

2024

UNITED  
WE .

A woman with dark hair and glasses, wearing a grey blazer and a lanyard with a name tag, is speaking at a podium. She is smiling and gesturing with her right hand. The podium has a microphone and a name tag that says "Speaker 3".

# *Out of Balance*

A NATIONAL ASSESSMENT  
OF WOMEN'S REPRESENTATION  
ON LOCAL APPOINTED BOARDS



**United Women’s Empowerment**, or United WE, is a nonprofit organization with a mission to advance all women’s economic and civic leadership. Since 1991, United WE has been advancing all women through evidence-based research and nonpartisan policy solutions. The organization has conducted 30 meaningful research studies, advocated for issues resulting in 57 policy actions, and supported more than 200 civic appointments. United WE’s work positively impacts hundreds of thousands of women and families by commissioning transformative research, scaling its fast-growing Appointments Project®, advocating for reforms that honor the legacies of women, and contributing to policy solutions that advance equal pay, paid family leave, affordable childcare, and occupational licensing reforms.

This research was conducted by Openfields, made possible with support by United WE. The content of this report does not necessarily reflect the official views of United WE.

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**Openfields** was founded in 2014 with the vision of bringing the most creative, strategic tools for innovation from across sectors to bear on our most pressing, complex social issues. We work with foundations, non-profits, universities, and mission-minded corporations around the country to generate insight into complex social challenges and develop dynamic strategies for impact. Our services include strategy, research, data analysis, systems intelligence, and program design and evaluation.

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# | Executive Summary

Reflective representation – government that reflects the diversity of the communities that it serves – is a critical component of a well-functioning democracy. It supports effective policymaking that improves outcomes for all Americans and serves as a means of bolstering Americans’ trust in government during polarized times. While it is well known that women are underrepresented in elected offices at all levels of government, less is known about the status of women serving in appointed office, especially on boards and commissions in local government.

This report shares findings from the first national study of women’s representation on local appointed boards. We collected data on the current members of four types of boards in 98 cities across the United States, using two algorithms to predict the gender composition of boards based on members’ first names.

Our findings reveal that women are significantly underrepresented on local boards across the country.



**Of the 5,125 board seats analyzed, only 39% are occupied by women.**

By comparison, women make up just over half of the United States population.



**Women are substantially underrepresented on Planning and Zoning, Parks and Recreation, and Housing boards. Only on Library boards do women consistently occupy more than 50% of seats.**

This pattern holds true in every region of the country.



**Women are underrepresented in over three-fourths of cities.**

At most, only 21 cities (21.4% of our sample) meet or exceed a 50% threshold of women on boards.

In a time when Americans trust their local government much more than they trust the federal government, it is critical that local appointed boards better reflect the communities they serve. Reflective representation creates more opportunities for women to bring their lived experiences to bear on local policymaking, improving outcomes for women and shoring up Americans' trust in democracy.

Our report concludes with several recommendations for what cities, counties, and citizens can do to improve gender representation on local appointed boards.

### ***What cities and counties can do***

- ✓ **Publish comprehensive lists of appointed boards on government web sites**, along with information about current members and their term lengths.

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- ✓ **Publish board meeting agendas, dates and minutes** to improve understanding of how boards operate and how they influence local policy.

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- ✓ **Disseminate more information about the appointments process itself.** Many cities' board pages list information about vacant seats, but fewer provide clear information about how residents can apply to fill those vacancies.

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- ✓ **Explicitly invite and encourage women** to apply.

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- ✓ **Consider how factors like meeting times, locations, and availability of childcare can be adjusted** to better accommodate women's participation.

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## ***What you can do***

- ✓ **Investigate board representation in your own town, city or county.** Who serves on your local boards, and how easy is it to find this information?

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- ✓ **Tell your local elected officials** how much you value reflective representation on boards in your town, city or county.

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- ✓ **Advocate for transparency** in your local government's appointment process. Ask your government to post information about vacancies and make it clear how people can apply to fill vacant positions.

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- ✓ **Apply to serve on a board where you live.** We need all voices to ensure that government represents the interests of everyone.

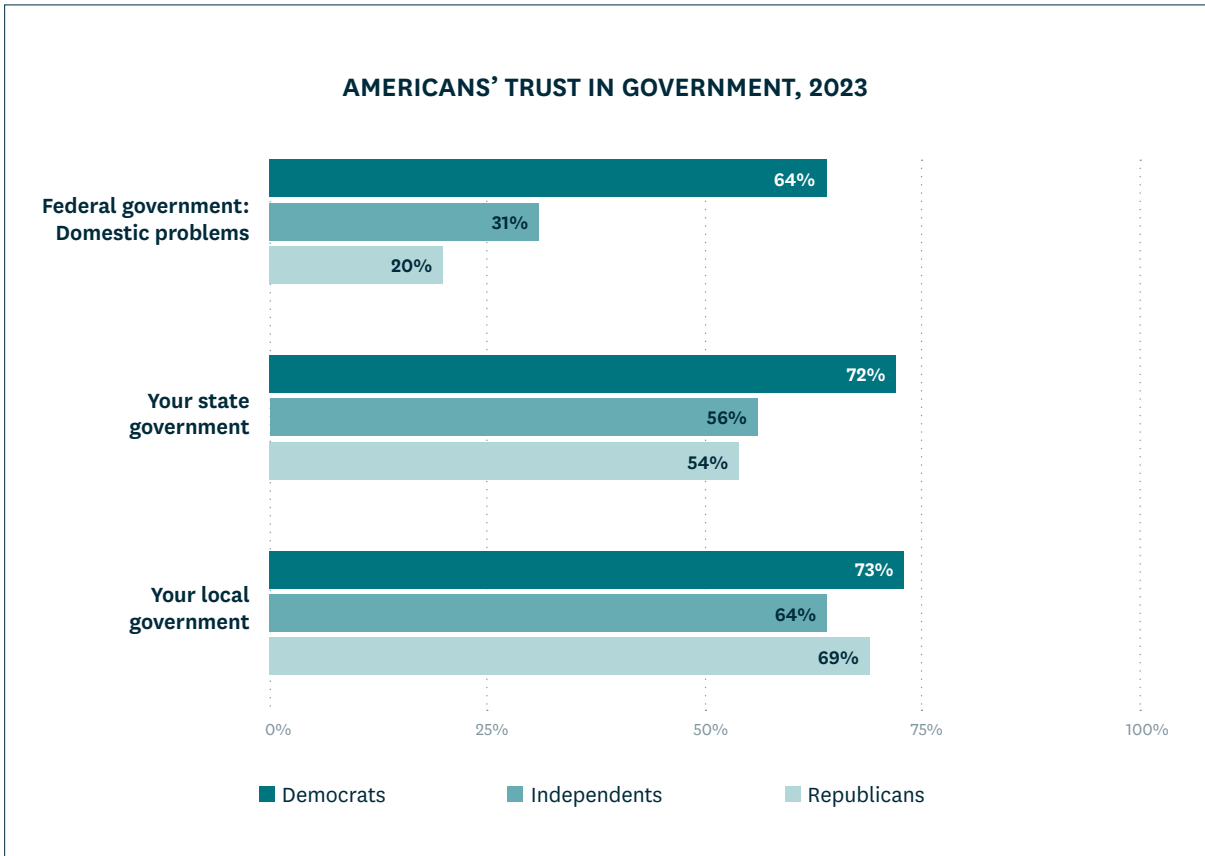
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- ✓ **Encourage women in your life to seek appointment.** Programs like United WE's Appointments Project offer training and resources that inspire and equip women to serve.

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# Introduction

Trust in the federal government is at a historic low in the United States. In a 2023 Gallup poll, only 39% of respondents had a “great deal” or “fair amount” of trust in the federal government’s ability to handle domestic problems – the lowest ever reported.<sup>1</sup> A majority of adults in the United States believe the federal government does not listen to the public, act transparently, or help people like them.<sup>2</sup> This lack of trust poses several risks: political disengagement, reduced support for government action, and less institutional accountability, all of which can further erode trust, creating a vicious cycle.<sup>3</sup>

One bright spot in the face of this decline is Americans’ trust in local government. In 2023, 67% of respondents said they had a “great deal” or “fair amount” of trust in their local governments – a number that has varied by only a few percentage points in the past decade. Even more notably, Americans’ high trust in local government spans partisan lines, with a “great deal” or “fair amount” of trust expressed by 73% of those who identify as Democrat and 69% of those who identify as Republican.<sup>4</sup> In this time of declining trust and hyper-polarization, Americans’ broad trust in local government is a point of hope.

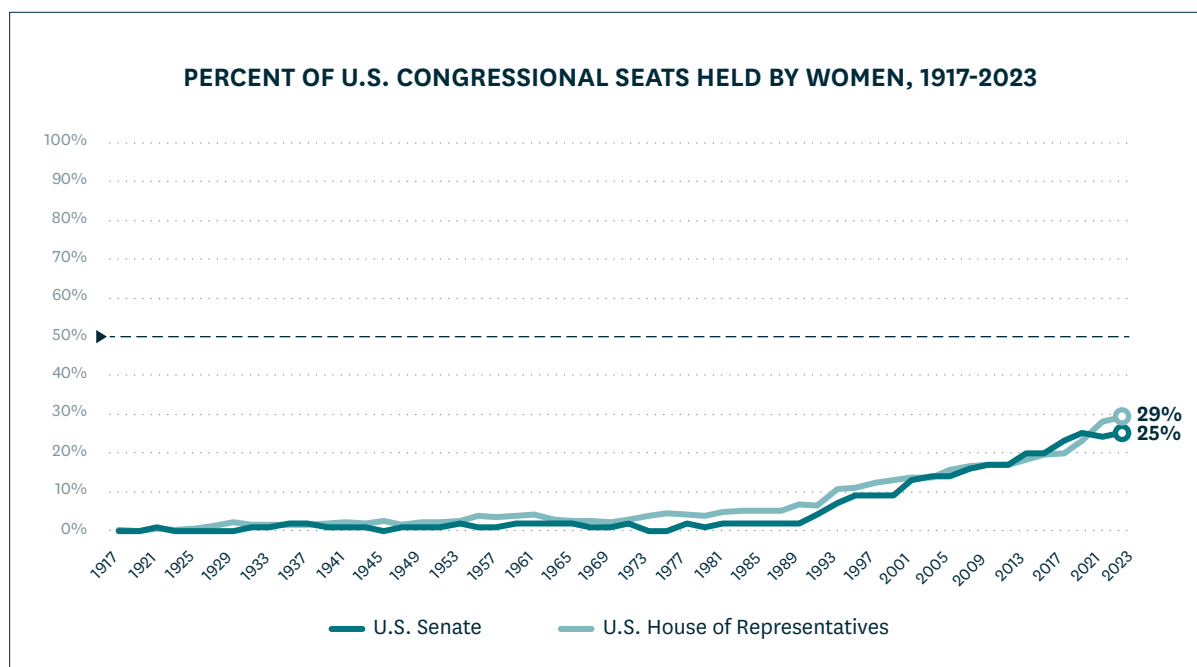


Source: Gallup<sup>5</sup>

### ***To restore and sustain trust, we need more reflective representation***

Reflective representation is one means of restoring and sustaining Americans’ trust in government. By “reflective representation,” we are referring to government that reflects the demographics of the communities that it serves. Studies show, for example, that the presence of women and LGBTQ+ members in government is associated with policy priorities and outcomes that are better aligned with the interests of these groups.<sup>6</sup> By supporting policymaking attuned to the lived experiences of a diverse group of citizens, reflective representation can be a means of building greater trust in government.

When it comes to gender representation in government, reflective representation is a seemingly far-off goal. A substantial body of research on the gender composition of Congress and state legislatures shows that, despite some gains in recent decades, women remain significantly underrepresented in elected office and cabinet positions in the United States. Women now hold 25% of seats in the U.S. Senate and 29% in the U.S. House; at the state level, women occupy just 30% of senate seats and 34% of house or assembly seats.<sup>7</sup>



Source: Center for American Women and Politics<sup>8</sup>

Research on gender diversity in city leadership documents a similar trend. Women make up about one-quarter of mayors and one-third of seats on municipal legislatures, according to the Center for American Women and Politics.<sup>9</sup> The Local Government Diversity Dashboard tracks the gender of top appointed executives in local government in over 9,500 counties and



municipalities. In March 2022, only 29% of city managers and administrators were women. Notably, subsequent research found that women make up 68% of heads of finance in these counties and municipalities.<sup>10</sup>

## ***Understanding representation on local boards***

While mayors, city managers, and municipal legislatures are some of the more familiar parts of local government, cities and counties in the United States also perform their work through a constellation of boards and commissions (hereafter referred to collectively as “boards”). These boards deal with issues ranging from development and zoning enforcement to overseeing city parks to advising on how to spend federal housing dollars. Members of local boards are usually appointed, not elected. Generally, appointments are made at the discretion of the chief executive and/or the council, but the process varies greatly from jurisdiction to jurisdiction.

Though their specific powers and responsibilities vary, boards are essential parts of local government whose deliberations and decisions affect the lives of residents in concrete ways. For this reason, it is critical to understand the extent to which a city or county’s boards reflect the broader community they serve. However, compared to other levels of government, research on gender diversity on city- or county-level boards is extremely limited, consisting primarily of a handful of studies of boards in individual states. This research finds that women are underrepresented overall and that the problem is more severe on certain types of boards. The Urban Institute has conducted what, until now, has been the only nationwide study of representation on boards, focusing exclusively on land-use decision making boards. They found that women comprise only 28% of seats.<sup>11</sup> Overall, the limited research that has been conducted suggests that the systematic underrepresentation of women is a problem on locally appointed boards and commissions, just as it is in elected offices and higher levels of government.

### **STATE OF THE STATES**

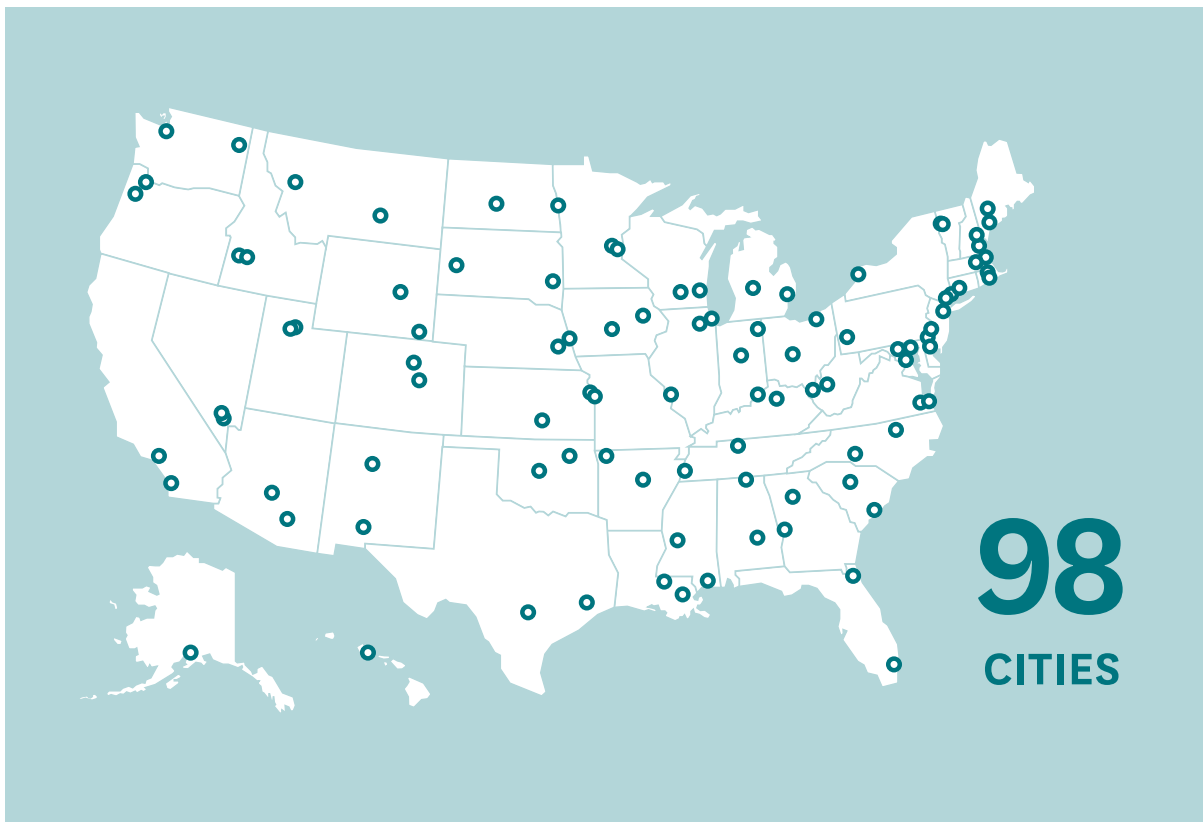
A handful of state-level studies have shown that women are generally underrepresented on local appointed boards. **Iowa** is the only state with a law that mandates gender balance on county and city boards, yet as of 2022, women occupied only 38% of seats on county boards and 43% of city boards.<sup>12</sup> In **Kansas**, women are a minority on Planning, Zoning, and Parks and Recreation boards, but make up a slight majority of Housing Authority boards and a substantial majority (69%) of Library boards.<sup>13</sup> In **Missouri**, women make up 37% of all boards and are a majority on only five of 19 board types.<sup>14</sup> Finally, a **North Carolina** study of county planning boards found that almost half were made up of all men or just one woman; women were a majority on less than 5% of boards.<sup>15</sup>

## | What We Did

This study furthers understanding of women’s representation on local appointed boards by analyzing data on a consistent set of boards in cities in all 50 states and the District of Columbia. Collecting data of this kind presents several distinct challenges, including a lack of consistency in how cities share data on appointees, variations in how local government is structured in different states, and complexities in determining gender identity. We briefly outline the approach here and present a fuller research methodology in [Appendix I](#).

### ***Constructing a national sample of cities***

To conduct a truly national analysis, we analyzed data from two cities in each state and added the District of Columbia. As this study is only a starting point, we selected the two largest cities per state by population. This approach resulted in a pool of cities of varied sizes, from South Burlington, VT (estimated population 20,282) to New York, NY (estimated population 8.5 million). Data were not available for two cities, and one state (Hawaii) contains only one Census-designated city; therefore, our final data set includes data for 98 cities that cover all 50 states and the District of Columbia.



## Collecting data on a consistent set of board types

Local government in the United States derives its powers and structures from the states rather than the federal government. Accordingly, forms of local government differ between states, and this extends to the type and number of city boards. Even within a state, cities often have some autonomy in determining what boards they create. The end result is that the type and number of boards in each city vary widely. Some cities in our data set had well over 50 boards, while others had fewer than 10. In order to create a consistent data set, we selected four general types of boards that were present in most cities and collected data only on those boards. The four types are described below.



### PLANNING AND ZONING BOARDS

This includes bodies like Planning Commissions, Zoning Boards, Historic Preservation Boards, and Zoning Boards of Appeals. We included them because land use regulation is one of the most important powers delegated to cities by states, and decisions made by these boards impact the well-being and character of cities in fundamental ways.



### PARKS AND RECREATION BOARDS

This includes bodies like Parks and Recreation Commissions that oversee the open space and recreational programs and facilities in cities. We included them because they are familiar aspects of city governments in many places, and they oversee a highly visible service provided by cities.



### HOUSING BOARDS

This includes bodies like Housing Authorities, Housing Commissions, and Housing Advisory boards that operate, advise on, or direct funding for housing. These boards were considerably more varied than the other types in their powers and function.



### LIBRARY BOARDS

This includes boards that oversee or advise library systems. Libraries provide important, highly visible services to residents. Prior research in Kansas and Missouri suggests that women may be more heavily represented on Library boards.<sup>16</sup>

We identified boards and collected data on their membership through public websites hosted by city governments. Many cities had additional types of boards, but we only included data for these four types. Because we focused on cities, our analysis does not include boards that were created by counties or by stand-alone regional organizations. In total, we collected information on 586 boards, a complete list of which can be found in [Appendix III](#).

### ***Determining gender***

Most studies on this topic have surveyed city officials to collect demographic data on the gender of board members, but this approach has limitations. Surveys often suffer from low response rates, which can lead to incomplete and potentially biased data. Furthermore, because the surveys are sent to city officials, one cannot always be certain how estimates of gender representation were determined by respondents. We took a different approach that relied upon statistical algorithms that use names to predict gender. We ran our name data through two such algorithms. When they both predicted the same gender with a high degree of confidence, we categorized the board member accordingly. In instances where there was disagreement or low confidence, we categorized the board member's gender as "Not Predicted." In this way, we collected data on 4,846 names, of which we identified a gender for 4,586 (94.6%). A fuller description of our methodology can be found in [Appendix I](#).

#### **A NOTE ON GENDER**

The algorithms we used cross-reference individuals' first names with information from major social networks and Social Security Administration records. In relying on these sources to predict gender, we are not assuming that a person's sex determines their gender, but rather that their self-reported name is indicative of their gender identity. Because the algorithms classify names as male, female, or "NA," this approach cannot precisely classify individuals who identify as transgender men, transgender women, nonbinary, gender fluid, or other genders outside the traditional categories of man and woman. Future research should explore ways to supplement algorithm-based analyses with other methods in order to comprehensively analyze representation across the gender spectrum.

# | What We Found

Women comprise 50.4% of the United States population.<sup>17</sup> Using this metric as a benchmark of reflective representation, our analysis determined that women are substantially underrepresented on boards in cities across the United States. This holds true when considering women’s overall representation as well as their representation on three out of four board types.

## ***Women occupy only 39% of seats across the boards we analyzed.***

We analyzed information on 5,125 seats from 586 boards across 98 cities. A breakdown of the number of boards, board seats, and board gender composition by city can be found in [Appendix II](#). On the whole, we found that 1,989 board seats (38.8%) are occupied by women. Men occupy 2,597 seats (50.6%). An additional 279 seats are vacant (5.4%), and for 260 seats (5.0%) the algorithms used were not able to predict gender with high confidence. We found no regional variation in this distribution when we compared cities in the Northeast, South, Midwest and West.

Our finding that women occupy 39% of municipal board seats is comparable to the findings of the few state-level studies that have been conducted in Iowa, Kansas and Missouri (see [State of the states](#), page 9). This is the first study to establish that women are underrepresented on a broad set of board types across a national sample of cities.

### OUR DATA SET INCLUDES



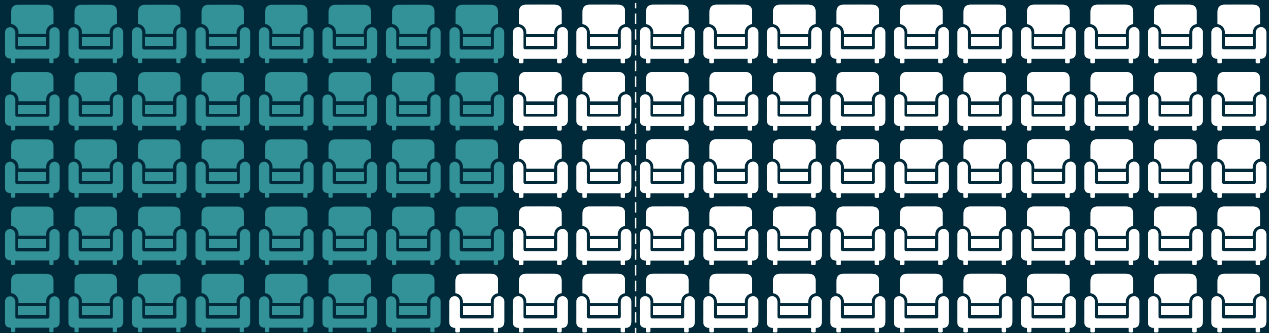
**98**  
CITIES



**586**  
BOARDS



**5,125**  
SEATS



**WOMEN OCCUPY  
ONLY 39% OF SEATS**

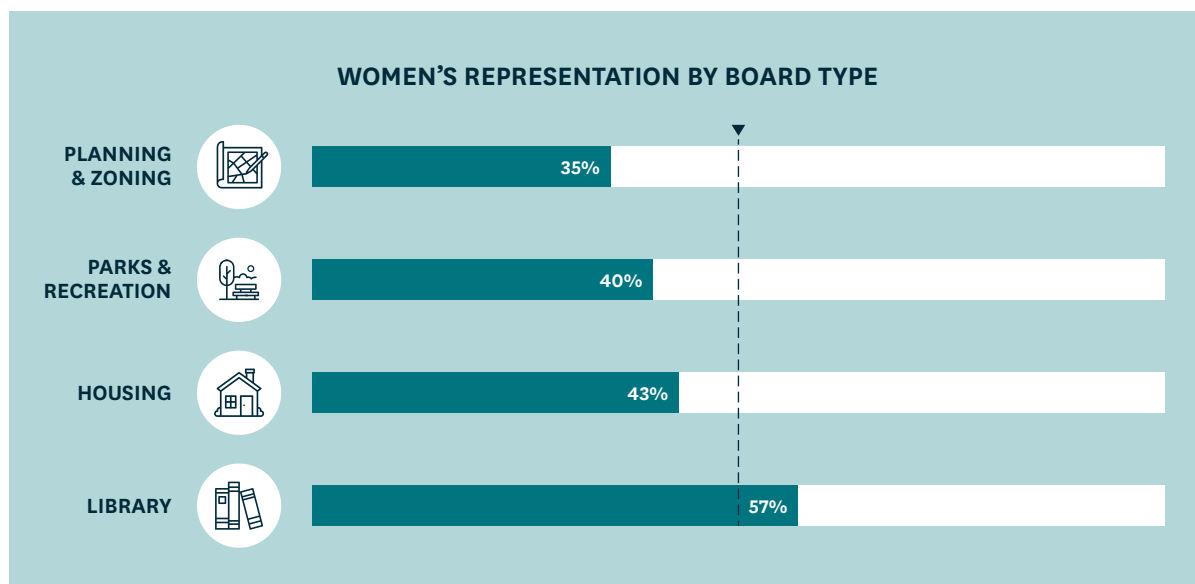
**ON THE BOARDS  
IN OUR DATA SET**

### **Women's representation varies significantly according to board type.**

We see remarkable variation in women's representation when we look across board types. Library boards are the only type of board on which women make up at least 50% of seats. In fact, women are overrepresented on Library boards, comprising 56.5% of seats. This finding is consistent with studies in Kansas and Missouri, although those studies found substantially higher overrepresentation, with women occupying 69% and 72% of Library board seats.<sup>18</sup>

Conversely, women are significantly underrepresented on Planning and Zoning boards, occupying just over one out of every three seats (34.5%). Planning and Zoning boards can be subdivided into several types, including Planning Commissions, Zoning commissions, Zoning Boards of Appeals, and Historic Commissions. The Urban Institute's recent study reported that women had somewhat higher representation on Historic Commissions than on other types of Planning and Zoning boards.<sup>19</sup> We examined whether this held true in our sample by analyzing the gender composition of Historic Commissions separately from other Planning and Zoning boards. We found that women are indeed more highly represented on Historic Commissions (40% compared to 34.5% across all Planning and Zoning boards). When we removed Historic Commissions from the Planning and Zoning category, women's representation in the category dropped to 33%.

Our analysis again shows no regional differences in women's representation across board types. In every region – Northeast, South, Midwest and West – women are overrepresented on Library boards and are most underrepresented on Planning and Zoning boards. Women are also underrepresented on Housing and Parks and Recreation boards, though to a lesser degree.



**Women are underrepresented in over three-fourths of cities.**

At most, only 21 cities (21.4% of our sample) meet or exceed a 50% threshold of women-occupied seats. This number includes 10 cities for which our analysis predicted with high confidence that at least 50% of board members are women, plus 11 additional cities where the sum of seats for which gender could not be predicted and seats occupied by women meets or exceeds 50% of the total. In other words, our estimate of 21.4% emerges from a scenario that assumes all names of people whose gender could not be predicted are, in fact, names of people who identify as women. Even in this scenario, women are underrepresented in over three-fourths of cities.



## | What Now?

In a time when local government holds an outsized share of Americans' trust, it is critical that appointed boards better reflect the communities they serve. Women and men in the United States have different experiences in the workplace, raising children, caregiving for older family members, starting and running businesses, and in many other areas of life. Reflective representation creates more opportunities for women to bring their lived experiences to bear on local policymaking. This improves outcomes for women and can be an important means of bolstering trust in government.

***In a time when local government holds an outsized share of Americans' trust, it is critical that appointed boards better reflect the communities they serve.***

To our knowledge, this is the first study to assess women's representation on multiple types of appointed city boards in all 50 states and the District of Columbia. Women comprise more than half of the United States population, but occupy fewer than four in 10 of the board seats in our analysis. This underrepresentation is widespread; in over three-quarters of cities we analyzed, women held fewer than 50% of seats. Our findings are consistent with a handful of state-level studies that have also found women to be underrepresented on local appointed boards.

The reasons *why* women are consistently underrepresented on local appointed boards are likely complex and warrant further research. The comparatively robust research on underrepresentation of women in elected office may provide some insight. Those studies have found that the problem stems from several issues including a relative lack of women in "pipeline" professions such as law and business and women being generally less likely to seek office. They identify numerous factors that contribute to the latter problem, including an outsized share of family responsibilities, lower confidence in their ability to serve, greater distaste for electoral campaigning, and a general lack of encouragement.<sup>20</sup>

A very limited body of research shows that some of these same factors contribute to disparities in gender representation on local appointed boards. For example, a 2014 study in Kansas City, Missouri found that women who had not served on appointed boards felt less confident in their leadership skills compared to those who were currently serving or had served. In focus groups, participants named several barriers to board service, including time constraints, family obligations, uncertainty about having the right knowledge or skill set, and not being asked to serve.<sup>21</sup>

While research on women in elected office is a useful starting point for theorizing about women in appointed office, significant differences between appointed and elected office suggest that women's underrepresentation in appointed office deserves its own line of inquiry. The competitiveness and time demands of electoral campaigns that disincentivize many women from



seeking elected office are less evident in the appointment process. This may explain why there are proportionally more women on appointed city boards than in Congress. Future research on a nationally representative sample of women could help us more fully understand the factors influencing women's decisions to seek appointed office, as well as the structural barriers that affect their engagement.

Our analysis also finds that women's representation on local boards varies substantially by board type. Women are underrepresented on Planning and Zoning, Parks and Recreation, and Housing boards. The story is different on Library boards, where women occupy more than five out of every 10 seats. Ours is not the first study to document women's overrepresentation on boards with what researchers at Boise State once termed more "stereotypically feminine missions," but it is the first to identify this pattern in a national sample of cities.<sup>22</sup> Again, these findings invite further inquiry into why this pattern exists. Future research might investigate, for example, whether the mechanisms that sort women disproportionately onto certain types of boards are similar to those that sort women disproportionately into certain occupations.<sup>23</sup>

We see several additional avenues for future research on women's representation in appointed positions in local government. This study examines four board types in the two largest cities per state. Further studies could investigate whether our findings hold true across other board types (such as economic development boards), in smaller cities, or in counties, which are the main local governments in rural areas. Future research could also compare representation on boards by city size, demographic differences, or political leaning. State boards are another set of entities whose representativeness has been examined in some states, but not assessed on a national scale. Finally, gender is not the only lens through which to examine representation. Others such as race, ethnicity, age, sexual orientation, economic status, ability, and board tenure could be studied, especially by employing mixed-methods approaches.

Along with further research, there are steps that cities and counties can take to improve reflective representation on appointed boards. Cities can improve the transparency of local board activities and processes and address the barriers that hinder women from applying and serving. Our full list of recommendations can be found on page 18 ([What cities and counties can do](#)).

### ***What cities and counties can do***

- ✓ **Publish comprehensive lists of appointed boards on government web sites**, along with information about current members and their term lengths. In this study, we were able to find information about members of at least one board in 98 out of 100 cities in our initial sampling frame. Still, the amount of information available varied widely by city (see [Appendix III](#)).

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- ✓ **Publish board meeting agendas, dates and minutes** to improve understanding of how boards operate and how they influence local policy.

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- ✓ **Disseminate more information about the appointments process itself**. Many cities' board pages list information about vacant seats, but fewer provide clear information about how residents can apply to fill those vacancies.

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- ✓ **Explicitly invite and encourage women** to apply.

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- ✓ **Consider** how factors like meeting times, locations, and availability of childcare can be adjusted to better accommodate women's participation.

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We hope that members of the general public will find the information in this study to be a useful starting point for exploring board representation in their own towns, cities or counties. Residents can let their representatives know how much they value reflective representation on the appointed boards that shape so much of everyday life in the United States. Residents can, and should, also consider applying to serve on boards themselves. Programs like United WE's Appointments Project help guide and encourage women through the process of applying and serving on local boards.<sup>24</sup> With more efforts like these, we can ensure that appointed boards reflect a diverse chorus of voices and shore up local government as a stronghold of democracy.

# Endnotes

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- 20 Jennifer Lawless and Richard Fox, “Men Rule: The Continued Under-Representation of Women in Politics,” Women and Politics Institute, American University School of Public Affairs, January 2012, <https://www.american.edu/spa/wpi/upload/2012-men-rule-report-web.pdf>; ----, “Girls Just Wanna Not Run: The Gender Gap in Young Americans’ Political Ambition,” Women and Politics Institute, American University School of Public Affairs, March 2013, [https://www.american.edu/spa/wpi/upload/girls-just-wanna-not-run\\_policy-report.pdf](https://www.american.edu/spa/wpi/upload/girls-just-wanna-not-run_policy-report.pdf); “Politics of Parenthood: Representation in the 118<sup>th</sup> Congress,” Vote Mama Foundation, 2023, <https://www.votemamafoundation.org/reports/popreport2023>.
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- 22 Jaclyn Kettler and Justin S. Vaughn, “Gender Representation on Idaho State and Local Appointed Boards,” *The Blue Review*, Sept. 15, 2015. Cited in Alexandra Grande, Caitlin Kling, and Brenda Bauges, “Women on State Boards and Commissions: Is Idaho Where it Wants to Be?,” *The Advocate*, 59, no. 3/4 (2016): 30, [https://www.hollandhart.com/files/33931\\_The\\_Advocate\\_AGrande\\_MarApr2016.pdf](https://www.hollandhart.com/files/33931_The_Advocate_AGrande_MarApr2016.pdf).
- 23 Patricia Cortes and Jessica Pan, “Occupation and Gender,” in *The Oxford Handbook of Women and The Economy*, ed. Susan Averett, Laura Argys, Saul Hoffman (Oxford University Press, 2018), 425-442, <https://doi.org/10.1093/oxfordhb/9780190628963.013.12>.
- 24 “Appointments Project – United WE,” United WE, 2020, <https://united-we.org/ap-overview>.

# | Appendices

Out of Balance:  
A National Assessment of  
Women's Representation on  
Local Appointed Boards

# Appendix I

## Methodology

This report shares findings from our analysis of the names of current members on a sample of boards in 98 cities across the United States to estimate the gender composition of boards. Below is an expanded account of how we collected data and determined the findings in this report.

### **City selection**

We determined the two largest cities per state using the U.S. Census Bureau Estimates of the Resident Population for Incorporated Places for 2021.<sup>1</sup> We assigned region and subregion designations based on U.S. Census Bureau classifications.<sup>2</sup>

### **Board selection**

We searched each city’s website to develop a list of boards that met our criteria. For inclusion, boards had to be listed on city websites or city-hosted board management platforms (e.g., Granicus, OnBoard) and could not be described as corporations or independent entities. To find boards for housing authorities, we used the HUD Public Housing Authority directory to identify the Public Housing Authority associated with each city (if applicable) and its website, where we searched for board information.<sup>3</sup>

We included boards and commissions relevant to the following topics in each category:

- **Planning and Zoning:** Planning, zoning, zoning appeals, citizen planning, design, design review, historic preservation
- **Parks and Recreation:** Parks, recreation, gardens, greenways, trails
- **Housing:** Housing (general), Housing authorities, affordable housing, tenants rights, renters
- **Library:** Library oversight or advisory

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1 “Annual Estimates of the Resident Population for Incorporated Places of 50,000 or More, Ranked by July 1, 2021 Population: April 1, 2020 to July 1, 2021,” United States Census Bureau, published May 13, 2022, <https://www2.census.gov/programs-surveys/popest/tables/2020-2021/cities/totals/SUB-IP-EST2021-ANNRNRK.xlsx>.

2 “Census Regions and Divisions of the United States,” United States Census Bureau, Accessed May 5, 2023 [https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us\\_regdiv.pdf](https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf).

3 “PHA Contact Information,” U.S. Department of Housing and Urban Development, [https://www.hud.gov/program\\_offices/public\\_indian\\_housing/pha/contacts](https://www.hud.gov/program_offices/public_indian_housing/pha/contacts)

## **Recording member names and information**

We recorded first, middle and last names of board and commission members as displayed on the web pages associated with each board or commission. Vacant seats were recorded as vacant. Where applicable, we noted whether a board member had ex-officio or alternate status, was an elected official, was a staff person (such as a city planner), or was listed next to term dates that had expired. Names of elected officials, staff, and members whose terms had expired were ultimately excluded from our analysis.

## **Analyzing names to estimate gender**

We analyzed the gender of each first name using both the *gender* package in R and the website [Genderize.io](https://genderize.io).

- *Gender* infers gender from state-recorded sex categories based on historical datasets. For our analysis we used Social Security Administration data for birth years from 1930-2005.<sup>4</sup>
- Genderize collects data from major social networks with at least one data source associated with every country in the world.<sup>5</sup>

Each algorithm predicts a gender for each first name along with a probability associated with the prediction (“1” being the highest probability, “0” being the lowest). Gender categories used by the algorithms are “male,” “female,” and “NA.” We recorded a name as “man” or “woman” when both of the following conditions were met: 1) Both *gender* and Genderize predicted the same gender for a name and 2) at least one algorithm predicted the gender with 0.8 or higher probability. We recorded names as “Gender Not Predicted” when any of the following conditions were met: 1) Either *gender* or Genderize could not predict the gender of a name (returning “NA” instead of “male” or “female”), 2) *Gender* and Genderize disagreed on the gender of a name, 3) Both *gender* and Genderize predictions were associated with a probability below 0.8.

On several occasions, Genderize returned an “NA” (Not Predicted) result for a name that has a common association with “man” or “woman” and for which the *gender* algorithm predicted that gender for the name with high probability. This appeared to be a bug in the Genderize algorithm, especially since the “NA” result was often returned inconsistently for the same name. In these cases we used our judgment to override the “NA” result. A list of names for which the “NA” prediction was overridden at least once are on the following page.

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4 Lincoln Mullen, “Predicting Gender Using Historical Data,” *Comprehensive R Archive Network*, October 12, 2021, <https://cran.r-project.org/web/packages/gender/vignettes/predicting-gender.html>.

5 Casper Strømngren, Personal Communication, December 14, 2023; “Our Data,” Genderize.io, Demografix ApS, Accessed December 15, 2023, <https://genderize.io/>.



**List of names for which the Genderize prediction was overridden**

<b>Name</b>	<b>Gender Assigned</b>
Amanda	Woman
Anne-Marie	Woman
Brett	Man
Cathy	Woman
Fran	Woman
Fred	Man
Jo-Anne	Woman
Joel	Man
Joseph	Man
Kathleen	Woman
Kenneth	Man
Mary Ann	Woman
Mary Anne	Woman
Mary Jo	Woman
MaryBeth	Woman
MaryJane	Woman
Mollie	Woman
Monique	Woman
Rebecca	Woman
Steven	Man
Virginia	Woman
William	Man
Zack	Man

# Appendix II

## Number of Boards, Board Seats, and Gender Composition of Boards by City

City	Number of Boards Analyzed					Board Seats Analyzed					Year Data Collected <sup>1</sup>
	Planning & Zoning	Parks & Recreation	Housing	Library	Total Boards	Total Seats	% Gender Composition			% Vacant	
							Women	Men	Not Predicted		
Los Angeles (CA)	8	1	2	1	12	65	58%	37%	2%	3%	2023
Memphis (TN)	2	0	1	1	4	28	57%	36%	0%	7%	2023
Huntington (WV)	2	0	0	0	2	16	56%	38%	6%	0%	2023
Seattle (WA)	6	1	2	1	10	79	56%	39%	5%	0%	2021
Pittsburgh (PA)	4	0	2	0	6	60	55%	40%	5%	0%	2023
Milwaukee (WI)	3	0	1	0	4	27	52%	37%	0%	11%	2023
Detroit (MI)	5	0	1	0	6	45	51%	47%	2%	0%	2023
Louisville/Jefferson County metro government (KY)	3	1	2	1	7	69	51%	36%	6%	7%	2023
Spokane (WA)	0	1	2	1	4	35	51%	43%	3%	3%	2023
Warwick (RI)	2	0	0	1	3	22	50%	50%	0%	0%	2023
Boise (ID)	3	1	1	1	6	44	48%	41%	0%	11%	2023
Cleveland (OH)	3	0	0	0	3	19	47%	42%	11%	0%	2023
Fort Wayne (IN)	3	1	1	0	5	30	47%	53%	0%	0%	2023
Tucson (AZ)	6	1	0	0	7	49	47%	49%	4%	0%	2023
New Orleans (LA)	4	1	2	1	8	81	46%	35%	9%	11%	2023
Cedar Rapids (IA)	5	1	2	0	8	96	45%	46%	4%	5%	2023
Chicago (IL)	3	0	2	1	6	73	45%	38%	5%	11%	2023
Denver (CO)	6	3	1	1	11	132	45%	48%	5%	2%	2022
Frederick (MD)	3	1	2	0	6	33	45%	52%	0%	3%	2023
Jacksonville (FL)	4	0	1	1	6	151	45%	50%	3%	2%	2023
Las Vegas (NV)	3	1	0	1	5	51	45%	53%	2%	0%	2023
Philadelphia (PA)	3	1	2	0	6	55	45%	47%	5%	2%	2023
Virginia Beach (VA)	5	1	1	1	8	89	45%	51%	3%	1%	2023
Baton Rouge (LA)	2	1	1	1	5	38	44%	44%	11%	0%	2023
Chesapeake (VA)	4	1	1	1	7	78	44%	53%	4%	0%	2023

<sup>1</sup> Data from 2021 and 2022 were provided by courtesy of researchers Mirya Holman (University of Houston) and Christina Wolbrecht (University of Notre Dame).

City	Number of Boards Analyzed					Board Seats Analyzed					Year Data Collected <sup>1</sup>
	Planning & Zoning	Parks & Recreation	Housing	Library	Total Boards	Total Seats	% Gender Composition			% Vacant	
							Women	Men	Not Predicted		
Grand Rapids (MI)	4	1	2	0	7	68	44%	53%	0%	3%	2023
Fayetteville (AR)	3	1	1	1	6	42	43%	52%	2%	2%	2023
Jackson (MS)	1	0	0	0	1	7	43%	57%	0%	0%	2023
Lincoln (NE)	3	2	2	1	8	63	43%	56%	2%	0%	2021
Madison (WI)	3	1	0	1	5	35	43%	43%	3%	11%	2023
Rapid City (SD)	3	1	0	1	5	42	43%	45%	12%	0%	2023
Charleston (WV)	6	0	1	0	7	53	42%	42%	16%	0%	2023
New York (NY)	3	0	2	0	5	50	42%	52%	6%	0%	2023
Providence (RI)	5	1	2	0	8	59	42%	54%	2%	2%	2023
Raleigh (NC)	3	1	2	0	6	60	42%	50%	5%	3%	2023
South Burlington (VT)	2	1	2	1	6	48	42%	52%	2%	4%	2023
Sioux Falls (SD)	3	1	2	1	7	53	42%	57%	2%	0%	2023
Albuquerque (NM)	2	4	2	1	9	78	41%	38%	4%	17%	2023
Oklahoma City (OK)	8	2	1	1	12	88	41%	56%	3%	0%	2023
Fargo (ND)	3	1	1	1	6	42	40%	57%	0%	2%	2022
Tulsa (OK)	2	2	1	0	5	30	40%	57%	3%	0%	2023
West Valley City (UT)	2	0	0	1	3	20	40%	55%	5%	0%	2023
Atlanta (GA)	3	0	2	0	5	61	39%	49%	8%	3%	2023
Cheyenne (WY)	3	0	1	0	4	28	39%	54%	4%	4%	2023
Houston (TX)	3	1	1	1	6	95	39%	46%	5%	9%	2023
Meridian (ID)	2	1	0	0	3	23	39%	57%	4%	0%	2023
Salem (OR)	2	1	1	1	5	41	39%	37%	2%	22%	2023
Salt Lake City (UT)	2	1	2	1	6	62	39%	44%	3%	15%	2023
Washington (DC)	2	0	1	1	4	28	39%	54%	4%	4%	2023
Wichita (KS)	2	1	1	1	5	46	39%	52%	7%	2%	2023
Burlington (VT)	3	1	2	1	7	48	38%	58%	2%	2%	2023
Indianapolis (IN)	5	2	1	1	9	68	38%	54%	7%	0%	2023
Missoula (MT)	4	1	2	1	8	61	38%	57%	3%	2%	2023
Minneapolis (MN)	3	0	3	0	6	64	38%	42%	6%	14%	2023
San Antonio (TX)	5	2	3	1	11	117	38%	43%	6%	13%	2023
Boston (MA)	4	1	2	1	8	81	37%	44%	14%	5%	2023

City	Number of Boards Analyzed					Board Seats Analyzed					Year Data Collected <sup>1</sup>
	Planning & Zoning	Parks & Recreation	Housing	Library	Total Boards	Total Seats	% Gender Composition			% Vacant	
							Women	Men	Not Predicted		
Colorado Springs (CO)	2	1	1	0	4	35	37%	63%	0%	0%	2023
Stamford (CT)	4	1	1	0	6	35	37%	60%	3%	0%	2023
Charleston (SC)	2	0	0	0	2	19	36%	53%	11%	0%	2023
Charlotte (NC)	4	0	2	0	6	55	36%	56%	7%	0%	2021
Columbus (GA)	8	1	1	0	10	39	36%	56%	5%	3%	2023
Las Cruces (NM)	2	1	2	0	5	33	36%	55%	0%	9%	2023
Lexington-Fayette urban county (KY)	4	1	2	0	7	64	36%	48%	6%	9%	2023
Portland (ME)	3	1	4	0	8	64	36%	53%	5%	6%	2023
Columbus (OH)	3	1	1	0	5	69	35%	49%	4%	12%	2023
Des Moines (IA)	4	1	2	1	8	65	35%	57%	8%	0%	2022
Dover (DE)	1	0	1	1	3	20	35%	50%	0%	15%	2023
Overland Park (KS)	2	1	0	0	3	26	35%	58%	4%	4%	2023
San Diego (CA)	2	3	2	1	8	48	35%	40%	8%	17%	2023
Lewiston (ME)	3	0	2	1	6	71	34%	45%	11%	10%	2023
Honolulu (HI)	3	1	0	0	4	30	33%	50%	17%	0%	2023
Kansas City (MO)	3	1	4	1	9	69	33%	32%	7%	28%	2023
Portland (OR)	2	0	2	0	4	30	33%	47%	10%	10%	2023
St. Louis (MO)	3	1	2	1	7	54	33%	59%	7%	0%	2023
Wilmington (DE)	2	1	1	0	4	21	33%	62%	5%	0%	2023
Anchorage (AK)	7	3	1	1	12	108	32%	46%	5%	17%	2023
Billings (MT)	2	1	1	1	5	34	32%	59%	6%	3%	2023
Manchester (NH)	2	1	1	1	5	38	32%	68%	0%	0%	2023
Baltimore (MD)	3	1	1	0	5	39	31%	56%	13%	0%	2023
Nashville-Davidson metropolitan government (TN)	4	1	0	0	5	48	31%	52%	17%	0%	2023
Phoenix (AZ)	14	1	0	1	16	236	31%	52%	4%	14%	2023
Worcester (MA)	4	1	2	1	8	58	31%	62%	7%	0%	2023
Bridgeport (CT)	3	1	1	0	5	30	30%	43%	17%	10%	2023
Huntsville (AL)	7	0	1	1	9	60	30%	58%	10%	2%	2023
Newark (NJ)	3	0	1	0	4	33	30%	61%	9%	0%	2023
Aurora (IL)	2	0	1	1	4	34	29%	62%	3%	6%	2023

City	Number of Boards Analyzed					Board Seats Analyzed					Year Data Collected <sup>1</sup>
	Planning & Zoning	Parks & Recreation	Housing	Library	Total Boards	Total Seats	% Gender Composition			% Vacant	
							Women	Men	Not Predicted		
Montgomery (AL)	4	1	1	0	6	48	29%	65%	6%	0%	2023
Buffalo (NY)	4	0	1	0	5	45	27%	67%	4%	2%	2021
Omaha (NE)	4	1	1	1	7	55	27%	69%	2%	2%	2023
Bismarck (ND)	3	0	0	1	4	27	26%	70%	4%	0%	2023
Columbia (SC)	3	0	1	0	4	31	26%	61%	3%	10%	2023
Nashua (NH)	3	0	2	1	6	42	25%	65%	3%	8%	2023
Casper (WY)	1	0	1	0	2	13	23%	69%	8%	0%	2023
Little Rock (AR)	3	0	0	0	3	23	22%	74%	4%	0%	2023
Miami (FL)	4	1	1	0	6	58	21%	66%	2%	12%	2023
St. Paul (MN)	3	1	1	0	5	61	20%	64%	5%	11%	2023
Henderson (NV)	1	1	0	0	2	17	18%	82%	0%	0%	2023
Gulfport (MS)	2	0	0	0	2	18	17%	72%	11%	0%	2023
Fairbanks (AK)	The city of Fairbanks, AK, did not list any boards on its website that fit the study sample criteria. Board information for the Fairbanks North Star Borough was not included in our analysis.										
Jersey City (NJ)	The city of Jersey City, NJ, did not list any board lists or membership information on its website.										

# Appendix III

## Board Names and Types by City

City	Board Name	Board Type
Albuquerque (NM)	Environmental Planning Commission	Planning and Zoning
	Landmarks and Urban Conservation Commission	Planning and Zoning
	Balloon Fiesta Park Commission	Parks and Recreation
	Greater Albuquerque Recreational Trails Committee	Parks and Recreation
	Metropolitan Parks & Recreation Advisory Board	Parks and Recreation
	Open Space Advisory Board	Parks and Recreation
	Affordable Housing Committee	Housing
	Board of Housing Commissioners	Housing
	Library Advisory Board	Library
Anchorage (AK)	Board of Adjustment	Planning and Zoning
	Chugiak-Eagle River Advisory Board	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Planning and Zoning Commission	Planning and Zoning
	Platting Board	Planning and Zoning
	Urban Design Commission	Planning and Zoning
	Zoning Board of Examiners and Appeals	Planning and Zoning
	Eagle River Chugiak Parks and Recreation Board of Supervisors	Parks and Recreation
	Anchorage Memorial Park Cemetery Advisory Commission	Parks and Recreation
	Anchorage Parks and Recreation Service Area Commission	Parks and Recreation
	Housing, Homeless and Neighborhood Development	Housing
	Library Advisory Board	Library
Atlanta (GA)	Planning Advisory Board	Planning and Zoning
	Urban Design Commission	Planning and Zoning
	Zoning Review Board	Planning and Zoning
	Housing Authority	Housing
	Housing Commission	Housing
Aurora (IL)	Planning and Zoning Commission	Planning and Zoning
	Preservation Commission	Planning and Zoning
	Housing Authority Board	Housing
	Library Board of Trustees	Library
Baltimore (MD)	Board of Municipal and Zoning Appeals	Planning and Zoning
	Historical and Architectural Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Recreation and Parks Advisory Board	Parks and Recreation
	Housing Authority	Housing

City	Board Name	Board Type
Baton Rouge (LA)	Historic Preservation Commission	Planning and Zoning
	Planning and Zoning Commission	Planning and Zoning
	Recreation and Park Commission (BREC)	Parks and Recreation
	Housing Authority of East Baton Rouge Parish	Housing
	Library Board of Control	Library
Billings (MT)	Board of Adjustment	Planning and Zoning
	City Zoning Commission	Planning and Zoning
	Parks, Recreation and Cemetery Board	Parks and Recreation
	Housing Authority	Housing
	Library Board	Library
Bismarck (ND)	Bismarck Planning & Zoning Commission	Planning and Zoning
	Board of Adjustment	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Library Board	Library
Boise (ID)	Design Review Committee	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Planning and Zoning Commission	Planning and Zoning
	Parks and Recreation Commission	Parks and Recreation
	Boise City Housing Authority	Housing
	Library Board of Trustees	Library
Boston (MA)	Bay Village Historic District	Planning and Zoning
	Landmarks Commission	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Zoning Commission	Planning and Zoning
	Parks and Recreation Commission	Parks and Recreation
	Boston Fair Housing Commission	Housing
	Housing Authority Monitoring Committee	Housing
	Public Library Board of Trustees	Library
Bridgeport (CT)	Historic District Commission	Planning and Zoning
	Planning and Zoning Commission	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Parks Commission	Parks and Recreation
	Park City Communities (Housing Authority)	Housing
Buffalo (NY)	Citizen Planning Council	Planning and Zoning
	Preservation Board	Planning and Zoning
	The City of Buffalo Planning Board	Planning and Zoning
	The City of Buffalo Zoning Board of Appeals	Planning and Zoning
	Housing Authority Board of Commissioners	Housing

City	Board Name	Board Type
Burlington (VT)	Burlington Design Advisory Board	Planning and Zoning
	Development Review Board	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks Commission	Parks and Recreation
	Burlington Housing Authority	Housing
	Housing Board of Review	Housing
	Library Commission	Library
Casper (WY)	Planning and Zoning Commission	Planning and Zoning
	Housing Authority Board of Commissioners	Housing
Cedar Rapids (IA)	City Planning Commission	Planning and Zoning
	Design Review Technical Advisory Board	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Long Term Planning Commission	Planning and Zoning
	Zoning Advisory Group	Planning and Zoning
	Parks, Waterways & Recreation Commission	Parks and Recreation
	Affordable Housing Commission	Housing
	Housing Board of Appeals	Housing
Charleston (SC)	Board of Architectural Review - Large	Planning and Zoning
	Board of Architectural Review - Small	Planning and Zoning
	Board of Zoning Appeals - Site Design	Planning and Zoning
	Board of Zoning Appeals - Zoning	Planning and Zoning
	Design Review Board	Planning and Zoning
	Planning Commission	Planning and Zoning
	Housing Authority	Housing
Charleston (WV)	Board of Zoning Appeals	Planning and Zoning
	Municipal Planning Commission	Planning and Zoning
Charlotte (NC)	Historic District Commission	Planning and Zoning
	Historic Landmarks Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Board Of Adjustment	Planning and Zoning
	Housing Appeals Board	Housing
	Inlivian	Housing
Chesapeake (VA)	Board of Zoning Appeals	Planning and Zoning
	Board of Historic and Architectural Review	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Parks, Recreation, and Tourism Advisory Board	Parks and Recreation
	Planning Commission	Planning and Zoning
	Redevelopment and Housing Authority	Housing
	Library Board	Library



City	Board Name	Board Type
Cheyenne (WY)	Board of Adjustment	Planning and Zoning
	Historic Preservation Board	Planning and Zoning
	Planning Commission	Planning and Zoning
	Housing Authority	Housing
Chicago (IL)	Board of Zoning Appeals	Planning and Zoning
	Commission on Chicago Landmarks	Planning and Zoning
	Plan Commission	Planning and Zoning
	Housing Authority Board of Trustees	Housing
	Low-Income Housing Trust Fund	Housing
	Library Board	Library
Cleveland (OH)	Landmarks Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
Colorado Springs (CO)	Historic Preservation Board	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks, Recreation, and Cultural Services Advisory Board	Parks and Recreation
	Housing Authority Board of Commissioners	Housing
Columbia (SC)	Board of Zoning Appeals	Planning and Zoning
	Design Development Review Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Housing Authority Board of Commissioners	Housing
Columbus (GA)	Board of Zoning Appeals	Planning and Zoning
	Board of Historic and Architectural Review	Planning and Zoning
	Planning Advisory Commission	Planning and Zoning
	Parks and Recreation Advisory Board	Parks and Recreation
	Housing Authority	Housing
Columbus (OH)	Brewery District Commission	Planning and Zoning
	Columbus Downtown Commission	Planning and Zoning
	East Franklin Review Board	Planning and Zoning
	German Village Commission	Planning and Zoning
	Historic Resources Commission	Planning and Zoning
	Italian Village Commission	Planning and Zoning
	University Impact District Review Board	Planning and Zoning
	Victoria Village Commission	Planning and Zoning
	Recreation and Parks Commission	Parks and Recreation
Columbus Municipal Housing Authority Board of Commissioners	Housing	

City	Board Name	Board Type
Denver (CO)	Board of Adjustment for Zoning	Planning and Zoning
	Cherry Creek North Design Advisory Board	Planning and Zoning
	Denver Planning Board	Planning and Zoning
	Downtown Design Advisory Board	Planning and Zoning
	Landmark Preservation Commission	Planning and Zoning
	Lower Downtown Design Review Commission	Planning and Zoning
	Denver Botanic Gardens Board of Trustees	Parks and Recreation
	Four Mile Historic Park Board of Directors	Parks and Recreation
	Parks & Recreation Advisory Board	Parks and Recreation
	Denver Housing Authority Board	Housing
	Denver Public Library Commission	Library
Des Moines (IA)	Historic Preservation Commission	Planning and Zoning
	Plan and Zoning Commission	Planning and Zoning
	Urban Design Review Board	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
	Housing Appeals Board	Housing
	Housing Services Board	Housing
	Library Board of Trustees	Library
Detroit (MI)	Board of Zoning Appeals	Planning and Zoning
	Citizen Review Committee	Planning and Zoning
	City Planning Commission	Planning and Zoning
	Historic Designation Advisory Board	Planning and Zoning
	Historic District Commission	Planning and Zoning
	Housing Commission Board of Commissioners	Housing
Dover (DE)	Planning Commission	Planning and Zoning
	Housing Authority	Housing
	Public Library Advisory Commission	Library
Fargo (ND)	Board of Adjustment	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Park Board	Parks and Recreation
	Housing and Redevelopment Authority	Housing
	Library Board	Library
Fayetteville (AR)	Board of Adjustments	Planning and Zoning
	Historic District Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks and Recreation Advisory Board	Parks and Recreation
	Housing Authority	Housing
	Public Library Board of Trustees	Library

City	Board Name	Board Type
Fort Wayne (IN)	Board of Zoning Appeals	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Plan Commission	Planning and Zoning
	Board of Park Commissioners	Parks and Recreation
	Housing Authority	Housing
Frederick (MD)	Historic Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Parks and Recreation Commission	Parks and Recreation
	Housing Authority	Housing
	Fair Housing Commission	Housing
Grand Rapids (MI)	Board of Zoning Appeals	Planning and Zoning
	City Planning Commission	Planning and Zoning
	Historical Commission	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Parks and Recreation Advisory Board	Parks and Recreation
	Housing Commission	Housing
	Affordable Housing Fund	Housing
Gulfport (MS)	Planning Commission	Planning and Zoning
	Zoning Board of Adjustment and Appeals	Planning and Zoning
Henderson (NV)	Planning Commission	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
Honolulu (HI)	O'ahu Historic Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Board of Parks and Recreation	Parks and Recreation
Houston (TX)	Historic Preservation Appeals Board	Planning and Zoning
	Houston Archaeological and Historical Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Houston Parks Board LGC	Parks and Recreation
	Houston Housing Authority	Housing
	Houston Public Library Foundation	Library
Huntington (WV)	Board of Zoning Appeals	Planning and Zoning
	Planning Commission	Planning and Zoning

City	Board Name	Board Type
Huntsville (AL)	Board of Zoning Adjustment	Planning and Zoning
	Cummings Research Park Design Control Committee	Planning and Zoning
	Historical Preservation Authority of the City of Huntsville	Planning and Zoning
	Huntsville Historic Preservation Commission	Planning and Zoning
	Housing Board of Adjustments and Appeals	Planning and Zoning
	Planning Commission of the City of Huntsville	Planning and Zoning
	Research Park Board	Planning and Zoning
	Huntsville Housing Authority	Housing
	Huntsville Public Library Board	Library
Indianapolis (IN)	Indianapolis Historic Preservation Commission	Planning and Zoning
	Metropolitan Board of Zoning Appeals - Div I	Planning and Zoning
	Metropolitan Board of Zoning Appeals - Div II	Planning and Zoning
	Metropolitan Board of Zoning Appeals - Div III	Planning and Zoning
	Metropolitan Development Commission	Planning and Zoning
	Board of Parks and Recreation	Parks and Recreation
	Indianapolis Greenways Development Committee	Parks and Recreation
	Indianapolis Housing Agency Board of Commissioners	Housing
	Indianapolis/Marion County Public Library Board of Trustees	Library
Jackson (MS)	Planning Commission	Planning and Zoning
Jacksonville (FL)	Citizen Planning Advisory Committee	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Joint Planning Committee	Planning and Zoning
	Planning Commission	Planning and Zoning
	Housing Authority	Housing
	Board of Library Trustees	Library
Kansas City (MO)	Board of Zoning Adjustment	Planning and Zoning
	City Plan Commission	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Parks and Recreation Board of Commissioners	Parks and Recreation
	Housing Authority	Housing
	Housing Trust Fund	Housing
	Midtown Housing Advisory Board	Housing
	Rental Housing Appeal Board	Housing
	Kansas City Library Board of Trustees	Library
Las Cruces (NM)	Historic Preservation Commission	Planning and Zoning
	Planning and Zoning Commission	Planning and Zoning
	Parks and Recreation Advisory Board	Parks and Recreation
	Affordable Housing Advisory Committee	Housing
	Housing Policy Review Committee	Housing

City	Board Name	Board Type
Las Vegas (NV)	Downtown Design Review Committee	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks and Recreation Advisory Commission	Parks and Recreation
	Library District Board of Trustees	Library
Lewiston (ME)	Appeals Board	Planning and Zoning
	Historic Preservation Review Board	Planning and Zoning
	Planning Board	Planning and Zoning
	Housing Committee	Housing
	Housing/Urban Renewal Authority	Housing
	Library Board of Trustees	Library
Lexington-Fayette urban county (KY)	Historic Preservation Commission	Planning and Zoning
	Board of Adjustment	Planning and Zoning
	Courthouse Area Design Review Board	Planning and Zoning
	Parks & Recreation Advisory Board	Parks and Recreation
	Planning Commission	Planning and Zoning
	Housing Authority Board	Housing
	Affordable Housing Governing Board	Housing
Lincoln (NE)	Board of Zoning Appeals	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Urban Design Committee	Planning and Zoning
	Parks and Recreation Advisory Board	Parks and Recreation
	Veterans Memorial Garden Advisory	Parks and Recreation
	Housing Advisory and Appeals Board	Housing
	Lincoln Housing Authority Board	Housing
	Lincoln City Library Board	Library
Little Rock (AR)	Board of Adjustment	Planning and Zoning
	Historic District Commission	Planning and Zoning
	Little Rock Planning Commission	Planning and Zoning
Los Angeles (CA)	Area Planning Commission - Central	Planning and Zoning
	Area Planning Commission - East Los Angeles	Planning and Zoning
	Area Planning Commission - Harbor	Planning and Zoning
	Area Planning Commission - North Valley	Planning and Zoning
	Area Planning Commission - South Los Angeles	Planning and Zoning
	Area Planning Commission - South Valley	Planning and Zoning
	Area Planning Commission - West Los Angeles	Planning and Zoning
	City Planning Commission	Planning and Zoning
	Board of Recreation and Park Commissioners	Parks and Recreation
	Affordable Housing Commission	Housing
	Housing Authority of the City of Los Angeles	Housing
	Board of Library Commissioners	Library

City	Board Name	Board Type
Louisville/ Jefferson County metro government (KY)	Board of Zoning Adjustment	Planning and Zoning
	Landmarks Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks Advisory Commission, Louisville, and Jefferson County	Parks and Recreation
	Affordable Housing Trust Fund Board	Housing
	Housing Authority Board	Housing
	Library Advisory Commission	Library
Madison (WI)	Landmarks Commission	Planning and Zoning
	Plan Commission	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Board of Park Commissioners	Parks and Recreation
	Public Library Board	Library
Manchester (NH)	Board of Adjustment (Zoning Board)	Planning and Zoning
	Planning Board	Planning and Zoning
	Parks, Recreation and Cemetery Commission	Parks and Recreation
	Housing and Redevelopment Authority	Housing
	Trustees of the City Library	Library
Memphis (TN)	Board of Adjustment	Planning and Zoning
	Landmarks Commission	Planning and Zoning
	Memphis Housing Authority	Housing
	Memphis Public Library & Information Center	Library
Meridian (ID)	Historic Preservation Commission	Planning and Zoning
	Planning and Zoning Commission	Planning and Zoning
	Parks and Recreation Commission	Parks and Recreation
Miami (FL)	Historic and Environmental Preservation Board	Planning and Zoning
	Planning, Zoning & Appeals Board	Planning and Zoning
	Urban Development Review Board	Planning and Zoning
	Wynwood Design Review Committee	Planning and Zoning
	Virginia Key Beach Park Trust	Parks and Recreation
	Affordable Housing Advisory Committee	Housing
Milwaukee (WI)	Board of Zoning Appeals	Planning and Zoning
	City Plan Commission	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Housing Authority	Housing

City	Board Name	Board Type
Minneapolis (MN)	City Planning Commission	Planning and Zoning
	Heritage Preservation Commission	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Minneapolis Advisory Committee on Housing	Housing
	Family Housing Fund	Housing
	Minneapolis Public Housing Authority	Housing
Missoula (MT)	Board of Adjustment	Planning and Zoning
	Design Review Board	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Planning Board	Planning and Zoning
	Parks & Recreation Board	Parks and Recreation
	Affordable Housing Resident Oversight Committee	Housing
	Missoula Housing Authority	Housing
	Library Board	Library
Montgomery (AL)	Board of Adjustment	Planning and Zoning
	Lower Commerce Street Historical Preservation Authority	Planning and Zoning
	Montgomery Historic Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
	Housing Authority	Housing
Nashua (NH)	Planning Board	Planning and Zoning
	Historic District Commission	Planning and Zoning
	Zoning Board	Planning and Zoning
	Nashua Housing and Redevelopment Authority	Housing
	Housing Trust Fund Committee	Housing
	Public Library Trustees	Library
Nashville-Davidson metropolitan government (TN)	Historical Commission	Planning and Zoning
	Historic Zoning Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Appeals Board	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
New Orleans (LA)	Board of Zoning Adjustments	Planning and Zoning
	Central Business District Historic Landmarks Commission	Planning and Zoning
	City Planning Commission	Planning and Zoning
	New Orleans Historic District Landmarks Commission	Planning and Zoning
	New Orleans Recreation Development Commission	Parks and Recreation
	Neighborhood Housing Advisory Committee	Housing
	Housing Authority of New Orleans	Housing
	New Orleans Public Library	Library

City	Board Name	Board Type
New York (NY)	City Planning Commission	Planning and Zoning
	Landmarks Preservation Commission	Planning and Zoning
	Public Design Board	Planning and Zoning
	NYC Housing Authority Board	Housing
	Rent Guidelines Board	Housing
Newark (NJ)	Landmark & Historic Preservation Commission	Planning and Zoning
	Planning Board	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Housing Authority Board of Commissioners	Housing
Oklahoma City (OK)	Board of Adjustment	Planning and Zoning
	Bricktown Urban Design Committee	Planning and Zoning
	Downtown Design Review Committee	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Riverfront Design Committee	Planning and Zoning
	Stockyards City Urban Design Committee	Planning and Zoning
	Urban Design Commission	Planning and Zoning
	Oklahoma City Park Commission	Parks and Recreation
	Oklahoma City Trails Advisory Committee	Parks and Recreation
	Housing Authority	Housing
	Metropolitan Library Commission	Library
Omaha (NE)	Landmarks Heritage Preservation Commission	Planning and Zoning
	Planning Board	Planning and Zoning
	Urban Design Review Board	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
	Omaha Housing Authority	Housing
	Library Board	Library
Overland Park (KS)	Board of Zoning Appeals	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks + Recreation Advisory Council	Parks and Recreation
Philadelphia (PA)	City Planning Commission	Planning and Zoning
	Historical Commission	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Commission on Parks and Recreation	Parks and Recreation
	Fair Housing Commission	Housing
	Housing Authority Board of Commissioners	Housing



City	Board Name	Board Type
Phoenix (AZ)	Airport Zoning Commission	Planning and Zoning
	Board of Adjustment	Planning and Zoning
	Camelback East Village Planning Committee	Planning and Zoning
	Central City Village Planning Committee	Planning and Zoning
	Deer Valley Village Planning Committee	Planning and Zoning
	Desert View Village Planning Committee	Planning and Zoning
	Design Review Committee	Planning and Zoning
	Encanto Village Planning Committee	Planning and Zoning
	Estrella Village Planning Committee	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Maryvale Village Planning Committee	Planning and Zoning
	North Gateway Village Planning Committee	Planning and Zoning
	North Mountain Village Planning Committee	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
Library Advisory Board	Library	
Pittsburgh (PA)	City Planning Commission	Planning and Zoning
	Historic Review Commission	Planning and Zoning
	Public Art and Civic Design Commission	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Housing Authority, City of Pittsburgh	Housing
	Housing Opportunity Fund Advisory Board	Housing
Portland (ME)	Historic Preservation	Planning and Zoning
	Planning Board	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Parks Commission	Parks and Recreation
	Portland Housing Authority	Housing
	Rental Housing Advisory Committee	Housing
	Rent Board	Housing
Portland (OR)	Historic Landmarks Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Home Forward Board of Commissioners	Housing
	River Community Advisory Committee	Housing
Providence (RI)	Capital Center Design Review Committee	Planning and Zoning
	City Plan Commission	Planning and Zoning
	Downtown Design Review Committee	Planning and Zoning
	Historic District Commission	Planning and Zoning
	Zoning Board of Review	Planning and Zoning
	Board of Park Commissioners	Parks and Recreation
	Providence Housing Authority	Housing
	Special Commission to Study Affordable Housing	Housing

City	Board Name	Board Type
Raleigh (NC)	Board of Adjustment	Planning and Zoning
	Planning Commission	Planning and Zoning
	Raleigh Historic Development Commission	Planning and Zoning
	Parks, Recreation and Greenway Advisory Board	Parks and Recreation
	Fair Housing Hearing Board	Housing
	Raleigh Housing Authority Board of Commissioners	Housing
Rapid City (SD)	Historic Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Parks and Recreation Advisory Board	Parks and Recreation
	Library Board of Trustees	Library
Salem (OR)	Historic Landmarks Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks and Recreation Advisory Board	Parks and Recreation
	Housing Advisory Committee	Housing
	Public Library Advisory Board	Library
Salt Lake City (UT)	Historic Landmarks Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks, Natural Lands, Urban Forestry & Trails Advisory Board	Parks and Recreation
	Housing Advisory and Appeals Board	Housing
	Housing Trust Fund Advisory Board	Housing
	Library Board of Directors	Library
San Antonio (TX)	Historic and Design Review Compliance and Technical Advisory Board	Planning and Zoning
	Historic and Design Review Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Zoning Commission	Planning and Zoning
	Linear Creekway Parks Advisory Board	Parks and Recreation
	Parks and Recreation Board	Parks and Recreation
	Housing Commission	Housing
	Opportunity Home San Antonio	Housing
	San Antonio Housing Trust	Housing
	San Antonio Public Library Board of Trustees	Library

City	Board Name	Board Type
San Diego (CA)	Historical Resources Board	Planning and Zoning
	Planning Commission	Planning and Zoning
	Balboa Parks Committee	Parks and Recreation
	Mission Bay Park Committee	Parks and Recreation
	Parks and Recreation Board	Parks and Recreation
	Housing Advisory and Appeals Boards	Housing
	Housing Commission	Housing
	Board of Library Commissioners	Library
Seattle (WA)	Design Review Board	Planning and Zoning
	Landmarks Preservation Board	Planning and Zoning
	Pike Place Market Historical Commission	Planning and Zoning
	Pioneer Square Preservation Board	Planning and Zoning
	Seattle Design Commission	Planning and Zoning
	Seattle Planning Commission	Planning and Zoning
	Board of Parks and Recreation Commissioners	Parks and Recreation
	Seattle Housing Authority Board	Housing
	Seattle Renters' Commission	Housing
	Seattle Public Library Board of Trustees	Library
Sioux Falls (SD)	Board of Historic Preservation	Planning and Zoning
	Planning Commission	Planning and Zoning
	Zoning Board of Adjustment	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
	Accessible Housing Advisory Board	Housing
	Housing and Redevelopment Commission	Housing
	Library Board of Trustees	Library
South Burlington (VT)	Development Review Board	Planning and Zoning
	Planning Commission	Planning and Zoning
	Recreation & Parks Committee	Parks and Recreation
	Affordable Housing Committee	Housing
	Library Board	Library
Spokane (WA)	Spokane Park Board	Parks and Recreation
	Community, Housing, and Human Services Board	Housing
	Housing Authority Board	Housing
	Public Library Board of Trustees	Library

City	Board Name	Board Type
St. Louis (MO)	Board of Adjustment	Planning and Zoning
	Planning Commission	Planning and Zoning
	Preservation Board	Planning and Zoning
	Great Rivers Greenway - Metropolitan Park and Recreation District	Parks and Recreation
	Affordable Housing Commission	Housing
	St. Louis Housing Authority Board of Commissioners	Housing
	St. Louis Public Library Board	Library
St. Paul (MN)	Board of Zoning Appeals	Planning and Zoning
	Heritage Preservation Commission	Planning and Zoning
	Planning Commission	Planning and Zoning
	Parks and Recreation Commission	Parks and Recreation
	Public Housing Agency - Board of Commissioners	Housing
Stamford (CT)	Historic Preservation Advisory Commission	Planning and Zoning
	Planning Board	Planning and Zoning
	Zoning Board	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Parks and Recreation Commission	Parks and Recreation
	Affordable Housing Trust Fund Board of Trustees	Housing
Tucson (AZ)	Armory Park Historic Zone Advisory Board	Planning and Zoning
	Barrio Historico Historic Zone Advisory Board	Planning and Zoning
	Board of Adjustment	Planning and Zoning
	Design Review Committee	Planning and Zoning
	Planning Commission	Planning and Zoning
	West University Historic Zone Advisory Board	Planning and Zoning
	Tucson Parks and Recreation Commission	Parks and Recreation
	Board of Adjustment	Planning and Zoning
	Tulsa Preservation Commission	Planning and Zoning
	Parks and Recreation Board	Parks and Recreation
	River Parks Authority	Parks and Recreation
	Housing Authority of the City of Tulsa	Housing
Tulsa (OK)	Board of Zoning Appeals	Planning and Zoning
	Historic Preservation Commission	Planning and Zoning
	Historical Review Board	Planning and Zoning
	Old Beach Design Review Committee	Planning and Zoning
	Planning Commission	Planning and Zoning
Virginia Beach (VA)	Parks and Recreation Commission	Parks and Recreation
	Housing Advisory Board	Housing
	Public Library Board	Library

City	Board Name	Board Type
Warwick (RI)	Planning Board	Planning and Zoning
	Zoning Board Review	Planning and Zoning
	Library Board of Trustees	Library
Washington (DC)	Historic Preservation Review Board	Planning and Zoning
	Zoning Commission	Planning and Zoning
	Housing Authority Stabilization and Reform Board of Commissioners	Housing
	Library Board of Trustees	Library
West Valley City (UT)	Board of Adjustment	Planning and Zoning
	Planning Commission	Planning and Zoning
	Library Board	Library
Wichita (KS)	Design Council	Planning and Zoning
	Historic Preservation Board	Planning and Zoning
	Board of Park Commissioners	Parks and Recreation
	Affordable Housing Review Board	Housing
	Library Board	Library
Wilmington (DE)	City Planning Commission	Planning and Zoning
	Park Trust Fund Commission	Parks and Recreation
	Zoning Board of Adjustment	Planning and Zoning
	Housing Authority	Housing
Worcester (MA)	Community Preservation Committee	Planning and Zoning
	Historical Commission	Planning and Zoning
	Planning Board	Planning and Zoning
	Zoning Board of Appeals	Planning and Zoning
	Parks and Recreation Commission	Parks and Recreation
	Worcester Housing Authority	Housing
	Affordable Housing Trust Fund Board	Housing
	Worcester Public Library Board	Library

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