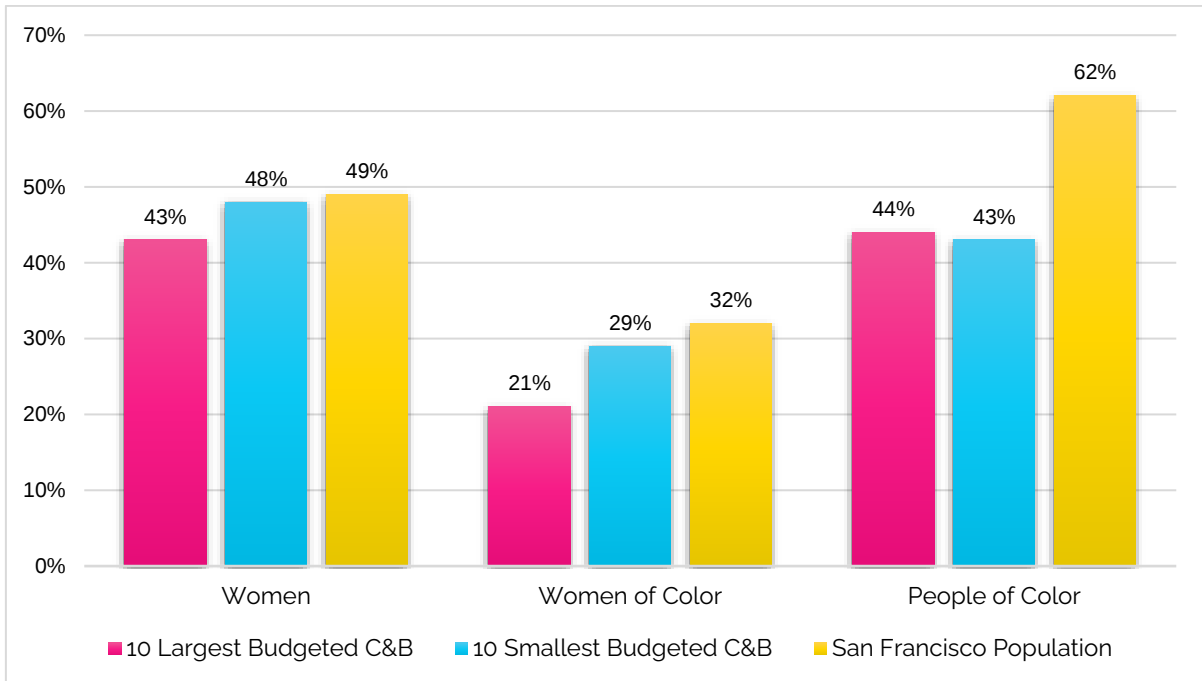


Figure 21: Demographics of Commissions and Boards with Largest Budgets, 2021

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%

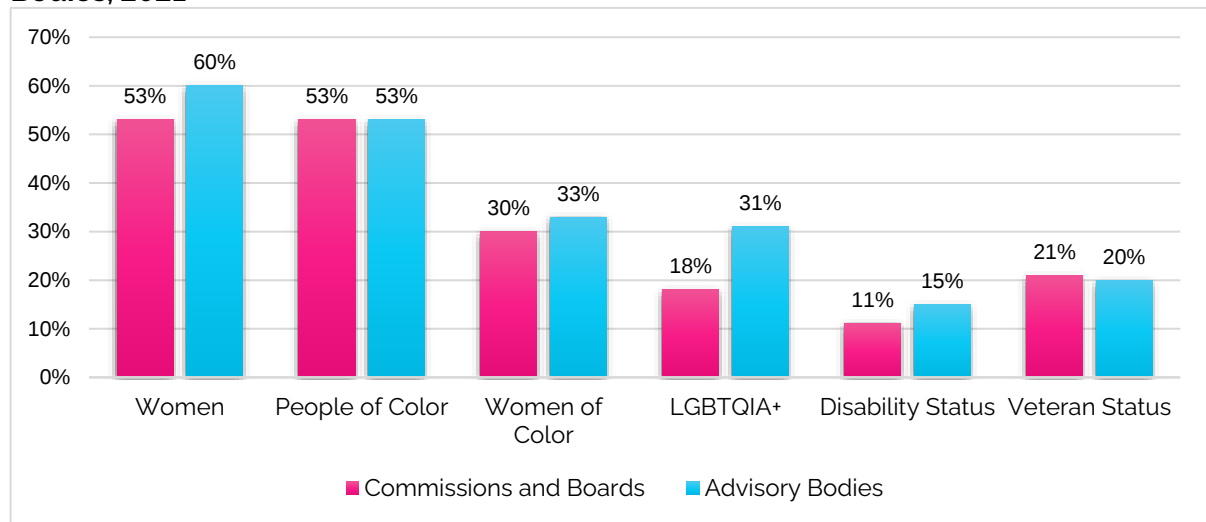
Figure 22: Demographics of Commissions and Boards with Smallest Budgets, 2021

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.

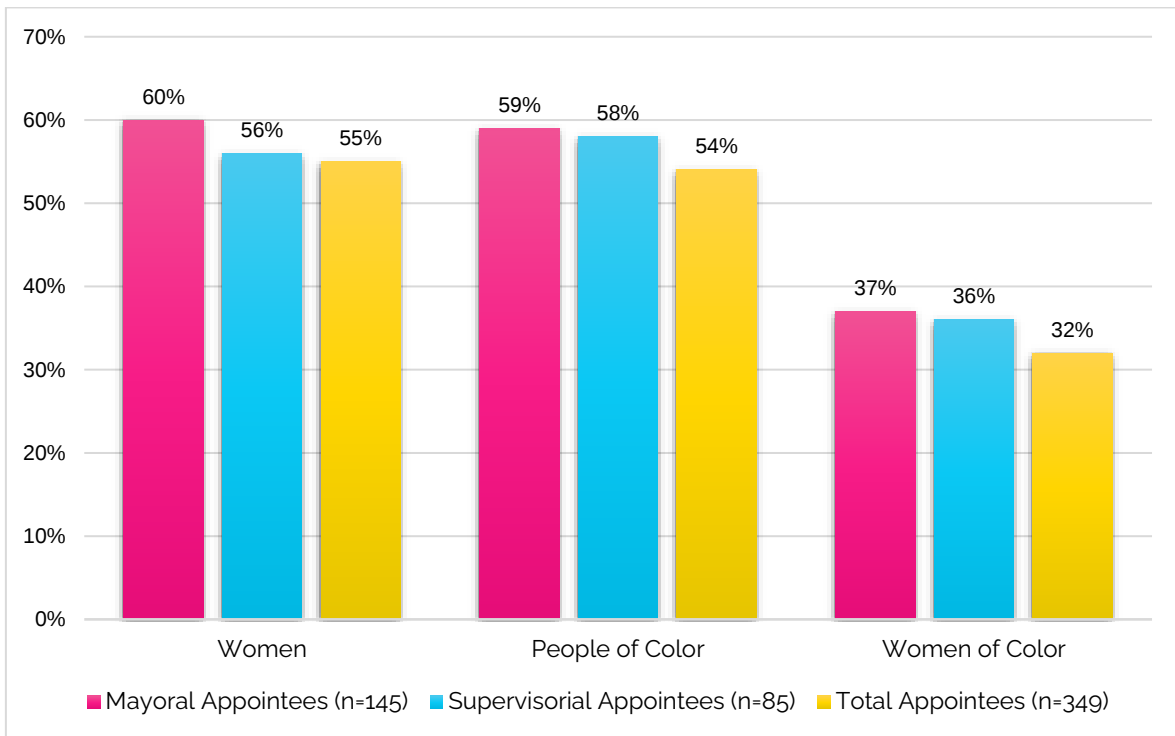
Figure 23: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2021



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.

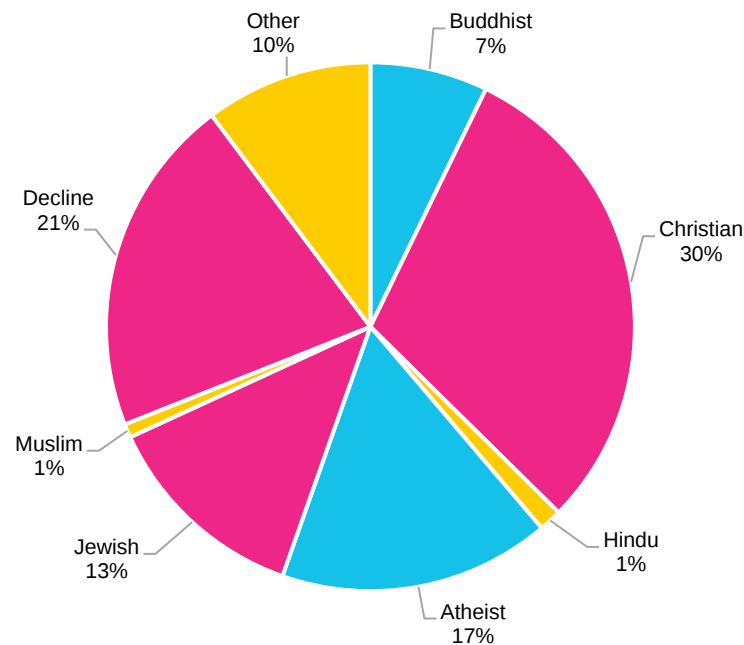
Figure 24: Demographics of Mayoral, Supervisorial, and Total Appointees, 2021



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

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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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