



CITY OF SAN ANTONIO OFFICE OF EQUITY

**EQUITY IMPACT ASSESSMENT REPORT
BOARDS AND COMMISSIONS**

October 2, 2018

BACKGROUND

On January 11, 2018 Councilmember Rebecca Viagran submitted a Council Consideration Request (CCR) asking that the Office of the City Clerk and Office of Equity complete an equity impact assessment of the process related to board and commission appointments. This assessment was to include review of all existing processes and outreach strategies utilized to recruit, appoint, and train community members to serve on City of San Antonio boards and commissions; assess the diversity of past and current council appointments by district/councilmember; and recommend concrete steps to enhance meaningful community outreach and engagement, increase diversity and representation, and reduce implicit bias.

The equity impact assessment is a series of questions designed to integrate the consideration of equity into programs, policies, and service delivery. The assessment requires the analysis of disaggregated data to better identify and understand different outcomes experienced by underserved populations. It also fosters community engagement, and clear articulation of purpose, goals, measurable outcomes and strategies, for successful implementation and evaluation of impact on underserved populations. The assessment results in decisions that are accountable to our residents' needs and priorities.

Since March of 2018, the Office of the City Clerk, the Government and Public Affairs Department, the City Attorney's Office and the Office of Equity conducted 14 work sessions to complete the equity impact assessment. On May 16, 2018, the CCR was discussed at the City Council Governance Committee. The Governance Committee supported the staff recommendation for the final report to be presented to the Community Health and Equity Committee.

PURPOSE

An equity impact assessment begins with the clear articulation of purpose through the development of a "Why" statement. The focus in this step of the assessment is to understand why something should happen before developing the strategies by which to accomplish it. The "Why" statement identified for this equity impact assessment is: *Boards and commissions comprised of diverse perspectives better inform the City's service delivery, policies, and produce more equitable outcomes.*

DATA FINDINGS

City staff began by reviewing the current strategies and processes to recruit residents to serve on boards and commissions, which include presentations by the Office of the City Clerk to local nonprofits, professional organizations and chambers of commerce and the issuance of media releases. The Government and Public Affairs Department identified news releases as an inefficient method for recruiting applicants for these positions, and recently began promoting vacancies for specific boards through paid social media posts and organic posts on Nextdoor. Examples of such promotions include recruitment for the Zoning Board of Adjustments and the San Antonio Economic Development Corporation.

Applications are submitted to the Office of the City Clerk who coordinates the review of the applications with the pertinent City Departments and the City Attorney's Office. Applications seeking Council District-specific appointments are forwarded to the respective City Council Offices for their review. A memorandum designating the Councilmember's appointee is then submitted to the Office of the City Clerk for processing and placement on the City Council meeting agenda for approval. Applications for at-large appointments are collected and presented to the respective City Council committee for review, consideration and/or interview. The City Council Committee then makes appointment recommendations to the full City Council for approval.

Data Review Methodology

The analysis of data related to boards and commissions is divided in two parts:

1. Current composition of City of San Antonio boards and commissions, and
2. Applications received by the City of these boards and commissions.

Both current membership and application data for the previous five years was disaggregated by race, ethnicity, and gender. As reported by the Office of the City Clerk on the City's website, there are 86 boards and commissions, for which a review of the demographic profile was conducted. For the purposes of developing recommendations to increase diversity, 52 of the 86 boards and commissions were analyzed. The boards excluded from this analysis are those where Council members are appointed to serve by the Mayor and City Council, such as the Bexar Appraisal District, San Antonio Education Partnership, San Antonio Housing Trust Finance Corporation, and the San Antonio Housing Trust Public Facility Corporation. Additionally, the 18 Tax Increment Financing Reinvestment Zone Boards were excluded, as the requirements of their membership are based on geographical area, property ownership or employment. Boards or commissions comprised entirely of City staff were also excluded.

Several boards and commissions consist of members appointed by bodies other than the Mayor and City Council, such as the Joint City/County Joint Commission on Elderly Affairs and VIA. In these cases only the members of these particular boards and commission appointed by the Mayor and City Council were analyzed. It was noted that a number of boards and commissions require membership to include representatives from specific trades or professions, which could present challenges for the recruitment of a wider diversity of residents, however these boards and commissions were still included in the analysis.

Overall, the data indicates that while the percentage of Hispanic (36%) and women (39%) current board members is proportionate to their percentages in the applicant pool (both 40%), these figures fall short when compared to the percentage of Hispanics (64%) and women (51%) within our population. White residents represent 28% of the applicant pool and 31% of the current board members, but our citywide population of white residents is only 25%. It should be noted that significant percentages of current members did not disclose race/ethnicity or gender on their applications.

Applicant and Current Member Racial/Ethnic Composition

	White (W)	Hispanic (H)	Black (B)	Other ¹	Did Not Disclose	Total
Citywide Demographics²	25%	64%	7%	4.6%		
Applicants³	28%	40%	10%	11.2%	11%	100%
Current Members	32%	36%	9%	7%	16%	100%

Applicant and Current Member Gender Composition

	Men	Women	Did Not Disclose	Total
Citywide Demographics⁴	49%	51% ⁵		
Applicants⁶	57%	40%	3%	100%
Current Members	54%	36%	7%	100%

A complete list of the demographic breakdown of the current membership of the boards and commissions is included in Attachments A.

DESIRED OUTCOMES AND GOALS

The equity impact assessment requires the identification of desired outcomes, which include changes in conditions, actions, behaviors, and knowledge. The time horizon for these outcomes ranges between short term and long term depending on the initiative or program; however annual goals are developed to maintain focus on incremental progress. Upon review of the disaggregated data mentioned above and in consideration of the CCR and purpose of the analysis, the following **outcomes** were identified:

1. *Board and commission members are representative of the City demographic (by race and gender).*
2. *Boards and commissions are culturally responsive to the unique needs of marginalized communities. For example, sensitivity to language, education, cultural, and economic barriers.*
3. *Residents trust that participation on City boards and commissions informs service delivery and City policy.*

¹ Includes data for individuals that self-categorized as Asian, American Indian, Other, or 2+ Races.

² U.S. Census Bureau, American Community Survey

³ Represents a five-year average of the applications received for each board and commission reviewed.

⁴ U.S. Census Bureau, American Community Survey

⁵ Reported "Female" population per U.S. Census Bureau, American Community Survey

⁶ Represents a five-year average of the applications received for each board and commission reviewed.

To align and maximize efforts toward achievement of these desired outcomes, the following **two goals** were developed:

1. *Promote the service of women and people of color on Council-appointed boards and commissions.*
2. *Promote service on boards and commission as a tangible example of civic engagement.*

RECOMMENDED STRATEGIES

A total of eight specific strategies were identified as methods by which to achieve the desired outcomes and goals, and are applicable to all 86 boards and commissions. These strategies align within four categories:

A. Targeted Outreach

1. The Office of the City Clerk, with the assistance of City Department staff and in coordination and support from the Government and Public Affairs Department, identifies and executes targeted outreach and recruitment strategies, appropriate to the specific board or commission, and with emphasis on reaching more women and people of color. In doing so, staff will also:
 - i) Identify barriers that may prevent women and people of color from applying to boards and commissions, for example: child care, language, location, time and days of meetings, and;
 - ii) Develop short video(s) highlighting the purpose of boards and commissions, their impact, and opportunities for residents to serve.
2. The Neighborhood Housing Services Department will promote service on boards and commissions among Neighborhood Leadership Academy applicants, current members, and alumni.
3. The Office of the City Clerk and City Departments will continue to encourage resident's participation by collaborating with chambers of commerce, community based organizations, neighborhood associations, universities, employers, faith-based community, civic and business groups.

B. Promote Civic Participation

1. The Office of the City Clerk, with the support of the Information and Technology Services Department, will lead the effort to implement technology improvements to the boards and commissions website, application, and database. Among those improvements already identified are:
 - i) requiring the need to complete race/ethnicity and gender fields, even if simply to indicate preference not to disclose this information,
 - ii) capturing reasons for resignation, how applicants heard about the opportunity to serve, and language preference,
 - iii) translating the application to Spanish and potentially other languages,
 - iv) develop a single location to list all opportunities to serve,

- v) highlight key accomplishments/achievements, and
- vi) develop ad hoc reports to inform Mayor and Council on board and commission demographic composition when making appointment.

2. The Office of the City Clerk will also survey current and previous board members and board applicants on design improvements to the online application process.
3. The Office of Equity will survey board and commission members annually to identify challenges to participation and work with assigned departments to address issues identified.
4. The Office of Equity will review reasons for member resignations and work with assigned departments to address identified challenges, with specific culturally responsive recommendations tailored to respond to the resignations from underrepresented groups.

C. Training

1. The Office of Equity coordinate training for board and commission members on implicit bias, social equity, and their role as a board member in advancing equity at the Municipal Leadership Institute, along with annual refresher trainings.

MEASURING SUCCESS

The vast majority of the strategies identified will require coordination with the specific departments staffing particular boards and commissions, which is the recommended initial next step in transferring these strategies into actions. The following output and outcome performance measures will be tracked to measure progress:

- Number of applications received
- Percentage of applications from women
- Percentage of applications from people of color
- Number of recruitment presentation to various groups, including business, civic, or neighborhood groups
- Percentage of presentations to groups focused on reaching underrepresented populations (i.e. women and people of color)
- Number of boards and commissions with an underrepresentation of women
- Number of board and commissions with an underrepresentation of people of color

Beginning in October of 2019, an annual report developed by the Office of the City Clerk and the Office of Equity will be provided to the Mayor and City Council. This report will include progress made in the annual performance measures included in this report, which are designed to track progress in fostering an applicant pool that is more representative of San Antonio's racial, ethnic and gender demographics. This will, in turn, result in more diverse boards and commissions, as current data indicates City Council is appointing women and people of color to boards and commissions in proportion to their representation within the application pool.

ACKNOWLEDGEMENTS

This equity impact assessment was completed over 14 work sessions, totaling over 20 hours of collaboration and analysis by a diverse team of staff from the Office of the City Clerk, the Government and Public Affairs Department, the City Attorney's Office, and the Office of Equity. The continued participation and support by the individuals listed below is appreciated.

Office of the City Clerk

Leticia Vacek, City Clerk

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City Attorney's Office

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Office of Equity

Alex Lopez, Interim Chief Equity Officer

Zan Gibbs, Equity Manager

Nadia Balderas, Student Ambassador

Attachment A - Percentage of Active Members by Gender and Ethnicity

Analysis of Boards & Commissions		Total 800	Gender by Percentage of Members				Ethnicity by Percentage of Members					
			Current Members	Women	Men	Did not Disclose	Total	White	Hispanic	Black	Other Minority	
Board or Commission											Did Not Disclose	
1 *	Affirmative Action Advisory Committee	10	60%	40%	0%	100%	20%	50%	20%	0%	10%	100%
2 *	Airport Advisory Commission	18	28%	56%	17%	100%	50%	17%	11%	0%	22%	100%
3	Alamo Citizen Advisory Committee	19	21%	74%	5%	100%	21%	37%	0%	0%	42%	100%
4 *	Animal Care Services Advisory Board	11	64%	27%	9%	100%	55%	27%	0%	9%	9%	100%
5	Bexar Appraisal District	1	0%	100%	0%	100%	0%	100%	0%	0%	0%	100%
6	Bexar Metro 911	2	0%	100%	0%	100%	50%	50%	0%	0%	0%	100%
7 *	Brooks Development Authority	11	36%	64%	0%	100%	45%	55%	0%	0%	0%	100%
8 *	Building Standards Board	11	9%	82%	9%	100%	45%	18%	0%	9%	27%	100%
9 *	Building-Related and Fire Codes Appeals and Advisory Board	24	4%	96%	0%	100%	33%	29%	0%	8%	29%	100%
10 *	Capital Improvements Advisory Committee	11	27%	64%	9%	100%	82%	9%	0%	0%	9%	100%
11 *	Charter Review Commission	14	50%	43%	7%	100%	36%	43%	14%	0%	7%	100%
12	Citizen Advisory Action Board	14	64%	36%	0%	100%	21%	43%	21%	7%	7%	100%
13 *	Citizens' Environmental Advisory Committee	10	50%	50%	0%	100%	30%	0%	0%	50%	20%	100%
14 *	City Bond Oversight Commission	15	60%	40%	0%	100%	20%	60%	0%	7%	13%	100%
15 *	City Commission on Veterans Affairs	10	10%	90%	0%	100%	20%	70%	0%	10%	0%	100%
16	City of San Antonio Texas Education Facilities Corporation	13	15%	62%	23%	100%	8%	31%	8%	0%	54%	100%
17 *	City/County Joint Commission on Elderly Affairs	9	67%	33%	0%	100%	33%	56%	11%	0%	0%	100%
18	Community Action Advisory Board	15	67%	20%	13%	100%	0%	53%	0%	0%	47%	100%
19 *	Conservation Advisory Board	9	11%	78%	11%	100%	67%	0%	0%	0%	33%	100%
20	CPS Energy Board	5	0%	100%	0%	100%	0%	20%	20%	0%	60%	100%
21 *	Disability Access Advisory Committee	9	67%	33%	0%	100%	33%	33%	11%	11%	11%	100%
22	Employee Management Committee	20	5%	10%	85%	100%	10%	5%	0%	0%	85%	100%
23 *	Ethics Review Board	11	45%	55%	0%	100%	9%	45%	18%	0%	27%	100%
24 *	Fire and Police Pension Fund	9	0%	56%	44%	100%	22%	0%	11%	0%	67%	100%
25 *	Fire and Police Pre-Funded Health Care Trust Fund	10	10%	40%	50%	100%	30%	10%	10%	0%	50%	100%
26 *	Fire Fighters' and Police Officers' Civil Service Commission	3	67%	33%	0%	100%	33%	33%	33%	0%	0%	100%
27 *	Goal Setting Committees	2	50%	50%	0%	100%	0%	50%	50%	0%	0%	100%
28	Head Start Policy Council	9	0%	0%	100%	100%	0%	0%	0%	0%	100%	100%
29 *	HemisFair Park Area Redevelopment Corporation	11	27%	64%	9%	100%	45%	36%	0%	0%	18%	100%
30 *	Historic and Design Review Commission	10	20%	80%	0%	100%	50%	30%	0%	10%	10%	100%
31 *	Linear Creekway Parks Advisory Board	10	50%	50%	0%	100%	80%	10%	0%	0%	10%	100%
32 *	Mayor's Commission on the Status of Women	11	91%	0%	9%	100%	0%	82%	0%	0%	18%	100%
33 *	Municipal Civil Service Commission	4	0%	100%	0%	100%	75%	0%	25%	0%	0%	100%
34 *	Municipal Golf Association - SA (MGA-SA)	5	20%	80%	0%	100%	20%	40%	0%	40%	0%	100%
35 *	Neighborhood Improvements Advisory Committee	17	47%	41%	12%	100%	18%	65%	6%	0%	12%	100%
36 *	Office of Urban Redevelopment - OUR-SA and SAAH	7	43%	57%	0%	100%	14%	86%	0%	0%	0%	100%
37 *	Parks and Recreation Board	10	40%	60%	0%	100%	40%	50%	0%	10%	0%	100%
38 *	Planning Commission	12	50%	50%	0%	100%	50%	33%	8%	0%	8%	100%
39 *	Port Authority of San Antonio	9	33%	67%	0%	100%	33%	44%	11%	0%	11%	100%
40 *	RiverWalk Capital Improvements Advisory Board	7	29%	71%	0%	100%	71%	14%	0%	0%	14%	100%
41 *	SA2020 Commission on Education	10	70%	30%	0%	100%	10%	60%	10%	20%	0%	100%
42 *	SA2020 Commission on Strengthening Family Well-being	11	55%	45%	0%	100%	18%	73%	0%	9%	0%	100%
43 *	San Antonio Arts Commission	15	53%	40%	7%	100%	27%	40%	7%	20%	7%	100%
44 *	San Antonio Bike Share Board of Directors	3	100%	0%	0%	100%	33%	33%	0%	33%	0%	100%
45	San Antonio Dr. Martin Luther King, Jr. Commission	31	68%	32%	0%	100%	0%	10%	81%	6%	3%	100%
46 *	San Antonio Early Childhood Education Municipal Development Corporation	11	64%	36%	0%	100%	27%	9%	9%	0%	55%	100%

Attachment A - Percentage of Active Members by Gender and Ethnicity

Analysis of Boards & Commissions		Total 800 Current Members	Gender by Percentage of Members				Ethnicity by Percentage of Members				
			Women	Men	Did not Disclose	Total	White	Hispanic	Black	Other Minority	Did Not Disclose
47 *	San Antonio Economic Development Corporation	7	29%	57%	14%	100%	14%	57%	0%	0%	29%
48	San Antonio Education Partnership, Inc.	2	0%	50%	50%	100%	0%	50%	0%	0%	50%
49 *	San Antonio Housing Authority	6	33%	67%	0%	100%	33%	33%	33%	0%	0%
50 *	San Antonio Housing Commission to Protect & Preserve Dynamic & Diverse Neighborhoods	13	15%	46%	38%	100%	23%	15%	8%	8%	46%
51 *	San Antonio Housing Finance Corporation	6	17%	50%	33%	100%	17%	0%	17%	0%	67%
52 *	San Antonio Housing Trust	8	38%	63%	0%	100%	25%	50%	13%	0%	13%
53	San Antonio Housing Trust Finance Corporation	5	40%	60%	0%	100%	0%	80%	20%	0%	0%
54	San Antonio Housing Trust Public Facility Corporation	5	40%	60%	0%	100%	0%	80%	20%	0%	0%
55 *	San Antonio Public Library Board of Trustees	11	82%	9%	9%	100%	18%	36%	9%	18%	18%
56 *	San Antonio Tricentennial Celebration Commission	19	5%	16%	79%	100%	0%	16%	5%	0%	79%
57 *	San Antonio Water System Board of Trustees (SAWS)	7	43%	57%	0%	100%	29%	43%	14%	0%	14%
58 *	San Antonio Youth Commission	22	82%	14%	5%	100%	9%	59%	18%	9%	5%
59 *	Small Business Advocacy Committee	10	30%	70%	0%	100%	0%	50%	20%	20%	10%
60	Southern Edwards Plateau Habitat Conservation Plan Coordinating Committee	6	0%	0%	100%	100%	0%	0%	0%	0%	100%
61	Tax Increment Reinvestment Zone No. 02 - Rosedale Project	2	0%	100%	0%	100%	0%	100%	0%	0%	0%
62	Tax Increment Reinvestment Zone No. 06 - Mission Del Lago	4	25%	75%	0%	100%	75%	25%	0%	0%	0%
63	Tax Increment Reinvestment Zone No. 09 - Houston Street	4	0%	25%	75%	100%	0%	25%	0%	0%	75%
64	Tax Increment Reinvestment Zone No. 10 - Stablewood Farms	4	0%	100%	0%	100%	75%	0%	0%	0%	25%
65	Tax Increment Reinvestment Zone No. 11 - Inner City TIRZ	9	11%	56%	33%	100%	22%	11%	33%	0%	33%
66	Tax Increment Reinvestment Zone No. 12 - Plaza Fortuna	5	40%	60%	0%	100%	80%	20%	0%	0%	0%
67	Tax Increment Reinvestment Zone No. 13 - Lackland Hills	6	33%	67%	0%	100%	17%	67%	0%	17%	0%
68	Tax Increment Reinvestment Zone No. 15 - North East Crossing	5	80%	20%	0%	100%	60%	20%	0%	20%	0%
69	Tax Increment Reinvestment Zone No. 16 - Brooks City Base	5	20%	60%	20%	100%	20%	40%	0%	20%	20%
70	Tax Increment Reinvestment Zone No. 17 - Mission Creek	7	29%	71%	0%	100%	71%	29%	0%	0%	0%
71	Tax Increment Reinvestment Zone No. 19 - Hallie Heights	6	0%	83%	17%	100%	33%	33%	0%	17%	17%
72	Tax Increment Reinvestment Zone No. 21 - Heather's Cove	7	14%	86%	0%	100%	57%	14%	0%	14%	14%
73	Tax Increment Reinvestment Zone No. 25 - Hunter's Pond	6	17%	83%	0%	100%	50%	33%	0%	0%	17%
74	Tax Increment Reinvestment Zone No. 28 - Verano	7	43%	57%	0%	100%	71%	29%	0%	0%	0%
75	Tax Increment Reinvestment Zone No. 30 - Westside	7	43%	57%	0%	100%	14%	86%	0%	0%	0%
76	Tax Increment Reinvestment Zone No. 31 - Midtown	14	43%	57%	0%	100%	64%	7%	0%	29%	0%
77	Tax Increment Reinvestment Zone No. 32 - Mission Drive-in	7	43%	57%	0%	100%	0%	86%	0%	14%	0%
78	Tax Increment Reinvestment Zone No. 33 - Northeast Corridor	7	29%	71%	0%	100%	71%	14%	14%	0%	0%
79 *	Transportation Advisory Board	7	0%	100%	0%	100%	29%	71%	0%	0%	0%
80 *	VIA Metropolitan Transit Authority	5	40%	60%	0%	100%	60%	20%	20%	0%	0%
81 *	Watershed Improvement Advisory Committee	2	0%	100%	0%	100%	50%	0%	50%	0%	0%
82 *	Westside Development Corporation	16	31%	63%	6%	100%	31%	56%	0%	0%	13%
83 *	Zoning Board of Adjustment	17	41%	59%	0%	100%	47%	41%	0%	12%	0%
84 *	Zoning Commission	11	36%	55%	9%	100%	18%	18%	18%	27%	18%
85	San Antonio Bexar County Soccer Public Facility Corporation	2	50%	50%	0%	100%	0%	100%	0%	0%	0%
86	Solid Waste Determination Board	2	0%	100%	0%	100%	50%	0%	50%	0%	0%
		Average	33%	56%	11%	100%	30%	37%	9%	6%	18%
							30%	37%	9%	6%	18%
											100%

*Additional analysis was performed on 52 of the 86 Boards & Commissions.