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# M E M O R A N D U M

TO: Tom Paulino, Liaison to the Board of Supervisors, Office of the Mayor
Greg Wagner, City Controller, Office of the Controller
Anne Pearson, Deputy City Attorney, Office of the City Attorney

FROM: Monique Crayton, Assistant Clerk, Government Audit and Oversight Committee, Board of Supervisors

DATE: July 2, 2024

SUBJECT: Civil Grand Jury Report Received

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The Board of Supervisors' Government Audit and Oversight Committee is in receipt of the San Francisco Civil Grand Jury (CGJ) report released June 20, 2024, entitled: "**Commission Impossible? Getting the Most from San Francisco's Commissions**":

Pursuant to California Penal Code Sections 933 and 933.05, the departments must:

Respond to the report within 60 days of receipt, or no later than September 18, 2024.
For each finding the Department response shall:

1) agree with the finding; or
2) disagree with it, wholly or partially, and explain why.

As to each recommendation the Department shall report that:

1) the recommendation has been implemented, with a summary explanation; or
2) the recommendation has not been implemented but will be within a set timeframe as provided; or
3) the recommendation requires further analysis. The officer or agency head must define what additional study is needed. The Grand Jury expects a progress report within six months; or
4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation.

The Civil Grand Jury Report identified the following City Departments to submit responses:

- Office of the Mayor
- Board of Supervisors
- Office of the Controller
- Office of the City Attorney

When submitting responses to the Civil Grand Jury, please forward a copy to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102 or email at: monique.crayton@sfgov.org.

cc: Melissa Hernandez, Office of Chair Preston
Andres Power, Office of the Mayor
Mark de la Rosa, Office of the Controller
Severin Campbell, Office of the Budget and Legislative Analyst
Amanda Guma, Office of the Budget and Legislative Analyst

# Commission Impossible?

## Getting the Most from San Francisco's Commissions

June 20, 2024

CITY AND COUNTY OF SAN FRANCISCO

2023–2024 CIVIL GRAND JURY

## About the San Francisco Civil Grand Jury

The San Francisco Civil Grand Jury (the "Jury") is a government oversight panel of volunteers who serve for one year. Each Jury determines which local government entities within San Francisco it will investigate. Private citizens also may submit written complaints to the Jury, for investigation at the Jury's discretion. The Jury cannot investigate disputes between private parties, criminal activity, or activities outside its jurisdiction, which is the government of the City and County of San Francisco and any other local governments within city limits.

In reports made available to the public, the Jury documents findings and recommendations based on its investigations. Reports do not generally identify individuals by name, and disclosure of the specific identity of anyone interviewed by the Jury is prohibited.

The San Francisco Civil Grand Jury consists of 19 city residents impaneled by a Superior Court Judge. By state law, a person is eligible for Civil Grand Jury service if the person is a U.S. citizen, 18 years of age or older, of ordinary intelligence and good character, and has a working knowledge of the English language.

## 2023–2024 Civil Grand Jurors

Michael Carboy Foreperson
Carol Anderson
Peter Boyd
Jonathan E. Cowperthwait
Phyllis Deets
Paul Dravis
Bart Fisher
Brian Flaherty
Will Fox
Marina Franco
Carol Healey
Jim Ketcham
Roee Landesman
Ralph Lane
Will McCaa
John Monson
Niall Murphy
Beverley Talbott
Fred Waldman

# Summary

Starting with the first 21 commissions created with the San Francisco City and County Charter in 1898, the number of commissions, advisory boards, and other appointed bodies in the city has grown to 115 today. In this report, we refer collectively to these entities as *commissions and boards, commissions and other appointed bodies,* or simply *commissions*.[1] Our investigation looked into how well these bodies serve San Franciscans.

The Jury's challenges began with determining how many commissions San Francisco currently has. We discovered there is no centralized list of commissions, and there is no department or agency that is responsible for overseeing their effectiveness.

This lack of a single, authoritative list of commissions was the first of the Jury's several discoveries and indicated to us that the entire commission system suffers from a lack of transparency and structure. We believe this lack of clarity and structure has contributed to a declining level of confidence in the commission system.

The Jury compiled what we believe is the first accurate and comprehensive list of commissions in San Francisco. Our list describes their roles and responsibilities, meeting requirements, the area of city government they advise or oversee, sunset dates, and more.

Compared to peer cities in California, San Francisco has a lot of commissions. Because San Francisco is both a city and a county, we compared our commissions to city and county commissions relevant to peer cities and made adjustments when necessary. After accounting for this and adjusting for population, we determined that San Francisco has approximately twice as many commissions as its peers in California.

[1] For a discussion of the different types of appointed bodies, see "Commissions Go by Many Names" in Background.

Our investigation uncovered many essential commissions that run effectively and are integral parts of San Francisco government. We also discovered other commissions whose benefits do not appear to outweigh their costs.

The primary value of San Francisco's commissions are their oversight role in city and county government, public engagement, transparency and accountability, but these benefits come with costs. Commissions with oversight power and decision-making responsibilities require dedicated staff, office space, and legal support.

Commissions' biggest costs are the amount of time that city staff incur preparing for commission meetings and responding to requests from the commission for information and various analyses. We determined this can be as high as 10% of staff time.

Staffing the nearly 1,200 seats on San Francisco's many commissions is a particularly burdensome process. At various points during our investigation, we found up to 15% of commission seats were unfilled. These open seats often prevent commissions from having quorums — that is, a required minimum number of attendees — which leads to canceled or rescheduled meetings, delaying such vital business as approving contracts.

We recommend that the city create a permanent Commission Oversight Board (COB) whose purpose will be to: i) regularly evaluate the performance of San Francisco's commissions; ii) create standards for the duties, responsibilities and performance of commissions and the commissioners and members who serve on these bodies; and iii) periodically identify commissions that should be changed or abolished.

The rich irony of recommending a new commission to reduce the number of commissions is not lost on us. However we believe such a body is vital in order to optimize and streamline the city's byzantine commission system.

While most commissions play a necessary role in San Francisco governance and perform well, some are of questionable value. The system needs significant reform which includes fewer commissions, centralized oversight, consistent standards, and performance assessments.

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# Background

Several media stories have asserted that San Francisco's many commissions – more than Los Angeles, more than San Diego, all unelected – add a layer of bureaucracy that constrains the city's ability to address our most pressing problems.[2] In interviews with the Jury, city officials and employees shared similar concerns. We interviewed nearly 100 of them as we sought to learn how commissions originate, how they operate, and whether they are effective. The results of that work follow in this report.

## A Brief History of San Francisco's Commissions

The California state constitution was ratified in November 1849. In February 1850, the state legislature divided California into counties, including San Francisco. In April of the same year, the City of San Francisco was established by the state and in September statehood was granted by the US Congress. Six years later, in April 1856, the state legislature passed the Consolidation Act, which consolidated the county and city government of San Francisco and established the physical boundaries that we have today.[3]

San Francisco voters passed our first city charter in 1898 (the 1898 Charter), which became law in 1900. The Charter establishes "home rule" authority, whereby San Francisco is able to make its own laws at the local level, and exercise wide-ranging authority in municipal matters. The 1898 Charter embodied a "strong mayor" model: the Mayor was the presiding officer of the Board of Supervisors, had veto power over legislation and the budget, and had sole appointment authority for commissioners. City government consisted of an executive branch (Mayor),

[2] Josh Koehn, "Only 1 Person at SF City Hall Knows the Answer to This Simple Question," *The San Francisco Standard*, July 6, 2023. Adam Lashinsky, "Why Creating a Homeless Accountability Commission is the Epitome of What's Wrong with San Francisco," *San Francisco Examiner*, October 14, 2022.
[3] *The Consolidation Act and Other Acts Relating to the Government of the City and County of San Francisco*, (United States: Wm. M. Hinton & Company, 1887).

legislative body (Board of Supervisors or Board), and 21 charter boards and commissions to provide oversight of core city departments.[4]

A revised City Charter approved by voters in 1932 gave voters the power to create policy by amending the Charter through ballot measures, and the Board of Supervisors the power to create boards and commissions by ordinance which must be signed by the Mayor.[5]

San Francisco's 1996 Charter, enacted as November 1995's Proposition E, took effect on July 1, 1996.[6] Since then a number of new commissions have been added to the Charter by amendment, and the Charter has also been amended to incorporate changes to existing commissions including changes as to which elected officials make appointments.

## San Francisco Has Many Commissions

San Francisco has 115 active commissions. That's more than the cities of San José (27),[7] Los Angeles (48),[8] and San Diego (49).[9] Even on a county basis, with the exception of Los Angeles, San Francisco has more commissions: Santa Clara (70),[10] Los Angeles (151)[11] and San Diego (96).[12]

The growth in San Francisco commissions started in earnest in the 1970s, increasing nearly four-fold between 1970 and 2020. Not surprisingly, the proliferation of commissions has outpaced the city's ability to keep track of them. The Jury compared numerous lists of

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[4] William Issel and Robert Cherny, "San Francisco City Charters 1916-1932," *FoundSF*. San Francisco Charter Commission, *San Francisco Charter Commission Records, 1931–1980*, San Francisco Public Library SFH 25.
[5] San Francisco Board of Supervisors Budget and Legislative Analyst, "Analysis of City Commissions, Boards, Task Forces and other Oversight and Advisory Bodies (Project 100152.2)."
[6] San Francisco City Charter.
[7] City of San José, "Boards & Commissions," *City of San José*, Accessed May 8, 2024.
[8] City of Los Angeles, "Boards and Commissions," *City of Los Angeles*, Accessed May 8, 2024.
[9] City of San Diego, "Boards and Commissions," *City of San Diego*, Accessed May 8, 2024.
[10] Santa Clara County Advisory Commission on Consumer Affairs, "Maddy Report (Local Appointments List)," Accessed May 21, 2024.
[11] County of Los Angeles Board of Supervisors, "Membership Roster," *Los Angeles County Board of Supervisors*, Accessed May 8, 2024.
[12] San Diego County, "Committees," *PrimeGov Portal*, Accessed May 8, 2024.

commissions and boards provided by various city departments – and found none of them to be complete, or fully consistent with one another.

Accordingly, we conducted an extensive review of these lists and other sources to produce *Appendix A:* Active San Francisco Commissions and Boards, a compilation of every active appointed body that we discovered during our investigation.

The Jury also collected information about each commission, including its purpose, statutory basis, sunset date, frequency of meetings, vacancies and much more. Throughout this process, we gathered insights and information from a large number of city employees and officials familiar with commissions, as well as a number of commissioners themselves.

This process required constant vetting, as new commissions are created and sunset dates for existing commissions are extended on a regular basis. In addition, some commissions are difficult to find in the Municipal Code.

This list does not include appointed bodies that we determined to be inactive – or possibly so — but that still appear in the Charter or Municipal Code and often in lists provided by city departments. For a discussion of these apparently inactive bodies, see *Appendix C:* Inactive Bodies.

## Commissions Go By Many Names

Appointed bodies established by the city employ an astounding array of descriptors, including *commission*, *board*, *committee*, *task force*, *council*, *working group*, and so on. In fact, the Jury found 25 different permutations of these terms.

**Table 1: Permutations of names for appointed bodies in San Francisco**

| Different Names of San Francisco Boards, Commissions and other Bodies | |
|---|---|
| Advisory Board | Coordinating Council |
| Advisory Committee | Council |
| Advisory Council | District |
| Advisory Group | Executive Committee |
| Authority | Group |
| Authority Board | Oversight and Advisory Committee |
| Board | Oversight Board |
| Board of Directors | Oversight Committee |
| Board of Trustees | Partnership |
| Commission | Public Authority |
| Committee | Task Force |
| Coordinating Board | Working Group |
| Coordinating Committee | |

Other than the use of *commission* to refer to the appointed bodies outlined in Article IV of the San Francisco Charter, we could not find consistent naming standards. (What's more, there are non-Article IV bodies called commissions.) It's unclear what criteria, if any, define a commission as opposed to a board or a council.

In this report we use the terms *commissions and boards*, *commissions and other appointed bodies*, and sometimes simply *commissions* to refer collectively to the appointed bodies whose purview includes one or more of the following responsibilities:

- Overseeing city departments, with the power to approve budgets and in some cases hire and remove department heads
- Advising city departments and/or the Mayor's Office
- Adjudicating issues (appeals boards)
- Advising the Board of Supervisors
- Advising other commissions. For example, a citizens advisory committee may advise a commission that oversees a city department.

We also refer to commissions and boards as being either “decision-making” or “advisory.” This is largely based on classifications from the Office of the City Attorney and the Jury’s research. Decision-making bodies exercise the sovereign powers of the city and others are advisory.

## Not All Commissions Are Alike

Nearly all commissions are authorized by either the San Francisco Charter[13] or the Municipal Code. Within the Municipal Code, most commissions are authorized by the Administrative Code, although some are authorized by the Planning Code, Building Code, Health Code, and Police Code. Some commissions are created by the Charter but with composition or responsibilities defined by an ordinance. Their roles, authority, size, and requirements for membership vary greatly.

This report delves into these differences in an attempt to classify and evaluate San Francisco’s myriad commissions.

[13] San Francisco City Charter, *Article IV: Executive Branch—Boards, Commissions and Departments*.

# Analysis

The Jury found it useful to distinguish commissions based on their *statutory origin* and *authority,* which among other things reveals how much power — or how little — a particular body has. We developed this approach from commission lists provided by the City Attorney's Office and other city entities, provisions in the City Charter and Municipal Code, and interviews with city officials and employees who work with or regularly appear before commissions.

## Commissions Created by Charter

*Charter* commissions are created by and derive their authority from the City Charter. The oldest existing commissions — some of the most powerful — were created by Charters adopted in 1898 and 1932. For example, the predecessors for the current Recreation and Park, Fire and Police commissions were established in 1898. Out of the 115 commissions we identified, 42 are charter commissions.

Most charter commissions oversee major components of the city's executive branch — the Mayor, city departments, and other units of government. Although the Board of Supervisors cannot directly engage city departments regarding day-to-day operations, the board can have an oversight role in investigating departmental operations.

Only through voter approval of a charter amendment or adoption of a new Charter can a charter commission be created, dissolved, or modified. The Board of Supervisors can place a charter amendment on the ballot with a simple majority (6 out of 11 votes), while citizens can do so with signatures from at least 10% of the total number of voters in the most recent election.[14]

[14] City of San Francisco, "Guide to Qualifying San Francisco Initiative Measures," *City of San Francisco*, Accessed May 21, 2024.

Depending on the requirements outlined in the Charter, members of a charter commission may be appointed exclusively by the Mayor (for example, the Health Commission, Human Rights Commission), jointly by the Mayor and Board of Supervisors (Planning Commission, Police Commission), or jointly by the Mayor, Board, and other entities (Elections Commission, Ethics Commission).

There are important caveats, however. Certain mayoral appointments to charter commissions take effect immediately and the Board of Supervisors has 30 days to reject such appointments by a supermajority of 8 out of 11 votes (Airport Commission, Civil Service Commission) or a simple majority (Police Commission, Public Utilities Commission). In some cases, the Mayor's choice is limited to the Commission's own nominees (Asian Art Commission).

The Mayor, on the other hand, has no power to approve or reject appointments made by the Board of Supervisors. This imbalance means that the Board of Supervisors generally has more power than the Mayor over who is appointed to charter commissions.

## Commissions Created by Ordinance

An *ordinance* is a law that either has been passed by the Board of Supervisors with a simple majority, with presentation to the Mayor for signature, non-signature, or veto, or has been adopted by the voters at an election. Most commissions created by ordinance are authorized in the Administrative Code, such as the Immigrant Rights Commission, Ballot Simplification Committee, and the Film Commission. A few are established by other municipal codes like the Building Code (Access Appeals Commission) and the Health Code (Commission of Animal Control and Welfare). Out of the 115 commissions we identified, 73 were created by ordinance.

Depending on the commission, members may be appointed: i) solely by the Mayor; ii) solely by the Board of Supervisors; iii) jointly by the Mayor, Board of Supervisors, or other entities such as the Controller's Office; or iv) jointly or solely by other entities other than the Mayor and Board of Supervisors.

Commissions created by ordinance are generally easier to establish, amend, or abolish, than charter commissions because they don't require voter approval unless the commission had originally been established by the voters.

## Commissions Associated with State or Federal Law

The city has created commissions to meet requirements for receiving state and federal funds, or to otherwise implement state or federal legislation. For example, the Children and Families Commission (formerly First 5 of San Francisco) is authorized by the administrative code to guide the local distribution of Prop 10 funding, which uses monies from a statewide tobacco tax.

## Decision-Making Commissions

*Decision-making commissions* oversee the department or agency with which they're associated. They can create, revise, and approve department policies, programs, and proposed budgets. Depending on their purview, they can also hear testimony and conduct investigations into departmental operations, and they can recommend for appointment or remove department heads. Out of the 115 commissions we identified, 52 are decision-making.

Nearly all charter commissions are decision-making, although a few, like the Youth Commission and the Public Utilities Rate Fairness Board, are advisory. In addition, while some commissions created by ordinance are decision-making, such as the Film Commission and Assessment Appeals Board, most are advisory.

## Quasi-Judicial Commissions

Some decision-making commissions have a *quasi-judicial* function, meaning they can hear evidence, make findings, and issue rulings based on evidence and applicable law. Quasi-judicial functions include issuing and revoking permits, and adjudicating matters between the city and

its employees, and between the city and private parties. Out of the 115 commissions we identified, 26 have quasi-judicial authority.

For example, the Police Commission, in addition to overseeing the Police Department, has a quasi-judicial role, specifically:

> [T]he chief of the police department … may temporarily suspend a member of the department pending a hearing before the police commission on disciplinary charges against the member….[15]

As noted, this provision gives the Police Commission authority to adjudicate employee discipline matters through a hearing process.

Similarly, the Planning Commission oversees the Planning Department and issues development permits through its quasi-judicial hearings. The Board of Appeals, on the other hand, is an example of a quasi-judicial commission with no oversight power — its only role is to hear and decide appeals on licenses and permits that have been denied by city agencies or departments.

## Advisory Commissions

In contrast to decision-making commissions, *advisory bodies* have no real authority or oversight power. Typically they are created to provide broader and deeper opportunities for community engagement, such as to collect feedback and make recommendations for matters being considered by the Board of Supervisors, city departments, and the Mayor. These bodies often have a narrow focus and connections to specific city constituencies. For the most part, advisory bodies did not come into existence until the 1970s — decades after the first decision-making commissions were created under the 1898 Charter. Out of the 115 commissions we identified, 63 are advisory. While most advisory commissions were created through the Administrative Code, a few, like the Youth Commission, are charter commissions.

[15] San Francisco Charter, Appendix A, § A8.343, "Fine, Suspension, and Dismissal in Police and Fire Departments."

## Does San Francisco Have Too Many Commissions?

The Jury reviewed the historical growth of commissions. We identified all commissions in several cities and counties in California of similar size and character, and compared these to San Francisco's commissions. We also analyzed the benefits and costs of commissions.

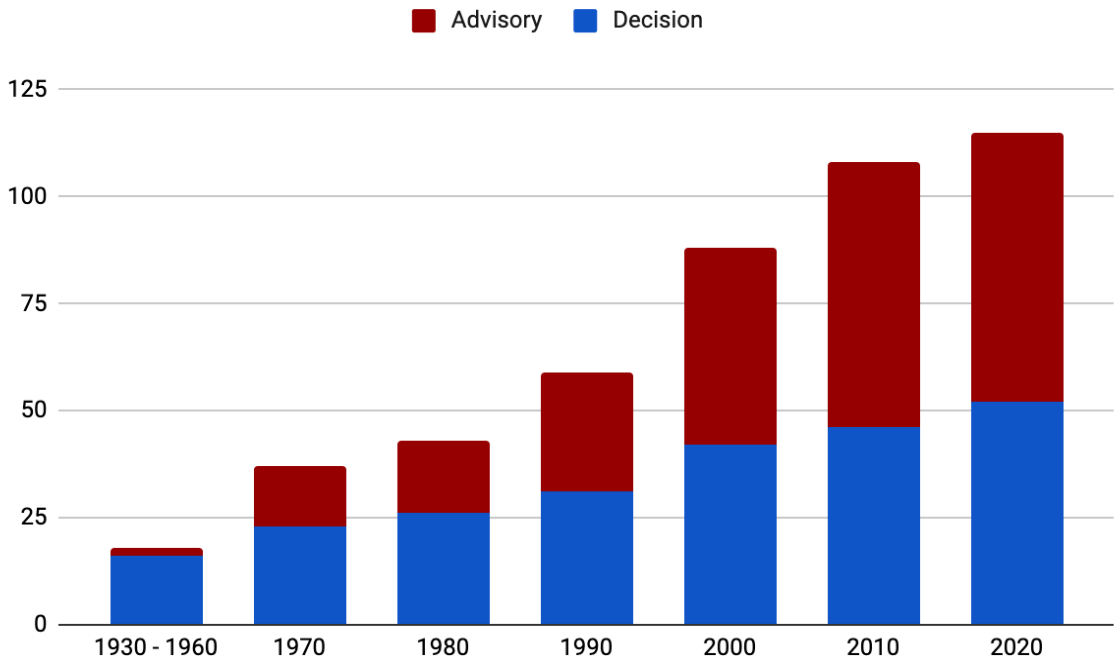
### San Francisco has 115 Active Commissions

The proliferation of San Francisco's appointed bodies began in earnest in the 1970s, when the city had about 30 of them, and has grown nearly fourfold, to 115 active commissions today. (For the criteria we used to include or exclude appointed bodies from our list, see *Appendix A*: Active San Francisco Commissions and Boards.)

### Growth in Commissions

*Figure 1* shows the number of San Francisco commissions beginning to increase in the early 1970s. This growth was largely driven by the introduction of advisory boards into the Municipal Code.

**Figure 1: Growth of advisory and decision-making bodies in San Francisco**[16]




Today, San Francisco has more advisory boards (63) than decision-making commissions (52). In addition, the number of advisory boards and other types of bodies (73) now greatly exceeds the number of charter commissions (42).

### Growth in Charter Commissions

Several charter commissions have been added in recent years: Public Works Commission (newly formed in 2020), Sanitation and Streets Commission (2020), Sheriff's Department Oversight Board (2020), and Homelessness Oversight Commission (2022). Other charter commissions added since the 1970s include the Youth Commission, Asian Art Commission (previously an advisory body), Airport Commission, Human Rights Commission, Commission on the Status on Women, Health Commission, Small Business Commission, Ethics Commission, Historic Preservation Commission, and Building Inspection Commission.

[16] See Methodology for a description of the Jury's use of historical commissions documents.

**Growth in Advisory Boards**

Beginning in the 1970s, the Board of Supervisors got into the practice of creating new advisory boards to address specific issues. Although Section 2.21 of the Board of Supervisors Rules of Order provides that advisory boards should sunset after three years, many advisory bodies have been in existence for decades. Repeatedly, many of these bodies have been legislatively reviewed and renewed by the Board.

Among the changes introduced by the 1996 City Charter was a transfer of the power to appoint certain department heads from their related commissions to the Mayor. In the ensuing years, however, the Board of Supervisors has endeavored to take some of this new authority away from the Mayor by initiating legislation that gives the Board more power to appoint commissioners.

For example, starting in 2000, the Board created several ballot measures, subsequently approved by voters, that gave them more power over a number of important commissions including the Planning Commission, Board of Appeals, and Police Commission. One critical change approved by the voters: the threshold by which the Board can reject certain mayoral commission appointments was reduced from a supermajority to a simple majority.

Veteran city officials and employees indicated to the Jury that these changes accelerated the creation of more advisory bodies, such as the Park, Recreation and Open Space Advisory Committee (2000) and the Public Utilities Commission Citizens Advisory Committee (2004). since these bodies provided more opportunities for departmental oversight.

## Comparison to Peer Cities and Counties

To put the total number of San Francisco's commissions in context, the Jury compared San Francisco's commissions to those in metropolitan Los Angeles, San Diego, and San José.

This analysis was not without a few challenges. Because San Francisco is unique in its status as a city and county, it was necessary to analyze peer cities *and* their surrounding counties. Certain types of commissions exist on a city-only basis (for example, police), some cover city *and* county (health, airport) and others are county-only (sheriff).

Second, because commissions with similar functions had varying names, we had to develop a system of classifying these commissions to facilitate an apples-to-apples comparison.

Third, counties spanning large geographical areas often had many commissions of the same type across the county. For example, Los Angeles County has 48 water commissions.

Fourth, the cities and counties we selected have much larger populations. This difference required us to compare both the absolute number of commissions as well as the number of commissions *per capita*.

The analysis was quite revealing: although San Francisco has the smallest population compared to its peers, the city has about *one and a half times* as many commissions and, if we adjust for population, about *five times* as many commissions.

**Table 2: Number of San Francisco commissions as compared to peer cities and counties**

| **Peer Comparison—*Cities*** | | | | |
|---|---|---|---|---|
| **City** | **San Francisco** | **Los Angeles** | **San Diego** | **San José** |
| Number of Residents | 848,000 | 4,050,000 | 1,420,000 | 1,078,000 |
| Number of Commissions | 115 | 48 | 49 | 27 |

| **Peer Comparison—*Counties*** | | | | |
|---|---|---|---|---|
| **County** | **San Francisco** | **Los Angeles** | **San Diego** | **Santa Clara** |
| Number of Residents | 848,000 | 9,539,730 | 3,298,000 | 1,840,000 |
| Number of Commissions | 115 | 151 | 96 | 70 |

Our peer cities and counties analysis demonstrates that it is possible to run large cities and counties with many fewer commissions and boards than we have in San Francisco.

## Benefits of Commissions

However challenging a commission-counting exercise may be, their absolute number is less important than their value to citizens and the city entities that they oversee or advise.

We conducted interviews with about 100 city officials and employees familiar with the workings of specific commissions. Given the number of commissions, it was not practical to speak with representatives from each of them, but we believe our large sample set made it possible to apply what we learned to all of San Francisco's appointed bodies.

### Commissions Are Valuable Checks and Balances

When San Francisco's commission structure was created in the first Charter, its objective was to oversee the office of a strong mayor. The power that the Board of Supervisors and the Mayor wield in regard to commissions has see-sawed over the years, yet commissions continue to provide important checks and balances by preventing the Board or the Mayor from having undue influence over city departments.

The greatest benefits of our commissions and boards are the opportunity for the public to learn what their government is doing and to provide forums for inquiry and feedback, through a body that is largely independent of the Mayor and Board of Supervisors.

### Commissions Provide Citizen Engagement

San Franciscans are notably vocal and involved in local politics. Commissions are a primary means by which they can engage directly with the government. Nearly all commissioners are residents of San Francisco and together reflect the wide variety of constituencies that make up the city.

Most commissions hold regular public meetings and engage in public outreach to connect people to their elected and appointed officials. Ideally, these officials then make more informed decisions.

## Commissions Foster Transparency

The primary benefits of citizen engagement are transparency and accountability. By soliciting public feedback and encouraging public inquiry, departments know that the citizens they serve are paying attention.

Many commissions work directly with the departments they oversee to create policies and operating plans that are presented to the public. As a result, the public can see department goals, proposed budgets, and programs. By preparing annual reports, commissions also enable citizens to evaluate departments' effectiveness and oversight.

## Commissions Promote Accountability

Accountability flows from transparency. Because decision-making commissions often have responsibilities for approving budgets and contracts and conducting department heads' performance evaluations, these commissions' very existence communicates to elected and other city officials that the public is paying attention, ideally leading to more careful decisions by these officials.

## Commissions Provide Oversight

The commissions in the 1898 Charter were created to provide an important oversight role in the "strong mayor" model. Today, when a department has an oversight commission, the department head reports to both the Mayor and the commission. With few exceptions, decision-making commissions have the power to approve contracts, approve department budgets for submission to the Mayor, conduct the performance evaluation of the department head and, if necessary, remove the department head.

Because it's not feasible for the Board of Supervisors to manage the day-to-day operations of departments, commissions provide a certain level of scrutiny and oversight that would otherwise not happen. However, notwithstanding the buffer that commissions provide between the Mayor and department heads, veteran city officials let us know that if the Mayor were determined to remove a department head, the effort would likely be successful.

### Commissions Contribute Expertise

Commissioners contribute a wide range of knowledge, experience, and community connections. Many are experts in fields related to the departments they oversee, bring decades of other relevant experience, and are deeply connected to communities that benefit from their commissions' work.

Commissioners, who are essentially part-time volunteers, can't be expected to have as deep and nuanced understanding of day-to-day issues facing departments as full-time departmental staff. However, we learned from many higher-level department figures that there is a general appreciation for the guidance commissioners provide to departments.

## Costs of Commissions

As volunteers, members of decision-making bodies generally receive small stipends for attending meetings, and some commissioners are also entitled to San Francisco health insurance benefits, although very few take advantage of it. In the context of the San Francisco budget, these costs are insignificant.

Costs come in the form of time and effort spent by administrative and department management staff to support commissions. Other costs, harder to gauge but real enough, include decisions deferred and programs delayed as a result of the Board of Supervisors appointing a board to study an issue and make recommendations, rather than the Board or the appropriate city department taking action themselves.

### Administrative Costs

For nearly every commission, one or more employees of the department that the commission oversees or advises is responsible for scheduling meetings, preparing and circulating meeting materials, exchanging documents with the City Attorney's office, and coordinating public meeting broadcasts with SFGovTV. In part, their work is mandated by San Francisco's Sunshine

Ordinance[17] and California's Brown Act,[18] which require that meetings be open to public comment and that related materials be publicly available.

The Jury determined that the average advisory board required 0.8 full-time equivalent (FTE) staff, while the average decision-making commission required double the staffing resources, or 1.5 FTE. In the case of a few advisory bodies, a member of the body performed administrative tasks, but for most advisory and all decision-making bodies, the role is typically filled by a commission secretary or other administrative staff who are city employees.

In addition to administrative staff, many commissions also require assistance from the City Attorney's Office for tasks such as preparing and reviewing contracts. Although the Office does not precisely track how much time their attorneys spend supporting commissions, it was clear, from discussions with the Office, that their assistance adds up to a significant amount of time.

## Department Management Costs

In addition to their day-to-day job, city department heads, senior department staff, and analysts must also work to support the city's commissions. They routinely prepare presentations and reports for commission meetings — and often must present similar reporting to multiple appointed bodies.

From interviews, the Jury found that these tasks consume about 8% of senior department staff time, with decision-making commissions requiring an average of 10% and advisory commissions an average of 6.5%. We also learned that the preparation and presentation of departmental reports to commissions can be a major distraction from the department's focus on the delivery of city services. This time spent supporting commissions represents the most significant driver of commissions' cost.

[17] SF Admin. Code Chapter 67.
[18] Cal. Government Code § 54950 *et seq.*

## Appointment Costs and Vacancies

Approximately 1,200 seats are authorized for San Francisco commissions. The process for recruiting, vetting, and approving so many commissioners is arduous, time-consuming — and inadequate.

The Jury obtained data on both required and actual membership of 110 commissions and advisory bodies. In nearly a quarter of cases, these bodies had less than three fourths of their required members. We researched the number of expired terms among all seats on 98 commissions, and found 228, representing over 15% of commission seats. Members of non-charter commissions with expired terms often continue in their roles until they are replaced,[19] but the volume of holdovers is evidence that the city's appointment processes struggle to keep up.

**Table 3: Commission metrics for advisory and decision-making bodies**

| | Vacancies | Meetings Canceled | Members |
|---|---|---|---|
| **Advisory Bodies** | 20% | 25% | 13.0 |
| **Decision-Making Bodies** | 11% | 10% | 8.2 |

To navigate the many and varied requirements governing the commissioner appointment process, a full-time staffer in the Mayor's Office manages mayoral appointments to commissions, while the Board of Supervisors' Rules Committee and the Clerk of the Board spend significant time managing that body's appointments and approvals. After each potential commissioner is recruited, a Notice of Appointment is submitted to the Rules Committee for approval.

The Jury determined that if the number of commissions were reduced from 115 to 100, and the average number of seats per commission decreased from 12 to 10, then the number of commissioners would decrease by almost 20%.

[19] Cal. Gov't Code § 1302.

In addition to decreased appointment costs, the benefits of fewer commissions seats would be more fully-staffed commissions, more selective appointment of commissioners, and fewer meetings canceled for lack of quorum — resulting in more work performed.

### Nearly 20 Percent of Meetings Canceled in 2023

In 2023, almost 20% of commission and board meetings were canceled. Advisory boards were more likely to have canceled meetings (25%) than decision-making boards (10%). In addition to wasted administrative resources and inconvenience to members of the public who may have traveled to attend the meeting, canceled meetings are particularly problematic when a commission is responsible for approving contracts. Delayed contract approvals can result in late payments to organizations that furnish vital services to the city's most vulnerable residents.

### Deferred Decisions, Delayed Policies and Programs

Several city officials cited a perception that officials tend to refer difficult decisions to commissions instead of taking action directly, resulting in delays. Through resolution and ordinance, the Board of Supervisors has created task forces to address a myriad of issues in which decisions might have proven politically controversial or unpopular.

We found more than 40 resolutions and ordinances to establish task forces or advisory bodies to study, provide input, and make recommendations. A typical resolution created a committee "to supervise a consultant study to develop policy criteria and recommendations."

## Annual Reports Required But Not Readily Available

Nearly all San Francisco commissions are required to provide annual reports. Per the City Charter, annual reports for charter commissions must document the commission's activities, areas of jurisdiction, authority, purpose, and goals. The Administrative Code requires reports to provide a general summary of commission services, programs, and achievements.[20]

[20] San Francisco Administrative Code § 1.56, "Annual Reports." San Francisco City Charter, § 4.103, "Boards and Commissions — Annual Report."

Crucially, however, the Jury found no consistent or simple means of obtaining this reporting. We observed that some commissions post reports on their website, some append them to annual budget proposals, and some furnish them to the Clerk of the Board of Supervisors for inclusion in the Board meeting agenda — although we did not find evidence that the Board discussed or acted on these reports. Links to some reports, but not all, are available on a San Francisco Public Library webpage.[21]

The reports themselves varied greatly in their composition and reporting depth. These ranged from two simple paragraphs to glossy reports of many pages.

Because of the effort required to obtain these reports, they provide little to no benefit for monitoring the performance of commissions, nor do they furnish transparency for the public.

The Jury believes the city would be well served by having clear requirements for comprehensive annual reports. Such reporting ought to include statements of purpose, areas of jurisdiction, authorities, goals, summaries of services and programs, highlights of achievements, commission/body members, commissioner attendance, history of vacant seats, meeting frequency, canceled meetings, support staff, other costs and more.

## Evaluating Commission Performance

To evaluate the effectiveness of commissions and boards, the Jury collected data on each commission, including its purpose, statutory basis, corresponding city department, number of seats and vacancies, meeting requirements, and actual meetings. We also reviewed meeting agendas, minutes to assess each body's accomplishments and level of public comment and participation. This research was supplemented by over 100 interviews with officials, commission members, and city employees.

[21] San Francisco Public Library, "Annual Reports of City Agencies," *SFPL.org*, Accessed May 21, 2024.

## Charter Commissions

The City Charter has a total of 42 commissions of which a majority, 23, are established in Article IV. The remaining commissions are established in other articles, including Article V (for example, the Arts Commission), Articles VIIIA (Municipal Transportation Agency Board of Directors) and VIIIB (Public Utilities Commission), Article X ( Civil Service Commission), Article XII (Retirement Board), Article XIII (Elections Commission), and Article XV (Ethics Commission).

The decision-making charter commissions are essential oversight bodies for key departments and agencies. In general, the Jury found these commissions to be professionally run and to perform their oversight roles adequately; that is, the benefits of nearly all these commissions exceeded their costs. That said, we encourage these commissions to consider the Jury's recommendations regarding commission structure and management.

**Table 4: Charter Article IV commissions**

| Charter Article IV Commissions | |
|---|---|
| Airport Commission | Human Services Commission |
| Board of Appeals | Planning Commission |
| Building Inspection Commission | Police Commission |
| Commission on the Environment | Port Commission |
| Commission on the Status of Women | Public Utilities Commission |
| Disability and Aging Services Commission | Public Works Commission |
| Entertainment Commission | Recreation and Park Commission |
| Fire Commission | Sanitation and Streets Commission |
| Health Commission | Sheriff's Department Oversight Board |
| Historic Preservation Commission | Small Business Commission |
| Homelessness Oversight Commission | Youth Commission |
| Human Rights Commission | |

### Charter Article V Commissions

Article V represents the arts commissions. The museum commissions (Asian Art, Fine Arts, and War Memorial Board of Trustees) are charitable trust departments, which differ from other

charter commissions in several respects. They acquire, protect, and conserve art and other assets; make them available to the public; and raise money to further these goals. The Jury found these commissions to be serving their purpose well.

### Table 5: Article V commissions

| Arts Commissions | |
|---|---|
| Arts Commission | Fine Arts Museums Board of Trustees |
| Asian Art Commission | War Memorial Board of Trustees |

### Other Charter Commissions

The Jury identified 15 commissions established in other Articles of the Charter, including Articles VII, VIII, VIIIA, VIIIB, X, XII, XIII, XV, and XVI. Our evaluations found that most of these boards and commissions perform well. We encourage them to review our recommendations at the end of this report.

### Table 6: Other Charter commissions

| Other Charter Commissions | |
|---|---|
| Children, Youth and Their Families Oversight and Advisory Committee | Library Commission |
| Civil Service Commission | Municipal Transit Authority Board of Directors |
| Dignity Fund Oversight and Advisory Committee | Municipal Transportation Agency Citizens' Advisory Council |
| Elections Commission | Rate Fairness Board |
| Elections Task Force | Retiree Health Care Trust Fund Board |
| Ethics Commission | Service Provider Working Group |
| Health Service Board | Retirement Board |
| Juvenile Probation Commission | |

## Quasi-Judicial Bodies

Out of the 115 commissions the Jury identified, we determined that 26 have quasi-judicial authority. These bodies hear evidence, make findings, and issue rulings based on the evidence and applicable law. Their functions include issuing and revoking permits, adjudicating matters between the city and its employees, and between the city and private parties. They play an important role in the functioning of our government. In general, these bodies perform their functions well. We believe they should continue, and we encourage them to review our recommendations at the end of this report.

**Table 7: Quasi-judicial bodies**

| Quasi-Judicial Bodies | |
|---|---|
| Abatement Appeals Board | Historic Preservation Commission |
| Access Appeals Commission | Human Rights Commission |
| Assessment Appeals Boards 1, 2 and 3 | Juvenile Probation Commission |
| Board of Appeals | Planning Commission |
| Board of Examiners | Police Commission |
| Building Inspection Commission | Refuse Rate Board |
| Civil Service Commission | Relocation Appeals Board |
| Entertainment Commission | Residential Rent Stabilization and Arbitration Board |
| Ethics Commission | Residential Users Appeal Board |
| Fire Commission | Retirement Board |
| Health Commission | Shelter Monitoring Committee |
| Health Service Board | Sheriff's Department Oversight Board |

## Bodies Associated with State or Federal Laws

Out of the 115 commissions the Jury identified, we determined that 16 are either required by state or federal law or are set up to access state and federal funds. They play an important role supporting the City's relationships with other related governments. In general, these bodies perform their functions well. We encourage them to review our recommendations at the end of this report.

**Table 8: Bodies associated with state or federal laws**

| Bodies Associated with State or Federal Laws | |
|---|---|
| Access Appeals Commission | Juvenile Justice Coordinating Council |
| Airport Commission | Juvenile Probation Commission |
| Behavioral Health Commission | Municipal Transportation Agency Board of Directors |
| Child Care Planning and Advisory Council | Paratransit Coordinating Council |
| Children and Families Commission | Relocation Appeals Board |
| Citizens' Committee on Community Development | Residential Rent Stabilization and Arbitration Board |
| Committee on City Workforce Alignment | Treasure Island Development Authority |
| Community Corrections Partnership | Workforce Investment San Francisco Board |

## Advisory Bodies

Out of the 115 commissions the Jury identified, we determined that 63 are advisory, shown in Table 9. Advisory bodies typically have limited or no authority or oversight power, but nonetheless still provide broad and deep opportunities for diverse participation and community engagement. We found more variation in advisory board and commission performance than with other types of commissions. They were more likely to have canceled meetings, member vacancies, and overlapping responsibilities with other bodies. Our recommendations for abolishing or retaining advisory bodies follow in Table 10.

### Table 9: Advisory bodies

| Advisory Bodies | |
|---|---|
| Advisory Committee of Street Artists and Craftsmen Examiners | Market and Octavia Community Advisory Committee |
| Advisory Council to the Disability and Aging Services Commission | Mayor's Disability Council |
| Age & Disability Friendly SF Implementation Workgroup | Mental Health SF Implementation Working Group |
| Ballot Simplification Committee | Mission Bay Transportation Improvement Fund Advisory Committee |
| Bayview Hunters Point Citizens Advisory Committee | Municipal Green Building Task Force |
| Behavioral Health Commission | Municipal Transportation Agency Citizens' Advisory Council |
| Bicycle Advisory Committee | Our City, Our Home Oversight Committee |
| Cannabis Oversight Committee | Paratransit Coordinating Council |
| Capital Planning Committee | Park, Recreation, and Open Space Advisory Committee |
| Child Care Planning and Advisory Council | Permit Prioritization Task Force |
| Children, Youth and Their Families Oversight and Advisory Committee | Public Utilities Commission Citizens' Advisory Committee |
| Citizens' Committee on Community Development | Public Utilities Revenue Bond Oversight Committee |
| Citizens' General Obligation Bond Oversight Committee | Rate Fairness Board |
| City Hall Preservation Advisory Commission | Reentry Council |
| Code Advisory Committee | Sentencing Commission |
| Commission of Animal Control and Welfare | Service Provider Working Group |
| Committee on City Workforce Alignment | Shelter Grievance Advisory Committee |
| Community Corrections Partnership | Shelter Monitoring Committee |
| Dignity Fund Oversight and Advisory Committee | SOMA Community Stabilization Fund Community Advisory Committee |
| Disaster Council | South of Market Community Planning Advisory Committee |
| Early Childhood Community Oversight and Advisory Committee | Southeast Community Facility Commission |
| Food Security Task Force | State Legislation Committee |
| Free City College Oversight Committee | Structural Advisory Committee |
| Graffiti Advisory Board | Sugary Drinks Distributor Tax Advisory Committee |
| Housing Stability Fund Oversight Board | Sunshine Ordinance Task Force |
| Immigrant Rights Commission | Sweatfree Procurement Advisory Group |

| Advisory Bodies | |
|---|---|
| In-Home Supportive Services Public Authority | Treasure Island/Yerba Buena Island Citizens Advisory Board |
| Inclusionary Housing Technical Advisory Committee | Treasury Oversight Committee |
| Juvenile Justice Coordinating Council | Urban Forestry Council |
| LGBTQI+ Advisory Committee | Veterans' Affairs Commission |
| Local Homeless Coordinating Board | Youth Commission |
| Long Term Care Coordinating Council | |

## Abolish or Retain? The Jury Recommends

The Jury recommends abolishing boards that it found to be redundant or otherwise unnecessary, shown in Table 10. Only one, the Sanitation and Streets Commission, is a charter commission.

In the course of interviewing officials and employees at different levels for most major city departments, the Jury found no shortage of appointed bodies to advise them. A few noted that boards advise them in areas where city department heads and staff are themselves quite knowledgeable.

The Department of Homelessness and Supportive Housing (HSH) has an oversight commission and four advisory boards. One oversight commission and five other boards advise the Department of Public Health (DPH). The Public Utilities Commission (PUC) has them all beat with one oversight commission and six additional boards. Moreover, five bodies affiliated with children's services advise several city departments.

Inevitably, multiple advisory bodies working in the same area leads to redundant efforts and wasted time and funding. City department staff and managers often must present the same report to more than one board. To get an idea of how much overlap there is among boards and commissions, see *Appendix B:* Abolish or Retain, with appointed bodies grouped by similar purview.

Other factors that went into the Jury recommendations to abolish various boards include, according to the Jury's research, numerous canceled meetings, little public comment or engagement at meetings, and a lack of substantive achievements.

**Table 10: Commissions recommended by the Jury for abolishment**

| Commission Name | Comments |
|---|---|
| Advisory Committee of Street Artists and Craftsmen Examiners | Redundant; we recommend the Arts Commission perform this activity. |
| Advisory Council to the Disability and Aging Services Commission | Redundant; we recommend this body be merged into the Disability and Aging Services commission. |
| City Hall Preservation Advisory Commission | Redundant; we recommend this body be merged with the Historic Preservation Commission. |
| Early Childhood Community Oversight and Advisory Committee | Redundant; we recommend this body be merged into the Children and Families commission. |
| Food Security Task Force | Redundant; we recommend the Human Services Agency perform this activity. |
| Free City College Oversight Committee | Redundant; we recommend the City College Board of Trustees perform this activity. |
| Housing Stability Fund Oversight Board | Redundant; we recommend the Mayor's Office of Housing and Community Development perform this activity. |
| Long Term Care Coordinating Council | Redundant; we recommend the Department of Disability and Aging Services perform this activity. |
| Mayor's Disability Council | Redundant; we recommend this body be merged into the Disability and Aging Services commission. |
| Public Utilities Revenue Bond Oversight Committee | Redundant; we recommend the City Service Auditor perform this activity. |
| Rate Fairness Board | Redundant; we recommend the Public Utilities Commission perform this activity. |
| Sanitation and Streets Commission | Obsolete; Sanitation and Streets Department no longer exists. |
| Service Provider Working Group | Redundant; we recommend this body be spun off as an entity unconnected to the city. |
| Shelter Grievance Advisory Committee | Redundant; we recommend the Department of Homelessness and Supportive Housing perform this activity. |
| Sweatfree Procurement Advisory Group | Redundant; we recommend the Office of Labor Standards perform this activity. |

## Inactive Bodies

The Jury found 20 bodies, all but one advisory, that appear to be inactive. (See *Appendix C: Inactive Bodies* for more detailed information.) Most of these bodies have not met in several years; are past their sunset dates with no indication of having been reauthorized; have been subsumed into other commissions; or otherwise appear inactive. However, their authorizations still appear in the Administrative Code. Moreover, a May 7, 2024 memo from the City Attorney's office, *List of Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute,*[22] shows all of these bodies, and some still appear on other recently published lists as well.

**Table 11: Inactive bodies**

| Inactive Bodies | |
|---|---|
| Adult Day Health Care Planning Council | Industrial Development Authority Board |
| Advisory Council on Human Rights | Our Children, Our Families Council |
| Citizens Advisory Committee for Street Utility Construction | Pedestrian Safety Advisory Committee |
| Close Juvenile Hall Working Group | Real Estate Fraud Prosecution Trust Fund Committee |
| Commission on Aging Advisory Council | Residential Rehabilitation Area Citizen Advisory Committees |
| Committee for Planning Utility Construction Program | Residential Rehabilitation Area Rent Committees |
| Committee for Utility Liaison on Construction and Other Projects | Single Room Occupancy Task Force |
| Eastern Neighborhoods Community Advisory Committee | Street Utilities Coordinating Committee |
| Family Violence Council | Supportive Housing Services Fund Committee |
| Housing Conservatorship Working Group | Workforce Development Advisory Committee |

[22] City and County of San Francisco, "List of Commissions & Boards," *City Attorney of San Francisco,* Accessed May 22, 2024.

## Commission Sizes: From the Few to the Many

The membership rosters for San Francisco commissions range from 3 to 38 — or 42, if you count bodies that the Jury considers inactive.

On the whole, charter and other decision-making commissions tend to have fewer members than do advisory boards. Ten active commissions have 20 or more members, all but two of which are advisory. Advisory bodies average 13 members, while for decision-making bodies it's just over 8 members. Article IV charter commissions are smaller still, averaging 5 to 7 members. It's worth noting that the most powerful commissions typically have the fewest members.

It goes without saying that if commissions and boards had fewer members, keeping them fully staffed would be a smaller administrative burden.

## Appointment Criteria: Complex and Varied

With few exceptions, commissioners must be residents of San Francisco and of voting age (18 or older). One or more members of most charter and other decision-making commissions need professional experience or expertise that relates directly to the commission's purview. Beyond that, appointment criteria can vary widely.

Many bodies require relevant "lived experience," such as homelessness (for the Homelessness Oversight Commission), residing in an area of concern to the commission (Bayview Hunters Point Citizens Advisory Committee), or fitting a particular demographic served by the commission (Disability and Aging Services Commission). Both the Municipal Transportation Agency Board of Directors and its Citizens Advisory Council require most members to ride MUNI regularly throughout their terms.[23]

For more than a few advisory bodies, each of the 11 supervisors must appoint at least one person to the body from that supervisor's district. Moreover, it's often the case that one body

[23] San Francisco Board of Supervisors, "2024 Annual Listing of Active Boards, Commissions, Committees, and Task Forces With Requirements for Membership, Qualifications, Appointment and Term Dates, and Terms Expiring in 2023," *Board of Supervisors*, Accessed May 22, 2024.

requires appointments by multiple department heads and a different set of qualifications for each appointment.

Consider the Sugary Drinks Distributor Tax Advisory Committee. The appointing authorities for this 16-member body include the Board of Supervisors, Department of Public Health, Office of Economic and Workforce Development, Department of Children, Youth, and Their Families, San Francisco Unified School District, and Recreation and Park. The qualifications for *each respective appointment* are distinct: a nonprofit advocate for communities disproportionately affected by consuming sugar-sweetened beverages, a medical employee with experience treating diseases linked to these beverages, a DPH employee who treats chronic disease, a person with expertise in oral health, someone with expertise in "food security" or access, an employee of Park and Rec, a parent of an SFUSD student, and so on.[24]

Interviews confirmed the importance of staffing a commission with people who have a connection to the constituencies the commission serves. However, the Jury also found that recruiting and appointing commission members is most time-consuming — and can lead to more vacancies — for bodies with a wide range of requirements. Where possible, the Jury recommends relaxing membership qualifications to facilitate the appointment process.

## The Appointment Process

The majority of appointments to commissions come from the Mayor's Office and the Board of Supervisors, although other city departments make quite a few as well. Most mayoral appointments to charter and other decision-making bodies require some level of approval from the Board of Supervisors, while the Mayor has no say over Board appointments. (For more detail on these requirements, see the table in *Appendix A:* Active San Francisco Commissions and Boards and its Appointed By column.)

At least one full-time employee in the Mayor's office sources candidates for Mayoral appointments. All supervisors and their staff spend significant time sourcing Board

[24] San Francisco Board of Supervisors, "2024 Annual Listing of Active Boards, Commissions, Committees, and Task Forces," *Board of Supervisors*, Accessed May 22, 2024.

appointments. The Mayor's office submits notices of appointment to the Clerk of the Board for processing, and the Board of Supervisors Rules Committee holds hearings for appointments.

Commission secretaries also assist with staffing commissions. They keep track of term expiration dates, encourage appointing bodies to find new members, and track appointment status with the Rules Committee to help facilitate quorums for meetings.

As outlined in Charter Section 3.100(18), a Notice of Appointment includes statements of qualifications including how the appointment represents the communities of interest, neighborhoods, and diverse populations of San Francisco. Appointees for most decision-making commissions also must complete a California Statement of Economic Interests (Form 700). In reviewing these statements, we found short biographies (usually three paragraphs) and appointee résumés or CVs. Compared to the detailed applications the San Francisco Civil Grand Jurors completed, or the applications for redistricting commissions for the State of California and some counties, these statements do not provide enough information for thorough applicant reviews.

## An Overly Political Process?

In conversations with the Jury, city officials made the common observation that the process for appointing commissioners is overly political. Although it's not surprising for politicians to appoint people sympathetic to their views, we heard distinct concerns over an inclination to appoint supporters and friends, with qualifications being secondary.

One way to provide more political transparency to the commissioner appointment process is to ask appointees to disclose their political activities. This information includes service as an officer, employee, consultant, or volunteer for a political party or campaign committee, as well as campaign contributions and lobbying.

## Commissioners Are Generous Political Donors

We found that commissioners and members of advisory bodies are active political donors. According to the San Francisco's Ethics Commission, a little over 400 (about a third of the total)

have contributed an average of $2,500 (median $900) to political campaign committees over the past several years. This compares with the slightly less than 3% of registered voters who have contributed an average of $525 (median $300) to political campaigns as tracked by the Ethics Commission.

This data is based on donations reported on behalf of individuals. There are other ways to effectively donate to political campaigns that are not captured in this data.

## More than 75 Percent of Advisory Bodies Have No Sunset Dates

A sunset statute or provision establishes a date, or the occurrence of a specific event, on which an entity, law, or benefit will expire without specific legislative action to continue it, usually through reauthorization by the legislative body that created the statute or provision. Sunset provisions give governments the latitude to reconsider the merits of a past decision in light of current needs, policies, and public sentiment.

The sunset provision (if any) for a commission or advisory board is embedded in the legislation that establishes the body. Perhaps understandably, no charter commissions have sunset dates, as most of them are decision-making bodies with ongoing oversight responsibilities for key city departments and agencies. That said, we determined that 6 charter commissions are advisory bodies, and of the 63 advisory bodies on the Jury's list, only 15 have sunset dates.

Rule 2.21 of the Board of Supervisors Rules of Order holds that "Whenever the Board creates or reauthorizes, by ordinance or resolution, a board, committee, task force, or other multi-member body,... [t]he enabling legislation shall include [among other requirements] a sunset clause not to exceed three years."

Yet the Board pays scant heed to its own rules. For example, the sunset clause in the Administrative Code for the South of Market Community Planning Advisory Committee states: "Notwithstanding Rule 2.21 of the Board of Supervisors Rules of Order, which provides that advisory bodies created by the Board should sunset within three years, the Board intends the Committee to exist for longer than three years." That committee, established in 2019, has a

sunset date of January 1, 2035. We noted that several other advisory bodies containing the "Notwithstanding Rule 2.21" language were given sunset dates of 10 years or more.

Many advisory bodies with sunset dates have been reauthorized multiple times by the Board. Sunset clauses in the Municipal Code for all but one of these advisory bodies qualify the sunset provision with "unless the Board of Supervisors by ordinance extends the term" or similar language.

Sometimes an advisory body will actually sunset. But that's no guarantee it will not resurface. The Graffiti Advisory Board, established in 1993 and renewed on multiple occasions, was finally allowed to sunset in 2022. But the sun rose again on this board in late 2023 when it was reauthorized by the Board of Supervisors, with 15 voting members (the previous board had 25).[25]

## No Formal Evaluation Process for Commissions

The Jury did not find any formal process for evaluating the effectiveness of commissions in San Francisco. To learn more about how the performance of oversight bodies can be evaluated, we searched for examples from other municipalities. We found numerous articles indicating that measuring performance is critical to improving performance. The Jury consulted articles from the Georgia City-County Management Association,[26] *Harvard Business Review*,[27] and EY (Ernst & Young).[28]

Comprehensive commission evaluations can involve many criteria and be challenging to administer. One of the most effective methods we discovered was self-evaluation and peer evaluation in which commissioners are given questionnaires that cover different aspects of overall commission performance and individual commissioner contributions.

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[25] Adam Shanks, Craig Lee, and Evan Wyloge, "San Francisco Wants to Reestablish Graffiti Advisory Board," *San Francisco Examiner*, October 26, 2023.
[26] Georgia City-County Management Association, "Resources," *GCMA*, Accessed May 21, 2024.
[27] Jeffrey A. Sonnenfeld, "What Makes Great Boards Great," *Harvard Business Review* (September 2002).
[28] Jamie Smith, "How Boards are Strengthening Their Self-Assessments and Related Disclosures," *Board Matters* (November 2021).

Given the large number of commissions in San Francisco, any process for evaluating commission performance needs to be easy to implement and any questionnaire simple to complete. Further, we believe that it would be possible for an organization responsible for managing San Francisco commissions to develop a relatively short self-evaluation form that could be administered on an annual basis which would generate valuable insights leading to significant improvements in the effectiveness of commissions.

## Commissioner Performance: Mixed

We heard from a broad range of city officials and employees that commissioner performance is mixed. In particular, members of charter commissions, which oversee departments that provide the most crucial city services (Police, Fire, Public Health, and so forth) must be knowledgeable, exercise sound judgment, and act in the public interest. However, we did not find evidence of any formal processes for evaluating commissioner performance. The Jury assumes that some evaluation of performance is done when a commissioner or advisory body member is reappointed, but we did not find any standard process for this, either.

Given the anecdotal nature of the data regarding commissioner performance, we don't have a firm idea of how many commissioners are performing well and how many are not. During interviews, we frequently heard that it would be valuable to have a more formal commissioner performance evaluation system.

### Valuable Commissioners

The Jury found many deeply committed individuals who bring relevant expertise, experience, and passion to their commission duties and who engage constructively with the public. They show up prepared for every meeting, and the heads of the departments they oversee value their input and seek it out. Although it's rare that commissioners have more expertise or knowledge of core department issues and policies than department managers, these commissioners do provide counsel and perspective that improves decision-making. Some commissioners, while

lacking directly relevant experience, nevertheless have valuable connections to their community and are productive members of their commissions.

### Not-So-Valuable Commissioners

Some commissioners frequently miss meetings or arrive unprepared, and generally lack necessary levels of engagement. Although it's certainly not the norm, we even learned of commissioners who fall asleep at meetings.

We learned from the literature cited above that a common method for gauging the effectiveness of members of appointed bodies is self- and peer-evaluations. We believe that the performance of boards and commissions would benefit from an ongoing, consistent process that includes self- and peer-review.

## Commissioner Training: Yes, Please

Our investigation found a relatively ad hoc system for onboarding and training commissioners. The primary resource is the network of commission secretaries who provide reports, agendas, and other materials commissioners need to prepare for meetings. Commission secretaries do not have any formal organization through which they can support each other and commissioners, although the Director of Boards and Commissions in the Mayor's Office organizes a voluntary quarterly meeting that had been well attended pre-COVID.

Commissioners receive the Good Government Guide from the City Attorney's Office, and they receive sunshine and ethics training from that office under the auspices of the Ethics Commission.

Notwithstanding this training, 24 commissioners and board members missed the April 2 deadline[29] to file a Statement of Economic Interest (Form 700), which requires city officials to

[29] Kelly Waldron, "450+ San Francisco Officials Have Not Disclosed Financial Interests," *Mission Local*, April 9, 2024.

disclose possible conflicts of interest with their government role. (Members are barred from voting and participating in meetings until they file Form 700.)[30]

From numerous interviews, we learned that some members of advisory boards need to "stay in their respective lanes" — that is, to grasp the limitations of their roles in regard to the city departments or oversight commissions that they advise. Administrative staff are sometimes asked to analyze and report on matters that are not within an advisory board's purview, resulting in unnecessary time and effort by city employees.

We believe that providing training on the roles and responsibilities of commissions could help commissioners "stay in their lane" and would lead to improved commission performance and lower administrative costs.

[30] San Francisco Ethics Commission, "List of Officers & Employees Without Current Annual Filings," *San Francisco Ethics Commission*, Accessed May 21, 2024.

# Findings and Recommendations

The Jury made the following findings and recommendations.

## Finding 1: No up-to-date, accurate list of active appointed bodies exists, which impedes government transparency

Most city departments are overseen or advised by one or more commissions and boards. Yet there is no readily available, reliable way to identify all currently active bodies.

**Recommendation 1.1** By October 1, 2024, the City Attorney's Office shall prepare and publish an up-to-date, accurate list of active commissions and other appointed bodies each year. In preparing the list, the City Attorney's Office should consult this report, including especially the list created by this Civil Grand Jury as shown in *Appendix A:* Active San Francisco Commissions and Boards, and the list of inactive bodies shown in *Appendix C:* Inactive Bodies.

**Recommendation 1.2** By December 17, 2024 if feasible, or by January 31, 2025 if not feasible, the Board of Supervisors shall pass an ordinance requiring the City Attorney's Office by January 31 of each year to prepare and make available to the public an up-to-date, accurate list of active commissions and other appointed bodies, as described in Recommendation 1.1.

**Recommendation 1.3** The report referenced in Recommendation 1.1 shall be posted not only on the City Attorney's website, but also on a new Commissions Oversight Body (COB) website (see Recommendation 2.1) or on a city website that is used more frequently by the public to obtain information about city programs and services. Good examples include Los Angeles County[31] and San Diego County.[32]

[31] County of Los Angeles. "EO & County Commissions." *LA County Board of Supervisors*. Accessed May 21, 2024.
[32] County of San Diego. "San Diego County Boards and Commissions." County of San Diego. Accessed May 21, 2024.

**Recommendation 1.4** In the event the ordinance referenced in Recommendation 1.2 is not enacted in time to take effect by January 31, 2025, the City Attorney shall prepare and make available to the public by January 31, 2025 an up-to-date, accurate list of appointed bodies.

## Finding 2: It's difficult to evaluate appointed bodies, because no authority systematically reviews their performance

**Recommendation 2.1** By May 1, 2025, the City shall enact an ordinance to create the Commissions Oversight Body (COB), or a body by another name as the Board of Supervisors deems appropriate. This ordinance shall set forth the membership requirements and the duties of the COB.

**Recommendation 2.2** The ordinance described in Recommendation 2.1 shall set forth the membership requirements of the COB as follows:

- One representative from the Controller's Office, who will chair the COB. The Controller's Office shall provide the professional expertise and administrative assistance necessary to support the COB's duties.
- One representative from the Mayor's Office.
- One representative from the Office of the Clerk of the Board of Supervisors.
- Four residents of San Francisco who do not work in city government, who are not members of any commission or board, and whose professional experience or civic participation qualify them for this role. The Controller, Mayor, Board of Supervisors and City Attorney shall each appoint one of these residents, with no confirmation requirement.

**Recommendation 2.3** The ordinance described in Recommendation 2.1 shall require the COB, by June 30 each year, to i) evaluate all appointed bodies on the list that will be issued by the City Attorney per Recommendation 1.1, and ii) produce an annual report containing the COB's

evaluations and recommendations pertaining to all commissions (COB Annual Report) that shall be forwarded to the Board of Supervisors and the Mayor for further action.

**Recommendation 2.4** For each appointed body to be evaluated per Recommendation 2.3, the ordinance described in Recommendation 2.1 shall require the COB to collect and include the following information in the annual report:

- Statement of purpose
- Effective date
- Sunset date (if any)
- Body's classification as decision-making or advisory, quasi-judicial, associated with state or federal law
- Legal authorization, whether by charter, ordinance, resolution, or by other means
- Appointing authority
- Summary of the body's key actions and accomplishments
- Link to the body's most recent annual report, if applicable
- Link to the body's website
- Number of members
- Number of required meetings per year
- Number of actual meetings
- Number of canceled meetings
- The number of board or commission member self- and peer-reviews completed
- Number of vacancies
- Number of expired terms with holdover members

**Recommendation 2.5** For each appointed body to be evaluated per Recommendation 2.3 and 2.4, the ordinance that is described in Recommendation 2.1 shall require the COB to recommend changes (if any) regarding the appointed body, to the Board of Supervisors and the Mayor, and to other entities as necessary to implement these recommendations. These recommendations can include, but are not limited to, a recommendation to remove members of a body, abolish the body, or retain the body with changes to its composition, duties, authority, meeting requirements, and sunset date.

**Recommendation 2.6** The ordinance described in Recommendation 2.1 shall require the COB to evaluate advisory bodies annually, and to evaluate all other bodies every three years, with the option to do so on a rotating basis (evaluating about one-third of such bodies in year 1, one-third in year 2, and one-third in year 3).

**Recommendation 2.7** The Mayor's Office shall include funding in the fiscal 2025 budget for additional staff or other resources, as needed, for the Controller's Office to perform the duties required by the COB as described in Recommendation 2.2.

## Finding 3: The high number of advisory bodies creates unnecessary administrative burdens

The sheer number of advisory bodies results in redundancy (multiple bodies with a similar purview) and administrative burdens for city departments in staffing the bodies and in preparing for meetings.

**Recommendation 3.1** The ordinance described in Recommendation 2.1 shall require that for each appointed body, the COB recommend retaining, abolishing, or merging with another appointed body, as part of the evaluation process described in Recommendations 2.3, 2.4, and 2.5. To aid in making its initial recommendations, the COB shall review *Appendix B:* Abolish or Retain.

## Finding 4: Unfilled seats can result in canceled meetings, which imposes extra costs and delays decision-making

The primary reason for canceled meetings is the lack of a quorum. The process of recruiting and appointing members is a time-intensive, significant cost of commissions and boards. Reducing the size of commissions and boards and limiting specific member requirements can reduce the time and cost of appointing members.

**Recommendation 4.1** The City shall enact an ordinance limiting the membership of new decision-making bodies to 7 members or fewer and limiting the membership of new advisory boards to 11 members or fewer.

**Recommendation 4.2** The ordinance described in Recommendation 2.1 shall require the COB to recommend reducing the size of all existing commissions and boards according to Recommendation 4.1.

**Recommendation 4.3** The ordinance described in Recommendation 2.1 shall require the COB to develop guidelines for simplifying and streamlining the criteria for who can serve on commissions and boards.

## Finding 5: Most appointed bodies have no sunset dates, which affects their relevance and accountability

More than 75 percent of advisory bodies do not have sunset dates despite the guidance in the Board of Supervisors' Rules of Order that all advisory bodies have a sunset date that does not exceed three years.

**Recommendation 5.1** By May 1, 2025, the City shall enact an ordinance or propose a ballot measure to codify a sunset date that does not exceed three years for all advisory bodies for which it has the authority to pass such an ordinance or propose such a ballot measure. If passed, this law shall apply immediately to advisory bodies that currently have no sunset date. For advisory bodies with a sunset date, this law shall apply if or when the body is reauthorized.

**Recommendation 5.2** The Clerk of the Board shall notify the City Attorney six months before a body is scheduled to sunset so that the City Attorney can remove the body from the code if it is sunsetted.

## Finding 6: The descriptors for commissions are varied and confusing

**Recommendation 6.1** By May 1, 2025, the City shall enact an ordinance or policy to standardize the names of future commissions and other appointed bodies. The Jury recommends the following naming conventions and recommends that the Board of Supervisors present the text of the ordinance or policy to the COB for approval:

- Commission or Board for a decision-making body, for example, Film Commission or Assessment Appeals Board.
- Advisory Committee or Task Force for an advisory body. For example, Advisory Committee for bodies with a broad scope that have a longer duration (Bicycle Advisory Committee) and Task Force for bodies with a narrow scope and shorter duration (Permit Prioritization Task Force).

## Finding 7: Annual reports vary in content and availability, which greatly undermines their value

The requirements for annual reports that commissions and other appointed bodies must submit are vague; the annual reports vary greatly in substance and quality; and they are difficult to find, all of which limits their value.

**Recommendation 7.1** By May 1, 2025, the Board of Supervisors shall amend as follows Administrative Code Section 1.56 requiring appointed bodies to submit annual reports:

(a) Annual reports shall be submitted to the COB for its review by March 31 of the following year.

(b) Annual reports shall include the information specified in Appendix D: Annual Report Requirements.

**Recommendation 7.2** If the COB is not enacted, the Board of Supervisors shall amend Administrative Code Section 1.56 requiring appointed bodies to submit annual reports as follows:

(a) Annual reports shall be submitted to the COB for its review by March 31 of the following year.

(b) Annual reports shall include the information specified in Appendix D: Annual Report Requirements.

## Finding 8: The appointment process lacks visibility into appointee political activities

The current process for appointing board and commission (including advisory body) members has minimal requirements for information relevant to the appointee's activities and qualifications, especially political activity.

**Recommendation 8.1** By May 1, 2025 the City shall enact an ordinance requiring appointee Notice of Appointment statements for an appointed body to include the following information:

- Previous service as a member of a commission or board;
- Political activity, including service as an officer, employee, consultant, or volunteer for a political party or campaign committee;
- Lobbying activity, including contacting any legislative member, legislative staff, or government employee to influence the support or opposition to specific legislation;
- Local political campaign contributions in excess of $500 per campaign;
- Relevant work or life experience that qualifies the appointee for the commission and reasons for wanting to serve.

## Finding 9: A lack of training and performance reviews hampers commissioner effectiveness

**Recommendation 9.1** By May 1, 2025 the City shall enact an ordinance requiring that within three months of an individual's initial appointment to a commission or board (including advisory bodies), the individual must undergo training to serve with excellence in the role. This training would be in addition to any other training required by law.

**Recommendation 9.2** The Jury recommends that the training required by the ordinance described in Recommendation 9.1 be no less than two hours and no more than four hours in length. The ordinance shall designate one or more city departments as responsible for developing and administering the training program. The ordinance could but need not specify components of the training program. In addition to its being required for new commissioners, the program would be available on an optional basis to all commissioners.

**Recommendation 9.3** By May 1, 2025 the city shall enact an ordinance requiring that commissioners (including advisory body members) participate in an annual performance review program that includes self- and peer-reviews. This ordinance shall designate one or more city departments as responsible for this performance review program.

# Required and Requested Responses

Pursuant to California Penal Code §933, the Jury requires responses to the findings and recommendations below.

- Mayor and City Attorney within 60 calendar days
- Board of Supervisors within 90 calendar days

**Required responses**

| Respondent | Findings | Recommendations |
|---|---|---|
| Mayor | F1, F2, F3, F4, F5, F6, F7, F8, F9 | R1.2, R1.3, R2.1, R2.2, R2.3, R2.4, R2.5, R2.6, R2.7, R3.1, R4.1, R4.2, R4.3, R5.1, R6.1, R7.1, R7.2, R8.1 R9.1, R9.2, R9.3 |
| Board of Supervisors | F1, F2, F3, F4, F5, F6, F7, F8, F9 | R1.2, R1.3, R2.1. R2.2, R2.3, R2.4, R2.5, R2.6, R2.7, R3.1, R4.1, R4.2, R4.3, R5.1, R5.2, R6.1, R7.1, R7.2, R8.1, R9.1, R9.2, R9.3 |
| City Attorney | F1, F5 | R1.1, R1.3, R1.4, R5.2 |

The Jury requests responses to the findings and recommendations within 60 calendar days.

**Requested response**

| Respondent | Findings | Recommendations |
|---|---|---|
| Controller's Office | F2 | R2.7 |

# Methodology

To prepare this report, the San Francisco Civil Grand Jury:

- Created an up-to-date, accurate list of commissions and boards largely derived from the following sources:
    - Office of the City Attorney, "List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance or Statute," dated May 7, 2024[33]
    - Office of the City Attorney, Memorandum re: "Mayoral Appointments to and Seats on Boards, Commissions, and Other Bodies," dated May 7, 2024[34]
    - Clerk of the Board of Supervisors, "2024 Annual Listing of Active Boards, Commissions, Committees, and Task Forces with Requirements for Membership, Qualifications, Appointment and Term Dates, and Terms Expiring in 2023," dated December 29, 2023
    - San Francisco Boards & Commissions website[35]
    - Jury discussions with the Office of the Mayor, San Francisco.
- Conducted interviews with nearly 100 city officials and employees including various commissioners and board members.
- Submitted and reviewed surveys provided to city employees in order to assess the costs of administering commissions.

[33] City and County of San Francisco, "List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute," *City Attorney of San Francisco,* Accessed May 7, 2024. https://www.sfcityattorney.org/good-government/list-of-commissions-boards/.
[34] Deputy City Attorney Jon Givner to Mayor London N. Breed, "Mayoral Appointments to and Seats on Boards, Commissions, and Other Bodies," May 7, 2024.
[35] City and County of San Francisco, "Boards," *Granicus*. April 15, 2024.

- Reviewed commission meeting videos, agendas, and minutes.
- Reviewed the websites and related Municipal Code for all commissions and for the city departments that they oversee or advise.
- Obtained from the Ethics Commission itemized political campaign donations for each commissioner over a 10-year period.
- Analyzed data from peer cities San José, San Diego, and Los Angeles.

# Appendix A: Active San Francisco Commissions and Boards

The Civil Grand Jury compiled an up-to-date list of what we believe to be all active commissions and other appointed bodies whose exclusive purview is the City and County of San Francisco. About this list, please note:

- We excluded bodies whose jurisdiction is not limited to the city (for example, the Metropolitan Transportation Commission).
- We excluded bodies that govern agencies distinct from the city (Housing Authority Commission).
- We excluded bodies in the Municipal Code and in the City Attorney's 2024 list of boards and commissions that we determined to be inactive (see *Appendix C:* Inactive Bodies).
- We excluded all elective bodies (San Francisco Board of Supervisors).
- In addition to bodies created by ordinance or charter, we included advisory bodies approved through executive authority rather than legislation (Mayor's Disability Council).
- For commissions that constitute more than one body, we included the total number of bodies (the Assessment Appeals Board consists of three separate boards).

In the Appointed By column, some entries for Mayoral appointments are marked with asterisks to denote conditions for approval:

* Each appointment is effective immediately unless rejected by a two-thirds vote of the Board of Supervisors within 30 days following the transmittal of the Notice of Appointment to the Clerk of the Board.

** Each appointment is subject to approval by a majority vote of the Board of Supervisors. If the Board does not act on the nomination within 60 days following the transmittal of the Notice of Appointment to the Clerk of the Board, the nominee is deemed approved and the appointment becomes effective.

*** Each appointment is subject to approval by a majority vote of the Board of Supervisors. If the Board does not act within 30 days following the transmittal of the Notice of Appointment to the Clerk of the Board, the nominee is deemed approved and the appointment becomes effective.

**** Each appointment is subject to approval by a majority vote of the Board of Supervisors. These appointments are not effective until the Board approves them.

## Active San Francisco commissions and boards

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Animal Care** | | | | | | | | | | | |
| 1 | Commission of Animal Control and Welfare | Holds hearings and makes recommendations to the city on animal-related issues. | Board of Supervisors (BoS), city depts | San Francisco Animal Care and Control (SFACC) | A | N | Health Code § 41.1 | 1973 | None | 11 | 11 |
| **Appeals** | | | | | | | | | | | |
| 2 | Abatement Appeals Board | Hears appeals against orders of abatement, which are issued when a building code violation is not fixed. Members belong to the Building Inspection Commission. | Mayor, BoS | Department of Building Inspection (DBI) | D | N | Building Code § 105A.2 | 1932 | None | 12 | 6 |
| 3 | Access Appeals Commission | Conducts hearings on DBI's interpretations of disability access regulations and enforcement. | City depts | Department of Building Inspection (DBI) | D | N | Building Code § 105A.3 | 1973 | None | 24 | 5 |
| 4 | Assessment Appeals Board # 1 | Hears tax assessment appeals regardless of value, type, or location. | BoS | BoS, Office of the Assessor | D | N | Admin Code § 2B.1 | 1967 | None | n/a | 8 |
| 5 | Assessment Appeals Board # 2 | One of two boards that hear tax assessment appeals on all residential property of four units or less and property assessed at less than $50 million. | BoS | BoS, Office of the Assessor | D | N | Admin Code § 2B.1 | 1967 | None | n/a | 8 |
| 6 | Assessment Appeals Board # 3 | One of two boards that hear tax assessment appeals on all residential property of four units or less and property assessed at less than $50 million. | BoS | BoS, Office of the Assessor | D | N | Admin Code § 2B.1 | 1967 | None | n/a | 8 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 7 | Board of Appeals | Hears and decides appeals of decisions made by various city departments, commissions, and officers in regard to permits, licenses, and other use entitlements. | Mayor, ** BoS** | San Francisco Planning Department, multiple other agencies | D | Y | Charter § 4.106 | 1932 | None | 28 | 5 |
| 8 | Relocation Appeals Board | Hears appeals from residents whose homes or businesses are displaced by city building projects and who are dissatisfied with the terms of a relocation package. | Mayor | Mayor's Office of Housing and Community Development (MOHCD) | D | N | Admin Code § 24.7 | 1972 | None | n/a | 5 |
| **Arts and Culture** | | | | | | | | | | | |
| 9 | Advisory Committee of Street Artists and Craftsmen Examiners | Advises the Arts Commission on the certification of artists to sell their work in designated spaces, including street vending locations throughout San Francisco. | Mayor | San Francisco Arts Commission | A | N | Police Code §§ 2400–2402 | 1975 | None | 4 | 5 |
| 10 | Arts Commission | Approves designs for all public structures and public works of art, maintains works of art owned by the city, and controls arts expenditures made by the Board of Supervisors. | Mayor,* BoS | Arts Commission | D | Y | Charter § 5.103, § 16.106 | 1932 | None | 12 | 15 |
| 11 | Asian Art Commission | Determines policy for and oversees the administration of the Asian Art Museum of San Francisco. | Mayor | Asian Art Museum | D | Y | Charter § 5.104 | 2011 | None | 10 | 27 |
| 12 | City Hall Preservation Advisory Commission | Advises the Mayor, Board of Supervisors, Planning Commission, and others on maintenance, operation, and preservation of City Hall. | Mayor**** | City Administrator | A | N | Admin Code §§ 5.240–5.244 | 2004 | None | 12 | 5 |
| 13 | Entertainment Commission | Oversees the planning, permitting, and regulation of events and venues in San Francisco. | Mayor,** BoS | City Administrator | D | Y | Charter § 4.117, Admin § 90.3 | 2002 | None | 24 | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 14 | Film Commission | Develops and promotes opportunities for filmmaking and related activities in San Francisco. | Mayor* | Office of Economic and Workforce Development (OEWD) | D | N | Admin Code § 57 | 1988 | None | 12 | 11 |
| 15 | Fine Arts Museums of San Francisco Board of Trustees | Oversees the de Young Museum and the Palace of the Legion of Honor. | Self-appointing | Fine Arts Museums of San Francisco | D | Y | Charter § 5.105 | 1972 | None | 4 | 6 |
| 16 | Historic Preservation Commission | Advises the city on historic preservation matters, including the approval, disapproval, or modification of landmark designations and historic district designations. | Mayor** | San Francisco Planning Department | D | Y | Charter § 4.135 | 2008 | None | 24 | 7 |
| 17 | Library Commission | Sets policy and oversees the library budget for the San Francisco Public Library system. | Mayor* | San Francisco Public Library (SFPL) | D | Y | Charter § 8.102 | 1923 | None | 12 | 7 |
| 18 | War Memorial and Performing Arts Center Board of Trustees | Governs the War Memorial and Performing Arts Center, a city department consisting of the War Memorial Opera House, Veterans Building (Herbst Theater and Green Room), Davies Symphony Hall, Zellerbach Rehearsal Hall, Memorial Court, and adjacent grounds. | Mayor* | San Francisco War Memorial & Performing Arts Center | D | Y | Charter § 5.106 | 2000 | None | 12 | 11 |
| **Cannabis** | | | | | | | | | | | |
| 19 | Cannabis Oversight Committee | Advises the Board of Supervisors and Mayor on the implementation and enforcement of cannabis laws and regulations. | BoS, city depts | Office of Cannabis | A | N | Admin Code § 5.38 | 2018 | 1/1/2025 | 5 | 16 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Community Development** | | | | | | | | | | | |
| 20 | Bayview Hunters Point Citizens Advisory Committee | Advises the City on planning and land use policy for Zone 2 and Survey Area C of the Bayview Hunters Point Redevelopment Project Area. | Mayor, District 10 supervisor, City Administrator | City Administrator, San Francisco Planning Department | A | N | Admin Code § 5.71 | 1993 | None | 12 | 12 |
| 21 | Citizens Committee on Community Development | Makes recommendations to the Mayor and Board of Supervisors on HUD-based funding allocations and policy matters that are directly related to community development efforts in the city. | Mayor, BoS | Mayor's Office of Housing and Community Development (MOHCD) | A | N | Admin Code § 2A.290 | 2009 | None | 6 | 9 |
| 22 | Market and Octavia Community Advisory Committee | Advises the Planning department, Planning Commission, and Board of Supervisors, on the development of the Market and Octavia area. | BoS, Mayor | San Francisco Planning Department | A | N | Planning Code § 341.5; Board of Supervisors Res. No. 474-08 | 2007 | None | 4 | 9 |
| 23 | SOMA Community Stabilization Fund Community Advisory Committee | Advises the Mayor's Office of Community Development, Board of Supervisors, and the Mayor on recommended expenditures of the SOMA community stabilization fund. | BoS | Mayor's Office of Housing and Community Development (MOHCD) | A | N | Admin Code § 5.27 | 2005 | 1/1/2035 | 12 | 7 |
| 24 | South of Market Community Planning Advisory Committee | Advises city agencies regarding the implementation of the Central SoMa, East SoMa, and Western SoMa Area Plans. | BoS, Mayor | San Francisco Planning Department, multiple other agencies | A | N | Admin Code § 5.26 | 2019 | 1/1/2035 | 4 | 11 |
| 25 | Southeast Community Facility Commission | Advises the Public Utilities Commission about the operations of the PUC-managed Southeast Community Facility, including educational and job skills programs, child care, a senior activities center, budget matters, and proposed leases with qualified tenants. | Mayor | San Francisco Public Utilities Commission (SFPUC) | A | N | Admin Code §§ 54.1–54.4 | 1987 | None | 12 | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Criminal Justice** | | | | | | | | | | | |
| 26 | Community Corrections Partnership | Advises the City on the use of evidence-based practices in sentencing and probation. | Multiple agencies dealing with criminal justice system | Adult Probation Department | A | N | Cal. Penal Code §§ 1228–1233.8 | 2009 | None | n/a | 13 |
| 27 | Reentry Council | Coordinates local efforts to support adults exiting the jail and prison system. | BoS, Mayor, DPH, HSA, multiple depts. dealing with criminal justice system and courts | Multiple agencies dealing with probation, courts, law enforcement, human services | A | N | Admin Code §§ 5.1-1–5.1-6 | 2008 | 6/1/2029 | 12 | 25 |
| 28 | Sentencing Commission | Advises the Mayor and the Board of Supervisors on strategies to improve public safety, reduce recidivism, and reform criminal sentencing. | Multiple agencies dealing with criminal justice system | Multiple agencies dealing with probation, courts, law enforcement, human services | A | N | Admin Code §§ 5.25-1–5.25-4 | 2012 | 6/30/2026 | 3 | 13 |
| **Economic Development** | | | | | | | | | | | |
| 29 | Committee on City Workforce Alignment | Develops a Citywide Workforce Development Plan to coordinate workforce development services across city departments. | Mayor, BoS, multiple city depts. | Office of Economic and Workforce Development (OEWD) | A | N | Admin Code § 30.5 | 2014 | None | 4 | 17 |
| 30 | Small Business Commission | Analyzes how laws can affect and further the interests of small businesses. | Mayor,* BoS | Office of Economic and Workforce Development (OEWD) | D | Y | Charter § 4.134 | 2003 | None | 12 | 7 |
| 31 | Treasure Island Development Authority | Guides economic development of Treasure Island and administers municipal services to Treasure Island and Yerba Buena Island. | Mayor | City Administrator | D | N | Cal. Health & Safety Code § 33492.5 | 1997 | None | n/a | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 32 | Treasure Island/Yerba Buena Island Citizens Advisory Board | Provides additional as-requested expertise to the TIDA Board of Directors. | Mayor, BoS | Treasure Island Development Authority | A | N | Board of Supervisors Res. No. 89-99 | 1999 | None | 12 | 9 |
| 33 | Workforce Investment San Francisco Board | Oversees San Francisco's workforce development strategies and receives and manages the City's workforce funding through the Workforce Innovation and Opportunity Act (WIOA). | Mayor | Office of Economic and Workforce Development (OEWD) | D | N | Admin Code § 30.4 | 2014 | None | 4 | 28 |
| **Education** | | | | | | | | | | | |
| 34 | Free City College Oversight Committee | Advises the Board of Supervisors, relevant city departments, and City College on the use of funds from the Free City College Program. | Mayor, BoS, City College entities | San Francisco Department of Children, Youth and their Families (DCYF) | A | N | Admin Code § 5.2 | 2018 | 6/30/2029 | 4 | 15 |
| **Elections** | | | | | | | | | | | |
| 35 | Ballot Simplification Committee | Writes summaries of local ballot measures and assists the Director of Elections in preparing San Francisco's Voter Information Pamphlet. | BoS, Mayor | Department of Elections | A | N | Municipal Elections Code §§ 610, 610, 620 | 1997 | None | n/a | 5 |
| 36 | Elections Commission | Sets general policy for the Department of Elections and approves policies and procedures for each election. | Mayor, BoS, multiple city depts. | Department of Elections | D | Y | Charter § 13.103.5 | 2001 | None | 12 | 7 |
| 37 | Redistricting Task Force | Reconfigures the districts for the Board of Supervisors following each decennial federal census. | Mayor, BoS, Elections Commission | Department of Elections | D | Y | Charter § 13.110 | 2002 | None | n/a | 9 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Environment** | | | | | | | | | | | |
| 38 | Commission on the Environment | Sets policy for the Department of the Environment and advises the Mayor and Board of Supervisors on environmental matters. | Mayor* | San Francisco Environment Department | D | Y | Charter § 4.118 | 2003 | None | 10 | 7 |
| 39 | Municipal Green Building Task Force | Advises the city on green building issues and the integration of green building practices into city departments. | Mayor, 20 city depts and divisions | San Francisco Environment Department | A | N | Environment Code § 702 | 2004 | None | 12 | 21 |
| 40 | Urban Forestry Council | Develops an urban forest plan and tree care standards and facilitates tree management responsibilities among agencies. | BoS, Mayor, 5 city depts | San Francisco Environment Department | A | N | Environment Code §§ 1200–1209 | 2016 | None | 6 | 15 |
| **Governance** | | | | | | | | | | | |
| 41 | Citizens' General Obligation Bond Oversight Committee | Oversees general obligation bond programs, ensuring public facilities are built to the highest standards and that funds are spent in accordance with voter authorization. | Mayor, BoS, Controller, Civil Grand Jury | Controller's Office | D | N | Admin Code §§ 5.30–5.36 | 2002 | None | n/a | 9 |
| 42 | Ethics Commission | Enforces laws related to campaign finance, governmental ethics, conflicts of interest, and reporting by lobbyists, permit consultants, and major developers. | Mayor, BoS, City Attorney, D.A., Assessor | Ethics Commission | D | Y | Charter § 15.100 | 1993 | None | 12 | 5 |
| 43 | State Legislation Committee | Recommends endorsement, opposition, or neutrality on proposed state legislation that affects the interests of San Francisco. | Mayor, BoS, Controller, Assessor, City Attorney | Mayor's Office | A | N | Admin Code § 5.5 | 1939 | None | 12 | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 44 | Sunshine Ordinance Task Force | Advises the Board of Supervisors, city departments, and commissions on the implementation of the Sunshine Ordinance and ensures deliberations of city agencies are conducted in public view. | BoS | BoS | A | N | Admin Code § 67.30 | 1993 | None | 12 | 11 |
| 45 | Treasury Oversight Committee | Oversees the city's surplus funds and investments. | Treasurer | Office of the Treasurer & Tax Collector | A | N | Admin Code § 5.9 | 2000 | None | 3 | 7 |
| **Government Employees** | | | | | | | | | | | |
| 46 | Civil Service Commission | Oversees the city's merit system to make sure the city hires and promotes workers fairly. | Mayor* | Mayor's Office | D | Y | Charter §§ 10.100, 10.101 | 1900 | None | 24 | 5 |
| 47 | Retiree Health Care Trust Fund Board | Oversees the city's contribution to the health care premiums of its retirees and their survivors. | Controller, Treasurer, SFERS | San Francisco Employees' Retirement System (SFERS) | D | Y | Charter § 12.204 | 2008 | None | 4 | 5 |
| 48 | Retirement Board | Oversees administration, pension fund investment, member benefits, and actuarial funding of the city employees' retirement plan. | Mayor,* BoS, Retirement Board | San Francisco Employees' Retirement System (SFERS) | D | Y | Charter § 12.100 | 2022 | None | 12 | 7 |
| **Homelessness** | | | | | | | | | | | |
| 49 | Homelessness Oversight Commission | Oversees the Department of Homelessness and Supportive Housing (HSH). Approves budgets, establishes departmental performance standards, conducts audits of service delivery, and holds hearings. | Mayor,** BoS | Department of Homelessness and Supportive Housing (HSH) | D | Y | Charter § 4.133 | 2023 | None | 12 | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 50 | Local Homeless Coordinating Board | Works to ensure a unified Continuum of Care strategy that is supported by city officials, nonprofit agencies, and homeless people. | BoS, Mayor | Department of Homelessness and Supportive Housing (HSH) | A | N | Admin Code § 5.31 | 1996 | None | 12 | 9 |
| 51 | Our City, Our Home Oversight Committee | Advises the Mayor and Board of Supervisors on the allocation of the Our City, Our Home fund, directed at homelessness and financed by Proposition C, the Homelessness Gross Receipts Tax Ordinance. | BoS, Mayor, Controller | Department of Homelessness and Supportive Housing (HSH) | A | N | Admin Code § 5.41 | 2018 | None | 12 | 9 |
| 52 | Shelter Grievance Advisory Committee | Receives denial of service complaints from shelter residents and recommends to HSH a response to such complaints. | Homelessness Oversight Commission, DPH | Department of Homelessness and Supportive Housing (HSH) | A | N | Admin Code § 5.36 | 2022 | 4/30/2032 | 4 | 13 |
| 53 | Shelter Monitoring Committee | Documents conditions of shelters and resource centers to improve the health, safety, and treatment of residents, clients, and staff. | Homelessness Oversight Commission | Department of Homelessness and Supportive Housing (HSH) | A | N | Admin Code § 20.305 | 2004 | 7/1/2027 | 12 | 12 |
| **Housing** | | | | | | | | | | | |
| 54 | Citywide Affordable Housing Loan Committee | Reviews proposed project funding evaluations in order to vote on allocating funding for affordable housing development. | Mayor | Mayor's Office of Housing and Community Development (MOHCD) | A | N | Admin Code § 120.1, Ord. No. 202-19 | 1990 | None | 24 | 5 |
| 55 | Housing Stability Fund Oversight Board | Advises the Mayor's Office of Housing & Community Development (MOHCD) on the use of the Housing Stability Fund. | BoS, MOHCD | Mayor's Office of Housing and Community Development (MOHCD) | A | N | Admin Code § 5.45 | 2020 | None | 12 | 11 |
| 56 | Inclusionary Housing Technical Advisory Committee | Advises City Controller on the triennial Economic Feasibility Analysis of the city's inclusionary and affordable housing obligations as set forth in the Planning Code. | BoS, Mayor | Controller's Office | A | N | Admin Code §§ 5.29-1–5.29-7 | 2016 | None | 4 | 8 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 57 | Residential Rent Stabilization and Arbitration Board | Conducts rent arbitrations and mediations, investigates wrongful evictions, and provides information on the Rent Ordinance. | Mayor * | BoS | D | N | Admin Code § 37.4 | 1979 | None | 12 | 5 |
| **Human Services** | | | | | | | | | | | |
| 58 | Advisory Council to the Disability and Aging Services Commission | Advises the Disability and Aging Services (DAS) Commission on specific needs of older adults and adults with disabilities. | BoS | Department of Disability and Aging Services (DAS) | A | N | Admin Code § 5.54 | 1985 | None | 12 | 22 |
| 59 | Age & Disability Friendly SF Implementation Workgroup | Oversees implementation of the Age & Disability Friendly Action Plan, a long-range and collaborative initiative to incorporate an age- and disability-friendly lens to all San Francisco policies, programs, and priorities. | Mayor | San Francisco Human Services Agency (SFHSA) | A | N | Not available | 2017 | None | 4 | Not available |
| 60 | Child Care Planning and Advisory Council | Creates and drives the child care and early education agenda to meet the needs of children birth to age 12 and their families in San Francisco. | BoS, Board of Education | Children and Families Commission (Department of Early Childhood) | A | N | Admin Code § 5.200 | 1991 | None | 12 | 25 |
| 61 | Children and Families Commission | Oversees the local distribution of Prop 10 funds, which use monies from a tobacco tax to support statewide education and outreach programs for young children and their families. (Formerly First 5 San Francisco.) | BoS, DPH, Human Services Agency, Dept of Children, Youth, and Their Families | San Francisco Department of Early Childhood | D | N | Admin Code § 86.1 | 1998 | None | 4 | 9 |
| 62 | Children, Youth and Their Families Oversight and Advisory Committee | Participates in the administration of the Children and Youth Fund. | Mayor, BoS | San Francisco Department of Children, Youth and their Families (DCYF) | A | Y | Charter § 16.108-1 | 2014 | None | 6 | 11 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 63 | Dignity Fund Oversight and Advisory Committee | Participates in administering the Dignity Fund, which helps seniors and adults with disabilities secure necessary services to age in their own homes and communities. | Mayor,*** DAS Commission and associated boards | Department of Disability and Aging Services (DAS) | A | Y | Charter § 16.128-11 | 2016 | None | 12 | 11 |
| 64 | Disability and Aging Services Commission | Oversees the Department of Disability and Aging Services (DAS) and acts on DAS staff recommendations to fund programs that promote health, safety, and independence for older people and adults with disabilities. | Mayor* | Department of Disability and Aging Services (DAS) | D | Y | Charter § 4.120 | 2019 | None | 12 | 7 |
| 65 | Early Childhood Community Oversight and Advisory Committee | Advises the Department of Early Childhood on providing early care and education for children five years old and younger. | Mayor, BoS | San Francisco Department of Early Childhood | A | N | Admin Code §§ 5.13-1–5.13-6 | 2014 | None | 4 | 9 |
| 66 | Human Services Commission | Oversees the Department of Benefits and Family Support (part of the Human Services Agency) by formulating, evaluating, and approving policies for city social service programs. | Mayor* | San Francisco Human Services Agency (SFHSA) | D | Y | Charter § 4.111 | 1964 | None | 12 | 5 |
| 67 | In-Home Supportive Services Public Authority | Assists in finding personnel to deliver IHSS services, which maximize the potential of older adults and people with disabilities to live independently. | BoS | San Francisco Human Services Agency (SFHSA) | A | N | Admin Code § 70.2 | 1979 | None | Not available | 13 |
| 68 | Long Term Care Coordinating Council | Advises the Mayor and city on policy, planning, and service delivery issues for older adults and people with disabilities. | Mayor | Department of Disability and Aging Services (DAS) | A | N | Admin Code § 10.100-12 | 2004 | None | 12 | 16 |
| 69 | Mayor's Disability Council | Recommends policies to improve coordination of care within different settings (home-based, community-based, and institutional care) and service sectors (health, supportive services, housing). | Mayor | Mayor's Office | A | N | N/A; passive meeting body | 1998 | None | 10 | 11 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 70 | Service Provider Working Group | Advises the Oversight and Advisory Committee of the Department of Children, Youth and Their Families on funding priorities, policy development, and other concerns related to the Children and Youth Fund. | Children, Youth, and Their Families Oversight and Advisory Committee | San Francisco Department of Children, Youth and their Families (DCYF) | A | Y | Charter § 16.108-1 | 2015 | 1/1/2039 | 4 | 10 |
| 71 | Veterans' Affairs Commission | Holds hearings and submits recommendations to the Board of Supervisors and the Mayor regarding the needs and concerns of veterans. | BoS, Mayor | San Francisco Human Services Agency (SFHSA) | A | N | Admin Code § 5.100 | 1982 | None | 11 | 13 |
| **Parks and Recreation** | | | | | | | | | | | |
| 72 | Park, Recreation, and Open Space Advisory Committee | Acts as a liaison between the Recreation and Park Commission and the residents, neighborhood groups, and organizations dedicated to park and recreational issues in their districts. | BoS, Mayor | San Francisco Recreation and Park Department | A | N | Park Code § 13.01 | 2000 | None | 12 | 13 |
| 73 | Recreation and Park Commission | Establishes policies for the Recreation and Park Department. | Mayor* | San Francisco Recreation and Park Department | D | Y | Charter § 4.113 | 1890 | None | 12 | 7 |
| **Planning and Building** | | | | | | | | | | | |
| 74 | Board of Examiners | Determines whether new construction methods and materials comply with safety standards established by the San Francisco Construction Codes. | Building Inspection Commission | Department of Building Inspection (DBI) | D | N | Building Code § 105A.1 | 1956 | None | As needed | 13 |
| 75 | Building Inspection Commission | Manages the Department of Building Inspection and oversees enforcement of the city's building codes. | Mayor,** BoS | Department of Building Inspection (DBI) | D | Y | Charter § 4.121 | 1994 | None | 12 | 7 |
| 76 | Capital Planning Committee | Reviews the proposed capital expenditure plan and monitors the city's ongoing compliance with the final adopted capital plan. | BoS, City Admin, Mayor, Controller, Planning, other depts | Office of Resilience and Capital Planning (ORCP) | A | N | Admin Code § 3.21 | 2005 | None | 19 | 11 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 77 | Code Advisory Committee | Advises the Building Inspection Commission on building codes, related rules and regulations, and proposed ordinances that may affect construction permits. | Building Inspection Commission | Department of Building Inspection (DBI) | A | N | Building Code § 105A.4 | 1994 | None | 12 | 17 |
| 78 | Permit Prioritization Task Force | Recommends list of prioritized permits and project types, reviews existing permit prioritization guidelines, and recommends appropriate modifications. | DBI, Planning, DPW, BoS, Permit Center | Department of Building Inspection (DBI) | A | N | Campaign and Government Conduct Code § 3.400 | 2023 | 6/30/2030 | 1 | 5 |
| 79 | Planning Commission | Maintains the San Francisco General Plan and approves all permits and licenses subject to the Planning Code. | Mayor,** BoS | San Francisco Planning Department | D | Y | Charter § 4.105 | 1929 | None | 52 | 7 |
| 80 | Structural Advisory Committee | Provides independent expert review to the Director of Building Inspection on the design and construction of buildings with special features or special design procedures. | DBI director | Department of Building Inspection (DBI) | A | N | Building Code § 105A.6 | 2021 | None | As needed | 3 |
| **Public Health** | | | | | | | | | | | |
| 81 | Behavioral Health Commission | Advises the Board of Supervisors, Health Commission, and Department of Public Health as to how the City's mental health services are administered and provided. | BoS | Department of Public Health (DPH) | A | N | Admin Code § 15.12 | 1956, 2019 | None | 12 | 12 |
| 82 | Food Security Task Force | Recommends legislative action and city-wide strategies to increase participation in federally funded food programs. | BoS, DAS, DPH, HSA, HSH, other city depts. | Department of Public Health (DPH) | A | N | Admin Code § 5.10 | 2005 | 7/1/2026 | 12 | 20 |
| 83 | Health Commission | In coordination with the Department of Public Health (DPH), oversees the city hospitals and emergency medical services. | Mayor* | Department of Public Health (DPH) | D | Y | Charter § 4.110 | 1984 | None | 24 | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 84 | Health Service Board | Administers health plans, reviews costs, and sets policies for the San Francisco Health Service System (SFHSS), which provides medical benefits to current and retired city employees. | Mayor,* Controller, BoS | San Francisco Health Service System (SFHSS) | D | Y | Charter § 12.200 | 2004 | None | 12 | 7 |
| 85 | Mental Health SF Implementation Working Group | Advises the Department of Public Health, and many other health entities on the implementation of Mental Health SF, which provides mental health services and substance abuse treatment to people who are homeless, uninsured, or enrolled in Medi-Cal or Healthy San Francisco. | BoS, Mayor, City Attorney | Department of Public Health (DPH) | A | N | Admin Code § 5.44 | 2019 | 9/1/2026 | 12 | 13 |
| 86 | Sugary Drinks Distributor Tax Advisory Committee | Makes recommendations on the effectiveness of the Sugary Drinks Distributor Tax. | BoS, DPH, other city depts. | Department of Public Health (DPH) | A | N | Admin Code § 5.33 | 2016 | 12/31/2028 | 12 | 16 |
| **Public Safety** | | | | | | | | | | | |
| 87 | Disaster Council | Develops plans for disaster response requiring the mobilization of public and private resources, and advises the Board of Supervisors on regulations needed to implement these plans. | Mayor, BoS, city depts. | Department of Emergency Management (DEM) | A | N | Admin Code §§ 7.3, 7.4 | 1970 | None | 4 | 6 |
| 88 | Fire Commission | Oversees the Fire Department, prescribing and enforcing regulations and reviewing Fire Department personnel matters. | Mayor* | San Francisco Fire Department (SFFD) | D | Y | Charter § 4.108 | 1890 | None | 24 | 5 |
| 89 | Police Commission | Oversees and makes policy for the Police Department and the Department of Police Accountability, investigates citizen complaints of police misconduct, and adjudicates police discipline cases. | BoS, Mayor** | San Francisco Police Department (SFPD), Department of Police Accountability | D | Y | Charter § 4.109 | 1878 | None | 36 | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 90 | Sheriff's Department Oversight Board | Appoints and evaluates the work of the Sheriff's Office of Inspector General (OIG), recommends custodial and patrol best practices, and reports on Sheriff's Department operations to the Board of Supervisors. | BoS, Mayor | Office of the Inspector General | D | Y | Charter § 4.137 | 2020 | None | 12 | 7 |
| **Public Works** | | | | | | | | | | | |
| 91 | Graffiti Advisory Board | Advises the Board of Supervisors and the Mayor on issues relating to the prevention and abatement of graffiti in the city. | BoS, Mayor, DPW, SFPD, Director of Cultural Affairs | Department of Public Works (DPW) | A | N | Admin Code § 5.18-1 | 2023 | 11/11/2026 | Not available | 15 |
| 92 | Public Works Commission | Sets policy for the Department of Public Works, which is responsible for building and maintaining city-owned facilities, maintaining the public right of way, and planting street trees. | Mayor,** BoS, Controller** | Department of Public Works (DPW) | D | Y | Charter § 4.141 | 2020 | None | 24 | 5 |
| 93 | Sanitation and Streets Commission | Holds public hearings and recommends policies to DPW regarding sanitation standards and protocols, and maintenance of the public right of way. Originally established to oversee the Sanitation and Streets department, which no longer exists.. | Mayor,** BoS, Controller** | Department of Public Works (DPW) | D | Y | Charter § 4.139 | 2020 | None | 12 | 5 |
| **Social Justice** | | | | | | | | | | | |
| 94 | Commission on the Status of Women | Recommends policies for and advocates on behalf of women and girls to reduce domestic violence, sexual harassment, and employment discrimination. | Mayor* | Department on the Status of Women | D | Y | Charter § 4.119 | 1975 | None | 12 | 7 |
| 95 | Human Rights Commission | Investigates and mediates complaints of unlawful discrimination in public contracting, employment, housing, and public accommodations. | Mayor* | San Francisco Human Rights Commission | D | Y | Charter § 4.107 | 1964 | None | 24 | 11 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 96 | LGBTQI+ Advisory Committee | Advises the Human Rights Commission on discrimination against and other issues affecting the queer community. | Mayor | San Francisco Human Rights Commission | A | N | Admin Code § 12.A.(6)(c) | 1975 | None | Not available | 26 |
| 97 | Immigrant Rights Commission | Guides the Mayor and Board of Supervisors on issues and policies that affect immigrants who live or work in the city. | BoS, Mayor | Office of Civic Engagement and Immigrant Affairs | A | N | Admin Code § 5.201 | 1977 | None | 12 | 15 |
| 98 | Sweatfree Procurement Advisory Group | Evaluates the implementation, administration, and enforcement of the city's Sweatfree Contracting Ordinance, which requires city contractors and subcontractors to abide by minimum wage and labor standards as required by the Office of Labor Standards Enforcement. | BoS, Mayor, city depts | Office of Labor Standards Enforcement | A | N | Admin Code § 12U.6 | 2005 | None | 26 | 11 |
| **Technology** | | | | | | | | | | | |
| 99 | Committee on Information Technology | Develops and approves information and communication technology (ICT) plans, budgets, and projects for all city departments. | BoS, Controller, City Admin, other city depts. | Department of Technology | D | N | Admin Code § 22A.3 | 2010 | None | 12 | 16 |
| **Transportation** | | | | | | | | | | | |
| 100 | Airport Commission | Oversees San Francisco International Airport (SFO) Airport and establishes policies by which SFO operates. | Mayor* | San Francisco International Airport (SFO) | D | Y | Charter § 4.115 | 1970 | None | 24 | 5 |
| 101 | Bicycle Advisory Committee | Advises the SFMTA, Board of Supervisors, and other city agencies on how to make bicycling safer and more accessible. | BoS, city depts. | SFMTA, SF County Transportation Authority, BoS | A | N | Admin Code § 5.130 | 1990 | None | 12 | 17 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 102 | Mission Bay Transportation Improvement Fund Advisory Committee | Advises city departments regarding allocation of monies in the Mission Bay Transportation Improvement Fund. | Mayor, BoS, other depts. | San Francisco Municipal Transportation Authority (SFMTA) | A | N | Admin Code §§ 5.23-1–5.23-6 | 2015 | None | 2 | 5 |
| 103 | Municipal Transportation Agency Board of Directors | Establishes policies that govern the Municipal Railway (MUNI), traffic-related changes, parking enforcement, the taxicab industry, and city-owned parking facilities. | Mayor**** | San Francisco Municipal Transportation Authority (SFMTA) | D | Y | Charter § 8A.100 - 115 | 2000 | None | 24 | 7 |
| 104 | Municipal Transportation Agency Citizens' Advisory Council | Provides recommendations to the Municipal Transportation Agency regarding any matter within the jurisdiction of the Agency | BoS, Mayor | San Francisco Municipal Transportation Authority (SFMTA) | A | Y | Charter § 8A.111 | 1999 | None | 12 | 15 |
| 105 | Paratransit Coordinating Council | Advises the SFMTA and MTA Board of Directors on issues that pertain to the SFMTA's paratransit program. | Paratransit Coordinating Council Executive Committee | San Francisco Municipal Transportation Authority (SFMTA) | A | N | State Law | 2000 | None | 7 | 38 |
| 106 | Port Commission | Oversees the Port of San Francisco, which operates, maintains, manages, and regulates the port area of San Francisco, a 7.5-mile stretch of waterfront adjacent to San Francisco Bay. | Mayor**** | The Port of San Francisco | D | Y | Charter § 4.114 | 1968 | None | 14 | 5 |
| **Utilities** | | | | | | | | | | | |
| 107 | Public Utilities Commission | Provides operational oversight over rates and charges for service, approval of contracts, and organizational policy. | Mayor**** | San Francisco Public Utilities Commission (SFPUC) | D | Y | Charter § 4.112 | 1996 | None | 24 | 5 |
| 108 | Public Utilities Citizens' Advisory Committee | Provides recommendations for the PUC's long-term strategic, financial, and capital improvement plans. | BoS, Mayor | San Francisco Public Utilities Commission (SFPUC) | A | N | Admin Code §§ 5.140–5.142 | 2004 | None | 12 | 17 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 109 | Public Utilities Rate Fairness Board | Reviews and advises the PUC on water, power, and sewer rate matters. | Mayor, BoS, Controller, City Administrator | San Francisco Public Utilities Commission (SFPUC) | A | Y | Charter § 8B.125 | 2002 | None | 1 | 7 |
| 110 | Public Utilities Revenue Bond Oversight Committee | Oversees the city's use of utility revenue-bond funds. | Mayor, BoS, Controller, Bay Area Water Users Association | San Francisco Public Utilities Commission (SFPUC) | A | N | Admin Code §§ 5A.30–5A.36 | 2003 | 1/1/2025 | 12 | 7 |
| 111 | Refuse Rate Board | Reviews the costs and operations of the city's refuse collectors and adopts rate orders. | Mayor,* SFPUC | Office of the Refuse Rates Administrator (Controller's Office) | D | N | Health Code § 290.6 | 2022 | None | Not available | 3 |
| 112 | Residential Users Appeal Board | Reviews the determination of the wastewater volume discharged to the city's sewer system for the purpose of assessing the user's sewer service charges. | SFPUC | San Francisco Public Utilities Commission (SFPUC) | D | N | BOS Ordinance | 1978 | None | N/A | 3 |
| Youth | | | | | | | | | | | |
| 113 | Juvenile Justice Coordinating Council | As mandated by state law to be eligible for certain funding, develops and implements a continuum of responses to juvenile crime and updates the Multi-Agency Local Action Plan to serve youth in the juvenile justice system. | Chief Probation Officer, BoS | Juvenile Probation Department | A | N | State Law | 1996 | None | Not available | 20 |
| 114 | Juvenile Probation Commission | Reviews policies and procedures of the Juvenile Probation Department to ensure that the department promotes the safety and welfare of juveniles entering the juvenile justice system, and follows state and court mandates for protection of juveniles. | Mayor * | Juvenile Probation Department | D | Y | Charter § 7.102 | 1989 | None | 11 | 7 |

## Active San Francisco commissions and boards (cont'd)

| | Name | Purpose | Appointed By | City Affiliation | Decision / Advisory | Charter Commission | Authorization | Start Date | Sunset Date | Required Mtgs /Yr | Members |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 115 | Youth Commission | Advises the Board of Supervisors and the Mayor on the effects of legislative policies, needs assessments, priorities, programs, and budgets concerning the children and youth of the city. | BoS, Mayor | BoS | A | Y | Charter § 4.122 | 1996 | None | 22 | 17 |

# Appendix B: Abolish or Retain

Most commissions perform well, or well enough. The Jury found 15 that appear to duplicate the work of other bodies and/or whose minutes and other documents show numerous canceled meetings, little to no public engagement, or a lack of concrete achievements.

**Boards and commissions, with recommendations to abolish or retain**

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| **Animal Care** | | | | |
| Commission of Animal Control and Welfare | Retain | N | A | |
| **Appeals** | | | | |
| Abatement Appeals Board | Retain | N | D | |
| Access Appeals Commission | Retain | N | D | |
| Assessment Appeals Board # 1 | Retain | N | D | |
| Assessment Appeals Board # 2 | Retain | N | D | |
| Assessment Appeals Board # 3 | Retain | N | D | |
| Board of Appeals | Retain | Y | D | |
| Relocation Appeals Board | Retain | N | D | |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| **Arts and Culture** | | | | |
| Advisory Committee of Street Artists and Craftsmen Examiners | Abolish | N | A | Redundant; we recommend the Arts Commission perform this activity. |
| Arts Commission | Retain | Y | D | |
| Asian Art Commission | Retain | Y | D | |
| City Hall Preservation Advisory Commission | Abolish | N | A | Redundant; we recommend this body be merged with the Historic Preservation Commission. |
| Entertainment Commission | Retain | Y | D | |
| Film Commission | Retain | N | D | |
| Historic Preservation Commission | Retain | Y | D | |
| Fine Arts Museums Board of Trustees | Retain | Y | D | |
| Library Commission | Retain | Y | D | |
| War Memorial Board of Trustees | Retain | Y | D | |
| **Cannabis** | | | | |
| Cannabis Oversight Committee | Retain | N | A | |
| **Community Development** | | | | |
| Bayview Hunters Point Citizens Advisory Committee | Retain | N | A | |
| Citizens Committee on Community Development | Retain | N | A | |
| Market and Octavia Community Advisory Committee | Retain | N | A | |
| SOMA Community Stabilization Fund Community Advisory Committee | Retain | N | A | |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| South of Market Community Planning Advisory Committee | Retain | N | A | |
| Southeast Community Facility Commission | Retain | N | A | |
| **Criminal Justice** | | | | |
| Community Corrections Partnership | Retain | N | A | |
| Reentry Council | Retain | N | A | |
| Sentencing Commission | Retain | N | A | |
| **Economic Development** | | | | |
| Committee on City Workforce Alignment | Retain | N | A | |
| Small Business Commission | Retain | Y | D | |
| Treasure Island Development Authority | Retain | N | D | |
| Treasure Island/Yerba Buena Island Citizens Advisory Board | Retain | N | A | |
| Workforce Investment San Francisco Board | Retain | N | D | |
| **Education** | | | | |
| Free City College Oversight Committee | Abolish | N | A | Redundant; we recommend the City College Board of Trustees perform this activity. |
| **Elections** | | | | |
| Ballot Simplification Committee | Retain | N | A | |
| Elections Commission | Retain | Y | D | |
| Elections Task Force | Retain | Y | D | |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| **Environment** | | | | |
| Commission on the Environment | Retain | Y | D | |
| Municipal Green Building Task Force | Retain | N | A | |
| Urban Forestry Council | Retain | N | A | |
| **Governance** | | | | |
| Ethics Commission | Retain | Y | D | |
| Citizens' General Obligation Bond Oversight Committee | Retain | N | D | |
| State Legislation Committee | Retain | N | A | |
| Sunshine Ordinance Task Force | Retain | N | A | |
| Treasury Oversight Committee | Retain | N | A | |
| **Government Employees** | | | | |
| Civil Service Commission | Retain | Y | D | |
| Retiree Health Care Trust Fund Board | Retain | Y | D | |
| Retirement Board | Retain | Y | D | |
| **Homelessness** | | | | |
| Homelessness Oversight Commission | Retain | Y | D | |
| Local Homeless Coordinating Board | Retain | N | A | |
| Our City, Our Home Oversight Committee | Retain | N | A | |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| Shelter Grievance Advisory Committee | Abolish | N | A | Redundant; we recommend the Department of Homelessness and Supportive Housing perform this activity. |
| Shelter Monitoring Committee | Retain | N | A | |
| **Housing** | | | | |
| Citywide Affordable Housing Loan Committee | Retain | N | A | |
| Housing Stability Fund Oversight Board | Abolish | N | A | Redundant; we recommend the Mayor's Office of Housing and Community Development perform this activity. |
| Inclusionary Housing Technical Advisory Committee | Retain | N | A | |
| Residential Rent Stabilization and Arbitration Board | Retain | N | D | |
| **Human Services** | | | | |
| Advisory Council to the Disability and Aging Services Commission | Abolish | N | A | Redundant; we recommend this body be merged into the Disability and Aging Services commission. |
| Age & Disability Friendly SF Implementation Workgroup | Retain | N | A | |
| Child Care Planning and Advisory Council | Retain | N | A | |
| Children and Families Commission | Retain | N | D | |
| Children, Youth and Their Families Oversight and Advisory Committee | Retain | Y | A | |
| Dignity Fund Oversight and Advisory Committee | Retain | Y | A | |
| Disability and Aging Services Commission | Retain | Y | D | |
| Early Childhood Community Oversight and Advisory Committee | Abolish | N | A | Redundant; we recommend this body be merged into the Children and Families commission. |
| Human Services Commission | Retain | Y | D | |
| In-Home Supportive Services Public Authority | Retain | N | A | |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| Long Term Care Coordinating Council | Abolish | N | A | Redundant; we recommend the Department of Disability and Aging Services perform this activity. |
| Mayor's Disability Council | Abolish | N | A | Redundant; we recommend this body be merged into the Disability and Aging Services commission. |
| Service Provider Working Group | Abolish | Y | A | Redundant; we recommend this body be spun off as an entity unconnected to the city. |
| Veterans' Affairs Commission | Retain | N | A | |
| **Parks and Recreation** | | | | |
| Park, Recreation, and Open Space Advisory Committee | Retain | N | A | |
| Recreation and Park Commission | Retain | Y | D | |
| **Planning and Building** | | | | |
| Board of Examiners | Retain | N | D | |
| Building Inspection Commission | Retain | Y | D | |
| Capital Planning Committee | Retain | N | A | |
| Code Advisory Committee | Retain | N | A | |
| Permit Prioritization Task Force | Retain | N | A | |
| Planning Commission | Retain | Y | D | |
| Structural Advisory Committee | Retain | N | A | |
| **Public Health** | | | | |
| Behavioral Health Commission | Retain | N | A | |
| Food Security Task Force | Abolish | N | A | Redundant; we recommend the Human Services Agency perform this activity. |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| Health Commission | Retain | Y | D | |
| Health Service Board | Retain | Y | D | |
| Mental Health SF Implementation Working Group | Retain | N | A | |
| Sugary Drinks Distributor Tax Advisory Committee | Retain | N | A | |
| **Public Safety** | | | | |
| Disaster Council | Retain | N | A | |
| Fire Commission | Retain | Y | D | |
| Police Commission | Retain | Y | D | |
| Sheriff's Department Oversight Board | Retain | Y | D | |
| **Public Works** | | | | |
| Graffiti Advisory Board | Retain | N | A | |
| Public Works Commission | Retain | Y | D | |
| Sanitation and Streets Commission | Abolish | Y | D | Obsolete; Sanitation and Streets Department no longer exists. |
| **Social Justice** | | | | |
| Commission on the Status of Women | Retain | Y | D | |
| Human Rights Commission | Retain | Y | D | |
| LGBTQI+ Advisory Committee | Retain | N | A | |
| Immigrant Rights Commission | Retain | N | A | |
| Sweatfree Procurement Advisory Group | Abolish | N | A | Redundant; we recommend the Office of Labor Standards perform this activity. |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| **Technology** | | | | |
| Committee on Information Technology | Retain | N | D | |
| **Transportation** | | | | |
| Airport Commission | Retain | Y | D | |
| Bicycle Advisory Committee | Retain | N | A | |
| Mission Bay Transportation Improvement Fund Advisory Committee | Retain | N | A | |
| Municipal Transportation Agency Board of Directors | Retain | Y | D | |
| Municipal Transportation Agency Citizens' Advisory Council | Retain | Y | A | |
| Paratransit Coordinating Council | Retain | N | A | |
| Port Commission | Retain | Y | D | |
| **Utilities** | | | | |
| Public Utilities Commission | Retain | Y | D | |
| Public Utilities Commission Citizens' Advisory Committee | Retain | N | A | |
| Public Utilities Revenue Bond Oversight Committee | Abolish | N | A | Redundant; we recommend the City Service Auditor (CSA) perform this activity. |
| Rate Fairness Board | Abolish | Y | A | Redundant; we recommend the Public Utilities Commission perform this activity. |
| Refuse Rate Board | Retain | N | D | |
| Residential Users Appeal Board | Retain | N | D | |

## Boards and commissions, with recommendations to abolish or retain (cont'd)

| Name | Recommendation | Charter | Decision/ Advisory | Comments |
|---|---|---|---|---|
| **Youth** | | | | |
| Juvenile Justice Coordinating Council | Retain | N | A | |
| Juvenile Probation Commission | Retain | Y | D | |
| Youth Commission | Retain | Y | A | |

# Appendix C: Inactive Bodies

The Jury found 20 bodies that appear to be inactive. Most of these bodies have not met in several years, are past their sunset dates with no indication of reauthorization, or are subsumed into other commissions. However, their authorizations still appear in the Administrative Code and all are listed on the May 7, 2024 memo from the City Attorney's office, *List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute*.

### Inactive bodies

| Name | Purpose | Last Meeting | Sunset Date | Authority | Comments |
|---|---|---|---|---|---|
| Adult Day Health Care Planning Council | Prepares a plan to develop a community-based system of quality adult day health care. | Likely in 2000 | None | Admin. Code § 44.1 | No public activity since 2000. Adult Day Health Care is now provided by Community-Based Adult Services. |
| Advisory Council on Human Rights | Advises the Human Rights Commission. | n/a | None | Admin. Code § 12A.6 | No evidence of public activity. |
| Citizens Advisory Committee for Street Utility Construction | Provides citizens' input on issues related to digging up streets and sidewalks. | n/a | None | Admin. Code § 5.64-6 | This citizens advisory committee appears to have been either replaced by or absorbed into the PUC CAC. |
| Close Juvenile Hall Working Group | Prepare a plan to close Juvenile Hall no later than December 31, 2021 and expand community-based alternatives to detention. | 12/1/2021 | See note | Admin. Code § 5.40-1 | The Juvenile Probation Department confirmed this commission is no longer active. |
| Commission on Aging Advisory Council | Advises the Disability and Aging Services Commission. | n/a | None | Admin. Code § 5.54 | Commission merged into the Disability and Aging Services Commission. |

## Inactive bodies (cont'd)

| Name | Purpose | Last Meeting | Sunset Date | Authority | Comments |
|---|---|---|---|---|---|
| Committee for Planning Utility Construction Program | Plans a construction program of street utilities, including traffic regulations during utility construction or maintenance, and other duties as assigned by the Street Utilities Coordinating Committee. | n/a | None | Admin. Code § 5.63 | No evidence of public activity. |
| Committee for Utility Liaison on Construction and Other Projects | Coordinates scheduling of utility work connected with Department of Public Works projects and plans the utilities undergrounding construction program. | 7/2017 | None | Admin. Code § 5.63 | No evidence of public activity. |
| Eastern Neighborhoods Community Advisory Committee | Provides input to the city agencies with regard to activities related to the implementation of the Eastern Neighborhood Area Plans. | 12/4/2023 | 1/1/2024 | Admin. Code § 5.32-1 | No evidence of being reauthorized. |
| Family Violence Council | Recommends programs and policies to reduce family violence and to optimize system responses when family violence occurs. | 11/17/2021 | 5/1/2024 | Admin. Code § 5.19-1 | No evidence of a meeting since 2021. |
| Housing Conservatorship Working Group | Evaluates and reports on the city's implementation of housing conservatorship policies, in accordance with Chapter 5 of the California Welfare and Institutions Code, to address the needs of people with serious mental illness and substance use disorders. | 12/4/2023 | 12/23/2023 | Admin. Code § 5.37-1 | Sunset in December 2023, no evidence of reauthorization. |
| Industrial Development Authority Board | Ensures compliance with provisions of the California Industrial Development Financing Act. | n/a | None | Admin. Code § 42.1 | No evidence of public activity. This board was possibly replaced by the Office of Economic and Workforce Development. |
| Our Children, Our Families Council | Aligns city, school district, and community efforts to improve outcomes for children and families by developing a five-year plan to reach those outcomes. | 8/14/23 | None | Charter § 16.127; Admin. Code § 102.1. | No evidence of public activity since August 2023. |
| Pedestrian Safety Advisory Committee | Makes recommendations on pedestrian safety, convenience, ambiance, and planning to the Board of Supervisors and other city departments. | Prior to 2020 | 10/1/2020 | Admin. Code § 5.4-1 | Sunset in 2020. |

## Inactive bodies (cont'd)

| Name | Purpose | Last Meeting | Sunset Date | Authority | Comments |
|---|---|---|---|---|---|
| Real Estate Fraud Prosecution Trust Fund Committee | Created to distribute dedicated funds for the prosecution of real estate fraud within San Francisco. | 03/2009 | None | Admin.Code § 8.24-5 | This committee hasn't met since 2009, according to the City Administrator's Office. |
| Residential Rehabilitation Area Citizen Advisory Committees | Assist Planning and other city departments on the development of plans for public improvements in residential rehabilitation areas. | n/a | None | Admin. Code §§ 32.30, 32.30-1 | No evidence of recent public activity. |
| Residential Rehabilitation Area Rent Committees | Assist Planning department and other city departments in developing plans in residential rehabilitation areas. | n/a | None | Admin. Code § 32.34 | No evidence of recent public activity. |
| Single Room Occupancy Task Force | Coordinates communication between city departments, SRO owners and managers, nonprofit agencies, and tenants. | 10/17/2019 | 12/31/2021 | Admin. Code § 5.28-1 | Last agenda dated 10/17/19. |
| Street Utilities Coordinating Committee | Formulates policy as it affects the use of public streets by public and private utilities. | n/a | None | Admin. Code § 5.60 | No evidence of recent public activity. |
| Supportive Housing Services Fund Committee | Prepares and distributes announcements and requests for grant proposals to existing providers of affordable housing and supportive services. | n/a | None | Admin. Code § 10.100-131(f) | No evidence of recent public activity. |
| Workforce Development Advisory Committee | Advises the First Source Hiring Administration on workforce development and program policy and oversight. | n/a | None | Admin. Code § 83.8 | No evidence of recent public activity. |

# Appendix D: Annual Report Requirements

- Statement of purpose
- Description of activities including:
  - Public engagement programs
  - Activities resulting in increased government transparency
  - Other important activities leading to positive public outcomes
- List of commission members that shows:
  - Member demographics
  - For each member the number of meetings attended and number of meetings missed (excused and not excused)
- Average percentage of seats filled, for example:
    - If all seats filled for the year, the average percentage of seats filled would be 100%
    - If 2 of 7 seats were vacant during the year, the average percentage of seats would be (7–2)/7 = 71.4%
    - If 2 of 7 seats were vacant for half the year and then filled for the other half, the average percentage of seats filled would be ((7–2)/7)/2 + (7/7)/2 = 85.7%
- List of commission support staff and other material costs
- Meeting data—for the reporting year and the preceding two years
  - Number of meetings required by municipal code or bylaws
  - Number of meetings held with quorum and without
  - Number of public commenters and public comments (excluding presenters and city staff) at each meeting
- Summary of commissioner evaluations and commission performance