

File No. 210297

Committee Item No. 4

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

# COMMITTEE/BOARD OF SUPERVISORS

## AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date March 22, 2021

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
- Vacancy Notice
- Information Sheet
- Public Correspondence

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

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Completed by: Victor Young Date March 18, 2021

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



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

Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: OECE CAC

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

Name: Patricia Sullivan

[Redacted] ive Zip: 9413

Occupation: Family Childcare Educator

Work Phone: 415-661-6124 Employer: Baby Steps Nature School

Business Address: 20 Crestlake Drive Zip: 9413

Business E-Mail: rabbit4510@aol.co Home E-Mail: [Redacted]

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

Check All That Apply:

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

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

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

I am board president of the Family Child Care Association of San Francisco and co-chair of Early Childhood Educators of San Francisco. I have worked with and for ECE for 27 years in a city that welcomes and supports diversity. As a child care educator I have had the honor of serving a diverse mix of families from all over the city. I've worked with children that spoke little to no English, children with learning disabilities, children who are homeless, and families with same sex parents. Parents from all over the city choose child care settings often because of the environment and as one of the few nature and outdoor family child care programs, I am fortunate to have enrolled children from all over the city. In addition, as a member of the Family Child Care Quality Network, I have had the opportunity to join a city wide community of practice that has allowed me to engage other family child care providers, center based teachers and directors and community partners in the mission toward quality program design, universal access and workforce compensation. Our work as a collective has inspired other cities and states to find ways to develop ECE programs that support children, families and teachers in our mission to inspire a joy of learning that lasts a lifetime.

**Business and/or professional experience:**

**Civic Activities:**

FCCASF Board President - responsibilities include, dissemination of information to FCCs citywide, organization of board for advocacy in city and state policies that affect children and families, support of community partners in citywide planning to

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

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

**Date:** 05/22/2019    **Applicant's Signature: (required)** Patricia Marie Sullivan

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

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

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



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Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: OECE CAC

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

Name: Gina Fromer

[Redacted] an Rafael, CA Zip: 94903

[Redacted] Occupation: CEO

Work Phone: 415-276-2934 Employer: Children's Council of San Francisco

Business Address: 445 Church St., San Francisco, CA Zip: 94114

Business E-Mail: gfromer@childrenscouncil.org Home E-Mail: [Redacted]

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

Check All That Apply:

Registered voter in San Francisco: Yes [ ] No [x] If No, where registered: Marin County

Resident of San Francisco [ ] Yes [x] No If No, place of residence: San Rafael, CA

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:

Gina Fromer has a deep understanding of the local San Francisco community, and has been working for and advocating on behalf of this city's families and children for decades. Her life's mission has been to empower people to advocate for themselves, and to create the social justice and social change needed to change the world. Much of her work has been grounded in San Francisco's most underserved neighborhoods.
In 2019, following more than four decades of leadership in the field of youth and family services and education, Gina joined the Children's Council of San Francisco as CEO. In this role, she manages a staff of 120 and oversees the organization's partnership with the San Francisco Office of Early Care and Education, in addition to a host of other city and state partnerships. Driven by Gina's executive leadership, Children's Council works hand-in-hand with OECE to connect all families to affordable, quality early care and education -- serving more than 20,000 families and 2,000 early educators every year.
Gina's believes that quality early care and education is a basic human right, and is excited about the opportunity to work at a systems level via the OECE CAC to make that a reality for all of San Francisco's children. Gina's career and life have been dedicated to serving our city's most vulnerable populations, and her perspective will be a valuable addition to OECE.

**Business and/or professional experience:**

Raised in San Francisco's Bayview-Hunters Point neighborhood, Gina began community service in her teens as a counselor for Young Community Developers, which provides support and training for young adults.

She began her career at Head Start, then rose through the ranks of the San Francisco YMCA to become District Vice President, overseeing three YMCA branches serving 15,000 families. She played a key role in raising over \$8.5 million for the Bayview YMCA capital campaign.

Most recently, Fromer was CEO of the San Francisco Education Fund, where she directed community volunteer programs, educator grants and student scholarships designed to help public school students succeed. Prior to that, Gina served as the California State Director at The Trust for Public Land, where she created new parks in park-poor neighborhoods in Los Angeles and San Francisco, while protecting landscapes across the state.

**Civic Activities:**

Gina was a founding member of San Francisco's Food and Security Task Force, appointed by then-Mayor Newsom. In addition, she has served as a member of the Human Rights Commission for 4 years in Marin County.

A sixth-generation San Franciscan, Gina was raised in Bayview-Hunters Point. 14 years ago, Gina started a food pantry at her church in Bayview-Hunters Point and still coordinates families in that community food distribution every Saturday, serving more than 125 families weekly.

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

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

Date: 6/3/19 Applicant's Signature: (required) Gina M. Fromer

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

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# GINA M. FROMER, MS

## SENIOR EXECUTIVE

Visionary leader/role model executing **CEO role and responsibilities** in strategic planning and development, board development/fund development, and budget/fiscal management. Mobilized organizational relations and positive public awareness. Innovated community-based systems, conceptualizing/realizing programs that promote financial responsibility, inspired family and community development strategies, and empowered citizens to advocate for themselves. Communicated with officials at all levels; liaise between policymakers and community organizations. **Core competencies include:**

- Executive Leadership; Insightful Management
- Administrative Expertise
- Grant Management & Development Entrepreneur
- Service to Most Vulnerable Populations
- Public Speaker: Procure Investment in Mission
- Motivational: Fortify Purpose/Commitment
- Organizational: Collaborative Work
- Endowment and High Finance Portfolios
- Facilities and Contract Management
- Operations and Strategic Management
- Started free tax programs for people (VITA)

## PROFESSIONAL EXPERIENCE

### Children's Council of San Francisco Chief Executive Officer

2019 – Current

At Children's Council, we believe that all families deserve access to quality child care. So every day we help parents understand and navigate their options and pay for child care that meets their family's needs. Because our city is stronger when children are well cared for, parents can work, and families can succeed. The Chief Executive Officer (CEO) is responsible for the successful leadership and management, fundraising, fiscal responsibility, and overall oversight of the organization according to the strategic direction set in partnership with the Board of Directors, City and State Partners, and Organizational leaders.

### San Francisco Education Fund Chief Executive Officer

2017 - 2019

The Chief Executive Officer (CEO) is responsible for the successful leadership and management, fundraising, fiscal responsibility, and overall oversight of the organization according to the strategic direction set in partnership with the Board of Directors. Manage and distribute over 1 million dollars a year in scholarships for college bound students. Oversight of high level partnerships with tech companies in collaboration with the SFUSD and other city agencies. Work closely with the Board of Directors, Finance and Governance committees to ensure smooth operation of the the organization.

### Fromer Consulting, Bay Area Consultant & Executive Coach

2013 - 2018

Organizational Design & Strategy; Organizational Change-Management; Executive & Board Development  
Provide workshops & individual coaching sessions with executive leaders and board members.

### YMCA OF THE EAST BAY - West Contra Costa Region, CA Regional Vice President

2016 – 2017

Responsibility for the YMCA of the Eastbay's West Contra Costa County programs and services prior to the merger of two YMCA associations (**at which my position was among several VP positions that were eliminated**). Managed the executive leadership team; oversaw 6 direct reports, 400 staff, and budget ~\$20M.

- Brought on three new board members within 10 months of stepping into role, addressing aging board and mission of diversity.
- Slashed inherited deficit of \$300K to <\$100K by tapping team expertise to identify opportunities that streamlined costs; led team in implementing immediate changes.
- Exceeded \$250K fundraising goal by drawing on personal connections, quickly recovering \$16K towards the \$20K loss with exit of previous administration.
- Made significant organizational changes that supported mission, delivering quality management to the work through realigning departments and authorizing much needed promotions added new energy to the staff team.
- Conceived of and executed first all-staff retreat for ~400 employees, setting the stage for the strategic planning process launch.
- Built out facility (EM Downer Family YMCA), creating much needed meeting room space and conference room space.

**THE TRUST FOR PUBLIC LAND, San Francisco, CA**  
**California State Director**

**2014 – 2016**

Directed land and water conservation, and park design and development initiatives for the State of California. Managed a \$20M grants portfolio, \$18.5M operating budget, and a host of land holdings.

- Took on CEO role responsibilities for the TPL program, executing key leadership in rebranding and strategic planning for TPL's national strategy.
- Managed the California Advisory Board, bringing in seven new high level board members onto the board from across the state. Through recruitment and stewardship focus, brought board giving to 100%.
- Balanced budget with a surplus within the first two years (2015 – 2016) by strategically authorizing approvals on large-scale projects and coordinating acquisition of real estate for conservation purposes.
- Developed and implemented Strategic Planning Process for California, completing a 5-year Implementation and Action Plan with the full state team.
- Traveled across the state and the country (60% of the time) representing TPL (California office) on a monthly basis, meeting with key officials, partners, and stakeholders, creating investment opportunities, and moving the mission of the national organization forward.
- Built strong relationships with community, city, state, and federal funders, agencies, and legislators, developing a clear understanding of local bond initiatives and statewide propositions; supervised TPL's Government Relations Director and State Lobbyist.
- Partners with the California State Parks – park design and development work across the state.
- Established strong connections/relationships with elected officials; regularly met with congresspersons, senators, and city officials, discussing mutual programs and advocating for support of statewide initiative.
- Raised \$700K in new money to development a new program in Fresno and finish a park project in Bayview Hunters Point within the first 18 months at TPL.
- Executed visionary leadership in successfully managing public media relations, fundraising, and fund development.
- Followed a matrix management structure that valued collaboration and creativity in overseeing operations, achieving the administration of multiple projects, and the establishment of goals, objectives, and long-term priorities, creating action plans in pursuit of the revised vision.

**YMCA OF SAN FRANCISCO, Bayview, CA**

**2006 – 2014**

**District Vice President/ED of the Bayview YMCA**

Managed multiple branches of the YMCA of SF, serving over 15,000 youth and families annually. Held direct fiscal management and development, board development, and risk and safety oversight of each.

**EXECUTIVE LEADERSHIP:**

- Managed Directors of Finance, and all accounting staff, administrative staff for all branches.
- Coached an outside agency CEO, providing executive leadership at the city's request on fund development and community development strategy, avoiding loss of needed agency serving homeless seniors, veterans, and individuals.
- Directed supervision/coaching of Executive and Associate Executive Directors and Senior Leadership teams as District Vice President.

**ADMINISTRATION/FUNDING:**

- Held administrative oversight of fiscal, benefits, and retirement plan for over 80 employees, and direct management of \$14M in operating budgets across three branches of the YMCA of SF (preparation, forecast, and annual budget reviews).
- Collected \$1.2M in debt owed to one of the branches of the YMCA (childcare, membership, and grants).
- Developed the Y as a fiscal agent for Homelessness prevention agencies – cumulatively overseeing an additional \$3.5M in budgets and generating over \$300K in administrative percentages for the organization.
- Developed a vision for a new capital campaign and plan for a new \$18M Health and Wellness building on the YMCA lot.

**PROGRAMMING/DEVELOPMENT:**

Worked side-by-side with Department of Public Health in activating an entire community toward greater health outcomes; created measurable outcomes and programmatic data strategies that brought in new funding streams and created an enduring, self-sustaining model.

- Developed key program strategies that led to a strong partnership with the Health and Human Services Agency of SF (HHS-SF), covering such areas as case management, senior services, child support services, family and community services, foster care and visitation services, community health and wellness strategies, homeless and truancy programs.
- Founded and created the citywide Family Resource Center Model for the YMCA of SF – serving over 5000 children, youth, and families. Started two family visitation sites in collaboration with HHS.
- Founded the Center for Academic Re-entry and Empowerment (CARE), a school for truant youth, collaborating with the San Francisco Unified School District (SFUSD) to offer full wrap-around services/programs across the city.

**YMCA, SAN FRANCISCO, URBAN SERVICES YMCA****2000 – 2006****Associate Executive Director (2002 – 2006)****Director of Community Programs (2000 – 2002)**

- Started the Family Resource Center structure for the YMCA of SF.
- Established the OMI Safe Haven Program for at-risk youth in one of the roughest areas in SF.
- Created the Truancy Intervention Program for the YMCA of SF.
- Managed the day-to-day operations of the Urban Services Branch of the YMCA of SF.
- Executed fundraising and community engagement across several SF communities.
- Contributed Grant Management and Fund Development (Fundraising).

**EOC/HeadStart****Parent Involvement Volunteer Services Manager****1993-1999****EDUCATION****Doctoral Student (Organizational Psychology)****Ashford University – online program****2018 – current (expected graduation date 2021)****Master of Science, Organizational Psychology**

University of Phoenix

Graduated with Honors

**Bachelor of Arts, Psychology**

Dominican University, San Rafael, CA

Graduated with Honors

National Honors Society



**PROFESSIONAL DEVELOPMENT**

Southeast Community Facility  
Commissioner, 2019 - Present

Emerge CA – Graduate 2015

Think, Feel, Know, Inc., 2013  
Certified Life Coach

San Francisco State University 1998  
Extended Education  
12 ECE Units - Admin Units



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Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: Citizen's Advisory Committee

Seat # or Category (If applicable): Seat 8 District: 7

Name: Heather Morado

[Redacted], San Jose Zip: 95123

Occupation: Executive Director

Work Phone: 415-565-0504 Employer: Holy Family Day Home

Business Address: 299 Dolores Street Zip: 94103

Business E-Mail: hmorado@holyfamilydayhome.org Home E-Mail: [Redacted]

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Check All That Apply:

Registered voter in San Francisco: Yes [ ] No [x] If No, where registered: Santa Clara County

Resident of San Francisco [ ] Yes [x] No If No, place of residence: Santa Clara County

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:

In the course of my career I've devoted much of focus to helping advance the understanding of progressive education and the rights of children. The last three years work experience in the city of San Francisco (in the Mission District) has been transformative. The ideals of Social Justice and Diversity have been infused in every aspect of my daily work. I've designed and delivered programs to our community that provide opportunities for advancement and help break the cycle of poverty. I have been able to seamlessly blend my abilities and skills from my non-profit experience and my background in education to truly be an agent of change within my role at Holy Family Day Home. As the first Latina Executive Director of Holy Family Day Home, I have been given the opportunity to bring our community together in ways that have been transformative. Just one example of this would be our monthly family breakfast which feeds over 100 children and families. Now, after four years of working in the Mission District, I would like the opportunity to work towards the collective goals of the Office of Early Care and Education in order to support the education of all children in the City of San Francisco. The opportunity to serve on the Citizen's Advisory Committee would be an honor, and also feels like the best fit for my unique skills set.

Thank you for considering my application-
Heather Cassandra Morado

**Business and/or professional experience:**

2016-Present Executive Director, Holy Family Day Home helping the underserved populations in the San Francisco Mission District through a community engagement model. " Brought into coalesce a set of programs encompassing trainings, grants, publications, technical assistance, and information resources community-centered engagement from a one-to-one, highly prescribed method to one-to-many and many-to-many self-directed approaches. " Participated on strategic planning on various matters, including expanding Holy Family Day Home' s educational and social programs to serve 25% more children and families. " Grants — creating a grant calendar and goals that increased fundraising by 30%. " Prepared and monitored annual program budget " Created annual operating educational programs for staff recruitment, conferences, and other association activities. " Oversaw development and creation of family programs including the pantry and wellness support program. " Inaugurated new online newsletters and alerts, introduced an online version of Holy Family Day Home' s annual report and redesigned the information scope and content of Holy Family Day Home' s web site to make it a dynamic, authoritative knowledge resource about the field. " Coordinate planning for publicity, marketing and promotion, and communications campaigns.

1995-2016 Executive Director, GeoKids Child Development Center An organization providing childcare for federal and community families. Worked exclusively with GSA vendors and contractors. " Developed and implemented a 5-year fundraising plan. Established an operational reserve of \$500, 000. Managed multiple sites for three years

**Civic Activities:**

Treasurer, San Mateo AEYC, 2002-2004 President Elect, San Mateo AEYC, 2004-2005 North American Reggio Alliance Member since 2005 APPOINTMENTS Co-Director, Innovative Teacher Project, 2011 to present Workshop provider, Innovative Teacher Project, 2000-to present CONSULTING AND VOLUNTEERING Founding Board Member, ProFoundations, January 2018-present

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

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

Date: May 31, 2019 Applicant's Signature: (required) Heather Cassandra Morado

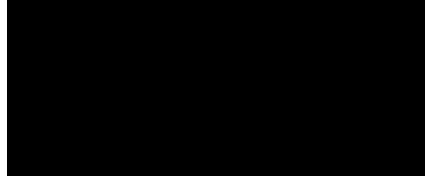
(Manually sign or type your complete name.  
NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

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

**FOR OFFICE USE ONLY:**

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

Heather Morado



**Impressive History of Visionary Leadership:**

Respected for helping organizations thrive and grow-often described as an agent of change. Known for optimizing resources to achieve the mission of the organization. Success in managing complex agencies.

**Core Qualifications**

- Superior knowledge of partnership development staff leadership and financial management
- Exceptional knowledge of issues faced by biracial and mixed-heritage populations
- Sound ability to lead and motivate staff and volunteers
- Strong ability to design and implement successful fundraising programs
- High skills in donor connection and case support
- Excellent proficiency in Excel Access Word and other MS Office Suite programs
- Outstanding oral and written communication skills

**Executive Summary:**

Multi-faceted experience with executive management of organizations, Particular strengths include:

- Developing and implementing innovative programs and services.
- Working with constituent groups including boards, committees, volunteers, and external audiences.
- Building and retaining exceptional staffs and creating excellent work environments.
- Overseeing and coordinating all aspects of budgeting and financial management.
- Leading organizations and departments through periods of substantial growth and transition.

## PROFESSIONAL EXPERIENCE

2016-Present

**Executive Director, Holy Family Day Home** helping the underserved populations in the San Francisco Mission District through a community engagement model.

- Brought into coalesce a set of programs encompassing trainings, grants, publications, technical assistance, and information resources community-centered engagement from a one-to-one, highly prescribed method to one-to-many and many-to-many self-directed approaches.
- Participated on strategic planning on various matters, including expanding Holy Family Day Home's educational and social programs to serve 25% more children and families.
- Grants –creating a grant calendar and goals that increased fundraising by 30%.
- Prepared and monitored annual program budget.
- Created annual operating educational programs for staff recruitment, conferences, and other association activities.
- Oversaw development and creation of family programs including the pantry and wellness support program,
- Inaugurated new online newsletters and alerts, introduced an online version of Holy Family Day Home's annual report and redesigned the information scope and content of Holy Family Day Home's web site to make it a dynamic, authoritative knowledge resource about the field.
- Coordinate planning for publicity, marketing and promotion, and communications campaigns.

1995-2016

**Executive Director, GeoKids Child Development Center**

An organization providing childcare for federal and community families.

Worked exclusively with GSA vendors and contractors.

- Developed and implemented a 5-year fundraising plan.
- Established an operational reserve of \$500, 000.
- Managed multiple sites for three years.

- Lead the program through 2 NAEYC re-accreditation process.
- Lead the organization through losing federal support.
- Planned and executed multiple day conferences for national and international participants.
- Managed a staff of twenty.

## **EDUCATION / PROFESSIONAL LICENSURE**

2015 Pacific Oaks College (Pasadena, Ca)  
Masters of Arts in Education

2002 University of Phoenix (Santa Clara, CA)  
Teaching Credentials/Masters Program

2002 20+ ECE Units in Child Development

1998 San Jose State University  
Bachelors in English Literature

1995 De Anza Junior College  
Associate Degree in Liberal Arts

\*\*\*References available upon request



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Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: OECE CAC

Seat # or Category (If applicable): 8 District: 10

Name: Jessica Campos

[Redacted] Ave, SF, CA Zip: 94134

Occupation: Child Development Center Manager

Work Phone: 415-282-8200 Employer: Wu Yee Children's Service

Business Address: 1300 Phelps St, SF, CA Zip: 94124

Business E-Mail: jessica.campos@wuyee.org Home E-Mail: [Redacted]

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Check All That Apply:

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

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

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I was born and raised in the boarder line of Daly City and San Francisco on Geneva and Oriente. At a young age I know I wanted to go into the community service sector. As an Early Childhood Educator, I have worked with multiple age children for over a decade as well as their families. With this I have seen the disparities and inequities of communities and have become an advocate to voice the need and importance of creating partnerships to connect community members to services they may need, strengthening each member to result in building a stronger community. As a young Latinx woman who was raised by immigrant parents that stood by their culture, I know the important part that culture and tradition plays in ones identity and the need to continue cultivating this for our future generations. As well as the importance of representation in classrooms throughout the city to support children's self identity and success.

**Business and/or professional experience:**

I am the Center Director of Wu Yee Children's Services- Southeast Center, which is the largest Head Start/Early Head Start grantee in San Fransisco. I ensure the operation of the center, following agency policy and procedures as well as from Community Care Licensing. Responsible to support the educational practices and professional development of my teaching staff and guide support and resources for the families we serve.

**Civic Activities:**

I am on the CBTP Steering committee working with SFMTA on projects that will improve the transit system and streets our Bayview.  
I am part of the EcoCenter Advisor Committee in which we discuss how the sustainability of Heron's Head, create opportunities for exposures to elements and nature for young adults to spark interest in becoming advocates for protection of our ecosystem, collaborations with schools/programs for use of space.  
Attend BMagic conveners meeting monthly, CPAC Ad-Hoc Workforce Compensation Committee mtgs monthly Wednesday meetings and other community meeting, events and advocacy for improvement in our educational systems.

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

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Date: 06/03/2019 Applicant's Signature: (required) Jessica Campos

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

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

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



## JESSICA CAMPOS

### **SUMMARY OF QUALIFICATIONS:**

- Associate Degree in Child Development
- California Department of Education issued Site Supervisor Permit
- CPR/First Aid Certified
- Bilingual/Biliterate Spanish
- Active Advocate for Education focus on Early Educators

### **EXPERIENCE:**

#### **Center Manager – Wu Yee Children’s Services July 2015-Present**

Responsible for daily operations of the child development center, in accordance with State licensing requirements, Federal regulations, and program policies and procedures. Leader in articulating program philosophy and communication of expectations with staff, families, and the community served. Responsible for the supervision of staff and providing direct mentorship and coaching to teachers and assuring quality service delivery for children and families. Monitored the performance of staff through analysis of reports, direct observation of practices and developed professional development plans to evaluate performance. Knowledgeable about Community Care Licensing (Title 5 & Title 22 Regulations), Head Start Performance Standards, California Department of Education Funding (CDE). Retained & hired quality teaching staff and promoted teamwork, collaboration, and effective cooperation. Ensured documentation of daily and significant contacts and communication and maintained up to date file records for all children, families, and California Department of Education Eligibility. Conducted intake and evaluations with clients and potential clients in meeting Eligibility, Recruitment, Selection, Enrollment, & Attendance (ERSEA) for head start services. Processed California Department of Education funding paperwork with professionalism and efficiency in determining subsidized child care needs and assessments with all eligible target population families. Provided Family Services support and referrals to improve quality of life and ability to thrive and counseled and assisted families in locating child care services and provided appropriate supportive services and community resources and connections to services.

Responsible for engaging in community partnerships and maintaining the relationships through active participation in events and meetings. Organize and plan community events for outreach and to provide resource to families, ex: pop up playgrounds. Work closely with leadership team to identify areas of improvement and create points of focus to direct improvements. Actively advocate for Educators

through empowering teachers to voice our in the community as well as City Hall meetings for improvements in the profession as well as find parity and equity for Early Educators.

### **Preschool Lead Teacher & Licensing Designee – Wu Yee Children’s Services August 2013-July 2015**

In collaboration with the Center Manager and teaching team, Lead Teacher creates an environment to reflect the cultural values and diversity of the children and families served. Provided consistent, responsive and respectful care to the children as a primary caregiver/teacher, and responsible for the safety, care, supervision, and development of all children in the classroom. Developed appropriate lesson plans and executed classroom activities with fidelity, as well as ongoing monitoring of the environment and interactions in the classroom. Role model and mentor for staff, parents, and children. Shared information about child development, best practices, and encourages family engagement in the classroom and center. Piloted Inclusion program with San Francisco Support for Families in which we worked closely with coaches and therapist to shift our perspective on supporting each child’s individual needs regardless of their developmental stages and skills.

### **Associate Teacher - Wu Yee Children’s Services August 2012 – August 2013**

Assisted in developing an engaging environment that reflects the cultural values and diversity of the children and families served. Provided consistent, responsive and respectful care to the children as a primary caregiver/teacher, Page 2 and responsible for the safety, care, and supervision of all children in the classroom. Supported the Lead Teacher in development and implementation of lesson plans and classroom activities. Collaborated and shared information about child development and serves as a partner to involve all families in the classroom and center.

### **Instructional Aide**

**10/2011 – 06/2012**

Bayshore Elementary School  
155 Oriente St., Daly City CA 94014

#### *Responsibilities:*

- Assist the teachers in their daily routines
- Prepare the materials needed for projects and lessons
- Review lesson with students in small groups
- Organize classroom materials and teacher’s lesson activities
- Sustain classroom ratio and student behaviors

#### *Major Accomplishments:*

- Gain experience working with 4<sup>th</sup> graders
- Gained experience with office work: making copies, answering and taking messages, organizing and filing files
- Help child follow behavioral plan

### **Teacher**

**8/2010 – 08/2012**

Marg’s Child Care  
50 Grafton Ave, San Francisco CA 94112

*Responsibilities:*

- Design and ensure daily schedule
- Carry out circle time
- Supervise assist
- Keep child files up to date
- Complete online food program charts

*Major Accomplishments:*

- Gained more experience working with infants
- Attended Annual ECE Providers Training

**Master Teacher/Site Supervisor**

**8/2008 – 8/2010**

Lutheran Church of Our Savior Pre-School  
1011 Garfield Street, San Francisco CA 94132

*Responsibilities:*

- Designed and arranged the classroom for ECERS-R
- Created monthly curriculum and project based activities based Creative Curriculum Framework
- Created a Portfolio for each child's developmental progress including ASQ and DRDP
- Prepared for Parent/Teacher conferences with the Parents twice a year
- Coordinated of the Volunteer Program
- Completed enrollment process in First 5's COCOA Database

*Major Accomplishments:*

- Completed *ELLEY (English Learners, Language, and Literacy) Training*
- Completed the yearlong *Institute on Intentional Teaching Training*

**Substitute Teacher**

**2007 - 2008**

Guidry's Early Childcare and Educational Program  
289 Farallones Street, San Francisco, CA 94112

*Responsibilities:*

- Followed daily routines
- Cared for the children in program
- Maintained health and safety regulations

*Major Accomplishments:*

- Gained more experience in working with Special Needs Children
- Completed *Welcoming LGBT Families into Early Childcare Training*

**Associate Teacher**

**3/2007 – 5/2008**

Candlelight Child Development Center  
283 Farallones Street, San Francisco, CA 94112

*Responsibilities:*

- Cared for the children
- Maintained health and safety regulations

- Helped teacher prepare daily activities
- Helped transition the children from one activity to another

*Major Accomplishments:*

- Developed experience with children and families
- Put to practice some of the things I learned from courses

**Catechism Teacher**

**2001-2007, 2010**

Church of the Visitation School of Religion  
655 Sunnysdale Avenue, San Francisco, CA 94134

*Responsibilities:*

- Help the teacher organize class activities
- Help prepare children for the next grade
- Teach the children their prayers
- Prepare the class discussions
- Prepare the children for First Communion
- Attend meetings with other teachers to discuss the monthly events

*Major Accomplishments:*

- Began as a First year teacher volunteer (First and Second graders) and moved up to First Communion preparation teacher (Third and Fourth graders).
- Improved on my communication skills

**Education:**

**San Francisco State University Fall 2018-Present**

- EDvance PATH program which is designed for working teachers
- Planned to graduate in Spring 2020

**City College of San Francisco, 50 Phelan Avenue, San Francisco, CA 94112**

- Obtained an Associate Degree in Child Development, Fall 2005- Spring 2008
- Fall 2007 Overall GPA of 3.73
- Good Standings and Dean's List each semester
- Courses included general education and a variety of child development courses

**Terra Nova High School, 1450 Terra Nova Boulevard, Pacifica, CA 94044**

- Graduated in 2005 with high honors (GPA of 3.62)
- Life Member of California Scholarship Federation

**Activities:**

- Member of the SFMTA CBTP Steering Committee

- Co-Presented in CAEYC conference
- Tutor for program called SMART
- Volunteer of Shamann Walton's Campaign for District 10 supervisor
- Bayview Magic community member
- Active advocate for the Early Care and Education of San Francisco

## REFERENCE LIST:

Cheryl Horney  
415- 230-7508  
cheryl.horney@wuyee.org  
Program Director for Wu Yee Children's Services

Professor Lygia Stebbing  
415-338-7673  
[lygias@sfsu.edu](mailto:lygias@sfsu.edu)  
Director of EDvance Program in SFSU



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

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

Name of Board, Commission, Committee, or Task Force: OECE Citizens Advisory Committee

Seat # or Category (If applicable): 8 District: \_\_\_\_\_

Name: Jennifer Curran

[Redacted], Ovinda, CA Zip: 94563

Occupation: Program Director

Work Phone: (415) 296-9299 Employer: Mimi and Peter Heas Fund

Business Address: 201 Filbert St., 5th Floor, San Francisco, CA Zip: 94133

Business E-Mail: jcurran@mphf.org Home E-Mail: [Redacted]

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

Check All That Apply:

Registered voter in San Francisco: Yes  No  If No, where registered: Contra Costa County

Resident of San Francisco  Yes  No If No, place of residence: Ovinda, CA

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:

Throughout my sixteen year career in the early care and education field, I have focused on creating high-quality, equitable outcomes for young children and their families. My expertise is focused on the development and implementation of high-quality early care and education programs, including early language and literacy and dual language learner curricula. I have a bachelor's degree in child development and a master's degree in education, with an emphasis in early care and education leadership. I am intimately knowledgeable in the City's early care and education landscape, and the challenges that families face in raising their children here.



**Business and/or professional experience:**

over sixteen years of professional experience in the field of early care and education. This includes program development and implementation, nonprofit program administration, fundraising, and philanthropy. I have extensive experience with community-based programs, meeting the needs of children and families living in poverty, and partnership development. I also have served on numerous committees as it relates to early care and education.

**Civic Activities:**

- Jumpstart AmeriCorps Member: 2003-2005
- Vice President of Finance, Del Rey Parents' Club Executive Board, Del Rey Elementary School: 2017-present
- Girl Scout Cookie Manager, Troop 33779: 2017-present
- San Francisco Early Learning Alliance, Board Secretary: 2019-present

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

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

Date: 5/29/19 Applicant's Signature: (required) [Signature]

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

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

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



# Mimi and Peter Haas Fund

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Mimi L. Haas, President

Ari A. Lurie

Daniel L. Lurie

Peter E. Haas, Founder

May 29, 2019

Ingrid X. Mezquita

Director

San Francisco Office of Early Care and Education

1650 Mission Street, Suite 312

San Francisco, CA 94103

Dear Ms. Mezquita,

Having enjoyed a long, successful career progression in the early care and education field, I am seeking to contribute my strong leadership, planning, and partnership development skills in the position of Citizen's Advisory Committee member for the Office of Early Care and Education. As a San Francisco Bay Area native, a mother of two girls ages five and eight, an alumna of San Francisco State University, an early education professional, and a recent San Francisco resident for eighteen years, I understand the complexities that face San Francisco's children, families, and early care and education providers. I would be honored to contribute my expertise in these areas to the important work of the Citizen's Advisory Committee.

Briefly, some of the assets I bring to this position:

- **Commitment to focusing programs on achieving equitable outcomes that matter:** Throughout my career in the early care and education field, I have focused on building the ability of the organizations that I am involved with to be culturally competent - focused on creating equal and excellent outcomes for young children across differences of race, class, culture, gender, and language. I have worked closely with higher education institutions, philanthropic organizations, community advocates, educators, government officials, and providers to identify and create more culturally responsive educational services for San Francisco's children and families.
- **Extensive knowledge and expertise in education and issues facing children, youth and their families:** I have dedicated my professional career to ensuring that young children living in under-resourced communities develop the skills necessary to succeed in school and life, setting them on a path for life-long success. Through my educational and work experiences, I have witnessed firsthand the power of increasing access to rich, high quality services for young children and families. I would be honored to further that work on behalf of the Citizen's Advisory Committee.
- **Strong relationship building skills:** I am experienced in cultivating deep relationships with boards, staff, funders, external partners, and program participants. As Program Director at the Mimi and Peter Haas Fund, I work internally and externally to build, maintain, and leverage effective relationships that contribute to the long-term sustainability of high-quality early education programs across San Francisco. I cultivate and manage relationships with early care and education providers, board members, school administrators, policy makers, funders, and stakeholders.

I am excited to further discuss my qualifications with you, and learn how my skills can support the remarkable work of The Citizen's Advisory Committee. Thank you for your consideration. I look forward to speaking with you soon.

Warmest regards,



Jennifer Curran

Lynn Merz, Executive Director

201 Filbert Street • San Francisco • California • 94133 • (415) 296-9249 • Fax (415) 296-8842

# Jennifer Curran

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Highly seasoned and respected nonprofit professional with twelve years of experience driving organizational growth, quality, and impact. Creative, critical thinker and collaborative problem solver with extensive experience in the development, implementation, and administration of new programs and initiatives. Strong relationship builder with proven capability for leading, motivating, and developing staff members and other stakeholders. Operates with a strong sense of urgency and thrives in a fast-paced setting.

**Core competencies include:**

Education · Staff Development · Strategic Planning · Board Management · Program Development and Management · Event Planning and Management · Leadership Development · Nonprofit Administration · Fundraising · Coaching and Mentoring · Partnership Development · Change Management · Volunteerism

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## PROFESSIONAL EXPERIENCE

### ***Mimi and Peter Haas Fund* ♦ *San Francisco, California***

Since 1982, the Mimi and Peter Haas Fund, a private foundation located in San Francisco, has supported programs that provide high-quality early childhood education experiences to low-income children in San Francisco. The Fund's primary focus is support is for activities that provide San Francisco's young (ages 0-5), low-income children and their families with access to high-quality early childhood programs that are part of a comprehensive, coordinated system. The Fund recognizes the importance of connecting the work of its direct service grants to the ongoing discussions of public policy and will seek specific opportunities to share and collaborate with organizations to improve early childhood settings. The Fund also supports trustee-initiated grant making to arts, education, public affairs, and health and human services organizations.

#### **Program Director**

**September 2016-Current**

- Nurture and maintain the grants portfolio, including early childhood education related programs.
- Review grant proposals and develop recommendations for funding.
- Conduct site visits and provide technical assistance and consultation to early childhood education and development grantees and community partners.
- Monitor, analyze and report on early childhood center sites and other grantees' progress towards desired goals.
- Monitor grant expenditures to ensure compliance.
- As per Trustee request, research and develop new funding opportunities for recommendation to the Executive Director and the Board of Trustees.
- Oversee small grants program for early childhood education and development programs.

### ***Jumpstart for Young Children* ♦ *San Francisco, California***

Jumpstart is a national early education organization working toward the day every child in America enters kindergarten prepared to succeed. Jumpstart delivers a research-based and cost-effective program by training college students and community volunteers to serve preschool-age children in low-income neighborhoods. Through a proven curriculum, these children develop the language and literacy skills they need to be ready for school, setting them on a path for lifelong success.

#### **Deputy Director**

**August 2015-September 2016**

- Manage the day to day operations of the San Francisco regional office including staff oversight, human resources, and administration.
- Create and oversee \$2.1 million regional fundraising strategy and manage two development staff to regional fundraising goals.
- Oversee all aspects of regional revenue plan execution, including stewardship and growth of individual, corporate, government, and foundation donors. Lead all in-person cultivation and solicitation efforts. Created winning proposals for new funding sources.
- Drive the development and execution of Northern California program and growth strategy, including expansion of Jumpstart's existing program to new markets and development of innovative program models. Secured multi-year funding to support pilot work.
- Oversee and manage the Jumpstart Advisory Board. More than doubled the size of the Board over the last year.
- Oversee regional social media strategy as it relates to major campaigns and fundraising efforts.
- Represent Jumpstart in all external visibility building efforts including early childhood policy groups, coalitions, convenings, and media opportunities.
- Work across the Jumpstart network to share best practices, current challenges and to assist in setting and achieving overall development strategy.

#### **Director of Development**

**August 2014-August 2015**

- Created \$2 million regional fundraising strategy and managed regional fundraising goals in collaboration with the regional vice president.
- Manage aspects of revenue plan execution, including stewardship and growth of individual, corporate, government, and foundation donors in collaboration with the regional vice president.

- Managed the Jumpstart Advisory Board in collaboration with the regional vice president.
- Researched, identified, and cultivated new foundation, individual, and corporate funders. Led in-person cultivation and solicitation efforts.
- Developed and implemented effective appeals (both written and online). Refreshed design of holiday and spring appeals.
- Developed and managed new and existing foundation, corporate and government relationships; wrote grant proposals and ensured timely grant reporting and communications.
- Established a major gifts program, including strategies for moving current donors from annual donors to major donors.
- Designed and implemented major special events. Refreshed regional fundraising gala model. 2015 gala was second highest grossing in region's history.
- Managed development staff of one.

#### **Director of National Program**

**November 2012-August 2014**

- Managed a national staff of two, who oversaw the performance of 10 program staff.
- Led efforts to support, train, coach and communicate with and respond to field staff at 72 sites nationally.
- Collaborated with national departments and regional teams to ensure necessary resources for strong program implementation were available to the field. Supported programmatic problem-solving with regional staff and national departments as necessary.
- Created and managed systems for gathering, analyzing, and sharing field feedback.
- Led visioning and planning for ongoing development and growth of the national program model. Ensured execution of activities.
- Oversaw the revision, production and dissemination of network programmatic materials. Revised, edited, and created platforms, tools and resources related to program implementation.
- Developed and facilitated trainings, both live and distance, for national and field staff.
- Developed and supported quality assurance efforts, including quality standard monitoring, reporting, and coaching. Led the revision of the organization-wide quality assurance strategy and model.
- Developed and brought to scale national programmatic pilots and interventions.
- Partnered with internal departments (External Relations, Development) to ensure strong understanding of program model.
- Co-led the Jumpstart National Early Education Council.
- Represented Jumpstart at local or national conferences and with stakeholders.

#### **Interim Executive Director**

**February 2012-April 2013**

- Managed regional staff of ten, who oversaw the performance of twelve program staff in Northern CA and WA, during a period of regional and organizational transition.
- Ensured efficient regional office operations, administration, planning and implementation.
- Developed and managed \$1.2 million regional budget.
- Developed regional revenue plan and raised \$1.35 million annually via private and public sources with the development director.
- Created and implemented regional fundraising strategy in planning and implementation with the Development Director, including special local and national events.
- Cultivated and stewarded San Francisco Bay Area higher education partners and funders, including university presidents, deans, foundations, corporations, individuals and policy makers. Served as primary contact with all major donors and stakeholders.
- Liaised with national management team. Represented regional interest with national departments.
- Managed the Advisory Board with the development director.
- Cultivated and maintained relationship with state AmeriCorps commission. Worked collaboratively with site, regional, and national staff to submit proposals and progress reports.
- Cultivated and maintained positive relationships with regional and local community organizations.
- Represented Jumpstart in all regional media and press opportunities.

#### **Senior Program Director**

**June 2010-January 2012**

- Led integration of high-quality Jumpstart program model to meet specific community needs and engage 800 college students to serve 3,500 preschool-age children from low-income neighborhoods in the San Francisco Bay Area and Seattle, WA.
- Designed and oversaw regional programmatic growth strategy with Executive Director. Identified and cultivated potential new markets, collaborations and partnerships.
- Oversaw the Jumpstart Early Literacy Initiative in partnership with San Francisco's Department of Children, Youth and their Families (DCYF) and First 5 San Francisco, annually reaching 3,000 children and families via enhanced family and community engagement activities.
- Oversaw special initiatives and program pilots including the Community Corps, national assessment and Family Leaders pilots.
- Stewarded funding relationships, contributed to grant development and reporting for San Francisco Bay Area stakeholders.
- Cultivated and maintained strategic collaborations with local and national agencies related to early childhood education.
- Represented Jumpstart on local advisory committees, work groups and coalitions related to early literacy.
- Developed and executed early childhood education and management trainings to address the needs of internal and external audiences.

**Associate Program Director****August 2008-June 2010**

- Oversaw 6 sites engaging 650 college students to deliver language and literacy services to over 1,500 children in the San Francisco Bay Area and Seattle, WA.
- Conducted annual site quality monitoring process to measure performance against quality standards.
- Managed federal AmeriCorps grant compliance.
- Supported site staff with creation and implementation of recruitment activities at their site, conducting regular check-ins by phone and in person, providing logistical assistance, and monitoring program quality.
- Cultivated strong program partner relationships by building and developing partnerships with early childhood agencies that are strategic to regional growth objectives.
- Contributed to the design and delivery of national and regional training institutes.
- Regularly monitored data entry in various internal databases. Provided additional database training to site staff as needed.
- Responsible for the achievement of recruitment, retention, and graduation goals for sites in region.

**Senior Site Manager****July 2006-August 2008****San Francisco State University ♦ San Francisco, California**

- Maintained and oversaw collaboration between Jumpstart at City College of San Francisco and Jumpstart at San Francisco State University. Oversaw recruitment and training process of 175 college students.
- Oversaw and facilitated hiring and review process for 3 site managers.
- Cultivated, managed and maintained relationships with 23 preschool program partners, including San Francisco Head Start centers and San Francisco Unified School District centers.
- Oversaw the facilitation of and curriculum for three university courses related to Jumpstart: CAD 325/326/685.
- Managed required AmeriCorps and university administrative tasks, including budgets, work study and maintenance of Corps member files.
- Collaborated with area organizations to hold family literacy nights in preschools and libraries.
- Organized and facilitated small and large scale community based events.

**Site Manager****July 2005-July 2006****San Francisco State University ♦ San Francisco, California**

- Recruited, hired and trained 175 college students to serve as early childhood mentors in 18 San Francisco preschools.
- Developed, prepared, and delivered high quality pre-service trainings.
- Cultivated and maintained relationships with program partner preschool teachers and administrators.
- Managed required AmeriCorps and related administrative tasks, including maintenance of Corps member files and spreadsheets.
- Collaborated with community based organizations and program partner preschools to hold events in area preschools and libraries.
- Guest lecturer in CAD 697 and 699 courses for college students at San Francisco State University and City College of San Francisco.

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**EDUCATION****Mills College ♦ Oakland, California****May 2008-July 2009**

- MA Education, Leadership in Early Care and Education emphasis

**San Francisco State University ♦ San Francisco, California****January 1997-May 2006**

- BS Dietetics, May 2006
- BA Child and Adolescent Development, concentration in Youth & Family, May 2005

**TECHNICAL SKILLS**

- Proficient in Microsoft Word, Excel, Outlook, Publisher, Power Point, Salesforce
- Working knowledge of spoken and written Spanish

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**SPECIAL ACHIEVEMENTS**

- Selected by executive team for Jumpstart's Strategic Plan Implementation Committee (2015)
- Selected by executive team for Jumpstart's Strategic Planning Committee (2014)
- Nominated and selected by national peers to Jumpstart National Operating Team (2012)
- 4 promotions to management (2006, 2008, 2010, 2012)
- Jumpstart Values Award (2012) for determination
- Jumpstart Spark Award (2009) for leadership excellence
- Jumpstart Ripple Award (2009) for addressing challenges, problem solving and relationship building
- Selected as national fellow for the National Association for the Education of Young Children (NAEYC) Professional Development Conference (2009)







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

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

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

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

Name: \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_ Zip: \_\_\_\_\_  
 \_\_\_\_\_ Occupation: \_\_\_\_\_

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

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

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

**Pursuant to Charter, Section 4.101(a)(2), Boards and Commissions established by the Charter must consist residents of the City and County of San Francisco who are 18 years of age or older. For certain bodies, the Board of Supervisors can waive the residency requirement.**

Check All That Apply:

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

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:**

**Business and/or professional experience:**

**Civic Activities:**

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

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

**Date:** \_\_\_\_\_ **Applicant's Signature: (required)** \_\_\_\_\_

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

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

**FOR OFFICE USE ONLY:**

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



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

Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: OECE CAC

Seat # or Category (If applicable): 8 District: 9

Name: Liz Cortez

[Redacted] land, CA Zip: 94602

Occupation: Associate Director

Work Phone: 415-282-3334 x109 Employer: Mission Promise Neighborhood at MEDA

Business Address: 2301 Mission St. Ste 301 San Francisco, CA Zip: 94110

Business E-Mail: ecortez@medasf.org Home E-Mail: [Redacted]

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

Check All That Apply:

Registered voter in San Francisco: Yes [ ] No [x] If No, where registered: Oakland, CA

Resident of San Francisco [ ] Yes [x] No [ ] If No, place of residence: Oakland, CA

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 worked with communities of color for the last fifteen years of my career. In South Los Angeles, I helped to plan and implement an Early Head Start Program for young African-American and Latinx families for nine years. In Berkeley, I led an outreach team focused on recruiting and increasing access for African-American and Latinx families in a prenatal to five early care and education program that included Early Head Start, Head Start, and State Preschool programs. For both of the programs above, we actively recruited and placed children with special needs. For the last six years, I have worked in the Mission District of San Francisco, managing a collective impact initiative that supports mostly Latino families in a prenatal to college continuum of services and supports. I am Latinx and part of the LGBTQ community and always bring that lens and experience to my work with communities.



**Business and/or professional experience:**

Experienced professional with over fifteen years of experience in the non-profit field in the area of early care and education and family support. Most of this experience is around parent leadership, community partnerships and collective impact, and compliance in Early Head Start, Head Start, and State Preschool programs. Most recently, I have been managing a team working on a collective impact prenatal to college initiative, through community partnerships and direct services to families.

**Civic Activities:**

- 1) Regularly attend the San Francisco Child Care Planning and Advisory Council (CPAC) meetings
- 2) Volunteer at my son's preschool

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

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

**Date:** 6/3/19      **Applicant's Signature: (required)** Liz Cortez

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

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

**FOR OFFICE USE ONLY:**

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

# Liz Cortez

Experienced professional with over fifteen years of experience in the early care and education and family services field. I am passionate about social justice, prevention, and collective impact to close the opportunity gap for low-income children and families of color.

## Professional Experience

### **Mission Economic Development Agency-Mission Promise Neighborhood Initiative |**

San Francisco, CA

Associate Director (May 2017-Present)

As the backbone organization for the Mission Promise Neighborhood's collective impact initiative, I support the MPN Director in managing a team of 14 staff and 15+ formal partnerships working to support children and families along a prenatal-to- college continuum of services and family supports.

- Supervise a team of three program managers in the areas of Early Learning, K-12 Education, Family Support, and an administrative programs coordinator.
- Manage partnerships through memorandums of understanding, invoices, data collection and reporting, and collective strategic planning.
- Coordinate and often facilitate capacity building opportunities for staff and partners around data and evaluation, Results-Based Accountability, and Results Based Facilitation.
- Support the sustainability of the work through the California Promise Neighborhood Network (CPNN), composed of the five Promise Neighborhoods in California, working to raise awareness of the work and by helping to develop the prenatal to college framework and vision for California.

### **Mission Economic Development Agency-Mission Promise Neighborhood Initiative |**

San Francisco, CA

Early Learning Manager (2013- 2017)

Built deep relationships with the ten MPN Early Learning partner organizations. Convened the group through a quarterly Early Learning Action Team working group to reach consensus on a

collective vision for school readiness and family support and to develop performance measures for the work of the collective.

- Supported the service integration work among partners to create a continuum of services using a shared database and a referral tool and network.
- Supported the building of a data and evaluation infrastructure to tell the story of the partners' aligned contributions.
- Facilitated a strategic planning process with partners to identify gaps and opportunities for working together to address systems-level change, priorities included: 1) increasing infant-toddler slots, 2) early literacy and parent leadership through the scaling of the Abriendo Puertas/Opening Doors program, and 3) Pre-K to Kinder transitions.
- Supported the collaboration of Early Learning partners and MEDA's Community Real Estate Department (CRE) to ensure that affordable housing developments include family child care and center-based slots for MPN children.

**YMCA of the Central Bay Area- Early Childhood Services Department | Berkeley, CA**  
Enrollment & Compliance Manager (2010-2012)

Successfully maintained 100% enrollment and an active waiting list of the highest needs families for a home-based program and 6 centers serving children prenatal to age five and their families.

- Managed the Enrollment and Eligibility Department and supervised a team of three staff.
- Completed quarterly internal audits to ensure that the program was compliant with all funding sources at all times.
- Established eligibility procedures that included complicated blended funding options from several federal and state sources including Early Head Start, California General Child Care for Infants and Toddlers (CCTR), Head Start, and California State Preschool Program (CSPP) to meet the needs of families needing part-time and full-time care.
- Was the Early Childhood Services Department lead in the ChildPlus database system.

**El Nido Family Centers- Early Head Start Program | South Los Angeles, CA**  
Family and Community Partnerships Specialist (2001-2010)

Supported the successful planning and implementation of an Early Head Start home visitation program for a specific geographic area within the South Los Angeles community.

- Provided capacity building for the home visiting staff working directly with families around family partnerships and goal-setting.
- Coordinated the transitions process for families leaving the Early Head Start Program and starting Preschool programs.
- Led the parent leadership work through capacity building opportunities for parents interested in supporting the governance of the program and gaining valuable advocacy skills in the process.
- Led the biennial community assessment process.
- Developed community partnerships to meet the needs of families ensuring an integrated and comprehensive system of services for children and families. Coordinated and facilitated a social-services and health collaborative with partners across the community to build strong relationships, share resources, and share best practices.
- Developed a Geographic Information Systems (GIS) map of all of the Early Head Start and Head Start programs in Los Angeles County for the local Early Head Start/Head Start collaborative, to promote integration and collaboration and break silos across organizations.

### **Education**

**Master's Degree, Urban Planning, 2001** | UCLA Luskin School of Public Affairs | Los Angeles, CA

### **Certifications and Accomplishments**

**Results Based Accountability Professional Certificate**, Clear Impact Online Certification, July 2019

**Skills to Accelerate Results (STAR) Leadership Program Participant**, Annie E. Casey Foundation & Promise Neighborhood Institute at PolicyLink (March 2014- March 2015)



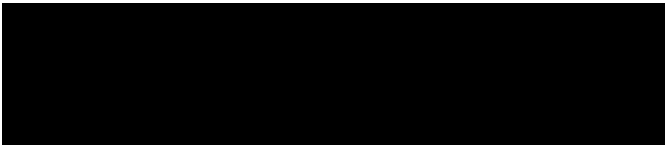
Board of Supervisors
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place, Room 244
(415) 554-5184 FAX (415) 554-7714

Application for Boards, Commissions, Committees, & Task Forces

Name of Board, Commission, Committee, or Task Force: OECE Citizen's Advisory Committee

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

Name: Sara Hicks-Kilday



California Zip: 94702

Occupation: Early Care Educator Organizing & Leadership Dev.

Work Phone: 415-891-7322 Employer: SF ECE Resource Program/DBA ECE of SF

Business Address: ECESF c/o Children's Council, 445 Church Street, San Francisco Zip: 94114

Business E-Mail: sara@ecsf.org Home E-Mail: [Redacted]

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

Check All That Apply:

Registered voter in San Francisco: Yes [ ] No [x] If No, where registered: Alameda County

Resident of San Francisco [ ] Yes [x] No If No, place of residence: Berkeley, CA

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

As director of the Early Care & Educators of San Francisco (ECESF), an organization promoting leadership of early care educators, I work closely with San Francisco's early care educators to impact policy and affect change that benefits families, children, and build systems that sustain the quality work of educators. Early care educators are predominantly woman, the vast majority women of color, and the field, despite high levels of education, is notoriously underpaid, particularly among women of color & infant toddler teachers. I lead an organization addressing equity issues including the intersections of racial and ethnic discrimination, gender discrimination, wealth inequality, and dedicated to serving San Francisco-identified target communities of children: Black, LatinX, DLL, special needs, and low-income, and promoting the importance of quality early care and education for all.

**Business and/or professional experience:**

With over 30 years in the field of early care and education, I am an early childhood educator, mentor, researcher, advocate, and systems builder. I have extensive experience as an adult educator through facilitating, developing, and coordinating workshops, regional meetings, and statewide conferences for ECE workforce development. After rolling out the initial SF CARES program at Wu Yee in 1999, five years ago I returned to San Francisco in the capacity of director of the ECESF, dedicated to magnifying educator expertise in policy and program development. I am a member of our local planning council, CPAC, and regularly attend OECE CAC meetings.

**Civic Activities:**

On the professional and home front, I am active in creating community and building education and caring systems that meet human needs. I am dedicated to building systems which recognize the value and art of caregiving and education, make work meaningful, and meaningful work sustainably paid; put caring for our youngest and oldest at the center of the social systems we build, not as an after thought dependent on a low-paid, and genderized workforce. In addition to my work in SF, I've worked with PTAs, local ECE sites, and in local community and electoral efforts, holding house and block parties to build community and ensure our seniors and youngest are cared for, and keep my pulse on opportunities to

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

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

**Date:** September 12, 2019 **Applicant's Signature: (required)** 

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

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

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

## Professional Experience

- ◆ **Director, Early Care Educators of San Francisco (ECESF)** 1/14 to present
- ◆ **Consultant, various groups & ECESF** 4/01 to 6/16
- ◆ **Early Childhood Education Organizing & Leadership Development** Berkeley, Calif.  
Oversee ECESF contract requirements and 501(c)(3) organization. Facilitate community learning sessions focused on team building, leadership, policy, advocacy, and best ECE practices. Integrate knowledge based on best statewide workforce development practices, Reggio Emilia, and the Program for Infant/Toddler Care. Trainer for PITC/WestEd as a Partners for Quality Infant Toddler Specialist.
  
- ◆ **Public Policy Officer** 10/03 to 9/10
- ◆ **Working for Quality Child Care, A Project of UWBA** San Francisco, Calif.  
Organize the California Child Development Corps, a statewide teacher/provider advocacy organization. Implement the Training and Technical Assistance Project supporting county child care stipend programs through website, written reporting, telephone, e-mail, regional meetings, and conferences.
  
- ◆ **Campaign Coordinator** 8/01 to 10/03
- ◆ **Work & Family Coalition of Alameda County** Berkeley, Calif.  
Coordinate a countywide campaign mobilizing child care workers and their allies to advocate for health care for child care workers. Plan and implement innovative health care enrollment project. Promote leadership development. Coordinate communications between individuals, groups, and officials.
  
- ◆ **CARES Coordinator** 2/00 to 7/00
- ◆ **San Francisco CARES/Wu Yee Children's Services** San Francisco, Calif.  
Design and implement first-year CARES (Compensation and Retention Encourage Stability) program. Coordinate advisory committee, program support volunteers, and technical assistance to applicants in their communities and in multiple languages. Educate wider community regarding retention and quality.
  
- ◆ **Community Organizer** 8/99 to 12/99
- ◆ **Long Range Education, Empowerment and Action Project** Berkeley, Calif.  
Design and implement campaign to promote awareness and provide organizing tools for disaster preparedness including media outreach, Town Halls, and school and community group presentations.
  
- ◆ **Research Consultant** 10/97 to 6/99
- ◆ **Orelena Hawks Puckett Institute, Inc.** Asheville, N. Carolina  
Research the role of home, family, and community in the development of children with special needs through home visits using reliable research protocol.
  
- ◆ **Teacher/Curriculum Consultant**
- ◆ **PG&E Children's Center** San Francisco, Calif., 3/92 to 3/99
- ◆ **Association of Children's Services** Oakland, Calif., 9/89 to 3/92
- ◆ **La Petit Academy** Richmond, Calif., 7/87 to 3/89  
Work with infants through after school children. Supervise faculty in curriculum and assessment development and implementation. Introduce documentation of children's explorations and discussions to support learning, teacher development, and parent involvement and understanding of children's work.
  
- ◆ **Board Member/Speakers' Bureau Member/Research Assistant** 9/88 to 9/93
- ◆ **Child Care Employee Project** Oakland, Calif.  
Organize teachers to improve early childhood educator work conditions. Present at workshops, classes, conferences, and radio talk shows. Train early childhood educators as speakers.

## Education

- ◆ **Program for Infant Toddler Caregiving Graduate** PITC/WestEd, Calif., 2011
- ◆ **MA in Special Education (emphasis on early childhood)** SFSU, Calif., 1996
- ◆ **BA in Sociology** SUNY/Binghamton, Binghamton, N.Y., 1983

## Community Involvement

- ◆ **Treasurer, Longfellow Middle School PTA, Berkeley Unified School District**
- ◆ **Commissioner, ECE Commission and Commission On Labor, City of Berkeley, Calif.**
- ◆ **Presenter, NAEYC, CAEYC, and local conferences**
- ◆ **Guest Lecturer, master's level ECE class, San Francisco State University**



September 13, 2019

Ingrid Mezquita  
Office of Early Care and Education  
1650 Mission Street Suite 312  
San Francisco CA 94103

*“CPAC sets and drives the early care and education agenda for San Francisco’s children and their families”*

**Executive Officers**

**Beverly Melugin**  
Chair

**Easter Calvit**  
1<sup>st</sup> Vice Chair

**Owen Velez**  
2<sup>nd</sup> Vice Chair

**Sara Hicks-Kilday**  
Secretary

**Mona Malan**  
Treasurer

**Graham Dobson**

**CPAC Members**

Claudia Quinonez

Easter Calvit

Fonda Davidson

Kelly Dotson

Laura Moye

Lisa Lee

Mario Paz

Nur Jehan Khaliq

Rachelle Henley

Sheila Norman

Winnie Kong

Monica Walters

Elaine Merriweather

Matt Pemberton

Elizabeth Winograd

Ada Alvarado Freund

Zulema Rubalcava

Pat Sullivan

Katie Dellamaria

**Coordinator**

Licette Montejano

Dear Ingrid,

This is to confirm that on September 11, 2019, CPAC elected Sara Hicks-Kilday by ballot vote as our representative to serve on the San Francisco Citizens Advisory Committee. Sara has the application form and will be submitting it shortly along with her resume.

Please let me know if you require any additional information.

Cordially,

Beverly Melugin



## Professional Experience

- ◆ **Director, Early Care Educators of San Francisco (ECESF)** 1/14 to present
- ◆ **Consultant, various groups & ECESF** 4/01 to 6/16
- ◆ **Early Childhood Education Organizing & Leadership Development** San Francisco, Calif.  
Oversee ECESF program, contract requirements, and 501(c)(3) organization. Facilitate community learning sessions focused on leadership, policy, advocacy, and best ECE practices. Integrate knowledge based on best statewide workforce development practices, Reggio Emilia, and the Program for Infant/Toddler Care. Trainer for PITC/WestEd as a Partners for Quality Infant Toddler Specialist.
  
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- ◆ **Working for Quality Child Care, A Project of UWBA** San Francisco, Calif.  
Organize the California Child Development Corps, a statewide teacher/provider advocacy organization. Implement the Training and Technical Assistance Project supporting county child care stipend programs through website, written reporting, telephone, e-mail, regional meetings, and conferences.
  
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- ◆ **La Petit Academy** Richmond, Calif., 7/87 to 3/89  
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- ◆ **Commissioner, ECE Commission and Commission On Labor, City of Berkeley, Calif.**
- ◆ **Presenter, NAEYC, CAEYC, and local conferences**
- ◆ **Guest Lecturer, master's level ECE class, San Francisco State University**

BOARD of SUPERVISORS



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

## VACANCY NOTICE

### OFFICE OF EARLY CARE AND EDUCATION CITIZENS' ADVISORY COMMITTEE

Replaces All Previous Notices

NOTICE IS HEREBY GIVEN of the following **vacancies, upcoming term expirations** and information on currently held seats, appointed by the Board of Supervisors:

**Vacant Seat 6**, succeeding Patricia Marie Sullivan, term expired, must be a family child care provider, for a two-year term ending May 1, 2023.

**Vacant Seat 7**, succeeding Yohana Quiroz, term expired, must be a provider of early care and education at a community-based childcare center in San Francisco, but this member cannot be a San Francisco Unified School District provider, for the unexpired portion of a two-year term ending May 1, 2022.

**Vacant Seat 8**, succeeding Candace Wong, resigned, must be a family support provider, a provider or educator who works with children with special needs, a community member with expertise in early education, a member of the mental health community specializing in early care, a member of philanthropic organization, or a member of the business community with an interest in early care and education issues, for a two-year term ending May 1, 2023.

**Vacant Seat 9**, Sandee Blechman, resigned, must be a representative of the Childcare Planning and Advisory Council and nominated to the Board of Supervisors, for the unexpired portion of a two-year term ending May 1, 2022.

Reports: The Advisory Committee worked with the Office of Early Care and Education to develop a strategic plan and proposal that addressed the expansion of quality universal early care in San Francisco.

Sunset Date: None.

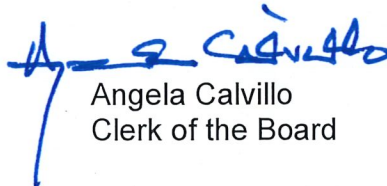
Additional information relating to the Office of Early Care and Education Citizens' Advisory Committee may be obtained by reviewing Administrative Code, Sections 2A.310 and 5.120, at [https://codelibrary.amlegal.com/codes/san\\_francisco/latest/overview](https://codelibrary.amlegal.com/codes/san_francisco/latest/overview).

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

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

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

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



Angela Calvillo  
Clerk of the Board

vy:lw:ams

DATED/POSTED: February 26, 2021

San Francisco  
BOARD OF SUPERVISORS

Date Printed: March 24, 2017

Date Established: January 18, 2015

Active

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**OFFICE OF EARLY CARE AND EDUCATION CITIZENS' ADVISORY COMMITTEE**

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**Contact and Address:**

Barbara Carlson  
1650 Mission Street  
Suite 312  
San Francisco, CA 94103

Phone: (415) 355-3663

Fax:

Email: barbara.carlson@sfgov.org

**Authority:**

---

Administrative Code, Sections 2A.310 and 5.120 (Ordinance No. 261-14)

---

**Board Qualifications:**

---

The Office of Early Care and Education Citizens' Advisory Committee (Advisory Committee) was established to make recommendations to the Office of Early Care and Education (OECE) regarding their mission of providing early education for children ages zero to five in San Francisco and other City departments involved in early education initiatives. The Advisory Committee shall also advise the OECE on developing a strategic plan and a proposal for expanding high-quality early education in San Francisco, and offer expertise in the areas of policy, planning, collaboration, and strategic partnerships. The OECE shall provide staffing to the Advisory Committee, including information requests.

The Advisory Committee shall consist of a total of nine (9) members who shall be appointed by April 1, 2015.

The Mayor shall nominate five (5) members, effective immediately unless rejected by a two-thirds vote of the Board of Supervisors within 30 days following transmittal of the Mayor's notice of appointment to the Clerk of the Board of Supervisors, as follows:

> Seat 1: Must be a parent or guardian of a child who is enrolled in a facility that provides early care and education services, which includes child care, early care, preschool, infant and toddlers care.

> Seat 2: Must be a representative of the San Francisco Unified School District's Early Education Division, or any successor to that division, recommended by the Superintendent of Schools. If the Superintendent of Schools fails to make a recommendation by April 1, 2015, the

San Francisco  
BOARD OF SUPERVISORS

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Mayor may nominate a person to hold this seat.

> Seat 3: Must be an early care and education provider that serves infants and toddlers ages zero to three.

> Seat 4: Must be a family support provider, a provider or educator who works with children with special needs, a community member with expertise in early education, a member of the mental health community specializing in early care, a member of a philanthropic organization, or a member of the business community with an interest in early care and education issues.

> Seat 5: Must be a representative of an institution of higher education that specializes in early care and education.

The Board of Supervisors shall appoint four (4) members, as follows:

> Seat 6: Must be a family child care provider.

> Seat 7: Must be a provider of early care and education at a community-based childcare center in San Francisco, but this member cannot be a San Francisco Unified School District provider.

> Seat 8: Must be a family support provider, a provider or educator who works with children with special needs, a community member with expertise in early education, a member of the mental health community specializing in early care, a member of philanthropic organization, or a member of the business community with an interest in early care and education issues.

> Seat 9: Must be a representative of the Childcare Planning and Advisory Council recommended to the Board of Supervisors by the Childcare Planning and Advisory Council.

Members shall serve for two years, except that the members initially appointed to Seats 1, 3, 5, 7, and 9 shall serve for three years; thereafter, the members shall serve for two years. The terms of the initial appointees shall commence on May 1, 2015. No member shall serve more than two consecutive terms. Members serving more than half of an expired portion of a term shall count as serving a full term. The Advisory Committee shall meet at least four times a year and hold its first meeting by May 1, 2015.

Reports: The Advisory Committee shall work with the Office of Early care and Education to develop a strategic plan and proposal, to be submitted to the Board of Supervisors no later than January 1, 2016, that addresses the expansion of quality universal early care in San Francisco.

Sunset Date: None.

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

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City and County of San Francisco  
London N. Breed  
Mayor

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



## Acknowledgements

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

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

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

President Debbie Mesloh

Vice President Breanna Zwart

Commissioner Shokooh Miry

Commissioner Carrie Schwab-Pomerantz

Commissioner Andrea Shorter

Commissioner Julie D. Soo

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

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

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## Executive Summary

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

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

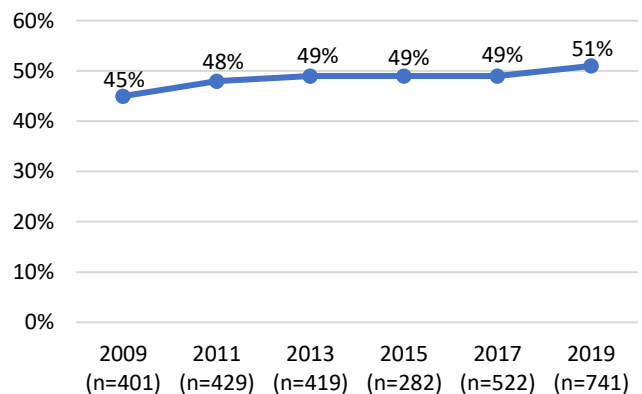
The *2019 Gender Analysis* evaluates the representation of women; people of color; lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) individuals; people with disabilities; and veterans on San Francisco policy bodies.

### Key Findings

#### Gender

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

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



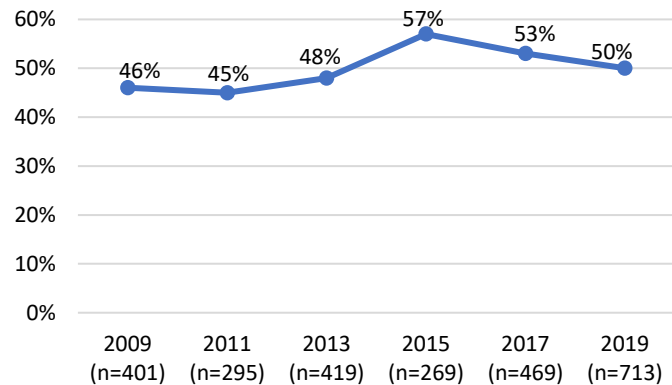
Source: SF DOSW Data Collection & Analysis.

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

## Race and Ethnicity

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

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

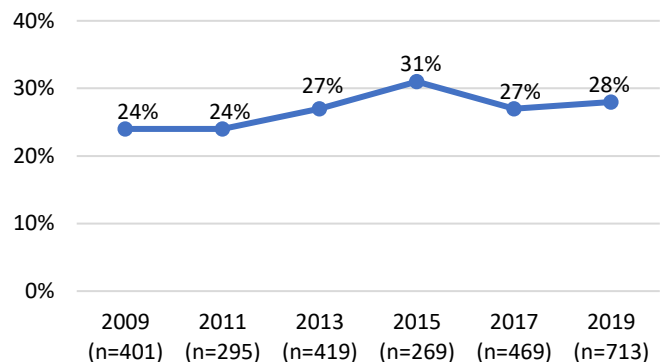


Source: SF DOSW Data Collection & Analysis.

## Race and Ethnicity by Gender

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

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



Source: SF DOSW Data Collection & Analysis.

### Additional Demographics

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

### Proxies for Influence: Budget & Authority

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

### Appointing Authorities

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

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

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

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

## I. Introduction

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

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

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

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

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<sup>2</sup> San Francisco Administrative Code Chapter 33.A.  
[http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter33alocalimplementationoftheunited?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco\\_ca\\$anc=JD\\_Chapter33A](http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter33alocalimplementationoftheunited?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_Chapter33A).

## II. Gender Analysis Findings

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

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

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

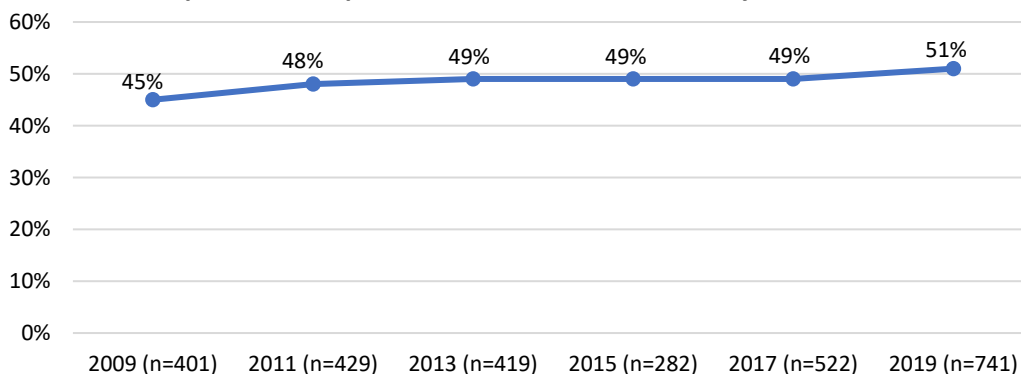
Source: SF DOSW Data Collection & Analysis.

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

### A. Gender

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

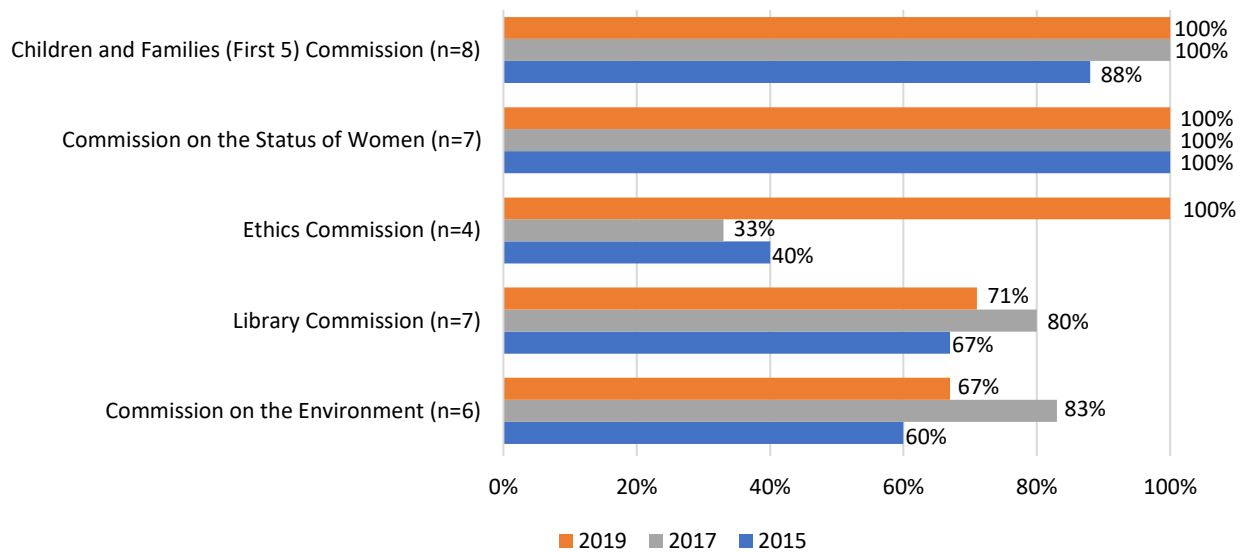
**Figure 2: 10-Year Comparison of Representation of Women on Policy Bodies**



Source: SF DOSW Data Collection & Analysis.

Figures 3 and 4 analyze Commissions and Boards. Figure 3 showcases the five Commissions and Boards with the highest representation of women appointees as compared to 2015 and 2013. The Children and Families (First Five) Commission and the Commission on the Status of Women are currently comprised of all women appointees. This finding has been consistent for the Commission on the Status of Women in 2015 and 2017. While the Ethics Commission has 100% women appointees, much more than 2015 and 2017, its small size of five appointees means that minimal changes in its demographic composition greatly impacts percentages. This is also the case for other policy bodies with a small number of members. The Library Commission and the Commission on the Environment are fourth and fifth on the list at 71% and 67% women, respectively, with long standing female majorities on each.

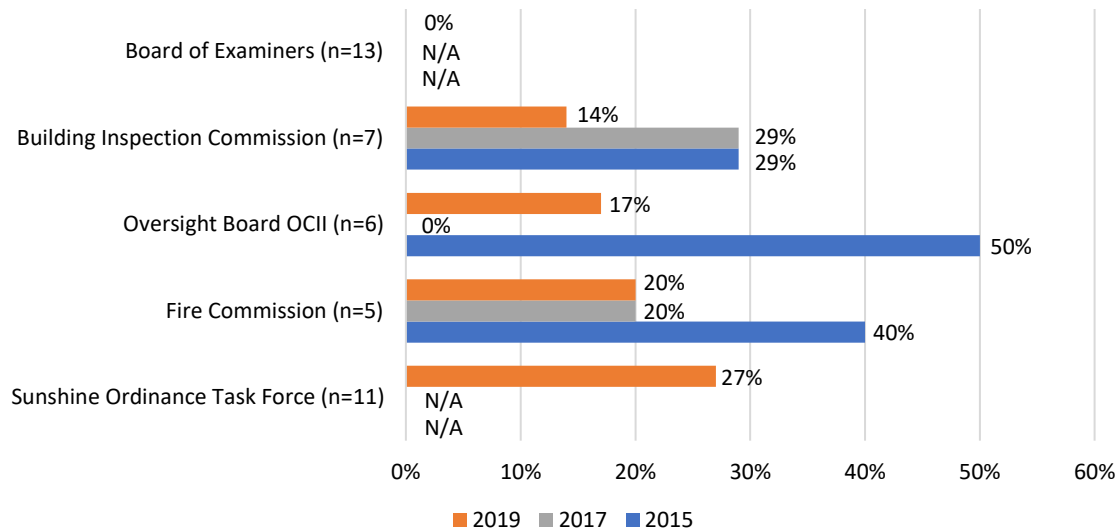
**Figure 3: Commissions and Boards with Highest Percentages of Women, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

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

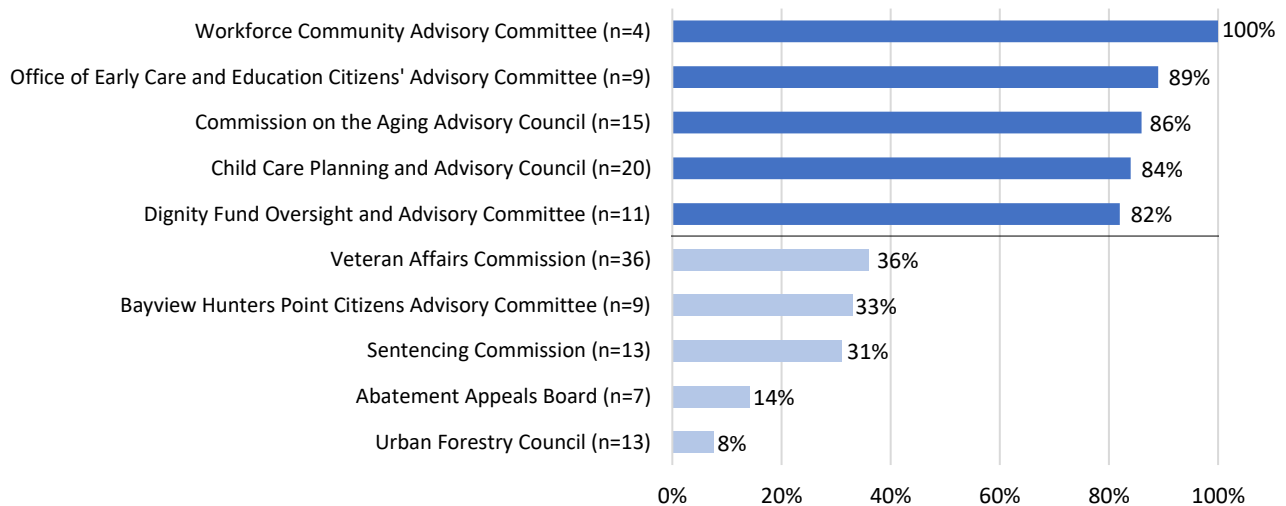
**Figure 4: Commissions and Boards with Lowest Percentage of Women, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

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

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



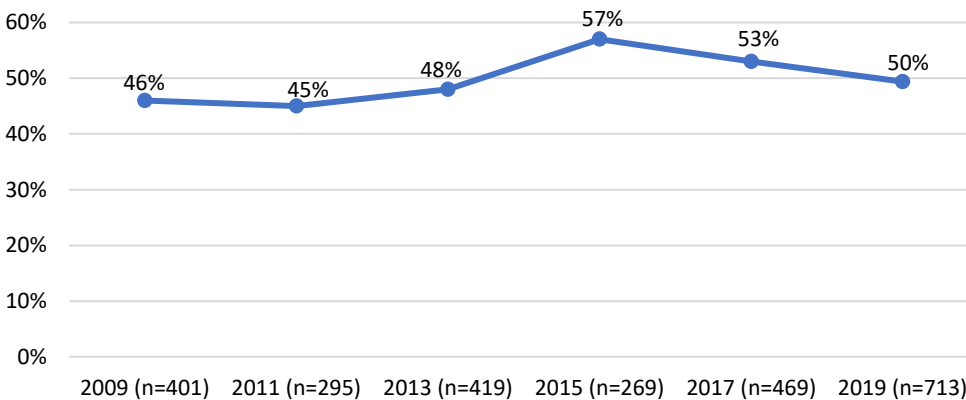
Source: SF DOSW Data Collection & Analysis.



## B. Race and Ethnicity

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

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



Source: SF DOSW Data Collection & Analysis.

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

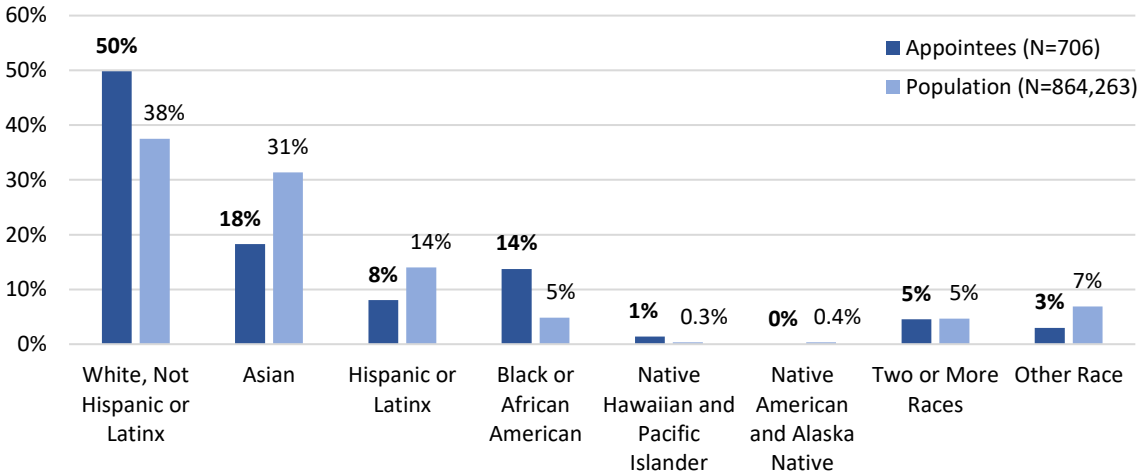
Considerably underrepresented racial and ethnic groups on San Francisco policy bodies compared to the San Francisco population are individuals who identify as Asian or Latinx. While Asians are 31% of the San Francisco population, they only make up 18% of appointees. While the Latinx population of San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

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

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

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

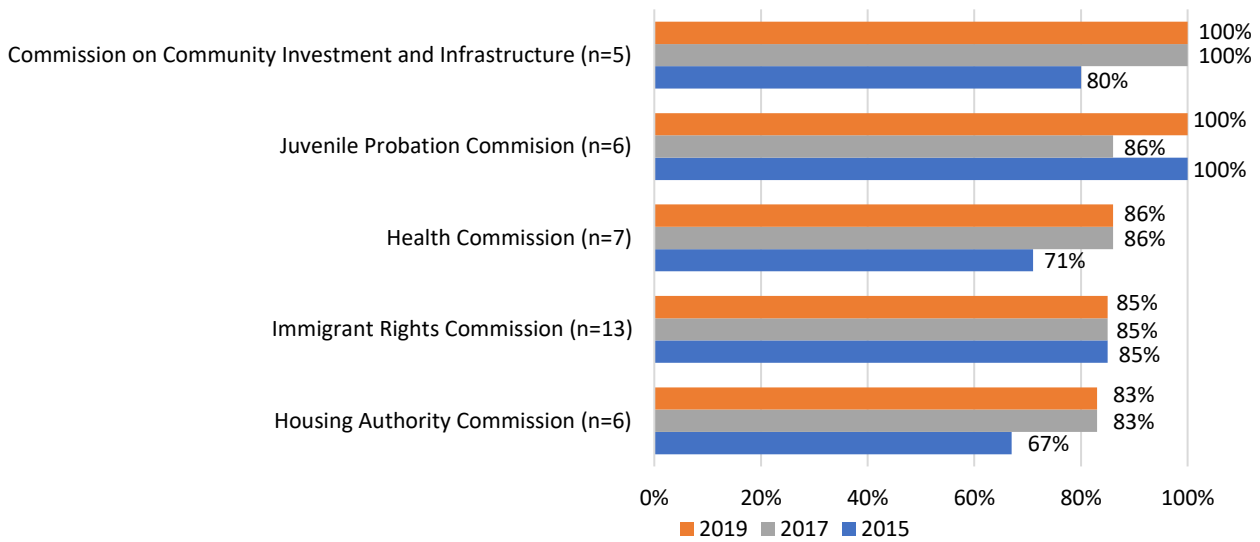
**Figure 7: Race and Ethnicity of Appointees Compared to San Francisco Population, 2019**



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

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

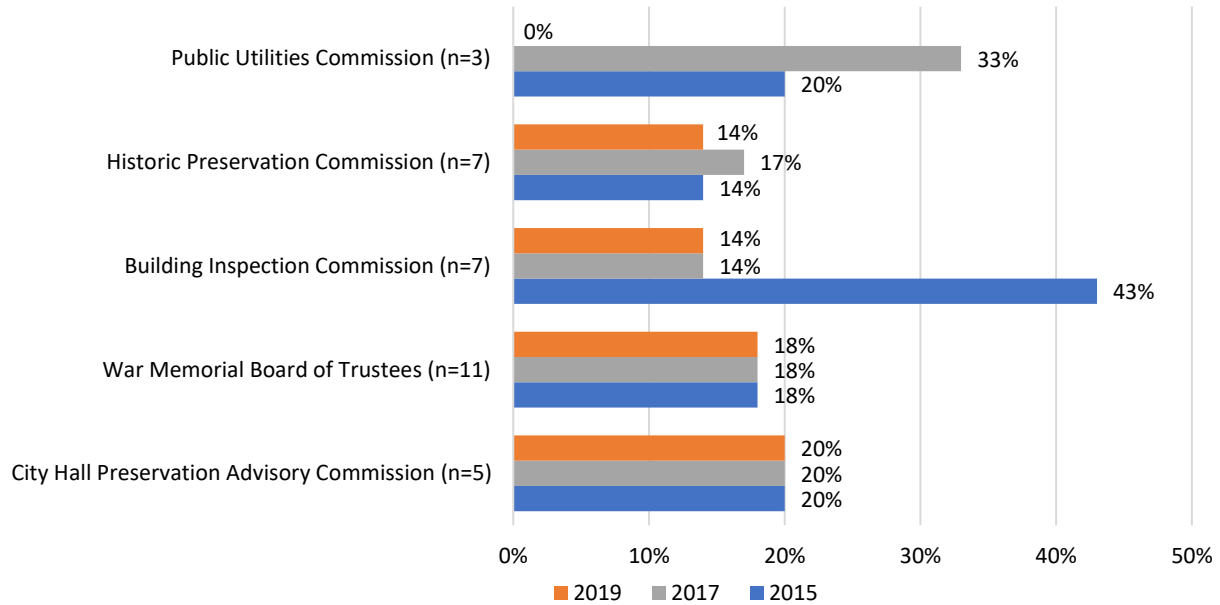
**Figure 8: Commissions and Boards with Highest Percentage of People of Color, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

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

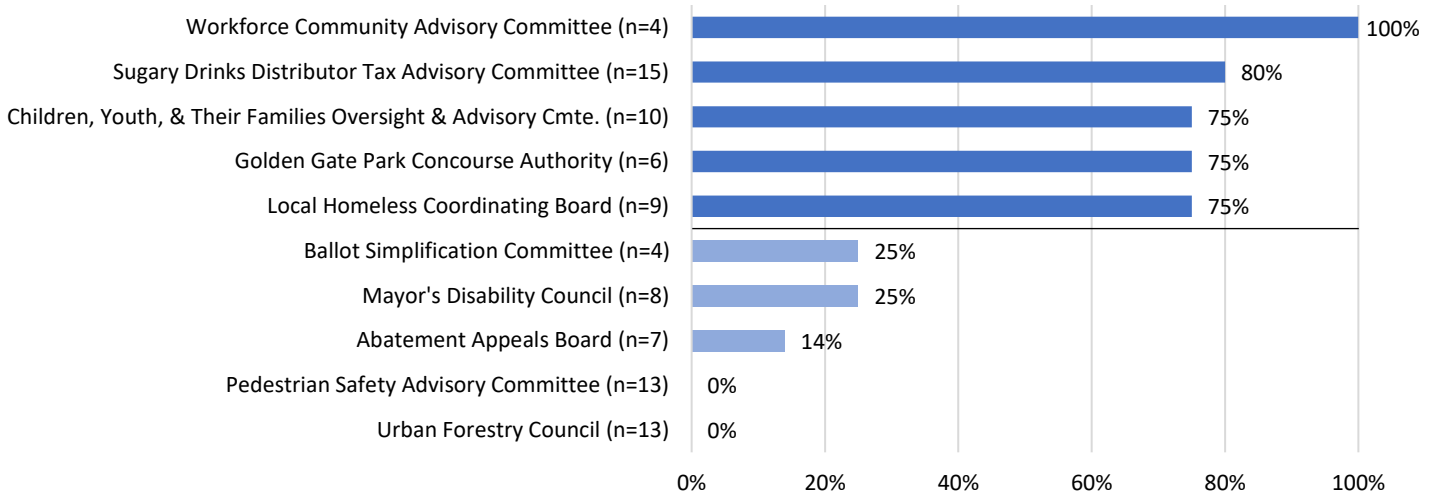
**Figure 9: Commissions and Boards with Lowest Percentage of People of Color, 2019 Compared to 2017, 2015**



Source: SF DOSW Data Collection & Analysis.

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

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

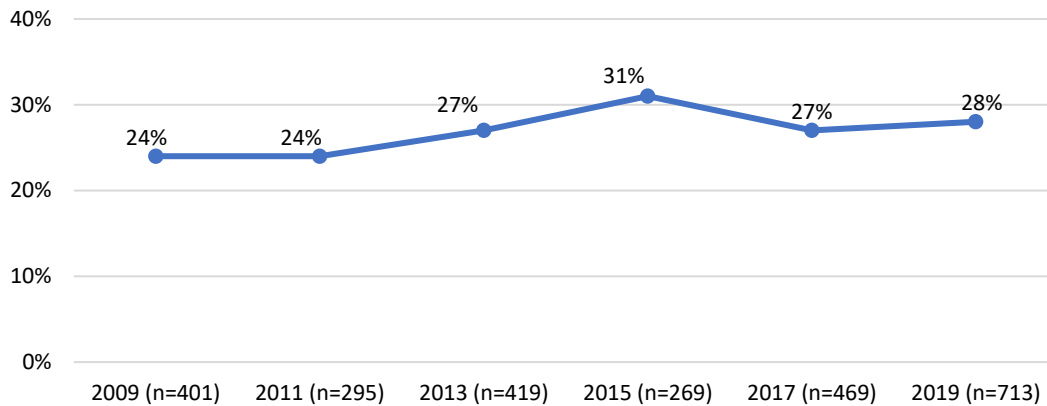


Source: SF DOSW Data Collection & Analysis.

### C. Race and Ethnicity by Gender

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

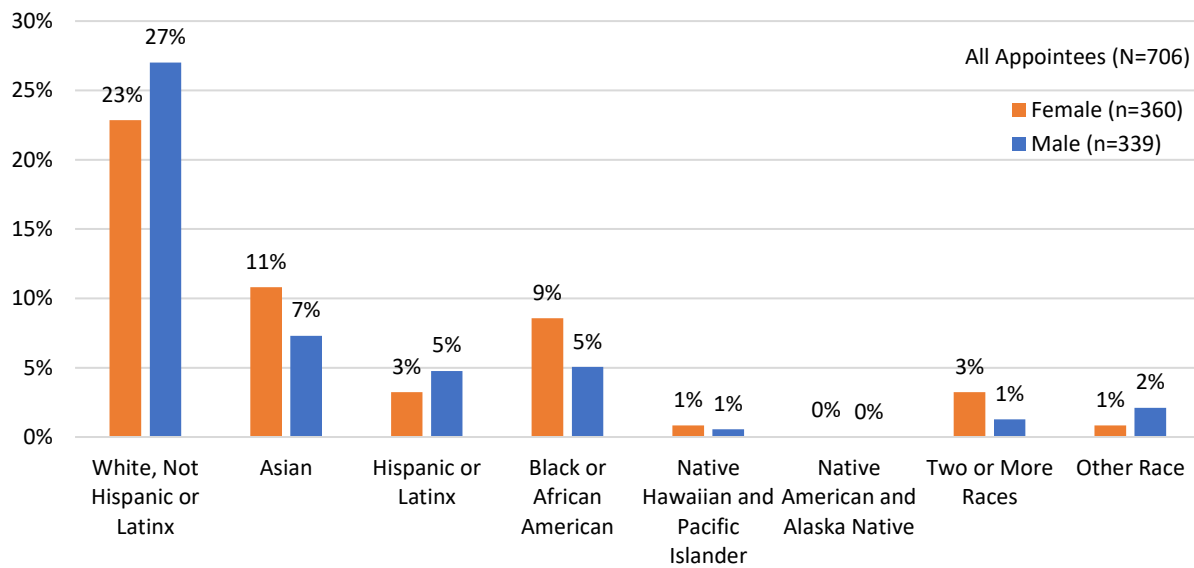
**Figure 11: 10-Year Comparison of Representation of Women of Color on Policy Bodies**



Source: SF DOSW Data Collection & Analysis.

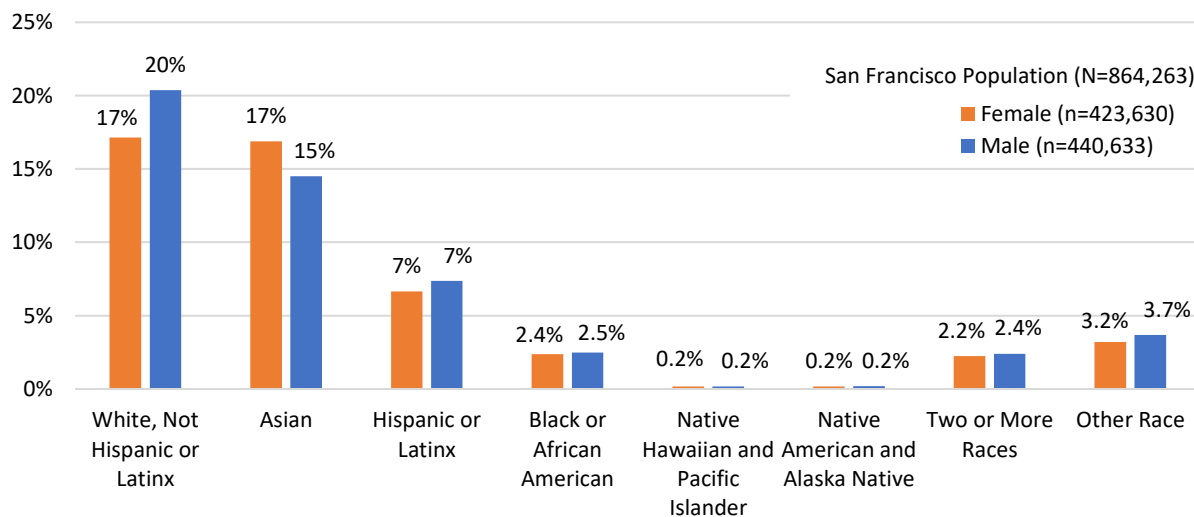
The following figures present the breakdown for appointees and the San Francisco population by race and ethnicity and gender. White men and women are overrepresented, holding 27% and 23% of appointments, respectively, compared to 20% and 17% of the population, respectively. Asian men and women are both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

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



Source: SF DOSW Data Collection & Analysis.

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



Source: 2017 American Community Survey 5-Year Estimates.

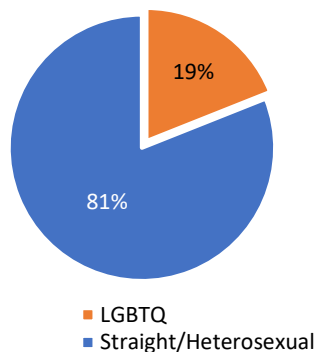
## D. LGBTQ Identity

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

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

**Figure 14: LGBTQ Identity of Appointees, 2019**

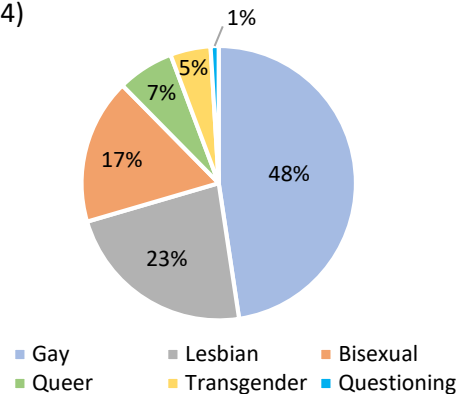
(N=548)



Source: SF DOSW Data Collection & Analysis.

**Figure 15: LGBTQ Population of Appointees, 2019**

(N=104)



Source: SF DOSW Data Collection & Analysis.

## E. Disability Status

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

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

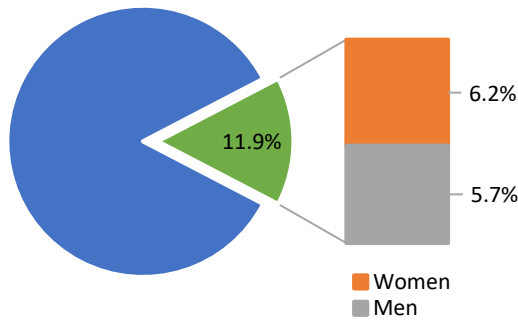
<sup>6</sup> Gary J. Gates and Frank Newport, "San Francisco Metro Area Ranks Highest in LBGT Percentage," *GALLUP* (March 20, 2015) [https://news.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbt-percentage.aspx?utm\\_source=Social%20Issues&utm\\_medium=newsfeed&utm\\_campaign=tiles](https://news.gallup.com/poll/182051/san-francisco-metro-area-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

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

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

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

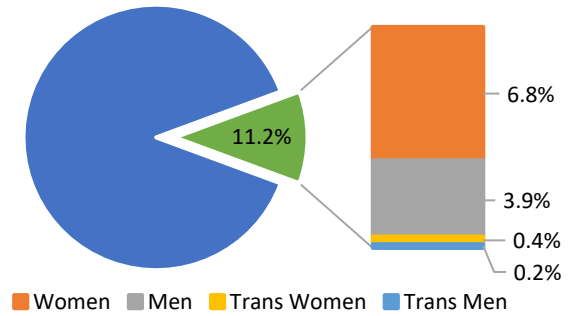
(N=744,243)



Source: 2017 American Community Survey 5-Year Estimates.

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

(N=516)



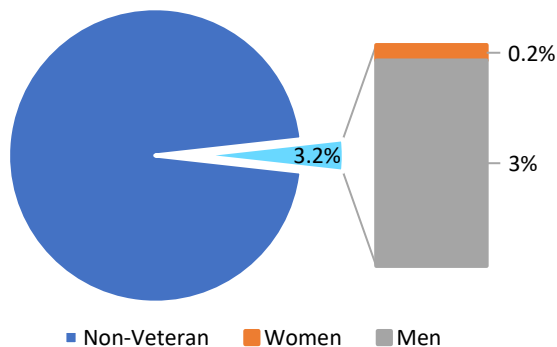
Source: SF DOSW Data Collection & Analysis.

## F. Veteran Status

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

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

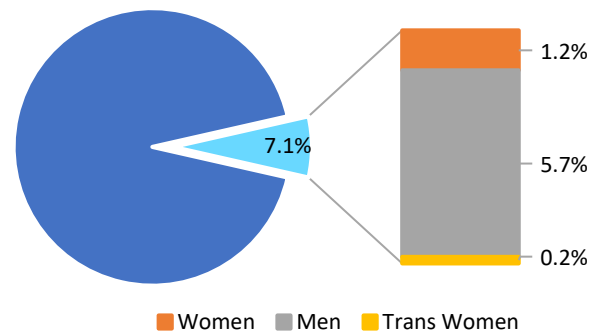
(N=747,896)



Source: 2017 American Community Survey 5-Year Estimates.

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

(N=494)



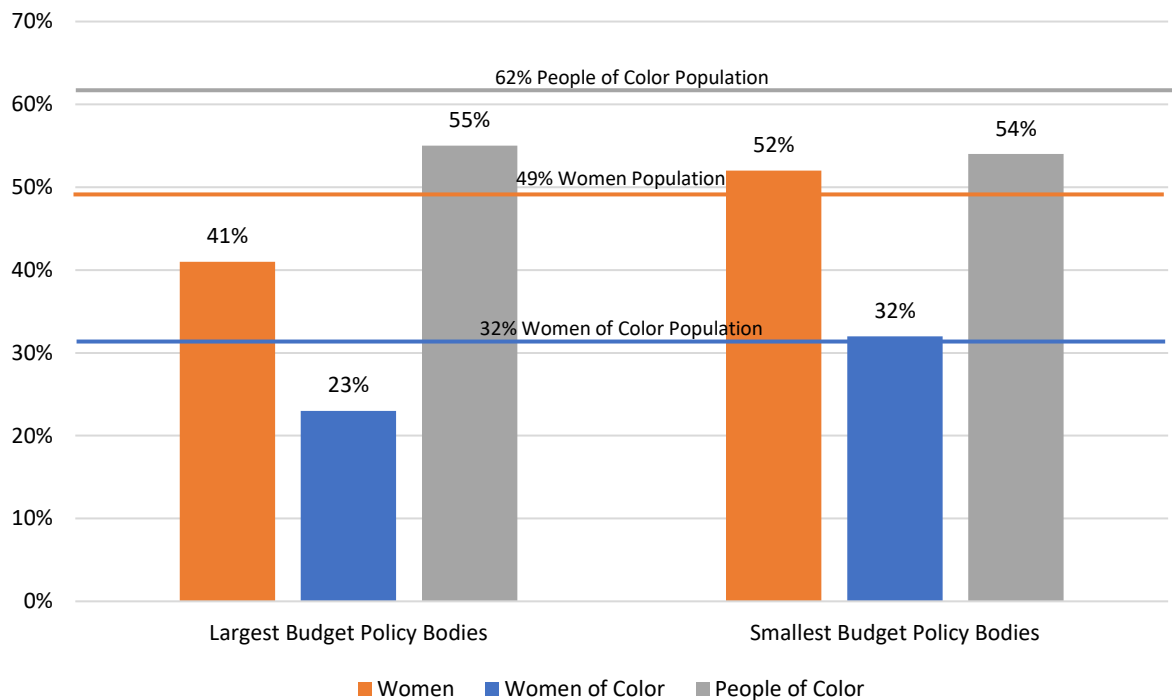
Source: SF DOSW Data Collection & Analysis.

## G. Policy Bodies by Budget

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

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

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



Source: SF DOSW Data Collection & Analysis.



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

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

Source: SF DOSW Data Collection & Analysis.

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

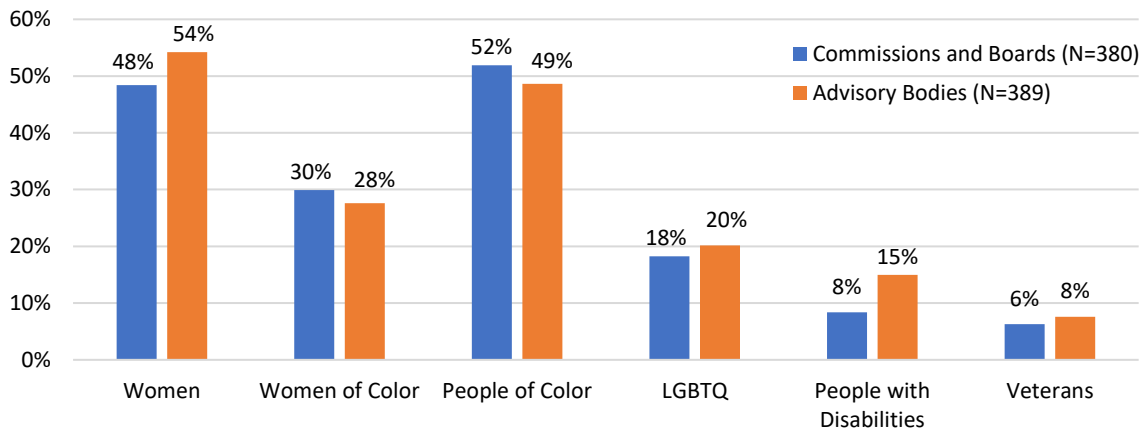
Body	FY18-19 Budget	Total Seats	Filled Seats	Women	Women of color	People of Color
Rent Board Commission	\$8,543,912	10	9	44%	11%	33%
Commission on the Status of Women	\$8,048,712	7	7	100%	71%	71%
Ethics Commission	\$6,458,045	5	4	100%	50%	50%
Human Rights Commission	\$4,299,600	12	10	50%	50%	70%
Small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

Source: SF DOSW Data Collection & Analysis.

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

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

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

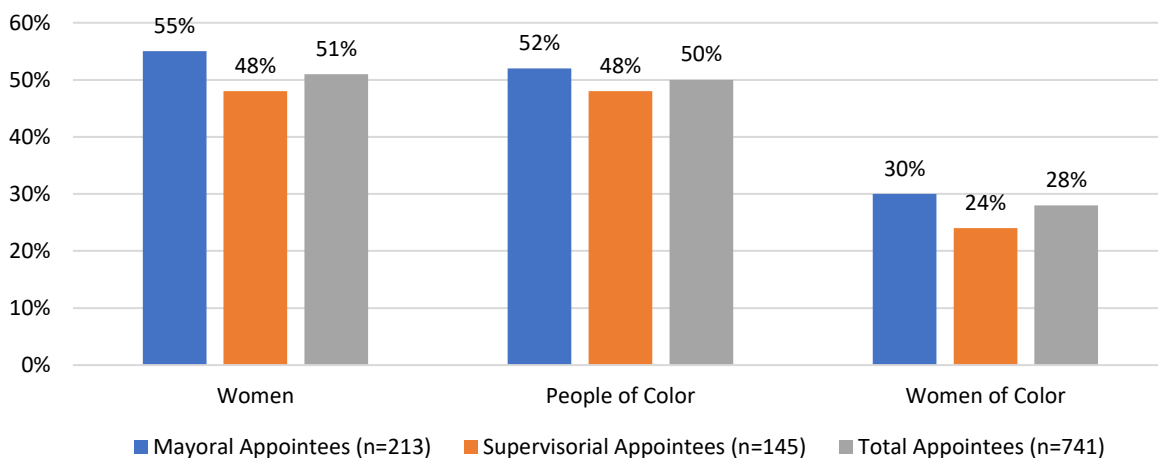


Source: SF DOSW Data Collection & Analysis.

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

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

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



Source: SF DOSW Data Collection & Analysis.

### III. Conclusion

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

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

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

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

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

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

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

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

## IV. Methodology and Limitations

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

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

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

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

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

## Appendix

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

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

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

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

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

Source: SF DOSW Data Collection & Analysis, 2019.

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

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

Source: 2017 American Community Survey 5-Year Estimates.

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

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

Source: 2017 American Community Survey 5-Year Estimates.



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