

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 green rectangular box is overlaid on the left side of the image, containing white text.

Templates & Criteria

Focus on Advisory and Governance Bodies

Commission Streamlining Task Force

July 16, 2025

Reminder: Tools to Make Decisions

3 tools to systematically answer 3 primary questions:

1

What should different types of bodies ideally look like?



2

When should different types of bodies exist?



3

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



| | | | |
|--------------|---|---|---|
| Tool | Templates | Type Sorting Criteria | Evaluation Criteria |
| Description | Standard functions , processes , and operations for the three primary types of public bodies | Questions for determining when the City should have a governance commission, appeals board, or advisory council. | Objective standards for assessing value add of each current public body. |
| What it does | Standardize public bodies (existing and/or future) | Determine in what situations each type of body is appropriate. | Determines which bodies should be kept, modified, or eliminated. |

Agenda

1. Evaluation Criteria (15 mins)

- All bodies
- Advisory-body specific criteria

2. Advisory Bodies (20 mins)

- Type Sorting Criteria
- Templates

3. Governance Bodies (35 mins)

- Type Sorting Criteria
- Templates

4. Staff Working Groups (10 mins)

Goals for Today's Meeting

1. Finalize overall **evaluation criteria** and evaluation criteria specific to advisory bodies
2. Agree on **template components** for advisory and governance bodies
3. Determine in what situations **governance bodies** are appropriate
4. Agree on approach to **staff working groups**

Evaluation Criteria

15 minutes

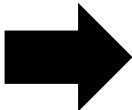
Reminder: What is Evaluation Criteria?

- Set of **objective questions** that result in an **initial determination** whether you should keep, modify, consolidate, or eliminate a body.
- Most criteria is applicable to all bodies.
 - Will also discuss criteria applicable to only advisory bodies (no criteria solely applicable to governance bodies)

Evaluation Criteria

Previous draft proposed categories

| |
|-------------------------------------|
| Borderline inactivity |
| Policy Area – Overlapping Functions |
| Policy Area – Public Trust |
| Influence and Interests |
| Clarity of Purpose |
| Value Add to the City |
| Cost-Benefit Analysis |
| Body-Specific Criteria |



Current proposed categories

| |
|-------------------------------------|
| Borderline inactivity |
| Policy Area – Overlapping Functions |
| Influence and Interests |
| Costs Analyst? – Still TBD |
| Body-Specific Criteria |

Borderline Inactivity

Section questions include:

1. Did the body meet fewer than 4 times in the past year?
2. Are more than 25% of seats vacant?
3. Would these issues be addressed by applying templates to this body?

Discussion:

- This felt useful as long as it results in a reduction of the number of bodies we want to discuss.
- Are you fine with using staff-selected cut-offs (in yellow), or do you want to discuss further?

Borderline Inactivity

Impact of different criteria for borderline inactivity

| Met < 4 times in CY24 | >50% Vacancy Rate | >25% Vacancy Rate | |
|---|---|---|--|
| Treasure Island/Yerba Buena Island Citizens Advisory Board | Treasure Island/Yerba Buena Island Citizens Advisory Board | Treasure Island/Yerba Buena Island Citizens Advisory Board | Citizens Committee on Community Development |
| Sweatfree Procurement Advisory Group | Children, Youth and Their Families Oversight and Advisory Committee | Sweatfree Procurement Advisory Group | SOMA Community Stabilization Fund Community Advisory Committee |
| Community Corrections Partnership | | Children, Youth and Their Families Oversight and Advisory Committee | Citizens' General Obligation Bond Oversight Committee |
| Treasury Oversight Committee | Cannabis Oversight Committee | Cannabis Oversight Committee | Treasure Island Development Authority Board of Directors |
| Commission Streamlining Task Force | Bayview Hunters Point Citizens Advisory Committee | Bayview Hunters Point Citizens Advisory Committee | Sheriff's Department Oversight Board |
| Justice Tracking Information System (JUSTIS) Committee Governance Council | | South of Market Community Planning Advisory Committee | Shelter Monitoring Committee |
| Waterfront Design Advisory Committee | | Behavioral Health Commission | Commission on Aging Advisory Council |
| Enhanced Infrastructure Financing District Public Financing Authority No. 1 | | | |
| Workers' Compensation Council | | | |

Policy Area – Overlapping Functions

Section questions include:

1. Are there other bodies that cover this same policy area or advice/oversee the same department?
2. Do those bodies that cover the same policy area provide similar functions?
3. Do those bodies that cover the same policy area have similar power or authority?
4. Does having this body separate from others in the same policy area add additional value that would not be retained if consolidated with another body?

Discussion:

- Added question about power and authority.
- Otherwise, general agreement that this section made sense.

Influence and Interests

Section questions include:

1. Is the body related to one specific funding source, niche interest, or small interest group? ✓
2. Is there a specific reason to retain a body related to the specific funding source or interest group, such as giving underserved groups or communities a voice in government? ?
3. Do any other bodies serve similar constituents/customers? ✓

Discussion:

- General agreements that 1) and 3) make sense
- Some disagreement in 2). If we eliminate 2), how else should we assess the equity implications of eliminating a public body?

Influence and Interests

Examples:

Specific Fund

SOMA Community Stabilization Fund
Community Advisory Committee

Mission Bay Transportation
Improvement Fund Advisory Committee

Dignity Fund Oversight and Advisory
Committee

Sugary Drinks Distributor Tax Advisory
Committee

Our City, Our Home Oversight
Committee

Small Interest Group

Treasure Island/Yerba Buena Island Citizens Advisory
Board

Bayview Hunters Point Citizens Advisory Committee

South of Market Community Planning Advisory Committee

Market and Octavia Community Advisory Committee

Niche Topic Area

Shelter Grievance Advisory Committee

City Hall Preservation Advisory Committee

Bicycle Advisory Committee

Southeast Community Facility Commission

Food Security Task Force

Justice Tracking Information System (JUSTIS) Committee
Governance Council

Ballot Simplification Committee

Cost Analysis

Section questions include:

1. What are the costs associated with this body, as outlined in the BLA report?
2. If the body were to be eliminated, what additional cost burden would that place on departments or other City staff?

Discussion:

- How do you want to incorporate the BLA's cost analysis into the evaluation criteria?

Body-Specific Criteria: **Advisory Bodies**

Section questions on **public participation** include:

1. Are there other active pathways for public input regarding this policy area? ✓
2. Does this body increase representation in government, especially for underrepresented communities? Or, is the composition of this body generally reflective of the population it intends to represent? ?
3. Does this body effectively bring in outside expertise (either professional expertise or lived experiences) that would otherwise be missing from a discussion in that policy area? ✓

Discussion:

- General agreements that 1) and 3) make sense
- Some disagreement in 2). If we eliminate 2), how else should we assess the equity implications of eliminating a public body?

Body-Specific Criteria: **Advisory Bodies**

Do you want to add any specific criteria on when advisory bodies are or are not appropriate?

Examples:

- Should any specific **policy topics** be required to have advisory bodies? Any policy topics that **should not** have an advisory body?
- Should any **specific departments** have advisory bodies?

Discussion:

- Without this, assumption is that evaluation criteria is sufficient to reach an initial determination on whether an advisory body should be kept, modified, consolidated, or eliminated.

Body-Specific Criteria: Advisory Bodies

| Public Health and Wellbeing | |
|-----------------------------|---|
| Dept | Name of Body |
| ADM | Immigrant Rights Commission |
| BOS | Youth Commission |
| CHF | Free City College Oversight Committee |
| | Service Provider Working Group |
| | Children, Youth and Their Families Oversight and Advisory Committee |
| | Our City, Our Home Oversight Committee |
| CON | Early Childhood Community Oversight and Advisory Committee |
| DEC | Child Care Planning and Advisory Council |
| | Behavioral Health Commission |
| | Food Security Task Force |
| DPH | Sugary Drinks Distributor Tax Advisory Committee |
| HOM | Local Homeless Coordinating Board |
| | Shelter Grievance Advisory Committee |
| | Shelter Monitoring Committee |
| HRC | LGBTQI+ Advisory Committee |
| HSA | Commission on Aging Advisory Council |
| | Dignity Fund Oversight and Advisory Committee |
| | Veterans' Affairs Commission |
| MYR | Family Violence Council |

| Housing and Economic Development | |
|----------------------------------|--|
| Dept | Name of Body |
| ADM | Cannabis Oversight Committee |
| | Sweatfree Procurement Advisory Group |
| ART | Street Artists and Craftsmen Examiners Advisory Committee |
| CON | Inclusionary Housing Technical Advisory Committee |
| CPC | Bayview Hunters Point Citizens Advisory Committee |
| | Market and Octavia Community Advisory Committee |
| | South of Market Community Planning Advisory Committee |
| DBI | Code Advisory Committee |
| | Structural Advisory Committee |
| ECN | Committee on City Workforce Alignment |
| | Workforce Investment Board |
| MYR | Citizens Committee on Community Development |
| | SOMA Community Stabilization Fund Community Advisory Committee |

Body-Specific Criteria: Advisory Bodies

| Infrastructure, Climate, and Mobility | |
|---------------------------------------|--|
| Dept | Name of Body |
| ENV | Urban Forestry Council |
| MTA | Bicycle Advisory Committee |
| | Mission Bay Transportation Improvement Fund Advisory Committee |
| | Municipal Transportation Agency Citizens' Advisory Council |
| | Public Utilities Citizen's Advisory Committee |
| PUC | Public Utilities Rate Fairness Board |
| RPD | Joint Zoo Committee |
| | Park, Recreation, And Open Space Advisory Committee |
| PRT | Waterfront Design Advisory Committee |

| Public Safety | |
|---------------|---------------------------------------|
| Dept | Name of Body |
| APD | Community Corrections Partnership |
| | Reentry Council |
| JUV | Juvenile Justice Coordinating Council |

| General Administration and Finance | |
|------------------------------------|--|
| Dept | Name of Body |
| ADM | City Hall Preservation Advisory Committee |
| | Commission of Animal Control and Welfare |
| | Treasure Island/Yerba Buena Island Citizens Advisory Board |
| | |
| CON | Citizens' General Obligation Bond Oversight Committee |
| REG | Ballot Simplification Committee |
| TTX | Treasury Oversight Committee |

Advisory Bodies

20 minutes

1



Type Sorting Criteria

2



Template Components

Advisory Bodies

Draft Approach:

Reminder: type sorting criteria is for categorizing what type of body each body *should* be.

For advisory bodies, type sorting criteria is a broad definition.

Text from draft criteria

| Criteria | If yes | If no | Information source |
|---|-----------------------------|--------------------------|--------------------|
| Does the body act in a purely advisory role where none of their recommendations or decisions are legally binding to individuals or departments? | Categorize as advisory body | Continue with assessment | ✓ Workbook |

Template Components Discussion

- Discuss components you **do want** or **maybe want** included in templates.
- Focus discussion on components where there is **disagreement**.

Templates

How can templates be applied to future bodies:

- Cannot restrict bodies created in the charter
- Can restrict bodies created by ordinance by adding restrictions to the charter

Template Components:

All Possible Components for Advisory Body Template

| Commissioner Attributes and Processes | |
|---------------------------------------|------------------------------|
| Appointing Authority | Appointment Confirmations |
| Removal Process and Authority | Term Lengths and Term Limits |
| Commissioner Qualifications | Conflict of Interest Policy |
| Compensation and Benefits | |

| Commission Operations and Attributes | |
|--------------------------------------|---|
| Sunset dates | Commission size |
| Establishing authority | Ability to act independently |
| Meeting cadence | Setting meeting agendas |

| Required Outputs | |
|-----------------------------|----------------|
| Annual statement of purpose | Annual reports |
| Other information | |

| Purpose | |
|----------------|-----------------------------|
| Stated Purpose | Summary of Responsibilities |

| Additional Functions | |
|--|------------------------------|
| Facilitating public participation | Calling public hearings |
| Watching for fraud and corruption | Upholding and enforcing laws |

| Legend |
|---------------|
| Included |
| Maybe include |
| Removed |

Template Components:

Today’s Discussion for Advisory Body Template

| Commissioner Attributes and Processes | |
|---------------------------------------|------------------------------|
| Appointing Authority | Appointment Confirmations |
| Removal Process and Authority | Term Lengths and Term Limits |
| Commissioner Qualifications | Compensation and Benefits |

| Commission Operations and Attributes | |
|--------------------------------------|-----------------|
| Sunset dates | Commission size |
| Establishing authority | |

| Required Outputs | |
|-----------------------------|----------------|
| Annual statement of purpose | Annual reports |
| Other information | |

| Purpose | |
|----------------|-----------------------------|
| Stated Purpose | Summary of Responsibilities |

| Additional Functions | |
|-------------------------|--|
| Calling public hearings | |

Appointing Authority

Key Questions:

Who should be appointing authorities?

Options:

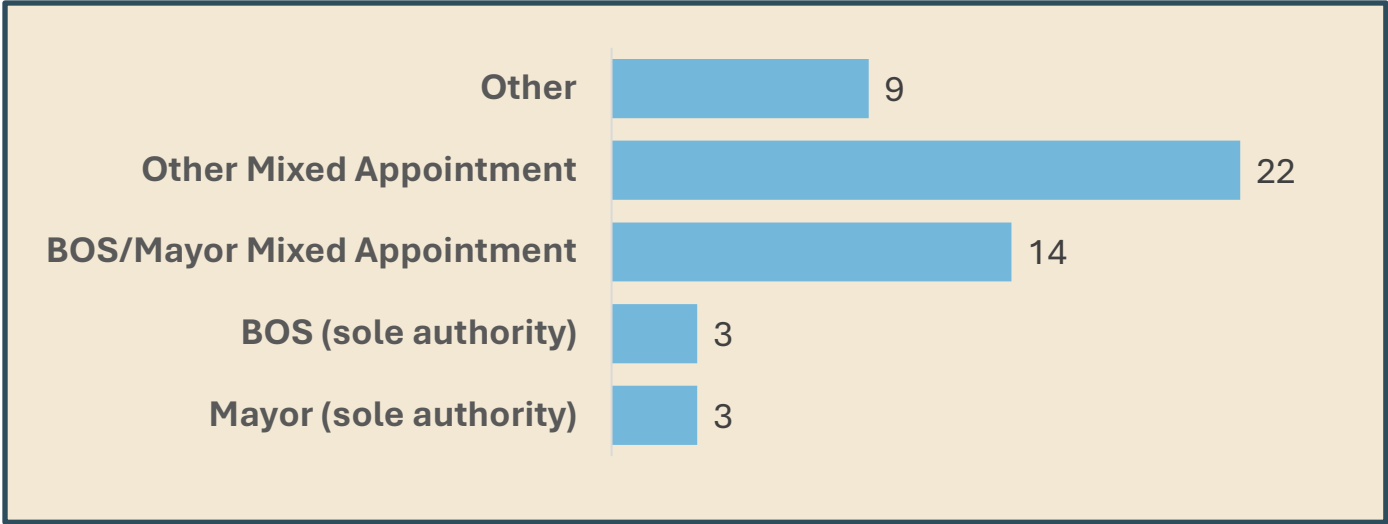
- Mayor or Other Entity Appointments Only
- Split Appointments

Draft Decision

Proposal that whoever creates the advisory body should appoint the members

Otherwise, **need to discuss current state** to develop an opinion

Current State



Appointment Confirmations

Key Questions:

Should there be confirmations from other branches of government?

Options:

- Confirmations are fine
- No confirmations; appointments should be automatic
- No confirmations, but allow for BOS to veto

Draft Decision

General agreement on no confirmations

Commissioner Removal Process and Authority

Key Questions:

How are commissioners removed from their role? What is the process? Who is able to remove them?

Options:

- At will (removal for any reason)
- For cause (removal only for certain reasons)

Decision

At-will

Term Lengths and Term Limits

Key Questions:

Should terms be limited to a certain length?
Should there be term limits? What other considerations are there?

Options:

- Serve indefinitely
- Specific term lengths, no term limits
- Specific term lengths and term limits

Decision

Term lengths **match duration of advisory body** based on sunset date (i.e. 3 years).

Any staggering or limits on consecutive terms should be handled on a case-by-case basis if the body is re-authorized.

Commissioner Qualifications

Key Questions:

Where are minimum qualifications appropriate? Should they be at the seat or body level?

Options:

- Seat requirements OK
- Body requirements OK
- No requirements for body or seat

Draft Decision

Agreement that specific requirements are not appropriate for a template, but you may want to specify that any requirements must be body-level.

Proposal to require appointing authority to submit some information on why a candidate is qualified.

Staff Proposal: Templates should:

- Require specifics to be decided on an individual body basis (not in template)
- State that any specific requirements a body has must be body-level, not seat level
- State that if no specific qualifications are required, the appointing authority should submit some information on why a candidate is qualified

Compensation and Benefits

Key Questions:

What benefits should members get? Should they be paid more than a stipend?

Options:

- No compensation/benefits
- Continue current practice (benefits, minimal stipends)
- Meaningful compensations

Draft Decision

QUESTION: should this be part of the templates?

Staff Proposal: do not include in templates; keep current structure. Add importance of stipends as an equity consideration in final report.

Current State Information

- Youth Commission, Commission on Aging members have option to purchase into City health plan.
- Compensation:
 - Potential compensation ranges from \$25/meeting - \$300/meeting (for all types of bodies)
 - CAT advised that BOS can authorize stipends for advisory bodies; only done occasionally.

Establishing Authority

Key Questions:

Where should bodies be established in the charter? Where should they be in the admin code only?

Options:

- A body may or must exist in the charter
- A body may not live in the charter but can live in the code
- A body should live in neither the charter nor the code

Draft Decision

Agreement that advisory bodies **not appropriate for charter.**

To be decided:

- Should future bodies be established by ordinance?
- Should no future bodies be codified in either code or charter (only can be established by Department)?

Sunset Dates

Key Questions:

Should there be set and consistent sunset dates?

Options:

- No sunset dates
- Include sunset dates

Decision

3 years

Commission Size

Key Questions:

What should the maximum number of commissioners be?

Options:

- Any odd number or range of odd numbers

Decision

15 maximum

Required Output and Activities

Key Questions:

What should be required?

Options:

- Annual statement of purpose
- Annual reports
- Anything else?

Draft Decision

QUESTION: should this be in the template?

Mixed opinions:

- Appetite for annual statement of purpose to affirm utility of body.
- One vote for requiring annual report

Staff Proposal: template requirement to include a statement of purpose upon launch of body; reaffirm if body re-authorized upon sunset date.

Current State:

- Annual statement of purpose and annual report required under Charter §§ 4.102 and 4.103
- Unclear if most bodies complete these requirements

Calling Public Hearings

Key Questions:

Should the body be bringing information to the public that otherwise would not be public?

Options:

- Yes
- No

Draft Decision

QUESTION: should this be in the template?

**Limited appetite to include any “additional functions” in templates.
Calling public hearings only component that seemed important.**

Staff Proposal: If templates include a brief description of purpose and general responsibilities or activities for each body, add “calling public hearings” as an example.

Purpose & Responsibilities

Key Questions:

What is the purpose of having an advisory body?
What responsibilities should each have?
What should be in the template?

Options:

- Include the general purpose of advisory bodies in the template
- Include list of general responsibilities for advisory bodies in the template
- Include neither

Draft Decision

QUESTION: should this be in the template?

If yes, should the template include a standardized requirement for each body to develop their own purpose and summary of responsibilities? Or, should the template include a standard purpose and responsibilities list.

Minimal interest in including this for advisory bodies

Naming Conventions: Advisory Committee

Discussion:

- Is “committee” the right word?
- Do you want to propose re-naming existing groups to follow a convention?

Names of Advisory Bodies

| Name Type | Count |
|---------------|-------|
| Board | 8 |
| Commission | 5 |
| Committee | 40 |
| Council | 11 |
| Group | 1 |
| Partnership | 1 |
| Task Force | 2 |
| Working Group | 2 |

Examples of Bodies

| |
|---------------------------------|
| Ballot Simplification Committee |
| Behavioral Health Commission |
| Family Violence Council |
| Workforce Investment Board |
| Food Security Task Force |
| Service Provider Working Group |

Governance Bodies

40 minutes

1



Type Sorting Criteria

2



Template Components

Type Sorting Criteria (20 mins)

- Determines when **governance bodies** are appropriate.
- **Question to keep in mind:**
 - Do different departments need differently structured governance bodies?
 - E.g., should governance bodies over departments that need to be insulated from political pressures have different templates, or types?

Governance Bodies

| Criteria |
|--|
| Does the body have decision-making authority? |
| Does this body oversee a specific department? |
| Is the department an enterprise department? |
| Does the department have to maintain and replace physical assets using earned revenue, or does it have other fiduciary duties? |
| Does the body make decisions that personally affect elected city leaders, such as elections or ethics? |
| Does the department have a budget over \$100 million ? (or over 150 FTEs? Or do over \$100 million in contracting?) |
| Does the body direct department staff members in areas that the public expects the Mayor to control/be accountable for? |
| <i>If needed: criteria asking if governance body is appropriate in other situations</i> |

Governance Bodies

In what situations are governance bodies appropriate?

Three decisions to make:

| Decision | How Much Deliberation Needed? |
|--|---------------------------------|
| 1. Should governance bodies have to oversee a department ? | ? Some Discussion Needed |
| 2. Should department policy area, funding sources, or functions dictate whether a department should have a governance body? | ✖ Significant Discussion Needed |
| 3. Should department size dictate if it should have a governance body? | ✖ Significant Discussion Needed |

Governance Bodies

Decision 1: should governance bodies only exist if they oversee a department?

Draft Approach:

- **General agreement – YES** should only exist if they oversee a department
- Remaining questions:
 - Could a body oversee multiple departments?
 - Could a body oversee a division or agency within a department?

Governance Bodies: Bodies not Overseeing a Department

Decision 1: should governance bodies only exist if they oversee a department?

Examples:

| Body Name | Purpose/Description |
|--|--|
| Disability and Aging Services Commission | Oversees Disability and Aging Services – a division of HSA. |
| Film Commission | Oversees Film SF – a division of OEWD. New budget is combining Arts Commissions and Film Commission |
| Small Business Commission | Oversees Office of Small Business – a division of OEWD |
| Southeast Community Facility Commission | Provides guidance to the PUC and BOS regarding the Southeast Community Facility and Greenhouses. |
| Treasure Island Development Authority Board of Directors | Oversees TIDA - a non-profit, public benefit agency dedicated to the economic development of Treasure Island. Makes policy decisions and acts as both the development agency and the trustee of the Tideland Trust for Treasure and Yerba Buena Islands. |

Governance Bodies

Decision 2: should department **policy area**, **funding sources**, or **functions** dictate whether a department should have a governance body?

Draft Approach:

General agreement to use some **department characteristics**. **Limited agreement on specifics.**

Multiple proposals:

- Option 1: **Enterprise departments**
- Option 2: Department should be **insulated from politics** and political pressures
 - Example: Department needs **a long-term approach to oversight** due to fiduciary duties and ongoing, self-sufficient maintenance of physical assets
 - Example: Department makes decisions that **personally affect elected city leaders** or are related to elections
- Option 3: Department operations include a large portfolio of **grantmaking**
- Option 4: Specific **policy areas**

Options are not mutually exclusive; you may decide one or more options are appropriate

Governance Bodies

Decision 2: should department **policy area**, **funding sources**, or **functions** dictate whether a department should have a governance body?

Option 1: Enterprise Departments: focus on City-related business operations, and include the Port, Municipal Transportation Agency, Airport, and Public Utilities Commission.

| Commission Name | Department |
|--|------------|
| Airport Commission | AIR |
| Municipal Transportation Agency Board of Directors | MTA |
| Port Commission | PRT |
| Public Utilities Commission | PUC |

Governance Bodies

Decision 2: should department **policy area**, **funding sources**, or **functions** dictate whether a department should have a governance body?

Option 2: Department should be **insulated from politics** and political pressures

Example: Department needs **a long-term approach to oversight**

| Commission Name | Department |
|-----------------------------|------------|
| Airport Commission | AIR |
| Port Commission | PRT |
| Public Utilities Commission | PUC |
| Retirement Board** | |
| Health Services Board** | |

Example: Department makes decisions that **personally affect elected city leaders**

| Commission Name |
|---------------------------|
| Elections Commission |
| Civil Service Commission* |
| Ethics Commission* |
| Elections Task Force** |

**currently categorized as regulatory due to having quasi-judicial functions*

*** currently categorized as other*

Governance Bodies

Decision 2: should department **policy area**, **funding sources**, or **functions** dictate whether a department should have a governance body?

Option 3: Department operations include a large portfolio of **grantmaking**

| Department | FY23 | FY24 | Department | FY23 | FY24 |
|--|-----------|-----------|----------------------------------|----------|----------|
| Homelessness and Supportive Housing* | \$359.6 M | \$403.9 M | Status of Women* | \$16.0 M | \$10.4 M |
| Public Health* | \$347.3 M | \$341.0 M | Recreation and Parks* | \$5.8 M | \$6.6 M |
| Human Services Agency* | \$176.7 M | \$164.1 M | Building Inspection* | \$4.8 M | \$4.2 M |
| Children, Youth & Families* | \$166.5 M | \$152.2 M | Airport* | \$3.4 M | \$3.3 M |
| Mayor's Office of Housing and Community Development | \$137.9 M | \$148.8 M | Public Utilities Commission* | \$1.9 M | \$2.6 M |
| Economic & Workforce Development | \$100.4 M | \$103.0 M | Emergency Management | \$0.4 M | \$2.0 M |
| Early Childhood* | \$62.5 M | \$59.4 M | Environment* | \$0.9 M | \$1.9 M |
| City Administrator | \$31.7 M | \$34.8 M | Municipal Transportation Agency* | \$1.6 M | \$1.9 M |
| Arts Commission* | \$14.8 M | \$17.2 M | District Attorney | \$1.3 M | \$1.8 M |
| Adult Probation | \$12.4 M | \$14.2 M | Port* | \$0.2 M | \$1.7 M |
| Public Works* | \$16.4 M | \$12.8 M | Police* | \$2.0 M | \$1.3 M |
| Sheriff | \$11.4 M | \$11.9 M | Treasurer/Tax Collector | \$0.6 M | \$1.2 M |
| Human Rights Commission* | \$8.3 M | \$11.2 M | | | |

Governance Bodies

Decision 2: should department **policy area**, **funding sources**, or **functions** dictate whether a department should have a governance body?

Option 4: Using **policy area** to determine where governance bodies are appropriate

| Community Health | Culture & Recreation | General Administration & Finance | Human Welfare & Neighborhood Development | Public Protection | Public Works, Transportation & Commerce |
|------------------|---------------------------------|----------------------------------|--|-----------------------|---|
| Public Health* | Asian Art Museum* | City Administrator | Children, Youth & Their Families | Adult Probation | Airport* |
| | Academy of Sciences | Assessor/Recorder | Community Investment & Infrastructure | Emergency Management | Department of Building Inspection* |
| | Arts Commission* | City Attorney | Dept of Early Childhood* | District Attorney | Economic and Workforce Development |
| | Fine Arts Museum* | City Planning* | Department of the Status of Women* | Fire Department* | Municipal Transportation Agency* |
| | Law Library* | Controller | Environment* | Juvenile Probation* | Port* |
| | Public Library* | DT GSA - Technology | Homelessness and Supportive Housing* | Police* | Public Utilities Commission* |
| | Recreation and Park Commission* | Elections* | Human Rights Commission* | Police Accountability | Public Works* |
| | War Memorial* | Human Resources | Human Services Agency* | Public Defender | |
| | | Mayor | | Sheriff* | |
| | | Retirement System | | Superior Court | |
| | | Treasurer/Tax Collector | | | |

* Currently has a governance body

Governance Bodies

Decision 3: should **department size** dictate if it should have a governance body?

Draft Approach:

Some interest in using department size to determine when a governance body is appropriate. Less interest in using FTEs.

Limited agreement on specifics, multiple proposals:

- Option 1: By **Budget**
- Option 2: By **FTE**
- Option 3: By **Contracting Dollars**

Questions:

- What should the thresholds be?
- Would there be exemptions?
- Would using this approach result in the creation of any new governance bodies, or only be used to remove existing governance bodies?

Governance Bodies

Decision 3: should **department size** dictate if it should have a governance body?

Option 1: Size by **department budget** (all departments)

| Department | FY25 | FY26 |
|---------------------------------------|---------|---------|
| DPH Public Health* | \$3.2 B | \$3.4 B |
| PUC Public Utilities Commission* | \$2.0 B | \$2.1 B |
| AIR Airport Commission* | \$2.0 B | \$1.8 B |
| MTA Municipal Transprt'n Agncy* | \$1.5 B | \$1.6 B |
| HSA Human Services Agency* | \$1.2 B | \$1.3 B |
| POL Police* | \$823 M | \$849 M |
| HOM Homelessness Services* | \$846 M | \$743 M |
| ADM GSA - City Administrator | \$617 M | \$611 M |
| FIR Fire Department* | \$531 M | \$554 M |
| DPW Public Works* | \$453 M | \$427 M |
| CHF Children;Youth & Families | \$349 M | \$349 M |
| SHF Sheriff | \$323 M | \$346 M |
| DEC Dept of Early Childhood* | \$337 M | \$342 M |
| REC Recreation & Park Commsn* | \$255 M | \$264 M |
| LIB Public Library* | \$188 M | \$194 M |
| DT GSA – Technology | \$169 M | \$174 M |
| MYR Housing and Community Development | \$197 M | \$172 M |

| Department | FY25 | FY26 |
|--------------------------------|---------|---------|
| DEM Emergency Management | \$141 M | \$161 M |
| HRD Human Resources | \$157 M | \$158 M |
| PRT Port* | \$156 M | \$156 M |
| CAT City Attorney | \$118 M | \$125 M |
| DAT District Attorney | \$94 M | \$97 M |
| DBI Building Inspection* | \$88 M | \$88 M |
| CON Controller | \$89 M | \$86 M |
| ECN Economic & Wrkfrce Dvlpmnt | \$141 M | \$84 M |
| ADP Adult Probation | \$62 M | \$62 M |
| PDR Public Defender | \$57 M | \$58 M |
| CPC City Planning* | \$55 M | \$58 M |
| RET Retirement System* | \$55 M | \$56 M |
| TTX Treasurer-Tax Collector | \$49 M | \$55 M |
| JUV Juvenile Probation* | \$47 M | \$53 M |
| ASR Assessor – Recorder | \$40 M | \$42 M |
| ENV Environment* | \$46 M | \$41 M |
| CRT Superior Court | \$33 M | \$33 M |

| Department | FY25 | FY26 |
|------------------------------|----------|---------|
| WAR War Memorial* | \$31 M | \$32 M |
| HRC Human Rights Commission* | \$45 M | \$28 M |
| ART Arts Commission* | \$30 M | \$24 M |
| FAM Fine Arts Museum* | \$24 M | \$24 M |
| REG Elections* | \$26 M | \$23 M |
| CSS Child Support Services | \$13 M | \$13 M |
| AAM Asian Art Museum* | \$12 M | \$13 M |
| HSS Health Service System* | \$13 M | \$12 M |
| MYR Mayor | \$11 M | \$11 M |
| DPA Police Accountability | \$10.0 M | \$9.5 M |
| SCI Academy of Sciences | \$7.7 M | \$8.1 M |
| LLB Law Library* | \$1.3 M | \$1.2 M |
| Shrf Dept Ofc Inspctr Genl* | \$1.3 M | \$1.2 M |
| WOM Status of Women* | \$11.9 M | \$0.0 M |

* Currently has a governance or oversight body

Governance Bodies

Decision 3: should **department size** dictate if it should have a governance body?

Option 2: Size by FTE counts (all departments)

| Department | FY26 | FY25 |
|-----------------------------|-------|-------|
| Public Health* | 7,626 | 7,621 |
| Municipal Transprt'n Agncy* | 5,169 | 5,472 |
| Police* | 2,904 | 2,974 |
| Human Services Agency* | 2,307 | 2,292 |
| Fire Department* | 1,852 | 1,815 |
| Airport Commission* | 1,820 | 1,764 |
| Public Utilities Commsn* | 1,781 | 1,750 |
| Public Works* | 1,091 | 1,151 |
| Recreation & Park Commsn* | 970 | 987 |
| Sheriff | 945 | 1,003 |
| GSA - City Administrator | 898 | 942 |
| Public Library* | 734 | 724 |
| City Attorney | 339 | 334 |
| Emergency Management | 309 | 304 |
| Building Inspection* | 291 | 279 |
| District Attorney | 283 | 293 |
| Homelessness Services* | 255 | 257 |

| Department | FY26 | FY25 |
|----------------------------|------|------|
| Department of Technology | 254 | 258 |
| Controller | 248 | 245 |
| Port* | 244 | 242 |
| Public Defender | 215 | 228 |
| Human Resources | 187 | 201 |
| Assessor – Recorder | 179 | 177 |
| Juvenile Probation* | 178 | 175 |
| Treasurer-Tax Collector | 175 | 189 |
| City Planning* | 161 | 169 |
| Retirement System | 157 | 154 |
| Adult Probation | 147 | 144 |
| Economic & Wrkfrce Dvlpmnt | 104 | 115 |
| Fine Arts Museum* | 103 | 108 |
| Environment* | 96 | 92 |
| Children;Youth & Families | 68 | 67 |
| Dept of Early Childhood* | 68 | 70 |

| Department | FY26 | FY25 |
|-----------------------------|------|------|
| War Memorial* | 65 | 66 |
| Child Support Services | 59 | 60 |
| Asian Art Museum* | 54 | 52 |
| Elections* | 53 | 58 |
| Mayor (MOHCD) | 47 | 37 |
| Health Service System | 38 | 43 |
| Police Accountability | 35 | 40 |
| Human Rights Commission* | 27 | 33 |
| Arts Commission* | 26 | 28 |
| Academy of Sciences | 12 | 13 |
| Law Library* | 2 | 2 |
| Shrf Dept Ofc Inspctr Genl* | 2 | 1 |
| Status of Women* | 0 | 8 |

* Currently has a governance or oversight body

Governance Bodies

Decision 3: should **department size** dictate if it should have a governance body?

Option 3: Size by Contract Spending (all departments)

| Department | FY25** | FY24 |
|-----------------------------|-----------|-----------|
| Public Utilities Commsn* | \$1.88 B | \$1.58 B |
| Airport Commission* | \$1.21 B | \$0.80 B |
| Public Health* | \$1.15 B | \$1.04 B |
| Human Services Agency* | \$543.3 M | \$513.7 M |
| Homelessness Services* | \$533.1 M | \$484.5 M |
| Mayor | \$484.9 M | \$752.9 M |
| Municipal Transprt'n Agncy* | \$476.8 M | \$484.2 M |
| Public Works* | \$452.6 M | \$393.6 M |
| Dept of Early Childhood* | \$225.3 M | \$236.7 M |
| GSA - City Administrator | \$208.4 M | \$212.2 M |
| Children;Youth & Families | \$138.1 M | \$173.3 M |
| Economic & Wrkfrce Dvlpmnt | \$104.8 M | \$112.6 M |
| GSA – Technology | \$80.2 M | \$70.3 M |
| Recreation & Park Commsn* | \$56.8 M | \$44.9 M |
| Port* | \$54.3 M | \$38.7 M |
| Emergency Management | \$41.7 M | \$33.2 M |
| Public Library* | \$35.0 M | \$34.3 M |

| Department | FY25** | FY24 |
|--------------------------|----------|----------|
| Retirement System | \$32.9 M | \$36.2 M |
| Police* | \$28.2 M | \$25.9 M |
| Sheriff | \$24.1 M | \$21.3 M |
| Arts Commission* | \$22.9 M | \$23.2 M |
| Adult Probation | \$21.3 M | \$19.5 M |
| Human Rights Commission* | \$16.9 M | \$11.6 M |
| Controller | \$13.7 M | \$10.7 M |
| Fire Department* | \$13.3 M | \$11.2 M |
| Status of Women* | \$13.3 M | \$10.8 M |
| Human Resources | \$8.7 M | \$7.1 M |
| Elections* | \$8.5 M | \$9.6 M |
| Environment* | \$8.4 M | \$8.1 M |
| Building Inspection* | \$6.6 M | \$6.0 M |
| Treasurer-Tax Collector | \$6.2 M | \$7.0 M |
| Assessor - Recorder | \$5.2 M | \$5.0 M |

| Department | FY25** | FY24 |
|-----------------------------|---------|---------|
| District Attorney | \$3.5 M | \$3.3 M |
| Fine Arts Museum* | \$2.8 M | \$1.5 M |
| City Planning* | \$2.6 M | \$3.1 M |
| War Memorial* | \$2.5 M | \$2.2 M |
| Juvenile Probation* | \$2.1 M | \$1.3 M |
| City Attorney | \$1.0 M | \$6.8 M |
| Public Defender | \$816 K | \$812 K |
| Child Support Services | \$421 K | \$106 K |
| Police Accountability | \$191 K | \$268 K |
| Shrf Dept Ofc Inspctr Genl* | \$131 K | \$118 K |

* Currently has a governance body

**Books are not yet closed for FY25, so FY25 data is preliminary

Template Components Discussion

- We will walk through all components you **do want** or **maybe want** included in templates.
- Focus discussion on components where there is **disagreement**.
- There may be situations where there are **exceptions** to the templates. Focus today is on general rules and requirements.

Governance Bodies

Question to keep in mind:

- Should governance bodies that need to be insulated from political pressures have differently structured templates?
 - Should there be **different templates** for different types of governance bodies?
 - Or, should bodies with different template components be treated as **exceptions** to a standard template?

Template Components: All Possible Components

| Commissioner Attributes and Processes | |
|---------------------------------------|------------------------------|
| Appointing Authority | Appointment Confirmations |
| Removal Process and Authority | Term Lengths and Term Limits |
| Commissioner Qualifications | Conflict of Interest Policy |
| Compensation and Benefits | |

| Role in Department Oversight | |
|------------------------------|--------------------------------------|
| Hiring and firing authority | Authority over department operations |
| Policy-making | Budget approval |
| Contract approval | Department performance review |
| Employee discipline | |

| Additional Functions | |
|-----------------------------------|------------------------------|
| Facilitating public participation | Calling public hearings |
| Watching for fraud and corruption | Upholding and enforcing laws |

| Commission Operations and Attributes | |
|--------------------------------------|------------------------------|
| Sunset dates | Commission size |
| Establishing authority | Ability to act independently |
| Meeting cadence | Setting meeting agendas |

| Required Outputs | |
|-----------------------------|----------------|
| Annual statement of purpose | Annual reports |
| Other information | |

| Purpose | |
|----------------|-----------------------------|
| Stated Purpose | Summary of Responsibilities |

| Legend |
|---------------|
| Included |
| Maybe include |
| Removed |

Template Components: Today's Discussion

Commissioner Attributes and Processes

| | |
|-------------------------------|------------------------------|
| Appointing Authority | Appointment Confirmations |
| Removal Process and Authority | Term Lengths and Term Limits |
| Commissioner Qualifications | Compensation and Benefits |

Commission Operations and Attributes

| | |
|------------------------|-----------------|
| Sunset dates | Commission size |
| Establishing authority | |

Role in Department Oversight

| | |
|-----------------------------|--------------------------------------|
| Hiring and firing authority | Authority over department operations |
| Policy-making | Budget approval |
| Contract approval | Department performance review |
| Employee discipline | |

Required Outputs

| | |
|----------------|--|
| Annual reports | |
|----------------|--|

Additional Functions

| | |
|------------------------------|-------------------------|
| Upholding and enforcing laws | Calling public hearings |
|------------------------------|-------------------------|

Purpose

| | |
|----------------|-----------------------------|
| Stated Purpose | Summary of Responsibilities |
|----------------|-----------------------------|

Appointing Authority

Key Questions:

Who should be appointing authorities?

Options:

- Mayor Appointments Only
- Split Appointments

Draft Decision

Mayoral appointments only

- Some exceptions:
 - Bodies that should be insulated from political pressure should have split appointments, e.g.:
 - Port, Airport, PUC
 - Elections
 - Police, Planning, MTA

Appointment Confirmations

Key Questions:

Should there be confirmations from other branches of government?

Options:

- Confirmations are fine
- No confirmations; appointments should be automatic
- No confirmations, but allow for BOS/Mayor to veto

Draft Decision

Preference for no confirmations, but some middle ground proposed:

- No confirmations
- BOS can veto, but standardize under 3.100.18: appointments are effective immediately, but BOS has 30 days to veto with a 2/3 majority
- BOS or Mayor can veto

Confirmation preferences may depend on what you decided about appointing authority

Commissioner Removal Process and Authority

Key Questions:

How are commissioners removed from their role? What is the process? Who is able to remove them?

Options:

- At will (removal for any reason)
- For cause (removal only for certain reasons)

Draft Decision

Preference for removal at-will, by appointing authority, with some exceptions:

- Proposal to allow Board to veto removal of Mayoral appointees
- Proposal to do for-cause removals, with a lower burden than current for-cause removals (e.g. require recommendation of appointing body and approval of BOS).
- Proposal that bodies that should be insulated from politics should be **for cause** only, e.g.:
 - Port, Airport, PUC
 - Elections, Ethics
 - Others?

Term Lengths and Term Limits

Key Questions:

Should terms be limited to a certain length?
Should there be term limits? What other considerations are there?

Options:

- Serve indefinitely
- Specific term lengths, no term limits
- Specific term lengths and term limits

Draft Decision

Agreement on having specific term lengths. Split on term limits. Different proposals:

- Term lengths:
 - 2 years
 - 3 years
 - 4 years
- Term limits:
 - 2 terms
 - 4 terms
 - No term limits

Note that new bodies can stagger terms to start, as new body is created.

Commissioner Qualifications

Key Questions:

Where are minimum qualifications appropriate? Should they be at the seat or body level?

Options:

- Seat requirements OK
- Body requirements OK
- No requirements for body or seat

Draft Decision

QUESTION: should this be part of our templates?

- Split between not including at all and including general guidelines

If included, two proposals:

- Require appointing authority to indicate in writing why appointee is qualified
- Specify that requirements must be body-level, not seat-level.

Staff Proposal: Templates should:

- Require specifics to be decided on an individual body basis
- State that any specific requirements a body has must be body-level, not seat level
- State that if no specific qualifications are required, the appointing authority should submit some information on why a candidate is qualified

Compensation and Benefits

Key Questions:

Where are minimum qualifications What benefits should commissioners get? Should they be paid more than a stipend?

Options:

- No compensation/benefits
- Continue current practice (benefits, minimal stipends)
- Meaningful compensations

Draft Decision

QUESTION: should this be part of our templates?

- Split between maybe and no

If yes, not many proposals

Staff Proposal: do not include in templates; keep current structure.

Current State Information

- Members of 40 bodies eligible to purchase health insurance through City (across all types of public bodies)
- Compensation:
 - Ranges from \$25/meeting - \$300 per meeting
 - Some bodies prohibited from compensating commissioners
 - Admin code authorizes compensation for members of specific bodies
 - CAT advised that BOS can authorize stipends for advisory bodies; only done occasionally.

Public Bodies Eligible for Health Benefits (In Scope, Active)

- | | |
|--|---|
| (1) Access Appeals Commission | (21) Health Commission |
| (2) Airport Commission | (22) Health Service Board |
| (3) Art Commission | (23) Human Rights Commission |
| (4) Asian Art Commission | (24) Human Services Commission |
| (6) Board of Appeals | (25) Juvenile Probation Commission |
| (7) Building Inspection Commission | (26) Law Library Board of Trustees |
| (8) Civil Service Commission | (27) Library Commission |
| (9) Commission on the Aging | (28) Municipal Transportation Authority |
| (10) Commission on the Environment | (29) Planning Commission |
| (11) Commission on the Status of Women | (30) Police Commission |
| (14) Elections Commission | (31) Port Commission |
| (15) Entertainment Commission | (32) Public Utilities Commission |
| (16) Ethics Commission | (33) Recreation and Parks Commission |
| (17) Fine Arts Museums Board of Trustees | (34) Residential Rent Stabilization and Arbitration Board |
| (18) Fire Commission | (35) Retiree Health Care Trust Fund Board |
| (19) Film and Video Arts Commission | (36) Retirement Board |
| (20) First Five Commission | (37) Small Business Commission |
| | (38) Sunshine Ordinance Task Force |
| | (39) War Memorial and Performing Arts Center Board |
| | (40) Youth Commission |

Establishing Authority

Key Questions:

Where should bodies be established in the charter? Where should they be in the admin code only?

Options:

- A body may or must exist in the charter
- A body may not live in the charter but can live in the code

Draft Decision

Split Opinions

- Most say charter
- Some say admin code
- Preference may depend on the number of governance bodies the process results in (defer decision to after other decisions made).

Sunset Dates

Key Questions:

Should there be set and consistent sunset dates?

Options:

- No sunset dates
- Include sunset dates

Draft Decision

No sunset dates for governance bodies

- Most prefer to not include anything in the template
- Proposals around re-affirming utility of body:
 - If not in charter, should have regular confirmation of body's continuance (e.g. every 5-10 years)
 - Require annual statement of purpose

Commission Size

Key Questions:

What should the maximum number of commissioners be?

Options:

- Any odd number or range of odd numbers

Draft Decision

General agreement of 5-7 members

Hiring and Firing Authority

Key Questions:

Should the public bodies have the ability to hire and fire department heads?

Options:

- Require role in hiring and firing
- No formal role in hiring or firing
- Mayor has option (but not requirement) to use public bodies in searches or interviews

Draft Decision

General agreement that Mayor should ultimately be responsible for hiring and firing department heads.

Most want bodies to have some consultative responsibilities:

- Give mayor option to use public bodies in searches or interview
- Allow for some involvement of public bodies
- Bodies can provide input into criteria, qualifications, etc. for hiring, but should not have a role in firing
- Commission meetings can be used as a public forum for feedback on hiring/firing

One proposal for exceptions:

- Exceptions for bodies that should be insulated from politics: should own hiring and firing

Policy-Making

Key Questions:

Should the body set policy for departments?

Options:

- Yes
- Specific circumstances/situations (e.g. approving strategic plans)
- No

Draft Decision

QUESTION: should this be in the template?

Some agreement that yes (core function of a governance body).

- Not clear what specific details would be included in the template.
- Some think policy should ultimately be set by department head and Mayor, however may be a role for body to provide input and create space for public feedback.

Contract Approval

Key Questions:

In what situations should a board or commission have contract approval authority?

Options:

- Should have a role
- Should not have a role
- Should only have a role in specific situations

Draft Decision

QUESTION: should this be in the template?

Most agree it should be in template. Different opinions on what that should look like:

- No role
 - Could require department to report on contracting to commission for transparency
- Should have a role; require that each body develop policy on when contract approval required
- Yes, should have a role in contract approval

Budget Approval

Key Questions:

What authority should public bodies have over budgets submitted to the Mayor?

Options:

- Require approval
- Do not require approval

Draft Decision

Agreement: yes, should approve budget

Employee Discipline

Key Questions:

Do boards and commissions have a role to play in employee discipline?

Options:

- Yes
- No

Draft Decision

QUESTION: should this be in the template?

Agreement that generally should not be in purview.

May be some situations where it may be appropriate:

- Only when legally required, i.e. for SFFD and SFPD

Department Performance Review

Key Questions:

Does the body have the authority to oversee or review the performance of a department? What does that involve, and what actions can they take to address performance?

Options:

- Yes
- No
- Specifics about purview

Draft Decision

QUESTION: should this be in the template?

Agreement that YES bodies should have some oversight of performance

- Debate about what that looks like

Staff proposal: templates should include this in a summary of key responsibilities, allow each body to determine what that looks like on an individual basis.

Authority Over Department Operations

Key Questions:

Can the body direct departments to take specific actions? Do departments have to listen to what public bodies say?

Options:

- Specific actions and authority

Draft Decision

QUESTION: should this be in the template? Is there anything that should go here in that isn't covered by prior components?

General agreement: governance commissions should have authority over department operations. Examples outside of other components include fees and rates to the public.

Required Output and Activities

Key Questions:

What should be required?

Options:

- Annual statement of purpose
- Annual reports
- Anything else?

Draft Decision

QUESTION: should this be in the template?

Mixed opinions:

- Appetite for annual statement of purpose to affirm utility of body.
- One vote for requiring annual report
- Proposal for additional information to include KPIs on finances, customer service, asset maintenance for specific departments.

Current State:

- Annual statement of purpose and annual report required
- Unclear if most bodies complete these requirements

Calling Public Hearings

Key Questions:

Should the body be bringing information to the public that otherwise would not be public?

Options:

- Yes
- No

Draft Decision

QUESTION: should this be in the template?

Limited appetite to include additional functions

Calling public hearings only component that seemed important

Staff Proposal: If templates include a brief description of purpose and general responsibilities or activities for each body, add “calling public hearings” as an example.

Purpose & Responsibilities

Key Questions:

What is the purpose of having a governance body?
What responsibilities should each have?
What should be in the template?

Options:

- Include general purpose of governance bodies
- Include general list of responsibilities
- Include neither

Draft Decision

QUESTION: should this be in the template?

If yes, should the template include a standardized requirement for each body to develop their own purpose and summary of responsibilities? Or, should the template include a standard purpose and responsibilities list.

Some interest in including this

Staff Proposal:

- Include standard purpose and summary of responsibilities
- Under responsibilities, define what should be included in department oversight
- Require body to explicitly state the purpose if the body is in the charter

Naming Conventions: Governance Commissions

Discussion:

- Should some departments' governance bodies have differently structured templates?
 - Should there be **different names and templates** for different types of governance bodies?
 - Or, should bodies with different template components be treated as **exceptions** to a standard template?
 - E.g. “Fiduciary Board” vs “Governance Commission”

Current State:

| Body Name | Count |
|--------------------|-------|
| Board of Directors | 2 |
| Board of Trustees | 3 |
| Commission | 26 |

Staff Working Groups

10 minutes

Staff Working Groups

Draft Approach:

Reminder: type sorting criteria is for categorizing what type of body each body *should* be.

No plans to re-categorize any staff working groups; decision is whether to keep them in code/charter or not. Criteria should just be a workable definition.

Text from draft criteria

| Criteria | If yes | If no | Information source |
|--|-----------------------------------|--------------------------|--------------------|
| Is the group primarily comprised of City staff, with the intention of bringing together staffers and outside experts to address specific topics? | Categorize as staff working group | Continue with assessment | ✓ Workbook |

Template Components Discussion

- Template Components discussion only needed if you want to allow staff working groups to **remain in code**.

Establishing Authority

Key Questions:

Should any staff working groups be in the admin code? Why or why not?

Options:

- A body may or must exist in the charter
- A body may not live in the charter but can live in the code
- A body should live in neither the charter nor the code

Considerations:

- Does being in code ensure that the group meets?
- Will cross-departmental coordination happen without those groups being in the admin code?
- Should any group remain in the charter?
- If you decide that SWGs shouldn't be in the admin code, should current groups be removed? Or only future groups would not be permitted to be added to the admin code?

Establishing Authority

Active and In Scope Staff Working Groups

| Name | Charter or Ordinance |
|---|----------------------|
| Capital Planning Committee | Ordinance |
| Committee for Utility Liaison on Construction and Other Projects | Ordinance |
| Committee on Information Technology (COIT) | Ordinance |
| Disaster Council | Ordinance |
| Interagency Planning and Implementation Committee | Ordinance |
| Interdepartmental Staff Committee on Traffic and Transportation (ISCOTT) | Ordinance |
| Justice Tracking Information System (JUSTIS) Committee Governance Council | Ordinance |
| Municipal Green Building Task Force | Ordinance |
| Permit Prioritization Task Force | Ordinance |
| Real Estate Fraud Prosecution Trust Fund Committee | Ordinance |
| Sentencing Commission | Ordinance |
| Special Strike Committee | Charter |
| State Legislation Committee | Ordinance |
| Street Design Review Committee | Ordinance |
| Street Utilities Coordinating Committee | Ordinance |
| Supportive Housing Services Fund Committee | Ordinance |
| Workers' Compensation Council | Ordinance |

Questions?
