

A photograph of the San Francisco City Hall dome, a large, ornate, light-colored stone structure with a prominent central dome and a tall, slender spire. The building is set against a clear blue sky. A dark teal rectangular box is overlaid on the left side of the image, containing the title text in white.

Decision-Making and Work Planning

Commission Streamlining Task Force

June 18, 2025

Progress Check

17 hours the Task Force has met thus far

36 hours of remaining Task Force meetings

80 work hours in between Task Force meetings
→ *how can we better utilize this time to make TF meetings more productive?*



Overview

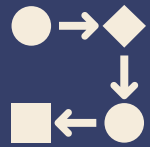
Today's goal: consider and agree on a decision-making approach

Why discuss decision-making now?

- Prepare you for voting on inactive bodies at 7/16 meeting
- Support smooth agenda development and meeting operations
- Further develop the workplan
- Confirm how decisions will be recorded
- Identify additional information needed

Overview

We will discuss five items today:



Process to
finalize and
record decisions



**Potential
approaches** for
making decisions



Tools to ensure
decisions are
fair and consistent

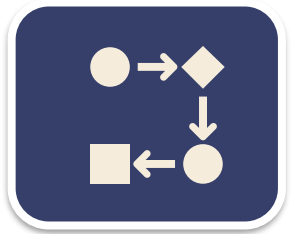


Calendar of
decisions



Engagement to
obtain and share
information

Your task: provide feedback, propose adjustments



1. Proposed Process

Proposed Process - Voting

1. Item is listed under “**Future Agenda Items**” at least **two weeks** in advance
2. Item is **separately agendized**, supported by a staff memo and other materials
3. Task Force **votes**
 - **Order rotates** by meeting; first vote will be alphabetical by last name
 - **3 agreeing votes** required regardless of attendance
 - Decisions will be **non-binding** and could be revisited in future meetings

Proposed Process – Memorializing Votes

After vote is taken:

1. Staff **updates decision log**
 - Can be shared on an ongoing basis
2. Decision is incorporated into your **final report**, which you must approve by Feb 1
 - Draft report will be shared earlier (no later than Dec 2025)
3. **One piece of legislation** containing all decisions agendized (must be approved by Mar 1)
4. Task Force **votes** on the legislation (3 votes required)
 - You may propose amendments (could require another vote at a future meeting) or approve as-is and direct staff to introduce it at BOS

Proposed Process – Inactive Bodies example

1. 6/18 Future Agenda Item includes a **list of inactive bodies** to be voted on at the 7/16 meeting
2. A separate **inactive bodies decision item** will be included in the 7/16 agenda
 - Supported by a memo and presentation defining inactivity, proposed exceptions, and the bodies recommended for removal from the code
3. Task Force **votes** on 7/16
 - 3 votes required regardless of attendance
 - Vote order is Bruss, Fraser, Harrington, Hayward, Mihal
4. Staff add inactive bodies approved for removal to the running **decision log**
5. Decision is memorialized in your **final report**, which you must approve by **2/1/2026**
6. Decision is included in the **legislation** to be voted on in **early 2026**

Discussion

- Do you have any questions or concerns?
- Do you feel prepared to vote on inactive bodies on Jul 16?

Future topic:

- How many opportunities do you want to see the draft legislation?

Meetings	Once	Twice	Thrice
Jan 21			X
Feb 4		X	X
Feb 18	X	X	X
Deadline: Mar 1, 2026			



2. Approaches

Two different decision-making approaches

Start from Current State

- Assess bodies by **policy area**.
- Default assumption is that if bodies are active, they should remain.
 - Defer template discussion
- In meetings: focus on disputed bodies.

Or

Start from Zero

- Assess bodies by **type** (e.g. advisory, governance, etc.).
- Default assumption is that bodies should exist only if they conform to purposeful design.
- In meetings: focus on structure rather than individual bodies.

Option for a Compromise Report

Public Safety Policy Area

Bodies Under Discussion: Advisory Councils				Additional Bodies in Policy Area			
Type	Department	Name of Body	Count	Type	Department	Name of Body	Count
Advisory				Appeals Board			
	APD	Community Corrections Partnership	1		SDA	Sheriff's Department Oversight Board	1
		Reentry Council	1				
	JUV	Juvenile Justice Coordinating Council	1	Governance			
					FIR	Fire Commission	1
Grand Total			3		JUV	Juvenile Probation Commission	1
					POL	Police Commission	1
				Remaining Bodies			
					DAT	Real Estate Fraud Prosecution Trust Fun	1
						Sentencing Commission	1
					DEM	Disaster Council	1
Grand Total				Grand Total			7

Homelessness, Human Services, & Community Health Policy Area

Bodies Under Discussion: Advisory Councils				Additional Bodies in Policy Area			
Type	Department	Name of Body	Count	Type	Department	Name of Body	Count
Advisory				Governance			
	CHF	Free City College Oversight Committee	1		DPH	Health Commission	1
	CON	Our City, Our Home Oversight Committee	1		HOM	Homelessness Oversight Commission	1
	DPH	Behavioral Health Commission	1		HSA	Human Services Commission	1
		Food Security Task Force	1				
		Sugary Drinks Distributor Tax Advisory Committee	1	Grand Total			3
	HOM	Local Homeless Coordinating Board	1				
		Shelter Grievance Advisory Committee	1				
		Shelter Monitoring Committee	1				
	HSA	Veterans' Affairs Commission	1				
	MYR	Family Violence Council	1				
Grand Total			10				

Option for a Combined Approach

Combined Approach

- Start evaluating from **current state**
- Prioritize templates and department engagement next, then discuss bodies by policy area
- Gather information needed to make decisions primarily via stakeholder engagement outside of meetings and leveraging your knowledge.
- In meetings: be guided by both type and policy area:
 - Easier decisions made by **type of body** and other **common features**
 - Harder decisions made by **policy area** and individual **disputed bodies**

✓ *this approach strives to create fewer radical shifts than the “Start from Zero” approach while making broader changes than purely a “Start from Current State” approach.*

Sample Calendars

Date	Start From Current State		Start from Zero		Combined	
	Topic	#	Topic	#	Topic	#
Jul 16	Inactive bodies	34	Inactive bodies	34	Inactive bodies	34
					Templates & Criteria for Appeals & Regulatory	13
Aug 6	Infrastructure; BLA findings	16	Advisory Councils; BLA findings	50	Templates & Criteria for Advisory and Governance BLA findings	82
Aug 20	Public Safety	10	Appeals Boards	7	Templates & Criteria for Other (and Governance, if needed)	50
					Legally required and borderline inactive bodies	33
Sep 3	Homelessness, Human Services, Community Health	13			Housing and Economic Development	19
Sep 17	Human Rights, Children, Aging	15	Governance Commissions	33	Public Health and Wellbeing	20
Oct 1	Planning, Land Use, Building, and Permitting	17			Infrastructure, Climate, and Mobility	19
Oct 15	Housing, and Economic and Workforce Development	12	Remaining bodies	23	Public Safety	7
Nov 5	Arts and Culture	9			General Administration	15
Nov 19	General Admin and Finance	21	Operational improvements	N/A	Complex, deferred decisions re: templates or bodies Operational improvements	TBD

Legend: green = policy area discussions; grey = 3-hour room reservation

Additional meetings: Dec 3, Dec 18, Jan 7, Jan 21

Discussion

Approaches

- What are your preliminary impressions?
- Is there one you like most?
- Is there one you like least?
- Are there elements you'd like to take from each?

Start from Current State	Start from Zero	Combined Approach
Assess bodies by policy area	Assess bodies by type	Assess by both type and policy area; sort by difficulty of decisions
Discussion focuses on contested individual bodies	Discussion focuses on types of body	Discussion focuses first on categories, then individual bodies
Criteria focused on body attributes	Criteria focused on function	Criteria for both function and body details



3. Proposed Tools

Proposed Tools

3 tools to systematically answer 3 primary questions:

1 What should different types of bodies look like?



Tool

Templates

Description

Standard **functions**, **processes**, and **operations** for the three primary types of public bodies

What it does

Standardize public bodies (existing and/or future)

2 How should you identify when different types of bodies should exist?



Type Sorting Criteria

Questions for **determining when** the City should have a governance commission, appeals board, or advisory council.

Determine in what situations each type of body is appropriate.

3 Should we keep, consolidate, or eliminate each current body?



Evaluation Criteria

Standards for assessing **value add** of each current public body.

Determines which bodies should be kept, modified, or eliminated.

Proposed Tools

Example: here's how the tools may be applied to governance commissions

1

What should different types of bodies look like?



Templates

Tells you what a governance commission should look like.

- Example:
- Number of seats
 - In charter or code
 - Hiring and firing authority

2

How should you identify when different types of bodies should exist?



Type Sorting Criteria

Tells you when the City should have a governance commission.

- Example:
- Only for enterprise departments, or
 - Only for departments with budgets over \$100m

3

Should we keep, consolidate, or eliminate each current body?



Evaluation Criteria

Tells you if each governance commission is currently adding value to the City or not.

- Example:
- The body meets regularly
 - The body is the only one in a specific policy area
 - Departments see value in the body

Questions and Criteria

Type Sorting Criteria: a clear set of principles that determine in what situations different types of bodies are appropriate.

Results in determination of what template it should conform to:

Advisory
Council

Governance
Commission

Appeals Board

Other
Regulatory

No applicable
type

Evaluation Criteria: a clear set of criteria that determine what we should ultimately do with each individual of body

Applying the evaluation criteria should result in a proposed determination for each body:

Keep as-is

Keep but
modify

Consolidate
with other
body/bodies

Eliminate

Purpose of Having these Tools

Using clear questions and criteria to make decisions about each public body will:

- **Codify the purposes** of different types of bodies
 - Enable a **quick, orderly assessment** for many bodies
 - Support **fair, equitable, and transparent** decision-making
-
1. Templates will standardize **each body's function and purpose**,
 2. Type sorting criteria will determine where each **type of body is appropriate**
 3. Evaluation criteria inform your **final determination** for each body

Sample Type Sorting Criteria Categories

Body's Authority

Decision-making authority

Appeals authority

Discretionary, non-appeal decision authority

General rule-making authority

Body's Functions

Makes decisions that impact elections or elected officials

General direction of department staff

Bringing in expertise

Additional duties

Department Functions and Characteristics

Oversight of physical assets using earned revenue

Delivery of citywide direct services to the public

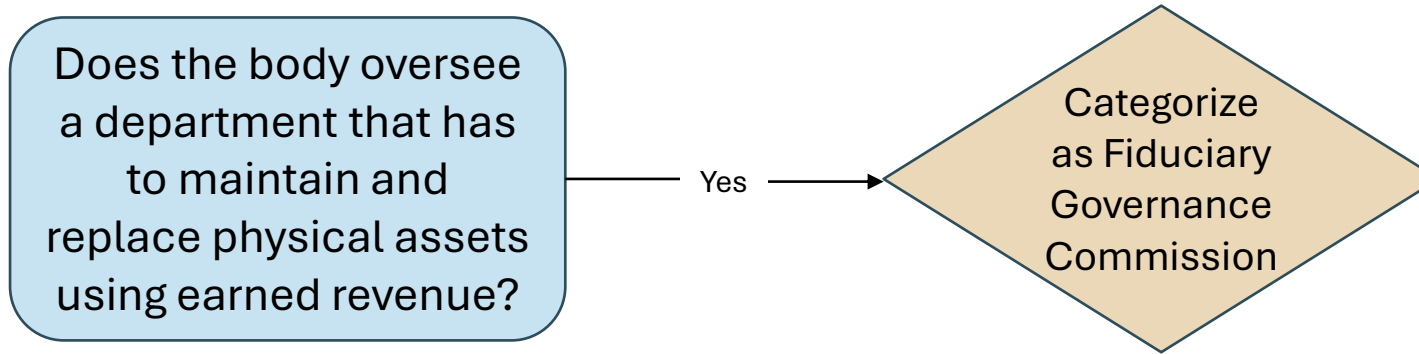
Size by budget, FTE, or total contract dollars

Mayoral oversight of department policy area

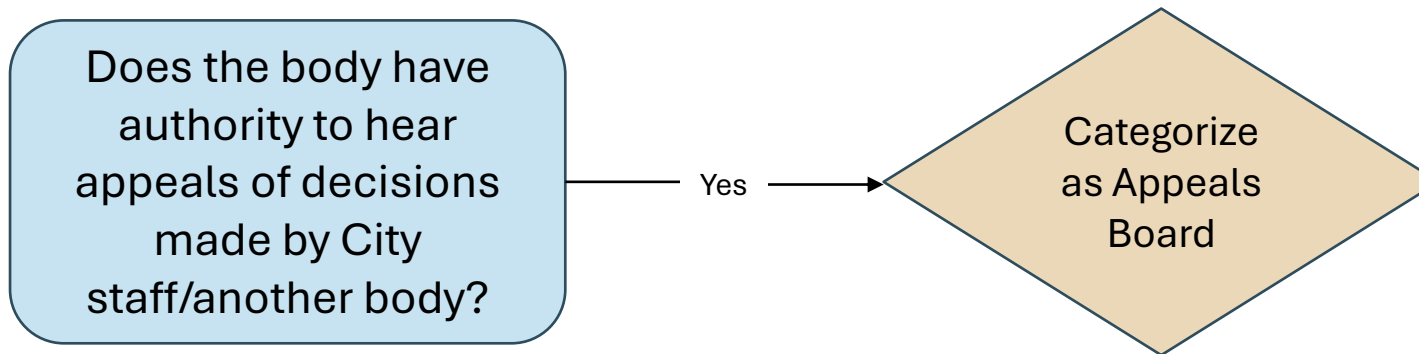
* Additional criteria will be incorporated based on your discussion and decisions.

Type Identification Examples

Example: Department functions or characteristics



Example: Body's authority



Sample Evaluation Criteria

Fulfillment and Clarity of Purpose

Borderline inactivity

Vacancies

Stated purpose(s) of the body

Establishing Authority and Mandate

State/Federal requirements

Type of Body

Advisory council

Added Utility to the City

Number of bodies in one policy area

Number of bodies advising or overseeing one department

Specificity of purpose: bodies associated with a specific fund or interest group

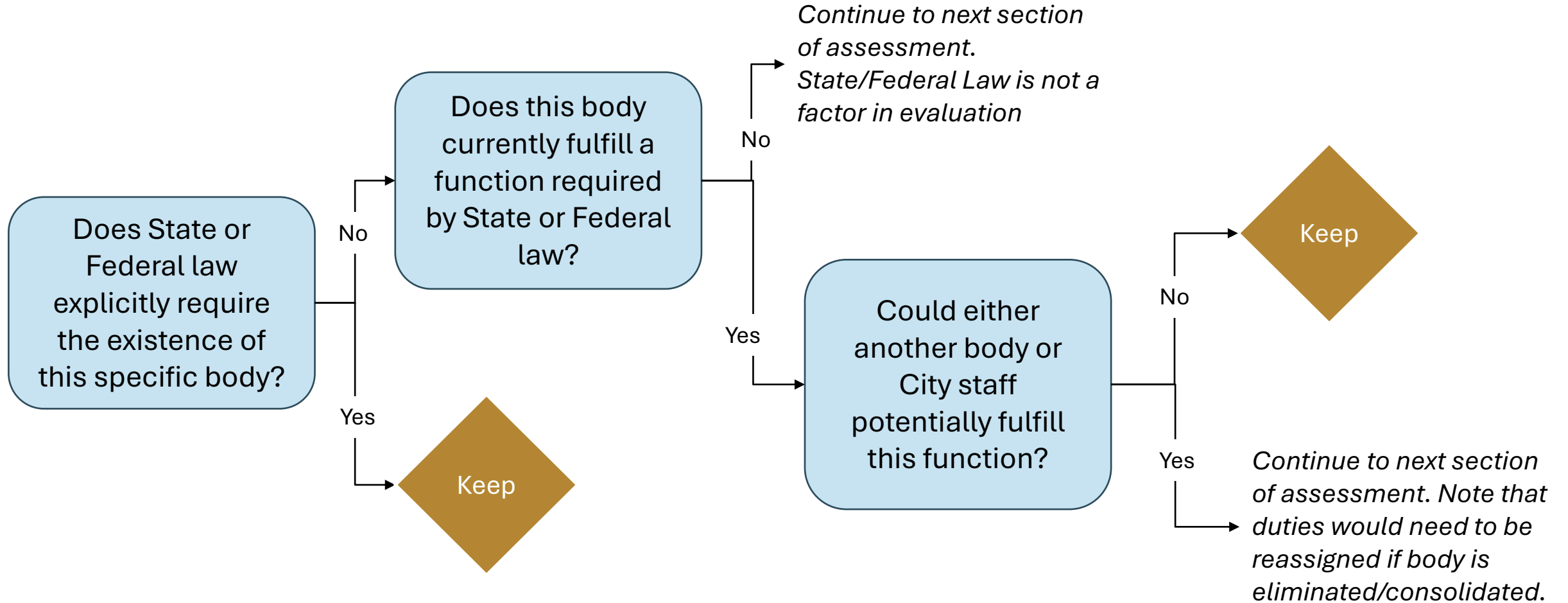
Policy areas that historically have low public trust

Department assessment of utility

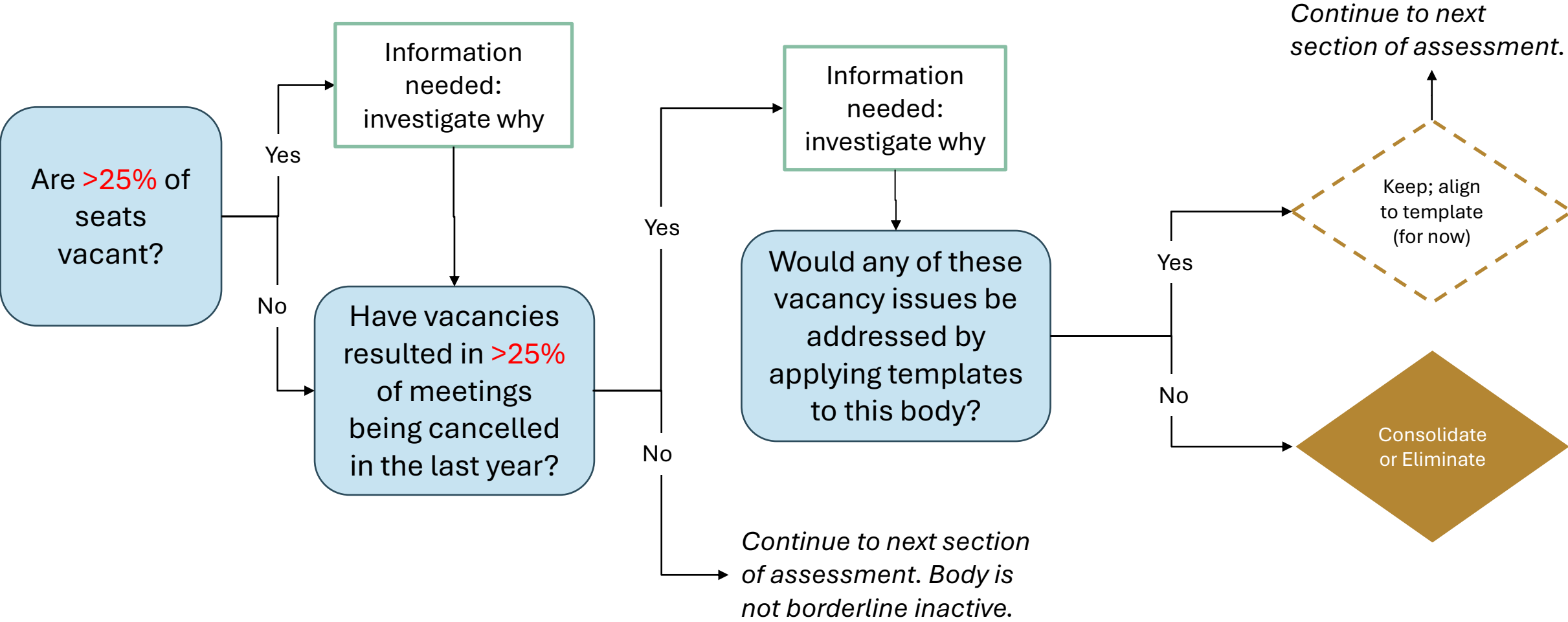
Cost to the City

* Additional criteria will be incorporated based on your discussion and decisions.

Evaluation Criteria in Practice: State/Federal Law

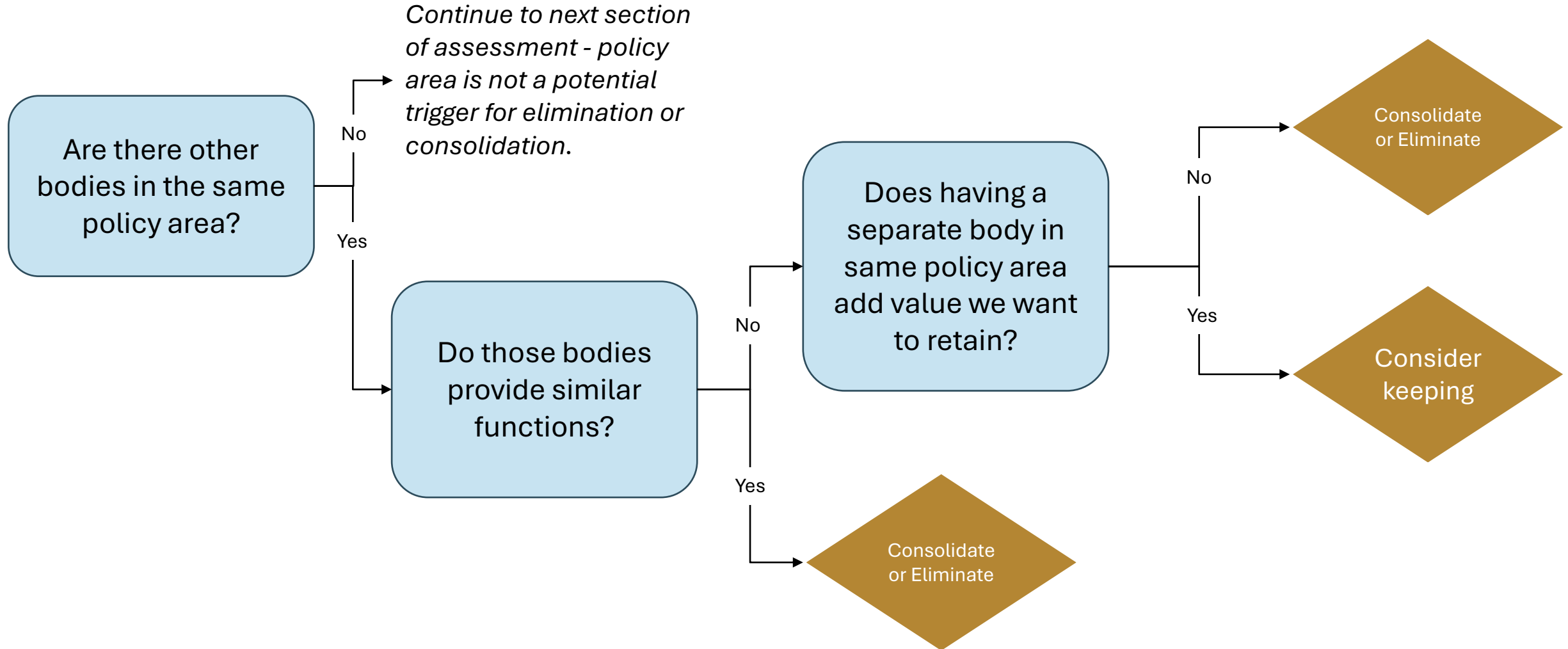


Evaluation Criteria in Practice: Borderline Inactivity

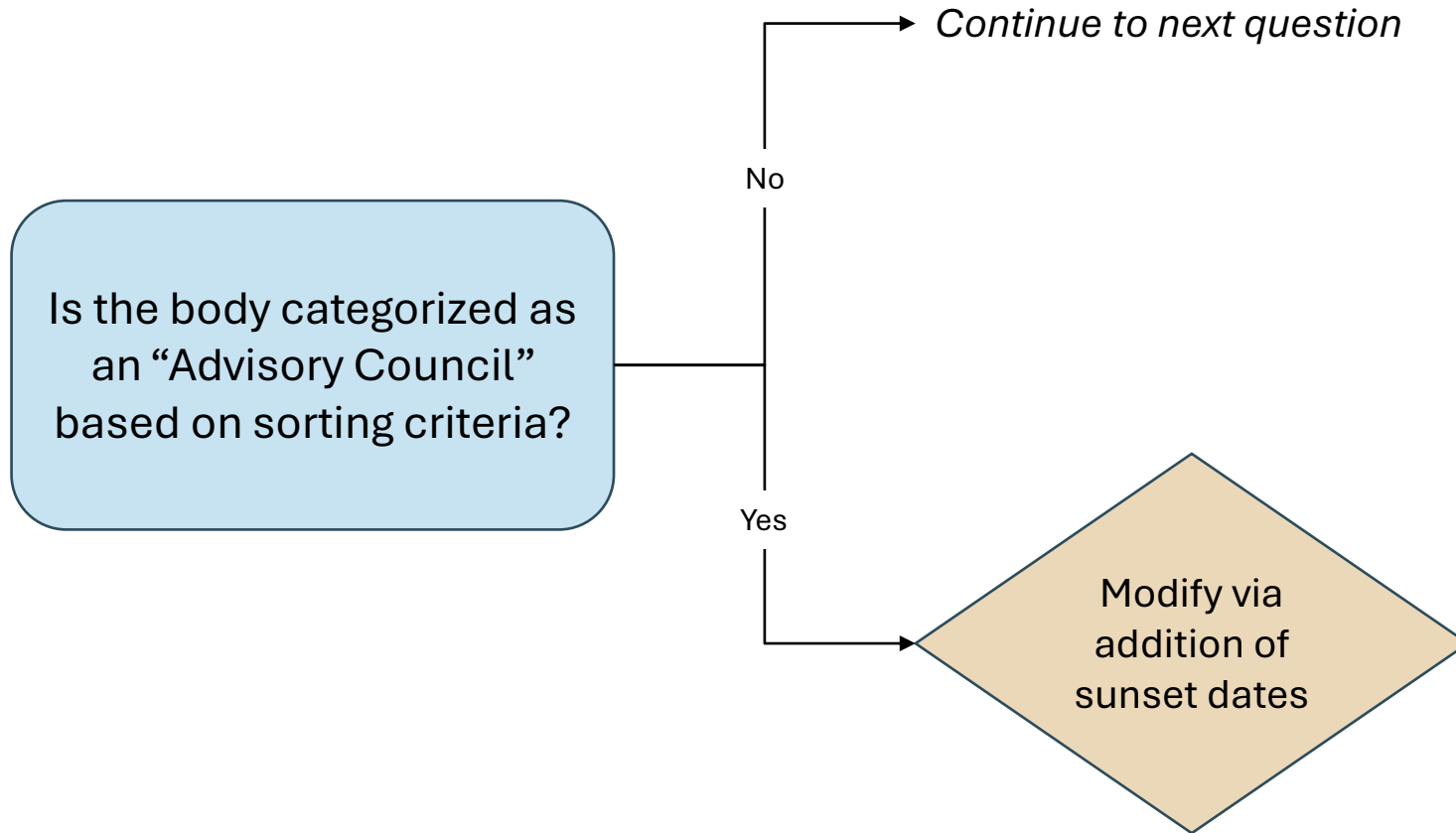


*red text = staff proposal. Task Force can modify.

Evaluation Criteria in Practice: Policy Area



Evaluation Criteria in Practice: Type of Body



Discussion

Type Sorting Criteria and Evaluation Criteria

- Do the concepts make sense?
- Which criteria resonated most?
- Are there any criteria you would not want to include?
- How would you like to review details?

Criteria: Supplemental Materials

Current draft is a **Word doc**

We could now turn to the full document for discussion and review

Influence and Interest			
Goal is to assess if the commission is serving broader City interests, or if it is serving the interests of one specific group or population. There are situations where specific commissions may be appropriate (e.g. if giving representation to a historically underserved population) and situations where they are not.			
Criteria	If yes	If no	Information source
6a) Is the body related to one specific funding source or to a small interest group?	Consider removal if Task Force assesses that narrow focus is inappropriate for body	Continue with assessment	Task force assessment
7a) Do other bodies serve similar constituents/customers?	Consider consolidation or removal	Continue with assessment	Task force assessment

Clarity of Purpose			
Goal is to assess if there is a clear rationale for why this body should exist, that the purpose of the body has not become muddled over time, and that the body appears to be meeting its purpose			
Criteria	If yes	If no	Information source
8a) Does the establishing authority provide a clear purpose and rationale for this body?	Continue to 8b	If no, does the task force believe there is a clear purpose or rationale for this body?	✓ <i>Workbook</i> Additional Charter/Admin Code Review
8b) Does the body appear to be meeting their purpose?	Consider keeping, but continue with assessment	Would there be changes to either structure or operations that are within the TF's purview to recommend or change that would ensure the body meets <u>its</u> purpose?	Qualitative <u>assessment from</u> Task Force Department Engagement
9a) Is there one department that the commission is tasked with governing or advising?	Continue to next section of assessment	Modify to align to template (so that it is tied to only one department), consolidate, or eliminate	✓ <i>Workbook</i>



4. Work Plan

Calendar: Start from Current State

Date	Topic	# of Bodies	Mins per Body
Jul 16	Inactive bodies	34	3
Aug 6	Infrastructure BLA findings	16	7
Aug 20	Public Safety	10	9
Sep 3	Homelessness, Human Services, Community Health	13	12
Sep 17	Human Rights, Children, Aging	15	6
Oct 1	Planning, Land Use, Building, and Permitting	17	9
Oct 15	Housing, and Economic and Workforce Development	12	8
Nov 5	Arts and Culture	9	17
Nov 19	General Admin and Finance	21	4
Dec 3	Review draft report	147	-
Dec 18	Operational Improvements	147	-
Jan 7	Discuss legislation	147	-
Jan 21	Approve final report	147	-

Calendar: Start from Zero

Date	Topic	# of Bodies	Mins per Body
Jul 16	Inactive bodies	34	
Aug 6	Advisory Councils; BLA findings	50	2
Aug 20	Appeals Boards	7	34
Sep 3			
Sep 17	Governance Commissions	33	7
Oct 1			
Oct 15	Remaining bodies	23	10
Nov 5			
Nov 19	Operational improvements	N/A	N/A
Dec 3	Review draft report	147	-
Dec 18	Discuss legislation	147	-
Jan 7	Review draft report (v2)	147	-
Jan 21	Approve final report	147	-



Calendar: Combined Approach

Date	Topic	# of Bodies	Mins per Body
Jul 16	Inactive bodies Templates & Criteria for Appeals & Regulatory	34 13	2
Aug 6	Templates & Criteria for Advisory and Governance BLA findings	82	1
Aug 20	Templates & Criteria for Other (and Governance, if needed) Legally required and borderline inactive bodies	50 33	1
Sep 3	Housing and Economic Development	19	8
Sep 17	Public Health and Wellbeing	20	5
Oct 1	Infrastructure, Climate, and Mobility	19	8
Oct 15	Public Safety	7	13
Nov 5	General Administration	15	10
Nov 19	Complex, deferred decisions re: templates or bodies Operational improvements	TBD	TBD
Dec 3	Review draft report	147	-
Dec 18	Operational Improvements	147	-
Jan 7	Discuss legislation	147	-
Jan 21	Approve final report	147	-

Discussion

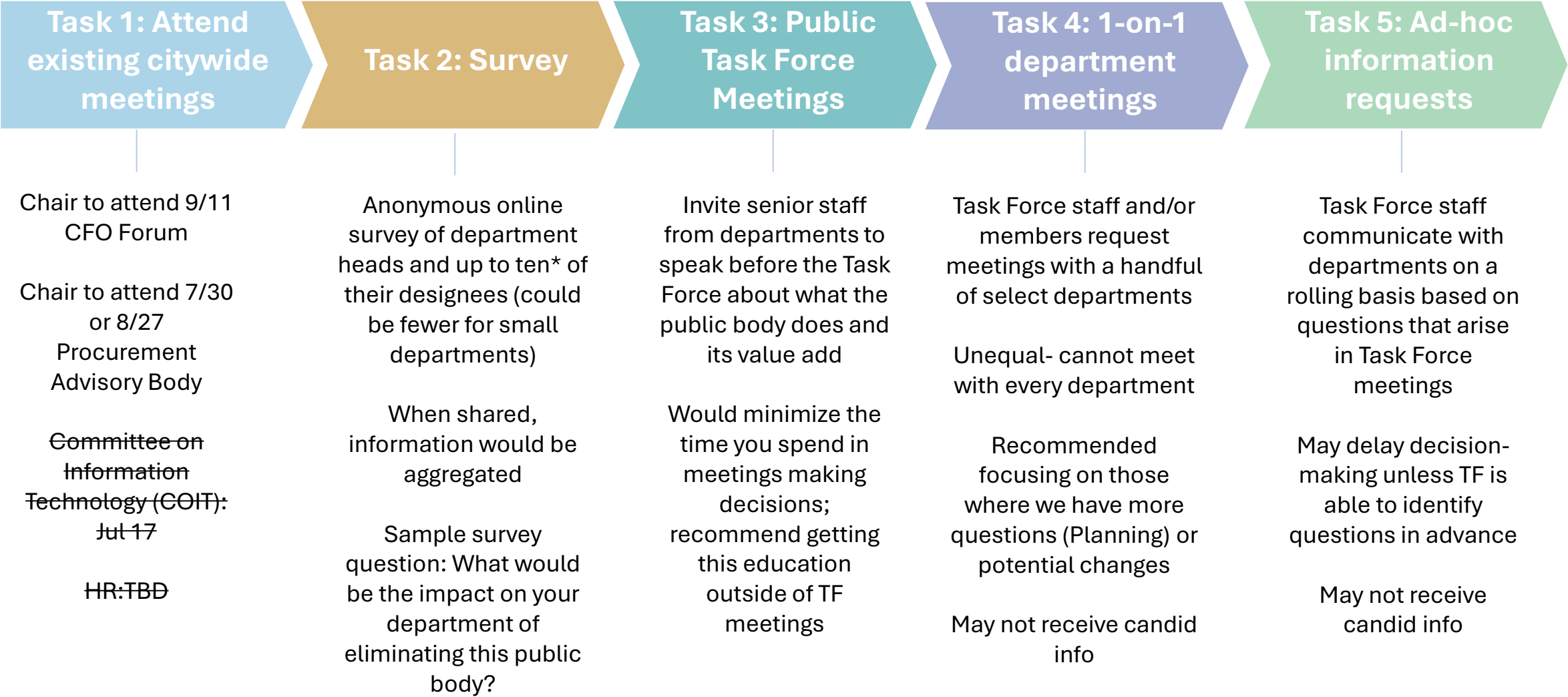
- Which schedule shall we use as our starting point?
- Shall we whiteboard and co-create our own calendar?
- How many opportunities do you want to see the draft legislation?

Meetings	Once	Twice	Thrice
Jan 21			X
Feb 4		X	X
Feb 18	X	X	X
Deadline: Mar 1, 2026			



5. Stakeholder Engagement

Other Department Staff – Engagement Options



Members of the Public



Ideas from Prior Discussion	Current Questions
<ol style="list-style-type: none">1. Publicize our process and meetings in BOS newsletters now2. Use commissions' mailing lists3. Wait until the Task Force has formed tentative conclusions to which the public can react4. Mimic political campaigns by offering to present to clubs and neighborhood groups, many of which took positions on Props D and E5. Present to and ask questions at commission meetings	<p>A. What is the goal for public engagement?</p> <ul style="list-style-type: none">• Transparency/provide information (throughout our process)• Gather input early (this summer) to inform recommendations (drafted in the fall)• Gather feedback on draft recommendations (in Dec) before finalizing (by Feb 1) <p>B. How can we guarantee these approaches result in feedback from diverse voices?</p> <ul style="list-style-type: none">• Ensure all BOS members publicize• Be mindful of which neighborhood groups we contact

Recap: Public Body Members & Staff

Task 1: Informing of our schedule

July 2025: once our approach is settled, TF staff will inform commission secretaries of the planned calendar and request they notify the public using their mailing lists

Task 2: Appointee Survey

Anonymous online survey about the usefulness of commissioners' work.

Ask different questions based on the type of work currently performed.

Ask about tensions rather than large, open-ended questions

Allows people to be more thoughtful, not be put on the spot

Task 3: Internal Secretary Meeting

Sep 2025: staff schedule a meeting to solicit operational improvements feedback.

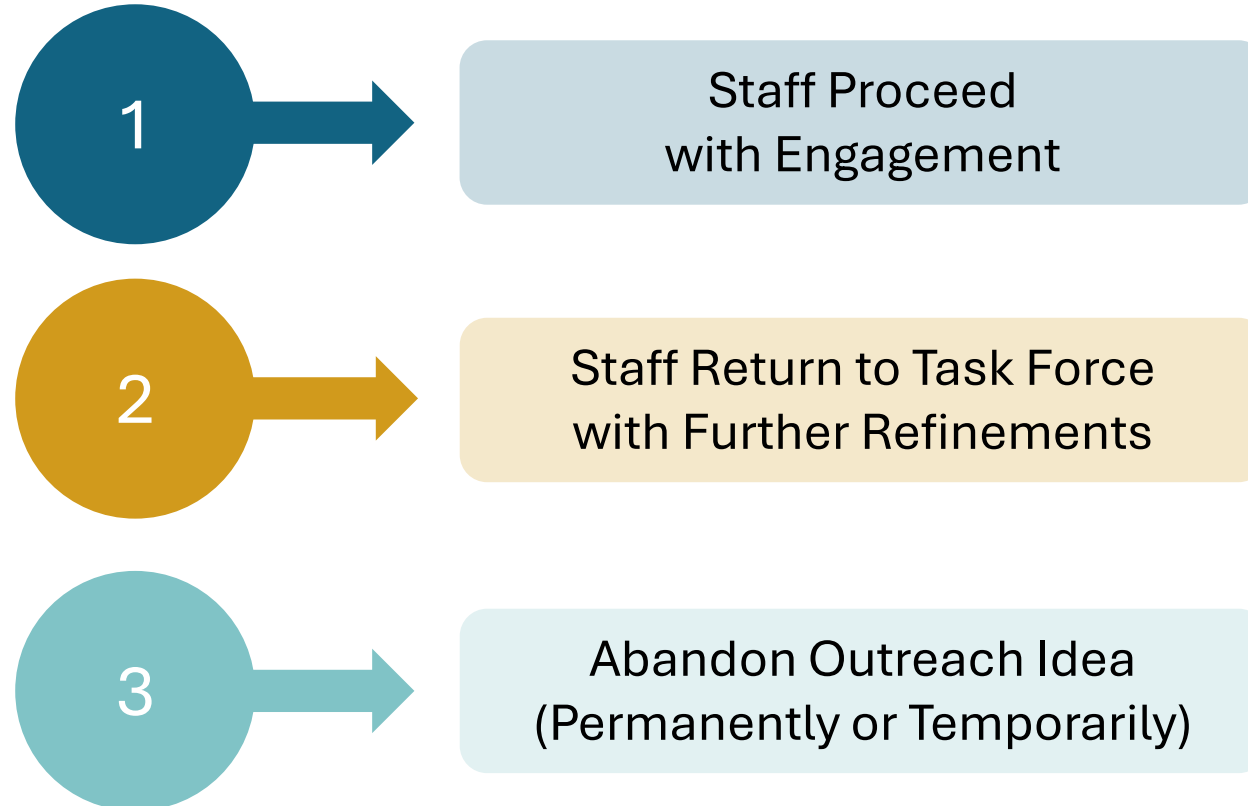
One or two Task Force members are welcome to attend

Must be complete by Nov 2025

Sample survey questions:

1. Do you feel your voice is representing the person who appointed you?
2. Are you able to tell your department head what to do?
3. Do you think that cumulative term limits are a positive thing? Would it result in big lapses of continuity of information?

Next Steps



Conclusion

Questions?
