

File No. 210110

Committee Item No. 5

Board Item No. 23

# COMMITTEE/BOARD OF SUPERVISORS

## AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date Feb 22, 2021

Board of Supervisors Meeting

Date March 2, 2021

### Cmte Board

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

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

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Completed by: Victor Young Date Feb 18, 2021

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

1 [Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on  
2 Community Investment and Infrastructure) - Efrem Bycer]

3 **Motion approving the Mayor’s nomination for appointment of Efrem Bycer to the**  
4 **Successor Agency Commission (commonly known as the Commission on Community**  
5 **Investment and Infrastructure), term ending November 3, 2022.**

6

7 WHEREAS, Pursuant to Ordinance No. 215-12, the Mayor has submitted a  
8 communication notifying the Board of Supervisors of the appointment of Efrem Bycer to the  
9 Successor Agency Commission (commonly known as the Commission on Community  
10 Investment and Infrastructure), received by the Clerk of the Board on January 28, 2021; now,  
11 therefore, be it

12 MOVED, That the Board of Supervisors hereby approves the Mayor’s nomination for  
13 appointment of Efrem Bycer to Seat No. 2 on the Successor Agency Commission (commonly  
14 known as the Commission on Community Investment and Infrastructure), for the unexpired  
15 portion of a four-year term ending November 3, 2022.

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OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

## Notice of Nomination of Appointment

January 28, 2021

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

Honorable Board of Supervisors,

Pursuant to California Health and Safety Code § 34173(g) and Ordinance No. 215-12, of the City and County of San Francisco, of the City and County of San Francisco, I make the following nomination:

**Efrem Bycer**, for appointment to the Successor Agency Commission (Commission on Community Investment and Infrastructure) for a four-year term ending November 3, 2022 to the seat formerly held by Marily Mondejar.

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

I encourage your support and am pleased to advise you of this appointment nomination. Should you have any question about this appointment nomination, please contact my Director of Commission Affairs, Tyra Fennell, at 415-554-6696.

Sincerely,

A handwritten signature in blue ink that reads "London N. Breed".

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

# Efrem Z. Bycer, MPA

## CAREER SUMMARY

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Public policy and government partnerships leader with a passion for a fair and equitable future of work and the roles government and policy play in making that vision a reality.

## CORE COMPETENCIES

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- ♦ Government Relations
- ♦ Strategy Development and Execution
- ♦ Partner Development and Engagement
- ♦ Organizational Leadership
- ♦ Policy Development and Implementation
- ♦ Cross-Sector Collaboration
- ♦ Economic and Workforce Development
- ♦ Business Development

## PROFESSIONAL EXPERIENCES

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### LinkedIn, San Francisco, CA

*Senior Manager, Public Policy and Economic Graph, September 2020 - Present*

*Manager, Public Policy Partnerships, October 2017 – August 2020*

- ♦ Build trust with local, state, and federal government and adjacent audiences through partnerships with public sector organizations and relevant industry associations.
- ♦ Manage LinkedIn's relationship with the United Nations and affiliated agencies, focused on equipping agencies with labor market data to improve workforce and economic development.
- ♦ Serve as future of work subject matter expert in the development and roll out of impact-focused products, including LinkedIn's new data portal for economic development organizations.
- ♦ Lead the company's engagement with public employment services in the U.S. and around the world, resulting in the training of 4,000+ workforce professionals.
- ♦ Advise business units on economic development and workforce development commercial opportunities with regard to compliance, narrative, and feature alignment.
- ♦ Develop, manage, and execute LinkedIn's unemployment insurance pilot with the states of Ohio, Michigan, and Arizona.

### Code for America, San Francisco, CA

*Director of Economic Development, May 2015 – October 2017*

- ♦ Led a cross-functional product and programs team of eight FTEs in the development of technology tools and partnerships to improve the efficacy of economic development, workforce development and small business programs.
- ♦ Managed an annual budget of \$1.5M and raised \$3M+ from corporate, philanthropic, and government partnerships to fund our work.
- ♦ Scoped and executed partnership agreements with local, state, and federal government agencies.
- ♦ Developed Code for America as a national thought leader on workforce and economic development policy and service delivery.

### BoardNEXT, San Diego, CA

*Founder and Chief Impact Officer, September 2012 – June 2018*

- ♦ Launched BoardNEXT, an innovative program to train emerging leaders in nonprofit board governance and connect them with nonprofit board service opportunities in the community.
- ♦ Prepared 100+ young professionals in the latest trends of board governance and social innovation, ultimately connecting many of them with nonprofit boards in San Diego.

## **San Diego Regional Economic Development Corporation, San Diego, CA**

*Manager, Economic Development, September 2012 – May 2015*

- ♦ Developed and implemented retention, expansion and investment attraction strategies focused on San Diego's clean-tech, biotech, tourism, sports innovation and craft beer sectors.
- ♦ Advised EDC leadership on policy priorities and determine appropriate level of involvement on key issues, including land use, transportation, and tax policy.
- ♦ Executed the EDC's broad public policy agenda through briefings with government officials, advocacy activities, and facilitating collaborative relationships.
- ♦ Led the development and implementation of a regional global trade and investment plan as part of a collaboration with the Brookings Institution's Global Cities Initiative.
- ♦ Leverage and manage collaborative relationships with industry associations, government and nonprofit partners, and EDC investors to create and retain jobs in the Cali-Baja mega-region.

## **City of San Diego, San Diego, CA**

*Performance Auditor, August 2010 – September 2012*

- ♦ Collaborated with elected officials and staff to develop framework for the City's first economic development strategy since 2001, which provided direction for more than \$100 million in City funds.
- ♦ Led the review of the City's animal services contract resulting in \$6.1M in General Fund savings.
- ♦ Delivered presentations and briefings on City program efficacy and efficiency to City Council.

## **EDUCATION**

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### **Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY**

*Master of Public Administration, July 2010*

### **College of Architecture, Art, and Planning, Cornell University, Ithaca, NY**

*Bachelor of Science in Urban and Regional Studies, May 2009*

## **Civic Leadership Experience**

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### **New Leaders Council**

*San Francisco Community Engagement Chair, 2019 - 2020*

*San Francisco Chapter Advancement Co-Chair, 2018 – 2019*

*Senior Fellow, Commission on the Future of Work, 2017*

*Fellow, San Diego Leadership Alliance, 2012*

### **SPUR**

*Civic Tech Council, 2018- Present*

### **San Francisco Foundation**

*Bay Area Workforce Funders Collaborative, 2018-2019*

### **Code for America**

*Workforce Development Advisory Board, 2017 – 2019*

### **San Diego Foundation**

*Civic Leadership Fund Steering Committee, 2013 – 2015*

### **United Way of San Diego County**

*Public Policy Committee, 2013 - 2015*

### **Neighborhood House Association**

*Community Representative, Head Start Policy Council, 2011 - 2014*

**STATEMENT OF ECONOMIC INTERESTS  
COVER PAGE**  
*A PUBLIC DOCUMENT*

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE)  
Bycer EfreM Zane

**1. Office, Agency, or Court**

Agency Name (Do not use acronyms)  
Office of Community Investment and Infrastructure  
Division, Board, Department, District, if applicable Your Position  
Commissioner

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

Agency: \_\_\_\_\_ Position: \_\_\_\_\_

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

- State  Judge, Retired Judge, Pro Tem Judge, or Court Commissioner (Statewide Jurisdiction)
- Multi-County \_\_\_\_\_  County of \_\_\_\_\_
- City of San Francisco  Other \_\_\_\_\_

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

- Annual:** The period covered is January 1, 2020, through December 31, 2020.  **Leaving Office:** Date Left \_\_\_\_/\_\_\_\_/\_\_\_\_\_  
(Check one circle.)
- or-** The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_\_, through December 31, 2020.  The period covered is January 1, 2020, through the date of leaving office.
- Assuming Office:** Date assumed \_\_\_\_/\_\_\_\_/\_\_\_\_\_.  **-or-** The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_\_, through the date of leaving office.
- Candidate:** Date of Election \_\_\_\_\_ and office sought, if different than Part 1: \_\_\_\_\_

**4. Schedule Summary (must complete) ► Total number of pages including this cover page: 3**

**Schedules attached**

- Schedule A-1 - Investments** – schedule attached  **Schedule C - Income, Loans, & Business Positions** – schedule attached
- Schedule A-2 - Investments** – schedule attached  **Schedule D - Income – Gifts** – schedule attached
- Schedule B - Real Property** – schedule attached  **Schedule E - Income – Gifts – Travel Payments** – schedule attached

**-or-**  **None - No reportable interests on any schedule**

**5. Verification**

MAILING ADDRESS STREET CITY STATE ZIP CODE  
(Business or Agency Address Recommended - Public Document)  
94105

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

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

Date Signed January 27, 2021  
(month, day, year)

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







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

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MEMORANDUM

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Date: February 1, 2021  
To: Members, Board of Supervisors  
From: *ACC* Angela Calvillo, Clerk of the Board  
Subject: Nomination by the Mayor - Redevelopment Successor Agency Commission  
(Commission on Community Investment and Infrastructure)

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On January 28, 2021, the Mayor submitted the following complete nomination package pursuant to Ordinance No. 215-12. Nominations in this category are subject to confirmation by the Board of Supervisors (Board) and are not effective until acted upon by a majority of the Board.

- Efrem Bycer - term ending November 3, 2022

Pursuant to Rule 2.18.2 of the Board's Rules of Order, the Office of the Clerk of the Board has opened a hearing file and will work with the Rules Chair to schedule a hearing before the Rules Committee.

(Attachments)

c: Aaron Peskin - Rules Committee Chair  
Alisa Somera - Legislative Deputy  
Victor Young - Rules Committee Clerk  
Anne Pearson - Deputy City Attorney  
Sophia Kittler - Mayor's Legislative Liaison

# ***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.

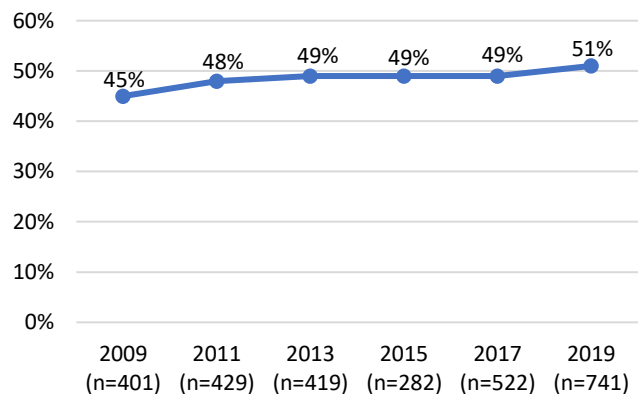
The *2019 Gender Analysis* evaluates the representation of women; people of color; lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) individuals; people with disabilities; and veterans on San Francisco policy bodies.

### 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**



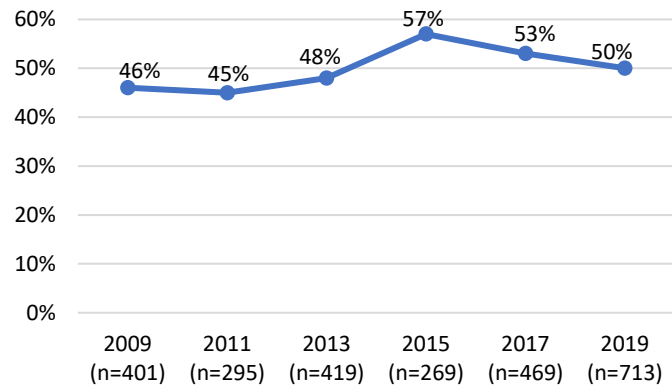
Source: SF DOSW Data Collection & Analysis.

<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**

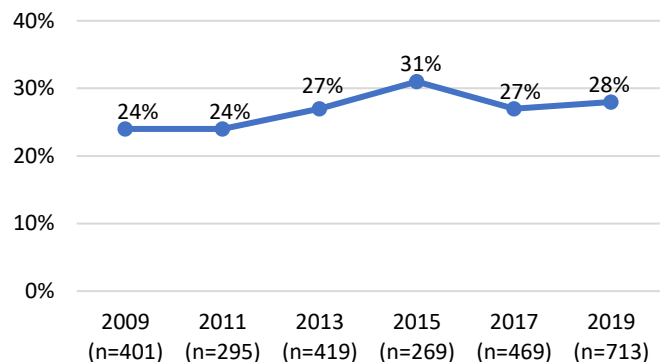


Source: SF DOSW Data Collection & Analysis.

## 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%                       |

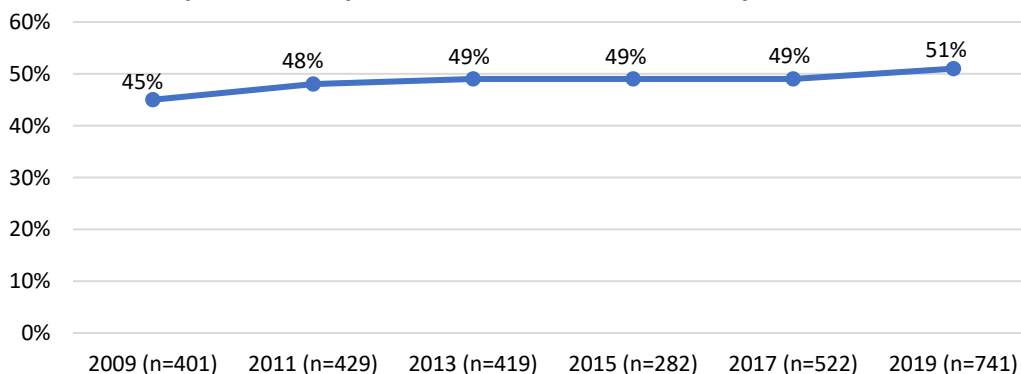
Source: SF DOSW Data Collection & Analysis.

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.

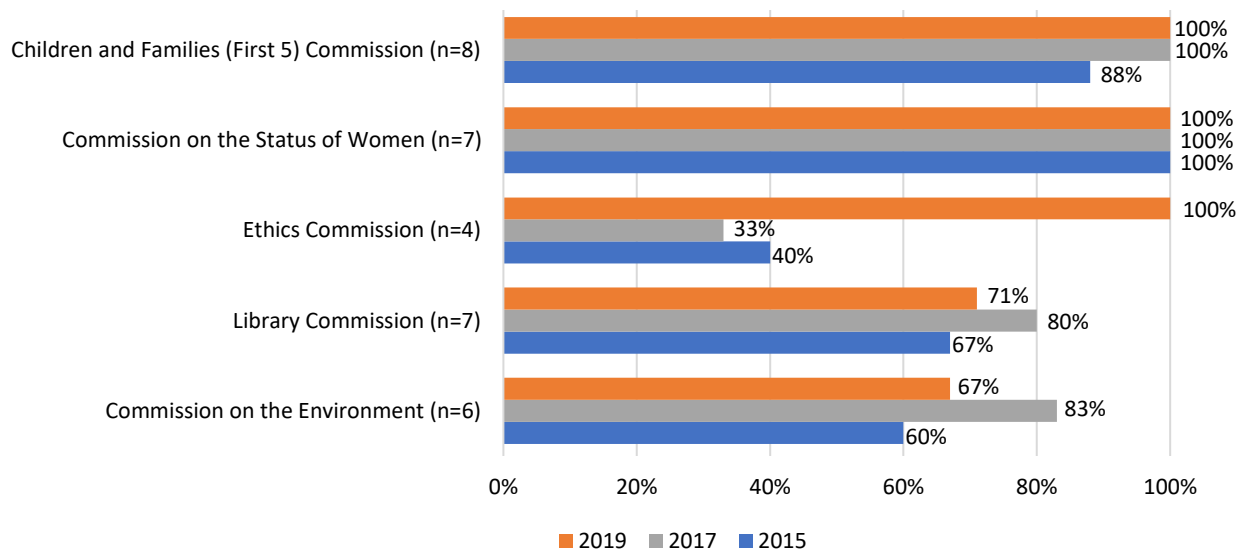
**Figure 2: 10-Year Comparison of Representation of Women on Policy Bodies**



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.

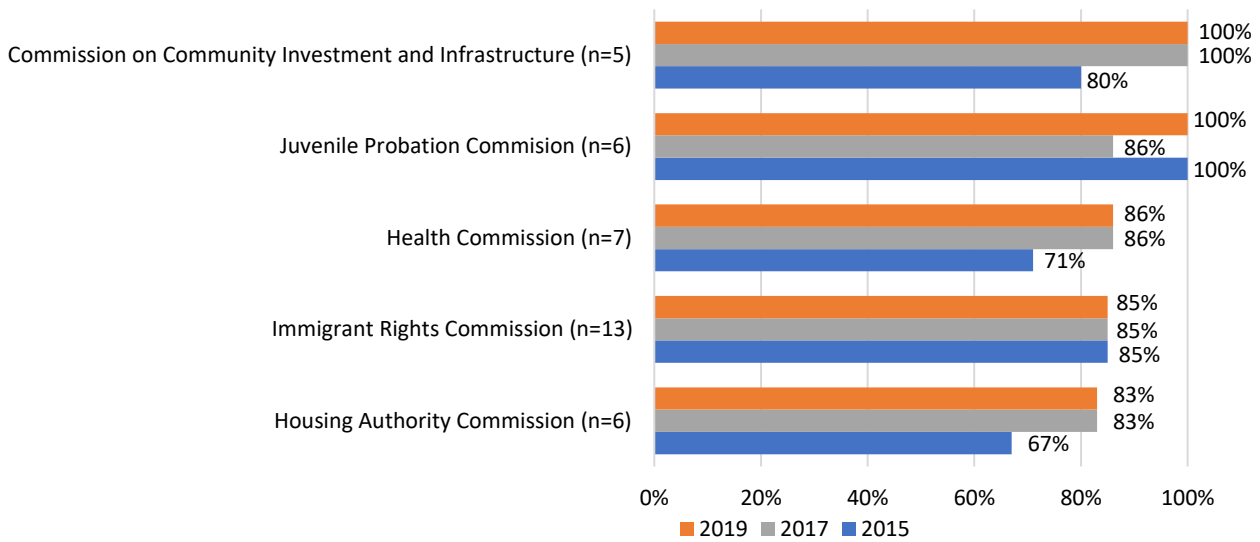
**Figure 7: Race and Ethnicity of Appointees Compared to San Francisco Population, 2019**



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.

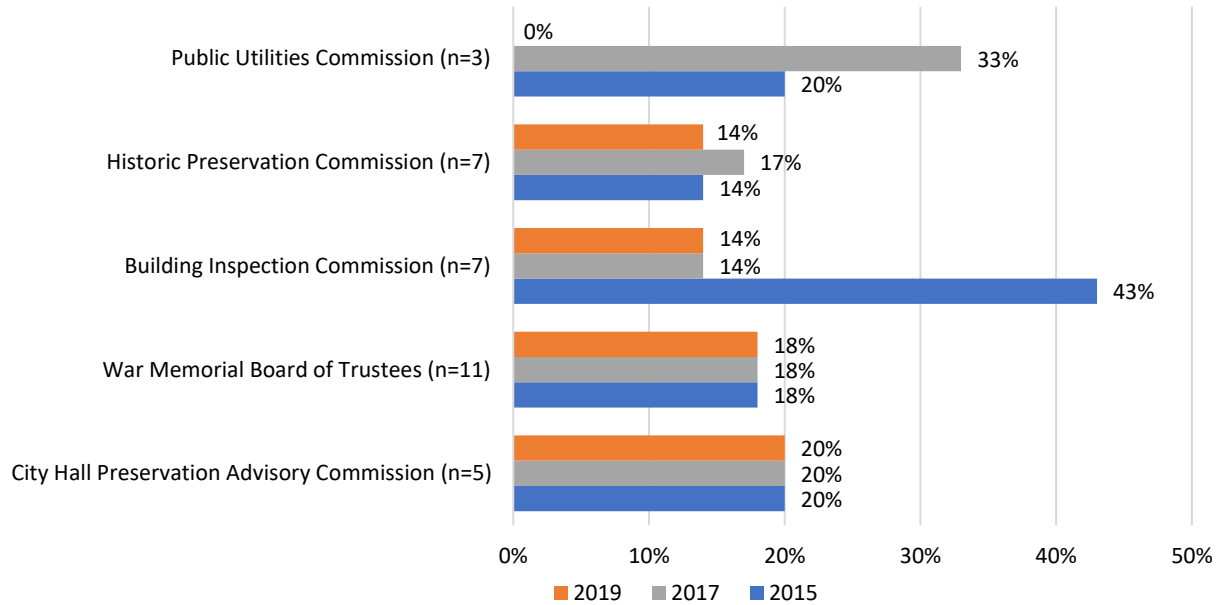
**Figure 8: Commissions and Boards with Highest Percentage of People of Color, 2019 Compared to 2017, 2015**



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.

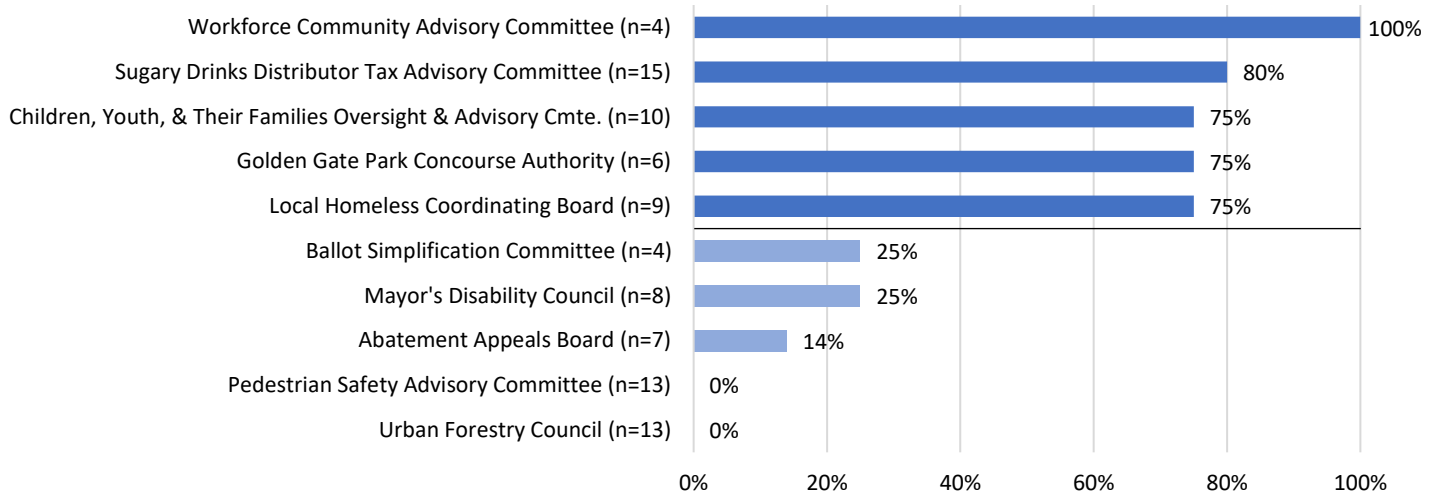
**Figure 9: Commissions and Boards with Lowest Percentage of People of Color, 2019 Compared to 2017, 2015**



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**

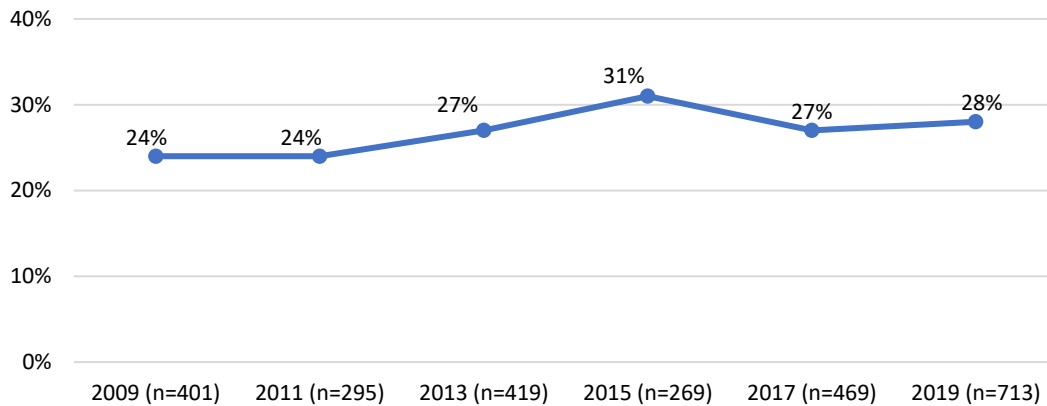


Source: SF DOSW Data Collection & Analysis.

### 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**

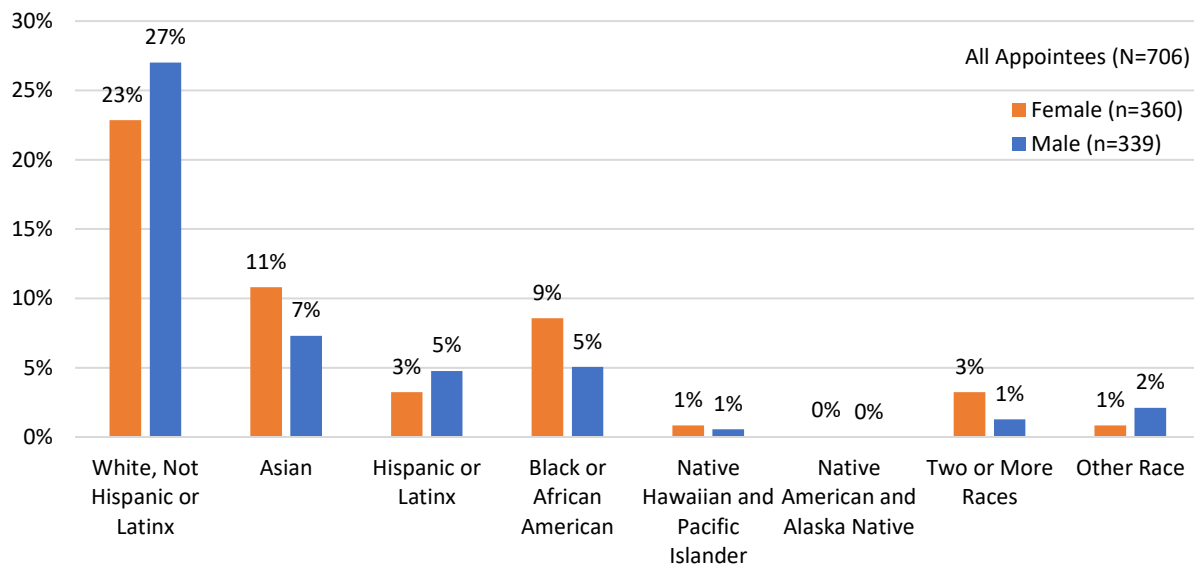


Source: SF DOSW Data Collection & Analysis.



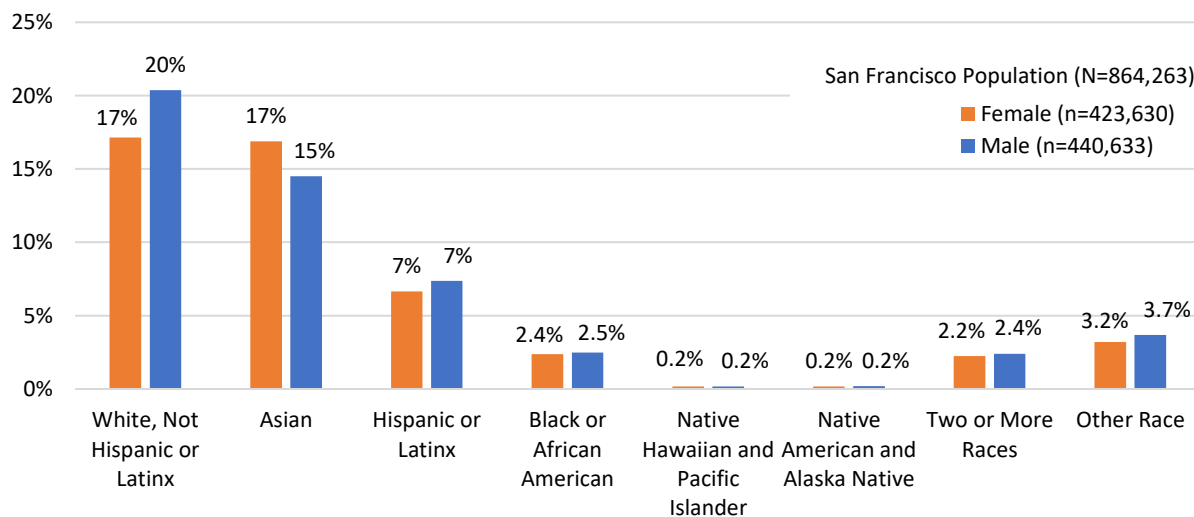
The following figures present the breakdown for appointees and the San Francisco population by race and ethnicity and gender. White men and women are overrepresented, holding 27% and 23% of appointments, respectively, compared to 20% and 17% of the population, respectively. Asian men and women are both 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 LGBT 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**

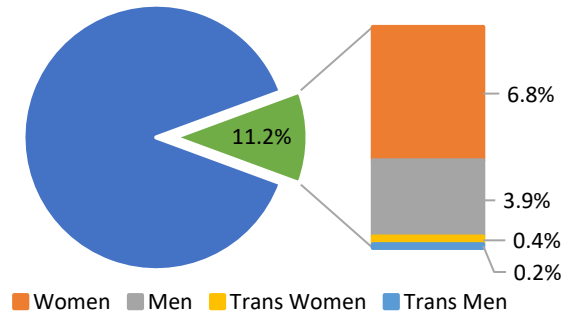
(N=744,243)



Source: 2017 American Community Survey 5-Year Estimates.

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

(N=516)



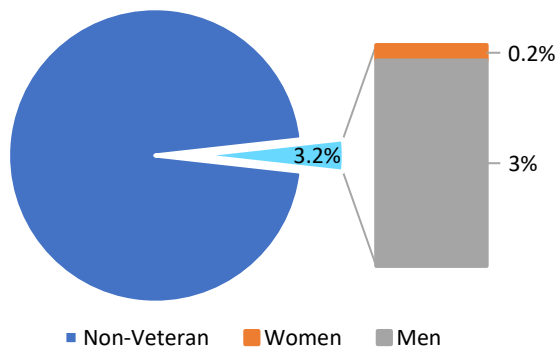
Source: SF DOSW Data Collection & Analysis.

## 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**

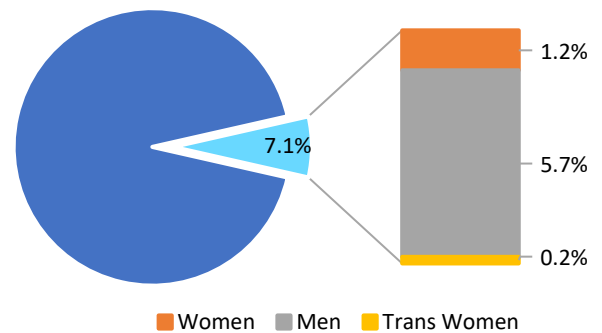
(N=747,896)



Source: 2017 American Community Survey 5-Year Estimates.

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

(N=494)



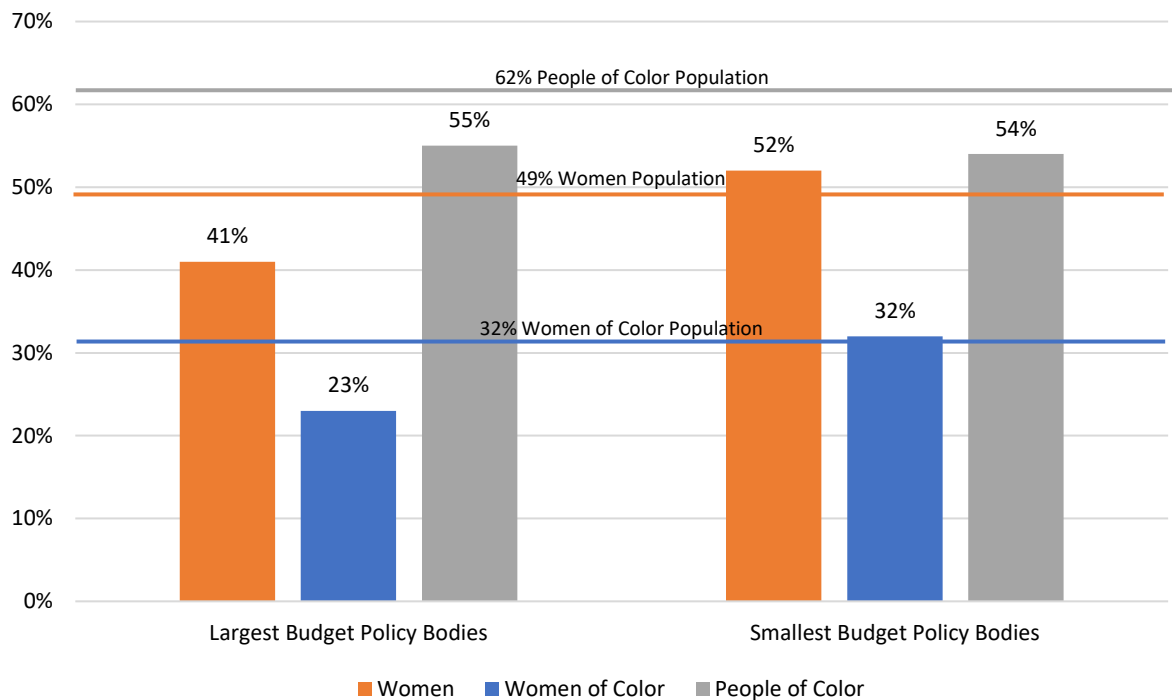
Source: SF DOSW Data Collection & Analysis.

## 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**

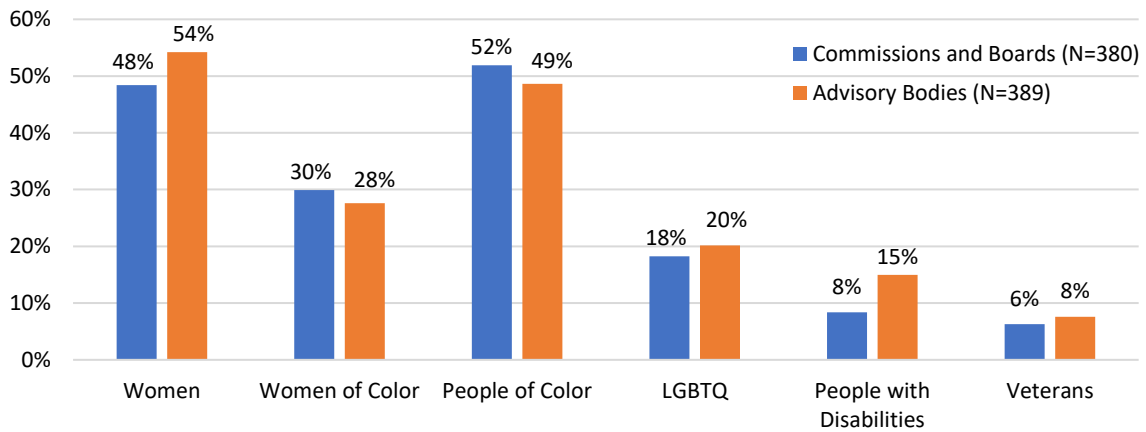
| Body                                  | FY18-19 Budget      | Total Seats | Filled Seats | Women      | Women of color | People of Color |
|---------------------------------------|---------------------|-------------|--------------|------------|----------------|-----------------|
| Rent Board Commission                 | \$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**

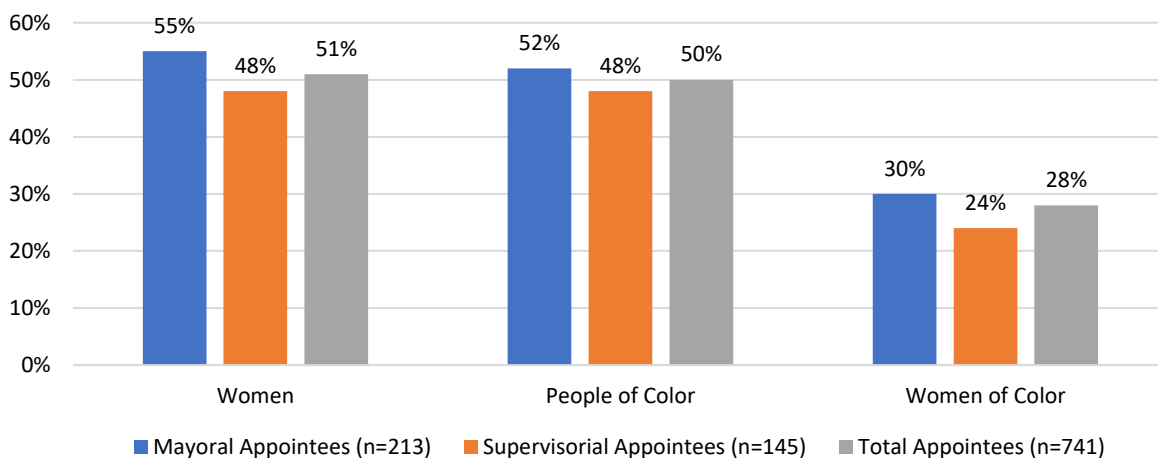


Source: SF DOSW Data Collection & Analysis.

### 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.

City and County of San Francisco  
Department on the Status of Women  
25 Van Ness Avenue, Suite 240  
San Francisco, California 94102  
[sfgov.org/dosw](http://sfgov.org/dosw)  
[dosw@sfgov.org](mailto:dosw@sfgov.org)  
415.252.2570

San Francisco  
BOARD OF SUPERVISORS

Date Printed: March 3, 2017

Date Established:

October 4, 2012

Active

**SUCCESSOR AGENCY COMMISSION**

**Contact and Address:**

Lucinda Nguyen  
One South Van Ness, 5th Floor  
San Francisco, CA 94103

Phone: (415) 749-2458

Fax:

Email: [commissionsecretary.ocii@sfgov.org](mailto:commissionsecretary.ocii@sfgov.org)

**Authority:**

Board of Supervisors Ordinance No. 215-12; AB 1484.

**Board Qualifications:**

The Successor Agency Commission shall consist of five members appointed by the Mayor, subject to confirmation by a majority of this Board of Supervisors. The member appointed to Seat 1 shall be a resident of the supervisorial district that includes the largest amount of cumulative area of the Major Approved Development Projects. The member appointed to Seat 2 shall be a resident of the supervisorial district that includes the second largest amount of cumulative area of the Major Approved Development Projects. The members appointed to Seats 3, 4 and 5 need not reside in any specific supervisorial district. Each of the members shall serve for a term of four years. Each member of the Commission shall be a resident of the City and County of San Francisco.

Board of Supervisors Ordinance No. 215-12 delegates to the Successor Agency Commission (the "Commission") the authority (excluding authority as to Housing Assets to: (1) Act in place of the former commission of the dissolved Redevelopment Agency to implement, modify, enforce and complete the surviving redevelopment projects, including, without limitation, the Major Approved Development Projects, the Retained Housing Obligations, and all other enforceable obligations, except for those enforceable obligations for affordable housing transferred to the City and placed under the jurisdiction of the Mayor's Office of Housing; provided, however, that the Successor Agency Commission shall not modify the Major Approved Development Projects or the Retained Housing Obligations in any manner that would decrease the commitment of property tax revenue for affordable housing or materially change the obligations to provide affordable housing without obtaining the approval of the Board of Supervisors and any required approval of the Oversight Board. (2) Approve all contracts and

"R Board Description" (Screen Print)

San Francisco  
BOARD OF SUPERVISORS

actions related to the assets transferred to or retained by the Successor Agency, including, without limitation, the authority to exercise land use, development and design approval authority for the Major Approved Development Projects and other surviving redevelopment projects, and the approval of amendments to redevelopment plans as allowed under the Redevelopment Dissolution Law and subject to adoption of such plan amendments by the Board of Supervisors and any required approval by the Oversight Board, consistent with applicable enforceable obligations. (3) Take any action that the Redevelopment Dissolution Law requires or authorizes on behalf of the Successor Agency and any other action that the Commission deems appropriate consistent with the Redevelopment Dissolution Law to comply with such obligations, including, without limitation, preparing and submitting to the Oversight Board each ROPS which shall include, among other things, the long term affordable housing obligations described in Oversight Board Resolution No. 5-2012, authorizing additional obligations in furtherance of enforceable obligations, and approving the issuance of bonds to carry out the enforceable obligations, subject to any approval of the Oversight Board as may be required under the Redevelopment Dissolution Law.

Report: Submit a Recognized Obligation Pay Schedule (ROPS) to the States' Department of Finance for each six-month period.

Sunset Clause: None.

**From:** [lisa.kohli@yahoo.com](mailto:lisa.kohli@yahoo.com)  
**To:** [aaron.penskin@sfgov.org](mailto:aaron.penskin@sfgov.org); [MandelmanStaff \(BOS\)](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** [Mayoral] Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Friday, February 19, 2021 3:25:06 PM

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

Dear Rules Committee Members:

My name is Lisa Kohli and I am a resident of Madrone in Mission Bay, San Francisco. I am writing in strong support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

My family and I moved to Mission Bay a couple of years ago from Los Altos, where we had lived for 15 years. While residing in San Francisco, we have lived next door to Efrem and his family. During these two years, we have had multiple conversations with Efrem and know him to be bright, articulate, good-natured, and mild-mannered. Furthermore, Efrem and his wife Rachel are kind and helpful neighbors and loving and devoted parents to their two daughters, Shaina and Becca.

It is for the above mentioned reasons that I strongly urge you to approve Efrem Bycer's appointment. Thank you in advance for your consideration. Please feel free to contact me if you should have any questions.

Sincerely,

Lisa Kohli



**From:** [Alice Rogers](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [Efrem Bycer](#)  
**Subject:** 2/22/21 Rules Committee Hearing--Support for Agenda Item 5, confirming nomination of Efrem Bycer to OCII Commission  
**Date:** Thursday, February 18, 2021 5:50:11 PM

---

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

18 February 2021

**RE: Agenda Item 5: [Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer]**

Dear Supervisors Peskin, Mandelman and Chan,

I am writing in support of Mission Bay resident Efrem Bycer's nomination to the vacant seat on the Commission on Community Investment and Infrastructure.

As current President of the South Beach | Rincon | Mission Bay Neighborhood Association, I have had the opportunity to observe Mr Bycer's active engagement in the civic and community affairs in Mission Bay. Just a few examples include his proactive outreach on behalf of the latest affordable housing project in the area, his energetic participation in the Eastern Neighborhoods Democratic Club, and his participation on a citizens panel advising the Giants on public realm designs for their Mission Rock development.

Mr Bycer will bring positive energy and active engagement to his work as a commissioner. Thank you in advance for your positive consideration.

Sincerely,

Alice Rogers

.....  
[Alice Rogers](#)  
President, South Beach|Rincon|Mission Bay NA  
[sbrmbna@gmail.com](mailto:sbrmbna@gmail.com)

[SB|R|MB NA](#)  
[sbrmbna.com](http://sbrmbna.com)

CC: Victor Young, Clerk  
Mr Efrem Bycer

**From:** [Alice Rogers](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#)  
**Cc:** [Young, Victor \(BOS\)](#); [Efrem Bycer](#)  
**Subject:** 2/22/21 Rules Committee Hearing--Support for Agenda Item 5, confirming nomination of Efrem Bycer to OCII Commission  
**Date:** Thursday, February 18, 2021 5:50:11 PM

---

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

18 February 2021

**RE: Agenda Item 5: [Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer]**

Dear Supervisors Peskin, Mandelman and Chan,

I am writing in support of Mission Bay resident Efrem Bycer's nomination to the vacant seat on the Commission on Community Investment and Infrastructure.

As current President of the South Beach | Rincon | Mission Bay Neighborhood Association, I have had the opportunity to observe Mr Bycer's active engagement in the civic and community affairs in Mission Bay. Just a few examples include his proactive outreach on behalf of the latest affordable housing project in the area, his energetic participation in the Eastern Neighborhoods Democratic Club, and his participation on a citizens panel advising the Giants on public realm designs for their Mission Rock development.

Mr Bycer will bring positive energy and active engagement to his work as a commissioner. Thank you in advance for your positive consideration.

Sincerely,

Alice Rogers

.....  
[Alice Rogers](#)  
President, South Beach|Rincon|Mission Bay NA  
[sbrmbna@gmail.com](mailto:sbrmbna@gmail.com)

[SB|R|MB NA](#)  
[sbrmbna.com](http://sbrmbna.com)

CC: Victor Young, Clerk  
Mr Efrem Bycer

**From:** [Halsey](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Cc:** [Matthew Bertenthal](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Thursday, February 18, 2021 9:21:12 PM

---

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Dear Rules Committee Members:

My name is Anne Bertenthal, I'm writing on behalf of myself and my husband, Matthew. We are former residents of the Dogpatch and current residents of Cole Valley and are writing in strong support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

Efrem is tremendously committed to San Francisco and to the potential in our neighborhoods. We met as new parents navigating the parks and playgrounds near Mission Bay and Potrero Hill; learning how to be young families in a city where we had only been young professionals. This experience is tied to the development of the city, particularly Mission Bay in a unique way - walking paths, multi use areas such as Crane Cove, entertainment venues, and housing are important to consider through multiple lenses. And that is something Efrem is perfectly equipped to do.

Personally, he is generous, smart, committed and balanced. He seeks out information about how the city is approaching the future and considers policies from multiple angles before coming to a position. He is the person you want to work with, and whom you trust to help build the neighborhoods you want to live in.

It is for the above mentioned reasons, I strongly urge you to approve Efrem's appointment. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

Sincerely,

Anne and Matthew Bertenthal

**From:** [Scott Mauvais \(CELA\)](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Thursday, February 18, 2021 11:08:05 PM

---

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Dear Rules Committee Members:

My name is Scott Mauvais and I'm the Director, AI and Global Partnerships in Microsoft Philanthropies. I live in D6 in Mission Bay and am writing in strong support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

I first met Efrem in my previous role when I was looking after Microsoft's Civic Tech program where I managed our relationship with Code for America. Our key investment with CfA was their nascent Economic Development initiative and I worked closely with Efrem when he joined to lead that team. Efrem built that program from scratch and quickly grew it into one of the most respected teams in the civic innovation ecosystem. I always appreciated the deep analytics and data-driven decision making he brought to every discussion. Needless to say, I was thrilled when he joined LinkedIn where he has continued to bring his keen insight to our Economic Graph team.

As Efrem's neighbor, I've watched how he's gotten involved in the community, particularly in support of affordable housing projects in our neighborhood and the Mission Bay School project. He brings that same dedication and thoughtfulness that I've seen in his professional pursuits to his civic work, and I have every reason to believe he'd do the same as an OCII Commissioner.

It is for the above mentioned reasons, I strongly urge you to approve Efrem's appointment. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

--scott

Director, AI and Global Partnerships  
Microsoft Philanthropies  
1-650-743-1157 (mobile)  
1-415-666-2888  
@lscott

**From:** [Bruce Agid](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff, \[BOS\]](#)  
**Cc:** [Young, Victor \(BOS\)](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Friday, February 19, 2021 12:10:09 AM

---

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San Francisco Board of Supervisors  
Attn: Rules Committee  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689

Re: Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer

Dear Rules Committee Members:

My name is Bruce Agid and I'm writing in support of Efrem Bycer for OCII Commissioner. For identification purposes only, I'm a Board Member of the South Beach/Rincon/Mission Bay Neighborhood Association, Chair of the Mission Bay Transportation Improvement Fund Advisory Committee and Lead of the Mission Bay Elementary School Steering Committee. However, today I'm writing as a native San Franciscan and an 11 year resident of Mission Bay.

I've known Efrem for over three years and know he has the background, relationships and demonstrated leadership ability to be a valuable asset to this Commission. I base this on the following:

- his extensive urban planning and policy background with a deep understanding of the tools of government to drive impact, particularly as it relates to land use.
- he's been active in the city and Mission Bay neighborhood for years, including advocacy in support of affordable housing projects in Mission Bay and the future Mission Bay Elementary School, as well as a regular attendee at Mission Bay CAC meetings.
- built a career working at the intersection of policy, impact, and government service delivery
- served on numerous boards and committees, including New Leaders Council, Mission Bay School steering committee

I urge you to support Efrem's nomination to the OCII Commission. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

Sincerely,

Bruce Agid

**From:** [Joanna Gubman](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Friday, February 19, 2021 10:58:50 AM

---

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

Dear Rules Committee Members:

My name is Joanna Gubman. I live in the Castro (94114), and when not sheltering in place, I work in the Civic Center area (94102). I am a past resident of Potrero Hill (94107). I am writing in enthusiastic support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

I previously worked with Efrem when I lived in Potrero Hill and we were both board members of the Eastern Neighborhoods Democratic Club. I was impressed by his dedication and his inclusive attitude. Efrem is committed to serving the eastern neighborhoods, which are a primary focus of the Commission on Community Investment and Infrastructure, and to the city as a whole. As a parent, he also brings important perspective on the needs of children, which are so often overlooked and are particularly essential when considering affordable housing development and land use choices. Efrem listens carefully to everyone, doesn't get caught up in partisanship, is generous with his own time and expertise, and stays focused on what matters. You couldn't do better.

For the above reasons, I strongly urge you to approve Efrem's appointment. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

All the best,  
Joanna Gubman

---

Joanna Gubman | Mx./she/her | +1 650 387 7848  
[www.joannagubman.com](http://www.joannagubman.com) | [www.linkedin.com/in/joannagubman/](https://www.linkedin.com/in/joannagubman/)

**From:** [lisa.kohli@yahoo.com](mailto:lisa.kohli@yahoo.com)  
**To:** [aaron.penskin@sfgov.org](mailto:aaron.penskin@sfgov.org); [MandelmanStaff](#); [\[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** [Mayoral] Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Friday, February 19, 2021 3:25:06 PM

---

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

Dear Rules Committee Members:

My name is Lisa Kohli and I am a resident of Madrone in Mission Bay, San Francisco. I am writing in strong support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

My family and I moved to Mission Bay a couple of years ago from Los Altos, where we had lived for 15 years. While residing in San Francisco, we have lived next door to Efrem and his family. During these two years, we have had multiple conversations with Efrem and know him to be bright, articulate, good-natured, and mild-mannered. Furthermore, Efrem and his wife Rachel are kind and helpful neighbors and loving and devoted parents to their two daughters, Shaina and Becca.

It is for the above mentioned reasons that I strongly urge you to approve Efrem Bycer's appointment. Thank you in advance for your consideration. Please feel free to contact me if you should have any questions.

Sincerely,

Lisa Kohli



**From:** [Halsey](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Cc:** [Matthew Bertenthal](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Thursday, February 18, 2021 9:21:12 PM

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Dear Rules Committee Members:

My name is Anne Bertenthal, I'm writing on behalf of myself and my husband, Matthew. We are former residents of the Dogpatch and current residents of Cole Valley and are writing in strong support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

Efrem is tremendously committed to San Francisco and to the potential in our neighborhoods. We met as new parents navigating the parks and playgrounds near Mission Bay and Potrero Hill; learning how to be young families in a city where we had only been young professionals. This experience is tied to the development of the city, particularly Mission Bay in a unique way - walking paths, multi use areas such as Crane Cove, entertainment venues, and housing are important to consider through multiple lenses. And that is something Efrem is perfectly equipped to do.

Personally, he is generous, smart, committed and balanced. He seeks out information about how the city is approaching the future and considers policies from multiple angles before coming to a position. He is the person you want to work with, and whom you trust to help build the neighborhoods you want to live in.

It is for the above mentioned reasons, I strongly urge you to approve Efrem's appointment. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

Sincerely,

Anne and Matthew Bertenthal

**From:** [Scott Mauvais \(CELA\)](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Thursday, February 18, 2021 11:08:05 PM

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Dear Rules Committee Members:

My name is Scott Mauvais and I'm the Director, AI and Global Partnerships in Microsoft Philanthropies. I live in D6 in Mission Bay and am writing in strong support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

I first met Efrem in my previous role when I was looking after Microsoft's Civic Tech program where I managed our relationship with Code for America. Our key investment with CfA was their nascent Economic Development initiative and I worked closely with Efrem when he joined to lead that team. Efrem built that program from scratch and quickly grew it into one of the most respected teams in the civic innovation ecosystem. I always appreciated the deep analytics and data-driven decision making he brought to every discussion. Needless to say, I was thrilled when he joined LinkedIn where he has continued to bring his keen insight to our Economic Graph team.

As Efrem's neighbor, I've watched how he's gotten involved in the community, particularly in support of affordable housing projects in our neighborhood and the Mission Bay School project. He brings that same dedication and thoughtfulness that I've seen in his professional pursuits to his civic work, and I have every reason to believe he'd do the same as an OCII Commissioner.

It is for the above mentioned reasons, I strongly urge you to approve Efrem's appointment. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

--scott

Director, AI and Global Partnerships  
Microsoft Philanthropies  
1-650-743-1157 (mobile)  
1-415-666-2888  
@lscott

**From:** [Bruce Agid](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [ChanStaff \(BOS\)](#); [MandelmanStaff, \[BOS\]](#)  
**Cc:** [Young, Victor \(BOS\)](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Friday, February 19, 2021 12:10:09 AM

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San Francisco Board of Supervisors  
Attn: Rules Committee  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 244  
San Francisco, CA 94102-4689

Re: Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer

Dear Rules Committee Members:

My name is Bruce Agid and I'm writing in support of Efrem Bycer for OCII Commissioner. For identification purposes only, I'm a Board Member of the South Beach/Rincon/Mission Bay Neighborhood Association, Chair of the Mission Bay Transportation Improvement Fund Advisory Committee and Lead of the Mission Bay Elementary School Steering Committee. However, today I'm writing as a native San Franciscan and an 11 year resident of Mission Bay.

I've known Efrem for over three years and know he has the background, relationships and demonstrated leadership ability to be a valuable asset to this Commission. I base this on the following:

- his extensive urban planning and policy background with a deep understanding of the tools of government to drive impact, particularly as it relates to land use.
- he's been active in the city and Mission Bay neighborhood for years, including advocacy in support of affordable housing projects in Mission Bay and the future Mission Bay Elementary School, as well as a regular attendee at Mission Bay CAC meetings.
- built a career working at the intersection of policy, impact, and government service delivery
- served on numerous boards and committees, including New Leaders Council, Mission Bay School steering committee

I urge you to support Efrem's nomination to the OCII Commission. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

Sincerely,

Bruce Agid

**From:** [Joanna Gubman](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** Mayoral Appointment, Successor Agency Commission (Commonly Known as Commission on Community Investment and Infrastructure) - Efrem Bycer  
**Date:** Friday, February 19, 2021 10:58:50 AM

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

Dear Rules Committee Members:

My name is Joanna Gubman. I live in the Castro (94114), and when not sheltering in place, I work in the Civic Center area (94102). I am a past resident of Potrero Hill (94107). I am writing in enthusiastic support of Efrem Bycer's appointment to the Commission on Community Investment and Infrastructure.

I previously worked with Efrem when I lived in Potrero Hill and we were both board members of the Eastern Neighborhoods Democratic Club. I was impressed by his dedication and his inclusive attitude. Efrem is committed to serving the eastern neighborhoods, which are a primary focus of the Commission on Community Investment and Infrastructure, and to the city as a whole. As a parent, he also brings important perspective on the needs of children, which are so often overlooked and are particularly essential when considering affordable housing development and land use choices. Efrem listens carefully to everyone, doesn't get caught up in partisanship, is generous with his own time and expertise, and stays focused on what matters. You couldn't do better.

For the above reasons, I strongly urge you to approve Efrem's appointment. Thank you in advance for your consideration. Please feel free to contact me if you have any questions.

All the best,  
Joanna Gubman

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Joanna Gubman | Mx./she/her | +1 650 387 7848  
[www.joannagubman.com](http://www.joannagubman.com) | [www.linkedin.com/in/joannagubman/](https://www.linkedin.com/in/joannagubman/)

**From:** [Sarah Davis](#)  
**To:** [Peskin, Aaron \(BOS\)](#); [MandelmanStaff, \[BOS\]](#); [ChanStaff \(BOS\)](#); [Young, Victor \(BOS\)](#)  
**Subject:** OCII - Efrem Bycer  
**Date:** Monday, February 22, 2021 8:11:12 AM

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

I heard on Friday, that the mayor has nominated Efrem to the OCII Commission.

I have worked with Efrem over the last few years on the Mission Bay School Project. Efrem is the embodiment of the next generation of Mission Bay leadership. He represents the voice of the communities we knew would come once our area settled in and started to see itself as a real neighborhood. It exciting to see more people joining groups and participating.

Thank you for adding his voice to the OCII commission.

Sincerely,

Sarah Davis

Mission Creek Harbor, Mission Bay CAC, MBTIF & Bayview Boat Club

415-225-3832

[Sarah.Davis.Events@gmail.com](mailto:Sarah.Davis.Events@gmail.com)