File No. 251276 **Committee Item No.** 2
Board Item No. 19

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Rules Committee **Date** Jan 5, 2026

Board of Supervisors Meeting **Date** Jan. 13, 2026

Cmte Board

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

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

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Completed by: Victor Young **Date** Dec 30, 2025
Completed by: _____ **Date** _____

FILE NO. 251276 MOTION NO.

[Appointments, Inclusionary Housing Technical Advisory Committee - Saki Baily and Tiffany Bohee]

Motion appointing Saki Baily (residency requirement waived) and Tiffany Bohee to the Inclusionary Housing Technical Advisory Committee, for unlimited terms.

MOVED, That the Board of Supervisors of the City and County of San Francisco does hereby appoint the hereinafter designated persons to serve as members of the Inclusionary Housing Technical Advisory Committee, pursuant to the provisions in Administrative Code, Article XXIX, Chapter 5, Sections 5.29-1 through 5.29-7, for the terms specified:

Saki Baily (residency requirement waived), seat 1, succeeding Peter Cohen, resigned, must have experience and expertise in the development finance, for an unlimited term;

Tiffany Bohee, seat 2, succeeding Fernando Marti, resigned, must have experience and expertise in the development finance, for an unlimited term; be it

FURTHER MOVED, That the Board of Supervisors makes the following findings:

1. The membership of the Inclusionary Housing Technical Advisory Committee has a goal to be representative of the diversity of the City and County of San Francisco.

2. Applicant Saki Baily, who is not resident of San Francisco, is a person with experience that uniquely qualifies them to serve on the Inclusionary Housing Technical Advisory Committee.

3. The Inclusionary Housing Technical Advisory Committee has attempted to fill the positions, for which Saki Baily was nominated, with an individual who is a City resident and who has the specific experience, skills, and qualifications, but has been unable to do so at this time. The Rules Committee has certified that Saki Baily is qualified to serve on the Inclusionary Housing Technical Advisory Committee.

4. After exercising due diligence, the Board of Supervisors concludes that there is no other possible representative, who is a resident of San Francisco, and who has the specific experience, skills, or qualifications possessed by these applicants, and who as willing to serve on the Inclusionary Housing Technical Advisory Committee at this time; and, be it

FURTHER MOVED, That the Board of Supervisors waives the residency requirement for Saki Baily, as allowed in cases where no qualified City resident, willing to serve, can be found, pursuant to Charter, Section 4.101(a)(2), that requires person(s) appointed to boards, commissions, and advisory bodies established by legislative act of the Board of Supervisors to be resident(s) of the City and County of San Francisco.

BOARD of SUPERVISORS

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

Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: TAC

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

Full Name: Saki Bailey

[redacted] Zip Code: 94945

[redacted] Occupation: Executive Director

Work Phone: _____ Employer: San Francisco Community Land Trust

Business Address: 44 Page St. Suite 503 Zip Code: 94102

Business Email: sbailey@sfclt.org Home Email [redacted]

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

Resident of San Francisco: Yes ☐ No ■ If No, place of residence: Novato

18 Years of Age or Older: Yes ■ No ☐

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

I am the Executive Director of the San Francisco Community Land Trust (SFCLT), where I work to advance permanently affordable housing, prevent displacement, and support community stewardship of land in San Francisco. My professional background combines legal expertise, housing policy, nonprofit leadership, and direct experience in real estate acquisition and program development focused on low-income and historically marginalized communities.

My work centers on shared equity housing models—including community land trusts, limited equity housing cooperatives, and small-site acquisition strategies—that serve low-income households, communities of color, seniors, immigrants, and long-term San Francisco residents at risk of displacement. Through my leadership at SFCLT and prior work at Bay Area Community Land Trust, I have collaborated closely with tenants, community-based organizations, labor, advocates, and local governments to address racial and economic inequities in housing access.

I bring a perspective grounded in both lived community engagement and advanced legal and policy training, with a deep understanding of how local governance decisions affect neighborhood stability, affordability, and community control in San Francisco.

I was a resident of San Francisco during my time in lawschool and lived in the Mission and the Tenderloin. I identify as a woman of color.

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

Business and/or Professional Experience:

Executive Director, San Francisco Community Land Trust (SFCLT 4+)
Provides organizational leadership for a nonprofit dedicated to acquiring, stewarding, and preserving permanently affordable housing in San Francisco through community land trust and shared equity models.

Nonprofit Management & Program Development (15+ years)
Extensive experience leading and developing housing programs, organizational strategy, policy advocacy, and cross-sector partnerships.

Legal and Academic Expertise
Licensed attorney with a J.D. and Ph.D. in law and legal theory. Scholarly research focused on the legal regulation of community land trusts, cooperative housing formation, incorporation, real estate law, property law, and the commons.

Published Author
Author of three books and numerous academic and non-academic articles on real estate law, property law, community land trusts, and shared equity housing, with publications translated into multiple languages.

Bay Area Community Land Trust (BACLT)
Former staff member responsible for real estate acquisition and program management, including work to develop the City of Berkeley's first pilot Small Sites program targeting displacement prevention in buildings of 5–25 units, as well as helped to draft the Berkeley TOPA (Tenant Opportunity to Purchase Act-not yet passed).

Civic Activities:

2024- Present, Advisory Committee Member, California State Senate Bill 555 (Stable Affordable Housing Act of 2023)
– Only advisory committee member representing Community Land Trusts
2025 Credit Committee, Community Ownership for Community Power Fund
2025 Social Housing Table (Coalition for Social Housing including Housing Now, Tenants Together, and Public Advocates)
2023-Present, Board Member, Community Ownership for Community Power Fund
2023 Housing Stability Oversight Board
2018-2021, Board Member, Community Land Trust Network, Chair of Committee of LEHC Legislation
Ongoing advocacy for policies that expand community land trusts and other shared equity housing models at the local and state level

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

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

Date: 12/19/2025 Applicant's Signature (required): Saki Bailey

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

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

FOR OFFICE USE ONLY:

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

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

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Application for Boards, Commissions, Committees, & Task Forces

Name of Board/Commission/Committee/Task Force: Inclusionary Housing Technical Advisory Committee

Seat # (Required - see Vacancy Notice for qualifications): any vacancy in Seats 1 to 4

Full Name: Tiffany Bohee

[redacted] Zip Code: 94131

Home Phone: _____ Occupation: Affordable Housing Developer, Owner & Operator

Work Phone: 415.963.1903 Employer: Mercy Housing

Business Address: 1256 Market Street, San Francisco, CA Zip Code: 94102

Business Email: tiffany.bohee@mercyhousing.org Home Email: _____

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

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

18 Years of Age or Older: Yes ■ No ☐

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

I'm honored to apply to serve on the Inclusionary Housing Technical Advisory Committee. My career has been dedicated to advancing equitable urban development and expanding affordable housing opportunities for San Francisco's diverse communities. I'm passionate about leveraging my experience to ensure inclusive growth and housing stability for all residents in San Francisco.

As the President of Mercy Housing California, I lead the state's operations, including real estate development, fundraising, resident services, and local and state policy initiatives. Mercy Housing California has a portfolio of over 160 affordable communities, including more than 60 properties in San Francisco serving over 8,000 residents. Our work supports low-income families, seniors, veterans, people who have experienced homelessness, people living with HIV/AIDS, and people with disabilities. Under my leadership at Mercy Housing California, we are developing 4,000 new affordable homes across the Bay Area, Los Angeles, and the Sacramento Valley.

My commitment to diversity, equity, and inclusion is reflected in both organizational priorities and personal values. I strive to represent the full spectrum of San Francisco's neighborhoods and demographic groups, ensuring that our housing solutions address the needs of all communities.

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

Business and/or Professional Experience:

I bring over two decades of transformative impact in both the public and private sectors. In addition to my role at the helm of Mercy Housing California, my career includes pivotal roles at Lendlease and the San Francisco Office of Community Investment and Infrastructure (OCII). At Lendlease, I championed ambitious mixed-use, mixed-income developments, setting a benchmark for the triple-bottom-line approach, balancing environmental sustainability, community well-being, and economic vitality. During my tenure as the OCII Executive Director, I led the revival of iconic districts such as Mission Bay, Transbay, and Hunters Point Shipyard/Candlestick Point, contributing thousands of affordable homes and driving economic revitalization in underinvested communities.

My leadership and track record have earned recognition, including designations such as Most Influential Women in Business from the *San Francisco Business Times* and *Silicon Valley Business Journal*. I was also commended by Mayor Edwin M. Lee and the San Francisco Board of Supervisors for my significant contributions to the City and County and San Francisco for my leadership at the San Francisco Redevelopment Agency and the Office of Community Investment and Infrastructure. I have a Bachelor of Arts in politics from Princeton University.

Civic Activities:

My civic engagement activities demonstrate an ongoing commitment to advancing equitable urban development in San Francisco. I currently serve on the board of directors of the San Francisco Urban Land Institute and am the vice-chair of the San Francisco Urban Land Institute Public-Private Partnership Local Product Council. I also served on the board of directors of TNDC from 2017 to 2024, including serving as chairperson. TNDC's mission is to develop community and provide affordable housing and services for people with low incomes in the Tenderloin and throughout San Francisco to promote equitable access to opportunity and resources.

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

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

Date: 12/26/25 Applicant's Signature (required): Tiffany Bohee

(Manually sign or type your complete name.

NOTE: By typing your complete name, you are hereby consenting to use of electronic signature.)

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

FOR OFFICE USE ONLY:

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

INCLUSIONARY HOUSING TECHNICAL ADVISORY COMMITTEE

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

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

Membership and Seat Qualifications

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
1	BOS	VACANT	Unlimited term. Each member shall serve at the pleasure of the member's appointing authority, and may be removed by their appointing officer at any time for any reason.	Shall have experience and expertise in development finance.
2	BOS	VACANT		
3	BOS	Whitney Jones		
4	BOS	Shannon Way		
5	Mayor	Jesse Blout		
6	Mayor	Rebecca Foster		
7	Mayor	Eric Tao		
8	Mayor	VACANT		

BOARD OF SUPERVISORS (BOS) APPLICATION FORMS AVAILABLE HERE

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

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

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

Applications and other documents may be submitted to BOS-Appointments@sfgov.org

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

The Inclusionary Housing Technical Advisory Committee was established to advise the City Controller on the triennial Economic Feasibility Analysis (Analysis) on the City's inclusionary affordable housing obligations set forth in Planning Code, Section 415 et seq. The Analysis shall include sensitivity analyses of key economic parameters that can vary significantly over time, such as, but not limited to: interest rates; capitalization rates; equity return rates; land prices; construction costs; project scale, available state and federal housing finance programs including Low Income Housing Tax Credits readily available for market rate housing; tax exempt bond financing; Federal Housing Administration and U.S. Department of Housing and Urban Development mortgage insurance; available City or local housing finance programs, such as Enhanced Infrastructure District and tax increments; zoning changes that increase or decrease development potential; variable City exactions, including community benefit fees, capacity charges, community facilities districts; the value of state density bonus, concessions and incentives under California Government Code Section 65915 and any other state law that confers value to development and which project sponsors may attempt to avail themselves of; and public-private partnership development agreements where applicable and other factors as deemed reasonably relevant. The first Analysis shall be submitted to the Board of Supervisors by July 31, 2016, and by October 31st for subsequent years. Thereafter, the Controller shall repeal this process at least every 36 months, or more frequently as deemed necessary by the Controller in response to a significant shift in economic or market conditions.

The Advisory Committee shall consist of eight (8) members who "shall have experience and expertise in development finance," as follows:

- Four (4) seats (Seat Nos. 1 through 4): appointed by the Board of Supervisors
- Four (4) seats (Seat Nos. 5 through 8): appointed by the Mayor.

Each member shall serve at the pleasure of the member's appointing authority, and may be removed by their appointing officer at any time for any reason. Each member appointed to the Advisory Committee shall serve for an unlimited term.

Reports: The Advisory Committee is not required to prepare written reports, but they will consult with the City Controller on the Economic Feasibility Analysis of the City's inclusionary affordable housing obligations set forth in Planning Code, Section 415 et seq.

Holdover Limit: Not Applicable

Authority: Administrative Code, Article XXIX, Sections 5.29-1 et seq. (Ordinance Nos. 76-16; and 198-18)

Sunset Date: None

Contact: Claire Stone
Controller
City Hall, Room 316
(415) 554-7500
claire.stone@sfgov.org

Updated: December 10, 2025

DEPARTMENT ON THE STATUS OF

WOMEN

CITY AND COUNTY OF SAN FRANCISCO

Gender Analysis
San Francisco Commissions and Boards
FY 2020-2021

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

London N. Breed
Mayor

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

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

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

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

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

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

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

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

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

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Table of Contents

I. Introduction 1

II. Findings 2

A. Gender 2

B. Race and Ethnicity 5

C. Race and Ethnicity by Gender 8

D. LGBTQIA+ Identity 10

E. Disability Status 11

F. Veteran Status 12

G. Policy Bodies by Budget 14

H. Comparison of Advisory Body, Commission, and Board Demographics 16

I. Demographics of Mayoral, Supervisorial, and Total Appointees 17

J. Religious Affiliations 18

III. Methodology and Limitations 19

IV. Conclusion 21

V. Appendix 23

VI. Acknowledgements 29

Table of Figures

Figure 1: Summary Data of Policy Body Demographics, 2021 2

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

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

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

Figure 5: Advisory Bodies with the Highest Percentage of Women, 2021 4

Figure 6: 10-Year Comparison of Representation of People of Color on Policy Bodies 5

Figure 7: Race and Ethnicity of Appointees Compared to San Francisco Population, 2021 6

Figure 8: Commissions and Boards with Highest Percentage of People of Color, 2021 Compared to 2019 and 2017 7

Figure 9: Commissions and Boards with Lowest Percentage of People of Color, 2021 Compared to 2019 and 2017 7

Figure 10: 10-Year Comparison of Representation of Women of Color on Policy Bodies 8

Figure 11: Appointees by Race/Ethnicity and Gender, 2021 9

Figure 12: San Francisco Population by Race/Ethnicity, 2019 9

Figure 13: LGBTQIA+ Identity of Appointees, 2021 10

Figure 14: LGBTQIA+ Population of Appointees, 2019 11

Figure 15: Disability Status of Appointees, 2021 11

Figure 16: Appointees with One or More Disabilities by Gender Identity, 2021 12

Figure 17: San Francisco Adult Population with Military Service by Gender, 2019 13

Figure 18: Appointees with Military Service, 2021 13

Figure 19: Appointees with Military Service by Gender, 2021 14

Figure 20: Percent of Women, Women of Color, and People of Color on Commissions and Boards with Largest and Smallest Budgets in Fiscal Year 2020-2021 15

Figure 21: Demographics of Commissions and Boards with Largest Budgets, 2021 15

Figure 22: Demographics of Commissions and Boards with Smallest Budgets, 2021 16

Figure 23: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2021 17

Figure 24: Demographics of Mayoral, Supervisorial, and Total Appointees, 2021 18

Figure 25: Religious Affiliations of Appointees, 2021 19

Figure 26: Policy Body Demographics, 2021 23

Figure 27: San Francisco Population Estimates by Race/Ethnicity and Gender, 2017 28

Executive Summary

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

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

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

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

This year, data was collected from 92 policy bodies and from a total of 349 members, mostly appointed by the Mayor and Board of Supervisors. The policy bodies surveyed for the 2021 Gender Analysis Report fall under two categories designated by the San Francisco Office of the City Attorney.[2] The first category, referred to as "Commissions and Boards," are policy bodies with decision-making authority and whose members are required to submit financial disclosures to the Ethics Commission. The second category, referred to as "Advisory Bodies," are policy bodies with advisory function whose members do not submit financial disclosures to the Ethics Commission. The report examines policy bodies and appointees both comprehensively as a whole and separately by the two categories.

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

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

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

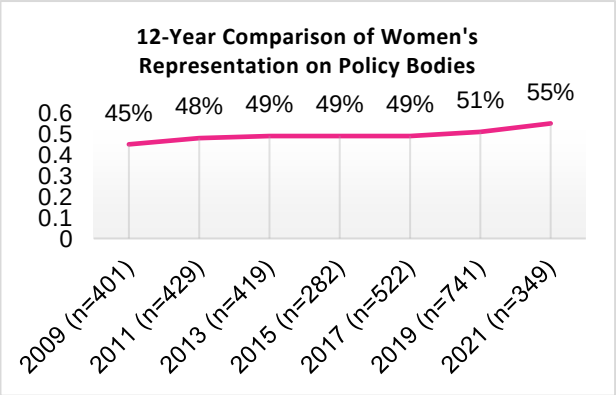
were limited compared to previous years, including the ability to conduct paper surveys and in-person meetings. Reliance on online surveying significantly reduced the level of participation, despite three to five direct contact efforts with policy bodies via phone and email. Moving forward, in addition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

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

Key Findings

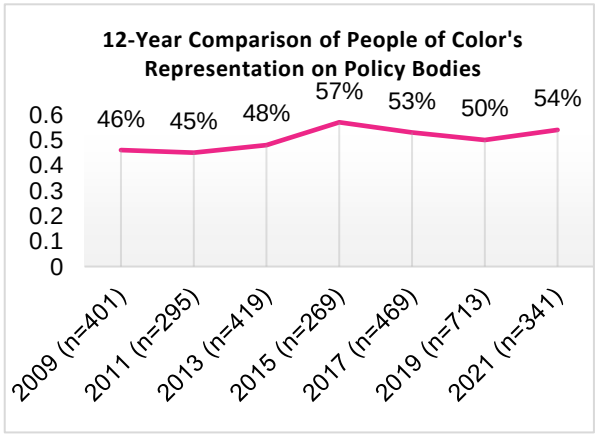
Gender

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

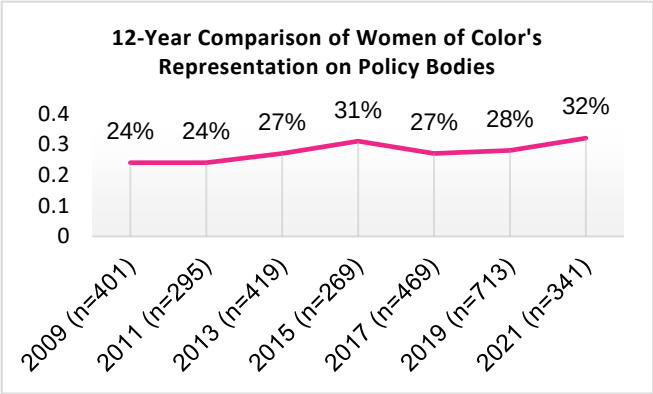


Race and Ethnicity

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



Race and Ethnicity by Gender



- On the whole, women of color are 32% of the San Francisco population and 32% of appointees. This 4% increase is the highest representation of women of color appointees to date.
- Meanwhile, men of color are underrepresented at 21% of appointees compared to 31% of the San Francisco population.
- Both white women and men are overrepresented on San Francisco policy bodies. White women are 25% of appointees compared to 17% of the San Francisco population. White men are 21% of appointees compared to 20% of the population.
- Black and African American women and men are well-represented on San Francisco policy bodies. Black women are 8% of appointees compared to 2.4% of the population, and Black men are 4% of appointees compared to 2.5% of the population.
- Latinx women are 7% of the San Francisco population but 4% of appointees, and Latinx men are 7% of the population but 4% of appointees.
- Asian women are 17% of the San Francisco population but 15% of appointees, and Asian men are 15% of the population but 11% of appointees.

Additional Demographics

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

Proxies for Influence: Budget and Authority

- Although women are half of all appointees, those Commissions and Boards with the largest budgets have fewer women, and especially fewer women of color. Meanwhile, representation of women on Boards and Commissions with the smallest budgets are just below parity with the San Francisco population.

- Although still underrepresented relative to the San Francisco population, there is a larger percentage of people of color on Commissions and Boards with both the largest and smallest budgets compared to overall appointees.

- The percentage of total women is greater on Advisory Bodies than Commissions and Boards. Women are 60% of appointees on Advisory Bodies and 53% of appointees on Commissions and Boards. The percentage of women of color on Advisory Bodies is also higher than on Commissions and Boards.

Appointing Authorities

- Mayoral appointments include 60% women, 59% people of color, and 37% women of color, which is more diverse by gender and race compared to both Supervisorial appointments and total appointments.

Demographics of Appointees Compared to the San Francisco Population

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

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

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

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

I. Introduction

Inspired by the fourth U.N. World Conference on Women in Beijing, San Francisco became the first city in the world to adopt a local ordinance reflecting the principles of the U.N. Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), an international bill of rights for women. The CEDAW Ordinance was passed unanimously by the San Francisco Board of Supervisors and signed into law by Mayor Willie L. Brown, Jr. on April 13, 1998.[3] In 2002, the CEDAW Ordinance was revised to address the intersection of race and gender and incorporate reference to the U.N. Convention on the Elimination of all Forms of Race Discrimination. The Ordinance requires the City to take proactive steps to ensure gender equity and specifies "gender analysis" as a preventive tool to identify and address discrimination. Since 1998, the Department on the Status of Women has employed this tool to analyze the operations of 10 City Departments using a gender lens.

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

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

The 2021 Gender Analysis Report examines the representation of women, people of color, LGBTQIA+ individuals, people with disabilities, Veterans, and religious affiliations of appointees on San Francisco policy bodies. As was the case for the 2019 Gender Analysis Report, this year's analysis involved increased outreach to policy bodies as compared to previous analyses that were limited to Commissions and Boards. As a result, the data collection and analysis examine a more diverse and expansive layout of City policy bodies. These policy bodies fall under two categories designated by the San Francisco Office of the City Attorney. The first category, referred to as "Commissions and Boards," are policy bodies with decision-making authority and whose members are required to submit financial disclosures to the Ethics Commission. The second category, referred to as "Advisory Bodies," are policy bodies with advisory function whose members do not submit financial disclosures to the Ethics Commission. A detailed description of methodology and limitations can be found on page 27.

[3] San Francisco Administrative Code Chapter 33.A. http://library.amlegal.com/nxt/gateway.dll/California/administrative/chapter33alocalimplementationoftheunited?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_Chapter33A.

II. Findings

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

Figure 1: Summary Data of Policy Body Demographics, 2021

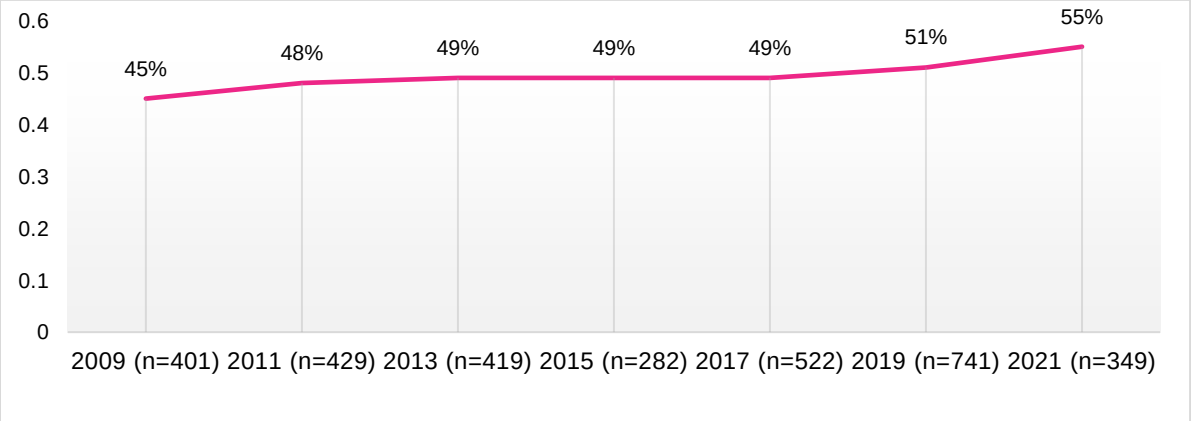
Appointee Demographics	Percentage of Appointees
Women (n=349)	55%
People of Color (n=341)	54%
Women of Color (n=341)	32%
LGBTQIA+ Identifying (n=334)	23%
People with Disabilities (n=349)	13%
Veteran Status (n=349)	22%

However, further analysis reveals underrepresentation of particular groups. Subsequent sections present comprehensive data analysis providing comparison to previous years, detailing the variables of gender, race/ethnicity, LGBTQIA+ identity, Disability Status, Veteran Status, religious affiliations, and policy body characteristics of budget size, decision-making authority, and appointment authority.

A. Gender

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

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



Figures 3 and 4 analyze Commissions and Boards. Figure 3 showcases the five Commissions and Boards with the highest representation of women appointees as compared to 2017 and 2019. The Commission on the Status of Women is currently comprised of all women appointees. This finding has been consistent for the Commission on the Status of Women since 2015. The Aging and Adult Services Commission, Health Commission, and Library Commission are all at 71%, respectively.

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

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

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

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

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

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

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

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

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

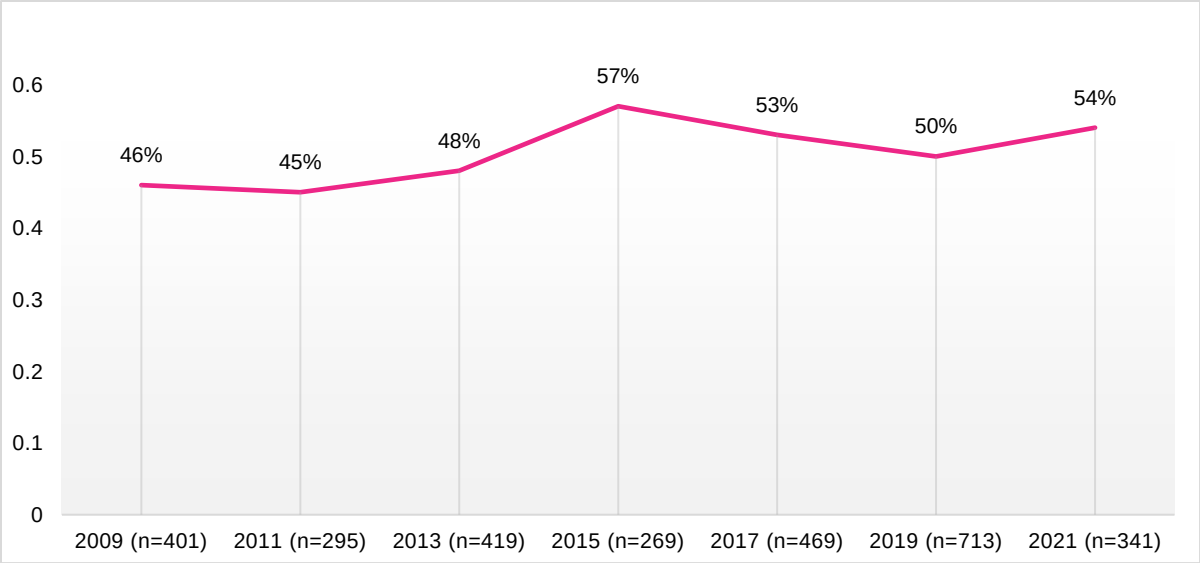
Figure 5: Advisory Bodies with the Highest Percentage of Women, 2021

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

B. Race and Ethnicity

Data on racial and ethnic identity was collected from 341 participants, or 98% of the surveyed appointees. Although half of appointees identify as a race or ethnicity other than white or Caucasian, people of color are still underrepresented compared to the San Francisco population of 62%. The representation of people of color has increased since 2009 but has decreased following 2015. The number of appointees analyzed increased substantially in 2017 and 2019, as compared to 2015. These larger data samples have coincided with smaller percentages of people of color.

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



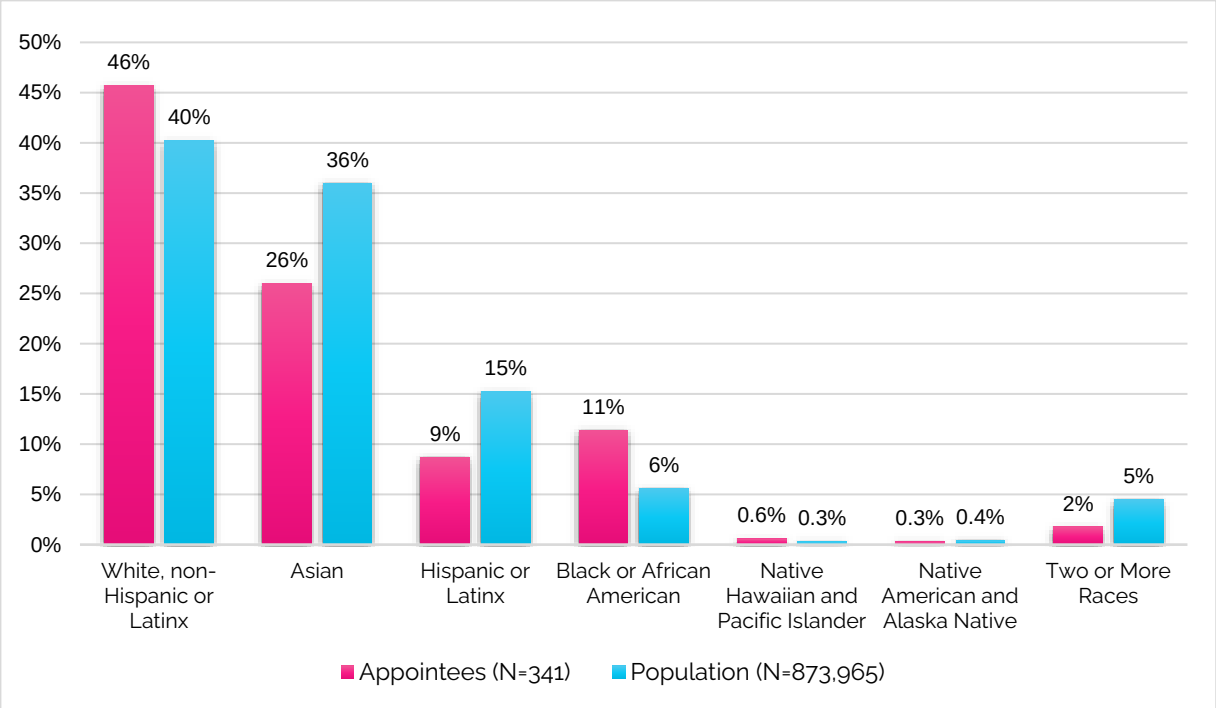
The racial and ethnic breakdown of policy body members compared to the San Francisco population is shown in Figure 7. This analysis reveals underrepresentation and overrepresentation in San Francisco policy bodies for certain racial and ethnic groups. Nearly half of all appointees are white, an overrepresentation by 6 percentage points. The Black community is represented on appointed policy bodies at 11% compared to 6% of the population of San Francisco.[4] This is a decrease of representation compared to the 14% representation in 2019. Characterizing these as overrepresentations is inaccurate given the representation of Black or African American people on policy bodies has been consistent over the years, while the San Francisco population has declined over the same period.[5]

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

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

Considerably underrepresented racial and ethnic groups on San Francisco policy bodies compared to the San Francisco population are individuals who identify as Asian or Latinx. While the Asian population is 36% of the San Francisco population, they make up 26% of appointees. While the Latinx population of San Francisco is 15%, 9% of appointees are Latinx. Although there is a small population of Native Americans and Alaska Natives in San Francisco of 0.4%, only one (0.3%) surveyed appointee identified themselves as such. The San Francisco population of Native Hawaiians and Pacific Islanders is 0.3%, which slightly less than the 0.6% of identifying appointees.

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



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

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

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

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

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

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

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

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

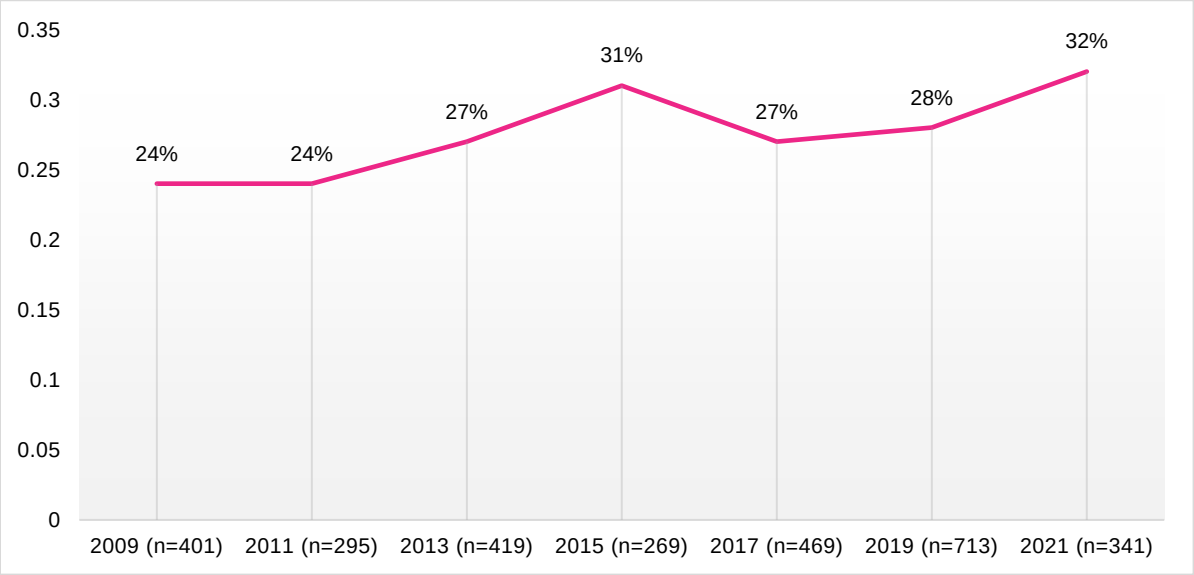
Policy Body	Percent of POC	Response Rate*	2019 Percent	2017 Percent
Ethics Commission	25%	25%	50%	67%
Retirement System Board	29%	57%	29%	29%
Recreation and Park Commission	29%	43%	43%	43%
Rent Board Commission	30%	60%	33%	50%

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

C. Race and Ethnicity by Gender

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

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



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

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

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

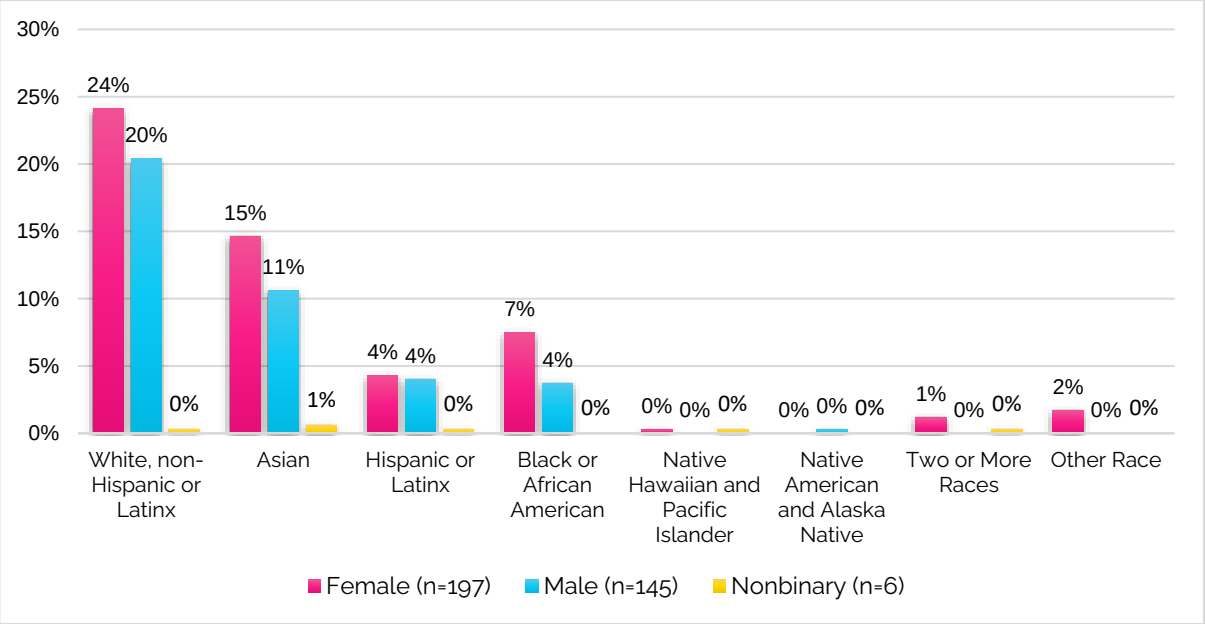
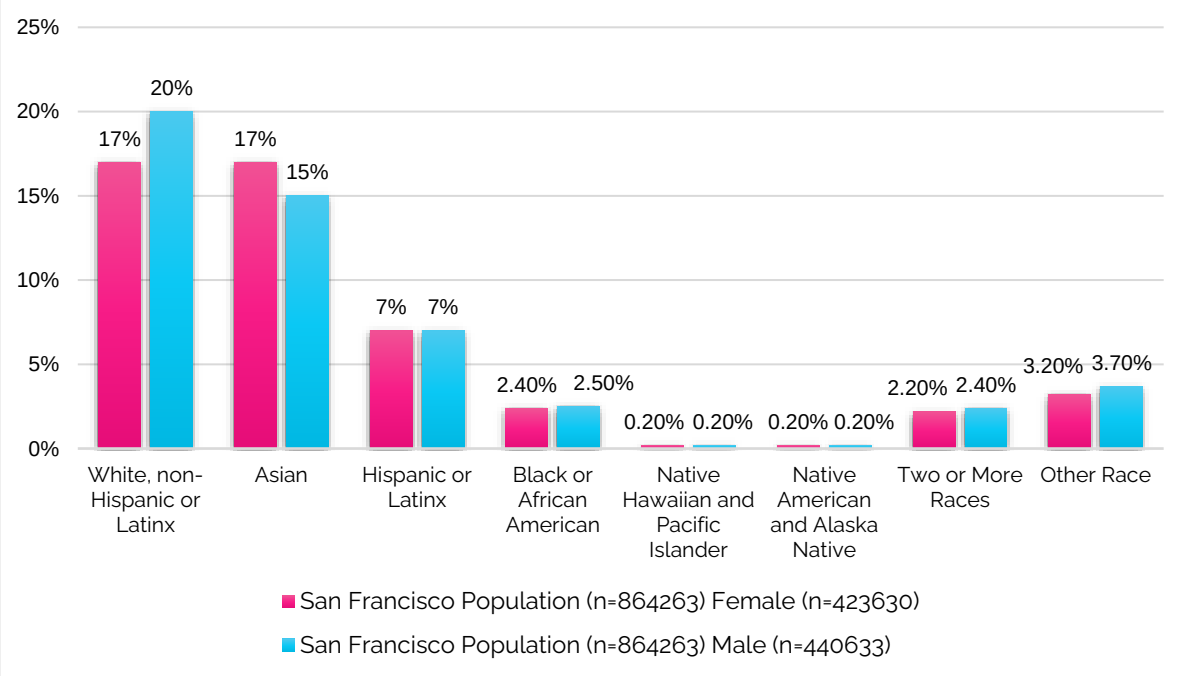


Figure 12: San Francisco Population by Race/Ethnicity

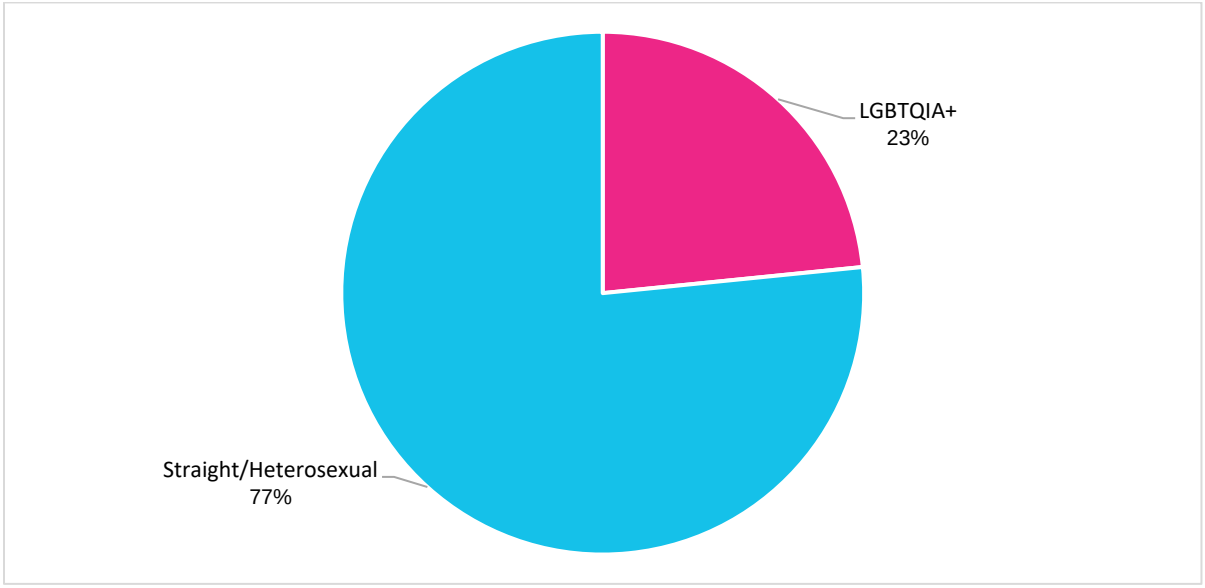


D. LGBTQIA+ Identity

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

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

Figure 13: LGBTQIA+ Identity of Appointees, 2021

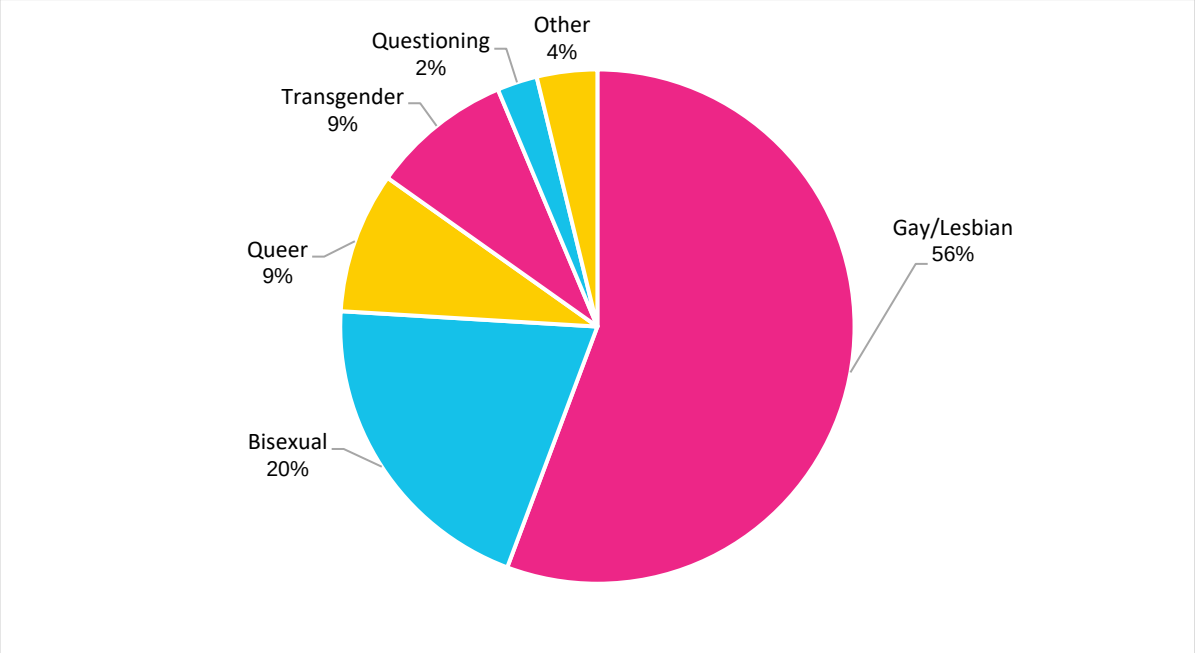


[6] https://williamsinstitute.law.ucla.edu/publications/adult-lgbt-pop-us/

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

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

Figure 14: LGBTQIA+ Population of Appointees, 2021



E. Disability Status

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

Figure 15: Disability Status of Appointees, 2021

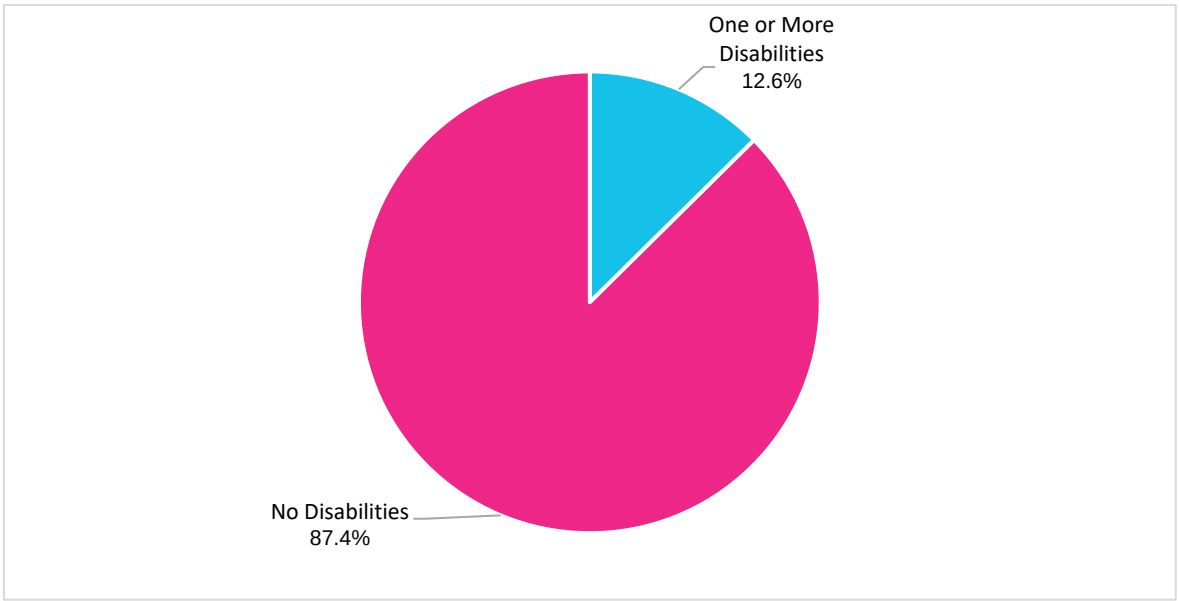
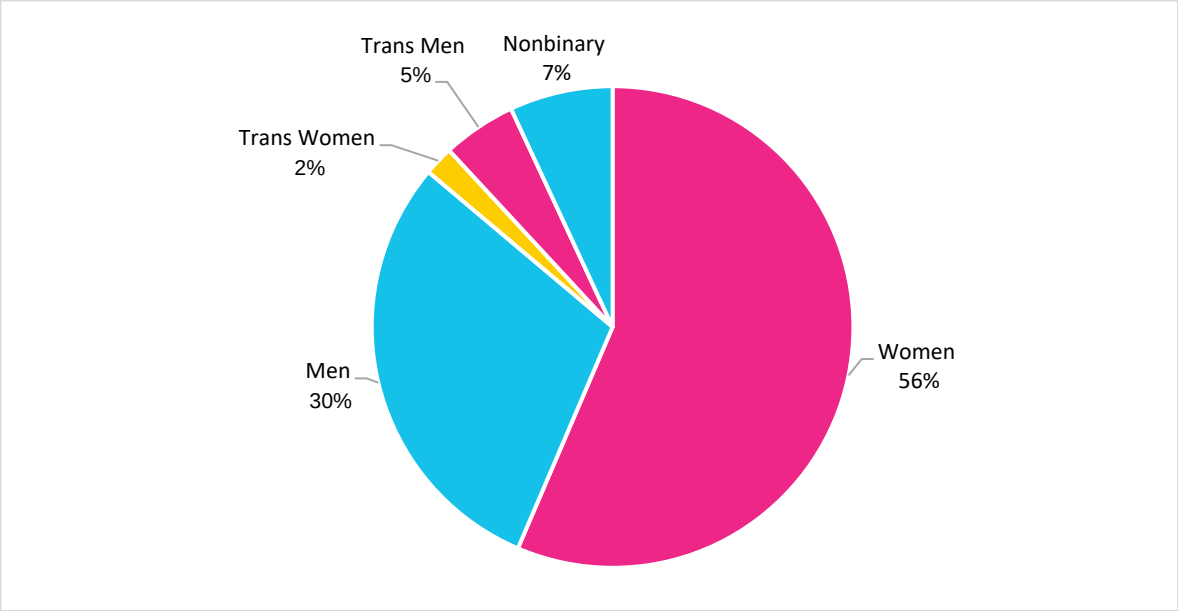


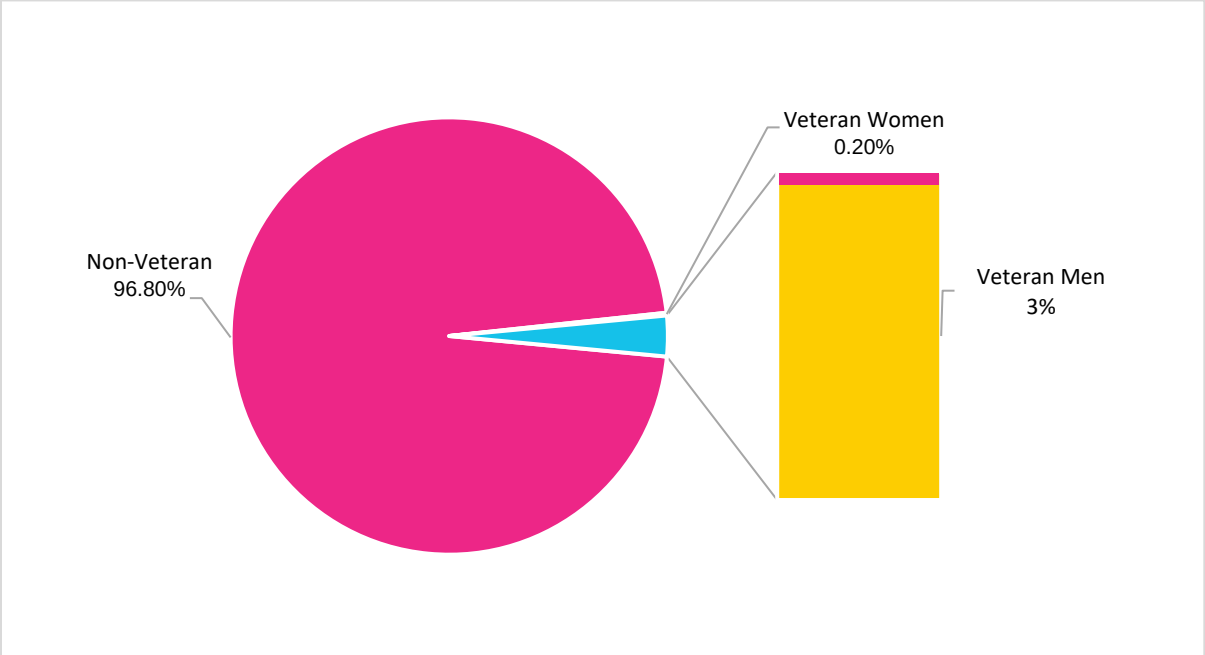
Figure 16: Appointees with One or More Disabilities by Gender Identity, 2021



F. Veteran Status

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

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



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

Figure 18: Appointees with Military Service, 2021

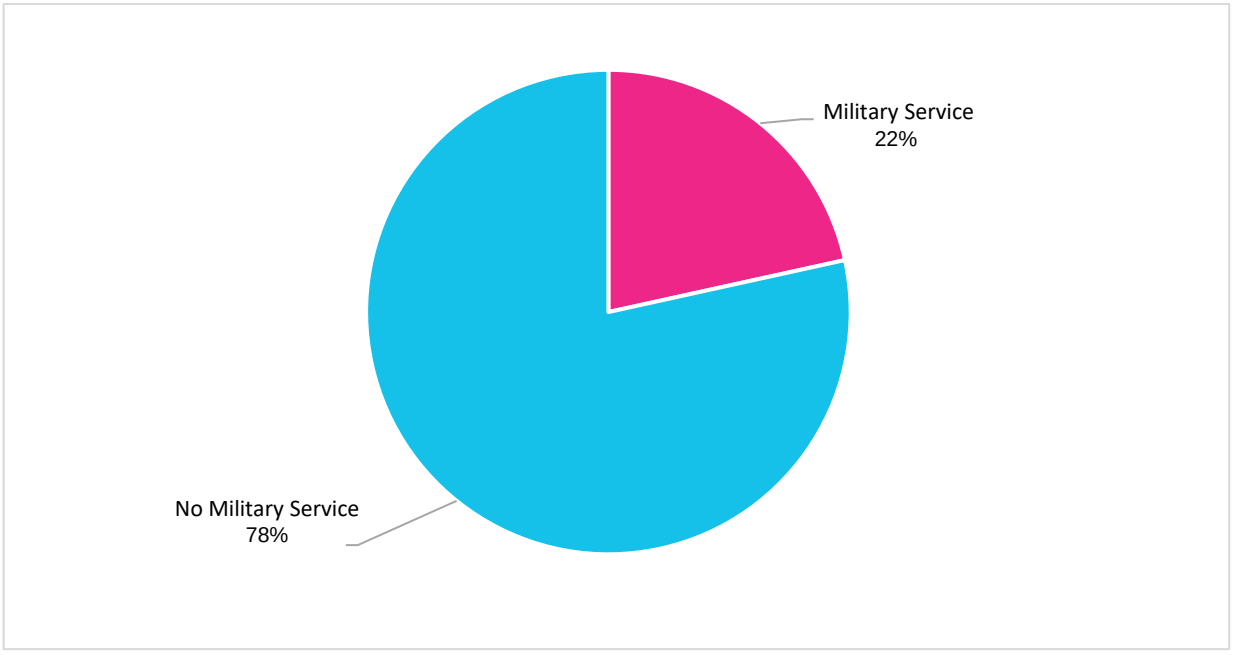
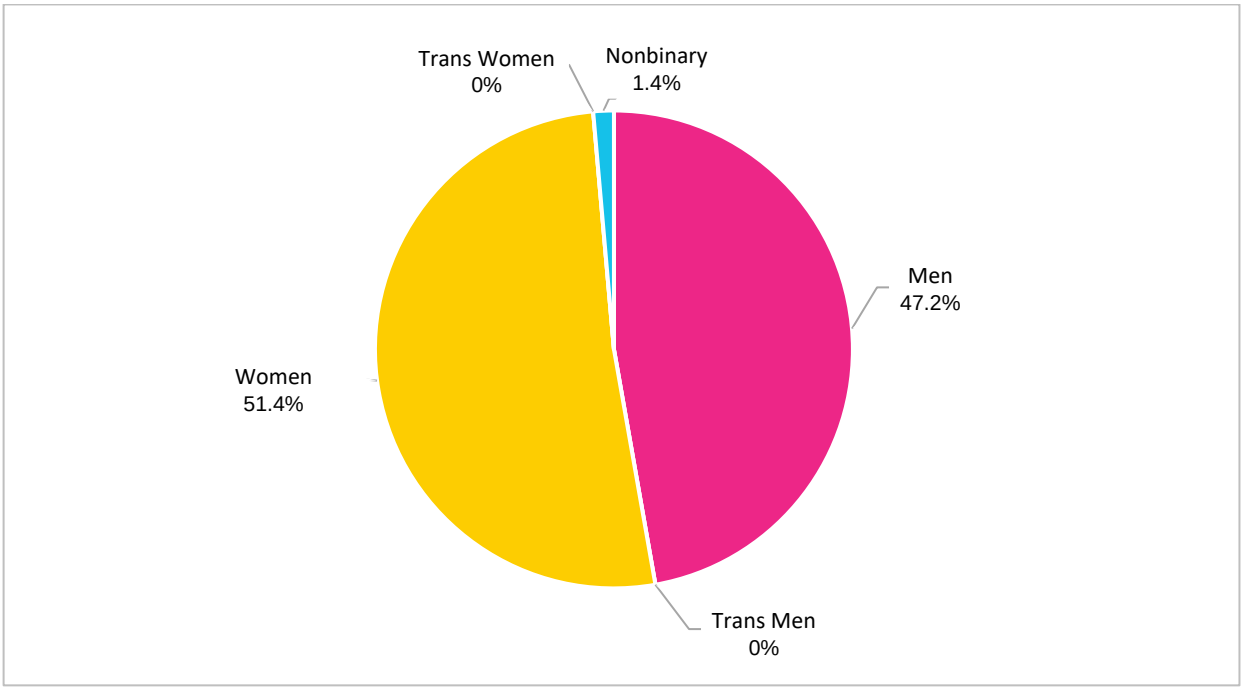


Figure 19: Appointees with Military Service by Gender, 2021



G. Policy Bodies by Budget

This 2021 Gender Analysis Report examines the demographic representativeness of policy bodies by budget size. Budget size is used as a proxy for influence. Although this report has expanded the scope of analysis to include more policy bodies compared to previous reports, this section of analysis was limited to Commissions and Boards with decision-making authority and whose members file financial disclosures with the Ethics Commission.

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

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

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

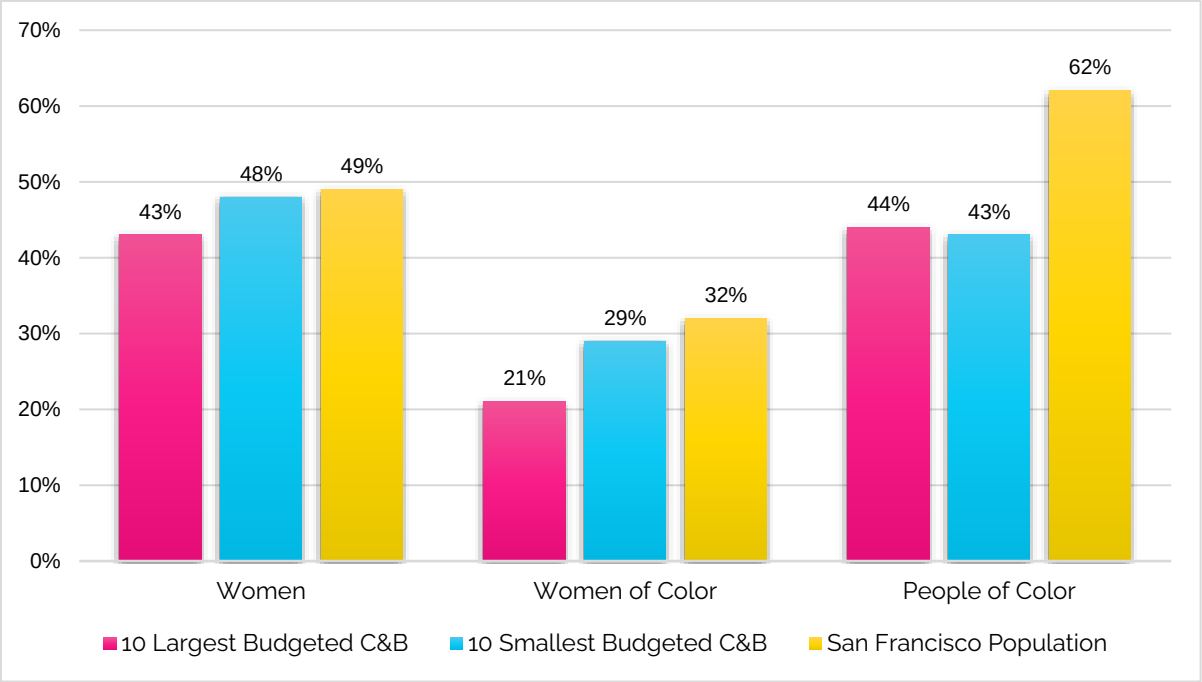


Figure 21: Demographics of Commissions and Boards with Largest Budgets, 2021

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

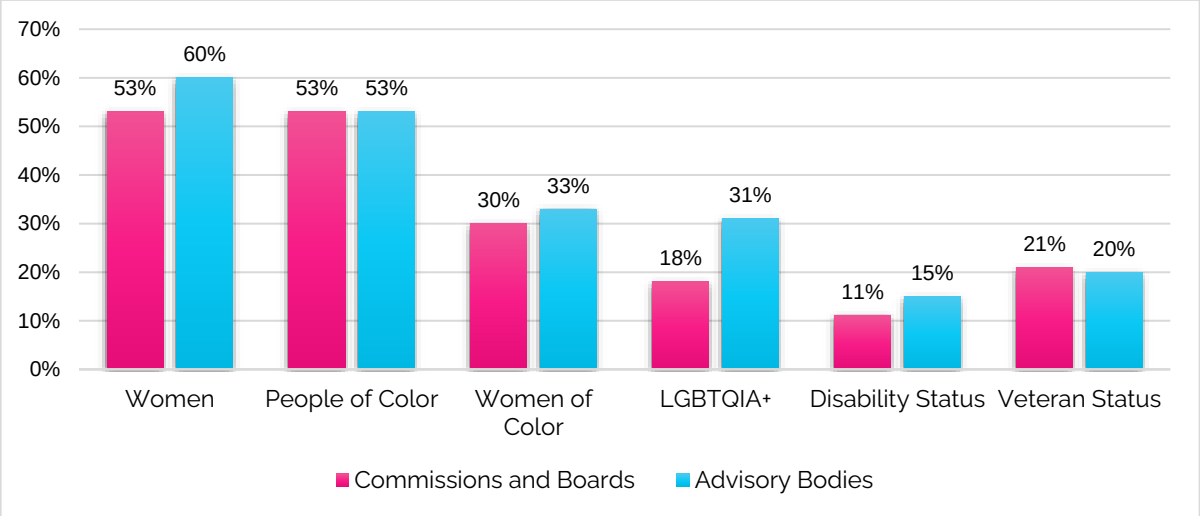
Figure 22: Demographics of Commissions and Boards with Smallest Budgets, 2021

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

H. Comparison of Advisory Body and Commission and Board Demographics

The comparison of the two policy body categories in this section provides another proxy for influence. Commissions and Boards whose members file disclosures of economic interest have greater decision-making authority in San Francisco than Advisory Bodies whose members do not file economic interest disclosures. The percentages of total women, LGBTQIA+ people, people with disabilities, and women of color are larger for total appointees on Advisory Bodies. However, the percentages of Veterans on Commissions and Boards slightly exceeds the percentage on Advisory Bodies, and both Commissions and Boards and Advisory Bodies have 53% people of color.

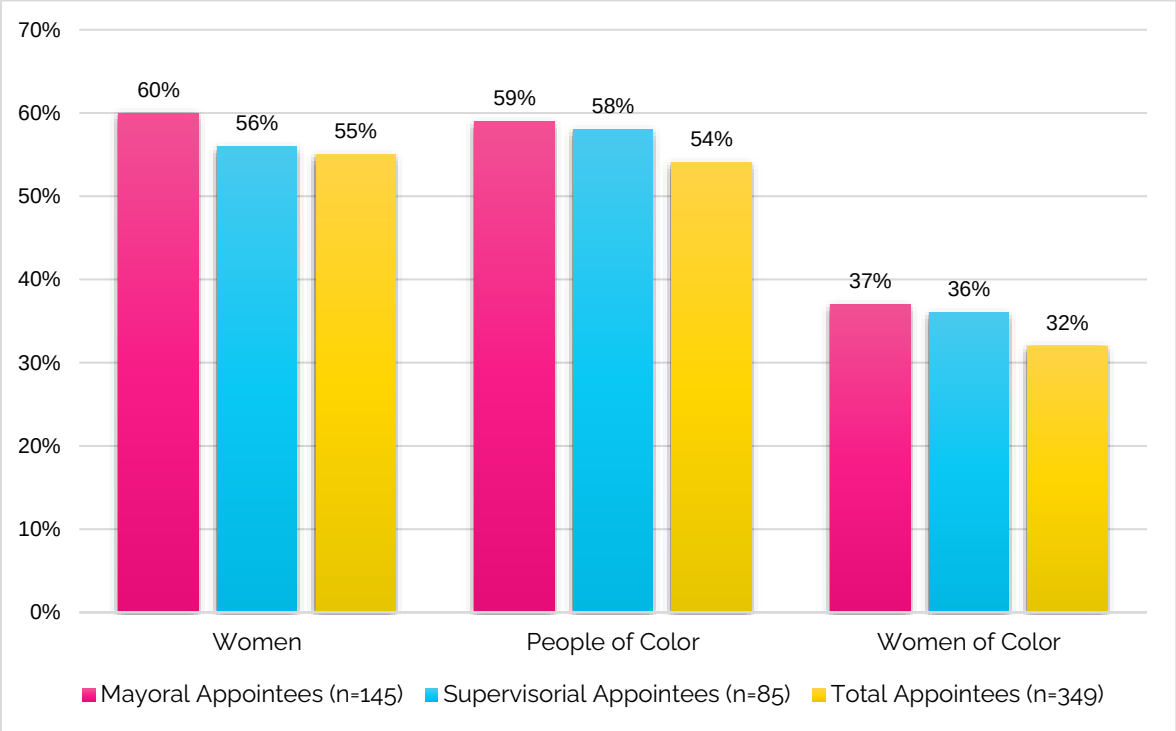
Figure 23: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2021



I. Demographics of Mayoral, Supervisorial, and Total Appointees

Figure 24 compares the representation of women, women of color, and people of color for appointments made by the Mayor, Board of Supervisors, and by the total of all approving authorities combined. Mayoral appointments are more diverse, and consist of more women, women of color, and people of color compared to Supervisorial appointments. Mayoral appointments include 60% women, 37% women of color, and 59% people of color, while Supervisorial appointments are 56% women, 36% women of color, and 58% people of color. The total of all approving authorities combined average out at 55% women, 32% women of color, and 54% people of color. This disparity in diversity between Mayoral and Supervisorial appointments may be due in part to the appointment selection process for each authority. The 11-member Board of Supervisors only sees applicants for specific bodies through the 3- member Rules Committee or by designees, stipulated in legislation (e.g., "renter," "landlord," "consumer advocate"), whereas the Mayor typically has the ability to take total appointments into account during selections, and can therefore better address gaps in diversity.

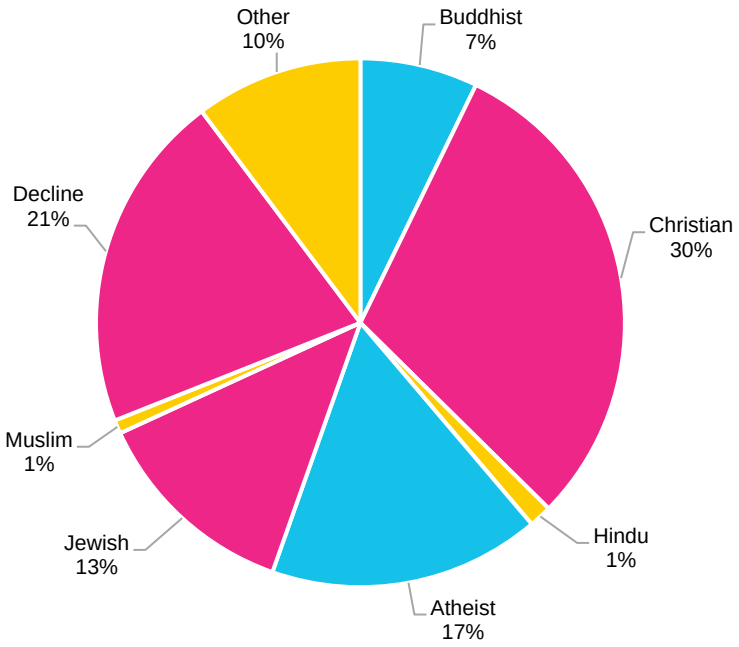
Figure 24: Demographics of Mayoral, Supervisorial, and Total Appointees, 2021



J. Religious Affiliations

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

Figure 25: Religious Affiliations of Appointees, 2021



III. Methodology and Limitations

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

Data was requested from 109 policy bodies and acquired from 92 of those bodies, a total of 349 appointees. Comparatively, the 2019 Gender Analysis Report received data from 84 policy bodies (380 Commission and Boards and 389 Advisory Bodies), a total of 741 total appointees. A Commissioner or Board member's gender identity, race/ethnicity, sexual orientation, Disability Status, Veteran Status, or religious affiliations were among data elements collected on a *voluntary* basis. Therefore, responses were incomplete or unavailable for some appointees but are included to the extent possible.

As the fundamental objective of this report is to surface patterns of underrepresentation, every attempt has been made to reflect accurate and complete information in this report. Data for some policy bodies was incomplete, and all appointees who responded were included in the total demographic categories. Only policy bodies with full data on gender and race for all appointees were included in sections comparing demographics of individual bodies. It should be noted that for policy bodies with a small number of members, the change of a single individual greatly impacts the percentages of demographic categories. This should be kept in mind when interpreting these percentages.

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

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

The surveyed policy bodies fall under two categories designated by the San Francisco Office of the City Attorney document entitled List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute.[9] This document separates San Francisco policy bodies into two different categories. The first category includes Commissions and Boards with decision-making authority and whose members are required to submit financial disclosures with the Ethics Commission. The second category encompasses Advisory Bodies whose members do not submit financial disclosures with the Ethics Commission. Depending on the analysis criteria in each section of this report, the surveyed policy bodies and appointees are either examined comprehensively as a whole or examined separately in the two categories designated by the Office of the City Attorney.

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

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

IV. Conclusion

Since the first Gender Analysis of Commissions and Boards in 2007, the representation of women appointees on San Francisco policy bodies has gradually increased. The 2021 Gender Analysis Report finds the percentage of women appointees is 55%, which exceeds the population of women in San Francisco.

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

Furthermore, when analyzing the demographic composition of larger and smaller budgeted Commissions and Boards, women of color are underrepresented on Commission and Boards with both the largest and smallest budgets. Women comprise 43% of total appointees on the largest budgeted policy bodies compared to the population of 49%, and women of color comprise 21% of total appointees on the largest budgeted policy bodies, with the San Francisco population at 32%. Comparatively, women are 48% of total appointees on the smallest budgeted policy bodies, and women of color are 29% of appointees. However, the representation of people of color is higher on larger budgeted policy bodies by 1%. People of color make up 44% of appointees on the largest budgeted policy bodies and 43% of appointees on the smallest budgeted policy bodies compared to 54% of total appointees. The San Francisco population of people of color exceeds these percentages at 62%.

In addition to using budget size as a proxy for influence, this report analyzed demographic characteristics of appointees on Commissions and Boards who file disclosures of economic interest and have decision-making authority and appointees on Advisory Bodies who do not file economic interest disclosures. Over half (60%) of appointees on Advisory Bodies are women, while 53% of appointees on Commissions and Boards are women. Ultimately, women comprise a higher percentage of appointees on Advisory Bodies compared to Commissions and Boards.

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

Additionally, this report evaluates and compares the representation of women, women of color, and people of color appointees by the Mayor, Board of Supervisors, and by the total of

all approving authorities combined. Mayoral appointees include 60% women, 37% women of color, and 59% people of color, which overall is more diverse by gender and race compared to both Supervisorial appointees and total appointees.

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

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

San Francisco Commission on the Status of Women
President Breanna Zwart
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Commissioner Ani Rivera

Kimberly Ellis, Director
Department on the Status of Women

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

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Appendix

Figure 26: Policy Body Demographics, 2021

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

Figure 26: Policy Body Demographics, 2021, Continued

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

Figure 26: Policy Body Demographics, 2021, Continued

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

Figure 26: Policy Body Demographics, 2021, Continued

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

Figure 26: Policy Body Demographics, 2021, Continued

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

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

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

Race/Ethnicity	Total		Female		Male	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
San Francisco County, California	864,263	-	423,630	49%	440,633	51%
White, non-Hispanic or Latino	353,000	38%	161,381	17%	191,619	20%
Asian	295,347	31%	158,762	17%	136,585	15%
Hispanic or Latinx	131,949	14%	62,646	7%	69,303	7%
Some Other Race	64,800	7%	30,174	3%	34,626	4%
Black or African American	45,654	5%	22,311	2.4%	23,343	2.5%
Two or More Races	43,664	5%	21,110	2.2%	22,554	2.4%
Native Hawaiian and Pacific Islander	3,226	0.3%	1,576	0.2%	1,650	0.2%
Native American and Alaska Native	3,306	0.4%	1,589	0.2%	1,717	0.2%

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

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

Acknowledgments

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

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