

**BENICIA CITY COUNCIL  
REGULAR MEETING AGENDA**

**City Council Chambers  
May 28, 2013  
6:00 PM**

*Times set forth for the agenda items are estimates.  
Items may be heard before or after the times designated.*

**I. CALL TO ORDER (6:00 PM):**

**II. CONVENE OPEN SESSION:**

**A. ROLL CALL.**

**B. PLEDGE OF ALLEGIANCE.**

**C. REFERENCE TO THE FUNDAMENTAL RIGHTS OF THE PUBLIC.**

A plaque stating the fundamental rights of each member of the public is posted at the entrance to this meeting room per section 4.04.030 of the City of Benicia's Open Government Ordinance.

**III. ANNOUNCEMENTS/PROCLAMATIONS/APPOINTMENTS/PRESENTATIONS:**

**A. PRESENTATIONS.**

**1. OFFICE OF ECONOMIC DEVELOPMENT SEMI-ANNUAL REVIEW OF  
ECONOMIC DEVELOPMENT ACCOMPLISHMENTS AND INITIATIVES**

**IV. ADOPTION OF AGENDA:**

**V. OPPORTUNITY FOR PUBLIC COMMENT:**

This portion of the meeting is reserved for persons wishing to address the Council on any matter not on the agenda that is within the subject matter jurisdiction of the

City Council. State law prohibits the City Council from responding to or acting upon matters not listed on the agenda. Each speaker has a maximum of five minutes for public comment. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Speakers may not make personal attacks on council members, staff or members of the public, or make comments which are slanderous or which may invade an individual's personal privacy.

**A. WRITTEN COMMENT.**

**B. PUBLIC COMMENT.**

**VI. STUDY SESSION (6:30 PM):**

**A. STUDY SESSION ITEM: BOARD & COMMISSION REVIEW (City Manager and Acting Assistant City Manager).**

The City Council will receive a presentation regarding the ongoing review of boards and commissions, including possible options for achieving efficiencies with staffing of boards and commissions.

**Recommendation: Receive a presentation and discuss next steps regarding the City's review of boards and commissions.**

**VII. ADJOURNMENT (8:30 PM):**

<b>Public Participation</b>
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The Benicia City Council welcomes public participation.

Pursuant to the Brown Act, each public agency must provide the public with an opportunity to speak on any matter within the subject matter jurisdiction of the agency and which is not on the agency's agenda for that meeting. The City Council allows speakers to speak on non-agendized matters under public comment, and on agendized items at the time the agenda item is addressed at the meeting. Comments are limited to no more than five minutes per speaker. By law, no action may be taken on any item raised during the public comment period although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the City Council.

Should you have material you wish to enter into the record, please submit it to the City Manager.

## **Disabled Access or Special Needs**

In compliance with the Americans with Disabilities Act (ADA) and to accommodate any special needs, if you need special assistance to participate in this meeting, please contact Anne Cardwell, the ADA Coordinator, at (707) 746-4211. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting.

## **Meeting Procedures**

All items listed on this agenda are for Council discussion and/or action. In accordance with the Brown Act, each item is listed and includes, where appropriate, further description of the item and/or a recommended action. The posting of a recommended action does not limit, or necessarily indicate, what action may be taken by the City Council.

Pursuant to Government Code Section 65009, if you challenge a decision of the City Council in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City Council at, or prior to, the public hearing. You may also be limited by the ninety (90) day statute of limitations in which to challenge in court certain administrative decisions and orders (Code of Civil Procedure 1094.6) to file and serve a petition for administrative writ of mandate challenging any final City decisions regarding planning or zoning.

The decision of the City Council is final as of the date of its decision unless judicial review is initiated pursuant to California Code of Civil Procedures Section 1094.5. Any such petition for judicial review is subject to the provisions of California Code of Civil Procedure Section 1094.6.

## **Public Records**

The agenda packet for this meeting is available at the City Manager's Office and the Benicia Public Library during regular working hours. To the extent feasible, the packet is also available on the City's web page at [www.ci.benicia.ca.us](http://www.ci.benicia.ca.us) under the heading "Agendas and Minutes." Public records related to an open session agenda item that are distributed after the agenda packet is prepared are available before the meeting at the City Manager's Office located at 250 East L Street, Benicia, or at the meeting held in the Council Chambers. If you wish to submit written information on an agenda item, please submit to the City Clerk as soon as possible so that it may be distributed to the City Council. A complete proceeding of each meeting is also recorded and available through the City Clerk's Office.



**AGENDA ITEM**  
**CITY COUNCIL MEETING DATE – MAY 28, 2013**

**DATE** : May 15, 2013

**TO** : City Council

**FROM** : City Manager  
Acting Assistant City Manager

**SUBJECT** : **STUDY SESSION ITEM: BOARD & COMMISSION REVIEW**

**RECOMMENDATION:**

Receive a presentation and discuss next steps regarding the City's review of boards and commissions.

**EXECUTIVE SUMMARY:**

The City Council will receive a presentation regarding the ongoing review of boards and commissions, including possible options for achieving efficiencies with staffing of boards and commissions.

**BUDGET INFORMATION:**

There is no immediate fiscal impact associated with this study session topic.

**STRATEGIC PLAN:**

Relevant Strategic Issues:

- Strategic Issue 1: Protecting Community Health and Safety
- Strategic Issue 2: Protecting and Enhancing the Environment
- Strategic Issue 3: Strengthening Economic and Fiscal Conditions
- Strategic Issue 4: Preserving and Enhancing Infrastructure
- Strategic Issue 5: Maintain and Enhance a High Quality of Life

**BACKGROUND:**

This study session staff report is divided into two parts. The first part focuses on providing an overview of the Board and Commission Review to date, and also as directed by the City Council, present options for Council consideration regarding immediate changes which could be made to how boards and commissions function or how they could be structured in order to more efficiently utilize staff resources. In preparation for completing the remaining steps of the formal Board and Commission Review, the second half of this report provides an overview of the information collected by staff to date.

## **Board and Commission (B/C) Review Process– To Date**

Phase I of the review of City B/Cs was completed in 2012 (see Appendix A). The first phase involved staff collecting information on each of the City's B/Cs, as well as a survey that went out to all board and commission members (see Appendix B). At the August 28, 2012 study session, Council received an overview of each B/C from each department, based on the information collected to date. Staff received feedback from Council regarding areas they were interested in having staff focus on during the review, which included establishing processes relative to B/C work plans and annual reports, as well as a consistent B/C orientation packet/procedure.

Given the City's current fiscal situation, as well as dealing with vacancies in several key staff positions, staff has had to put this review on hold in order to focus attention on addressing current budget and staffing issues. It is staff's goal to resume this review, after the budget is adopted, provided additional staff resources can be acquired to properly coordinate the review and preparation of implementation tools and training manuals.

As described in the preliminary scope of work for this review, the next phase was intended to be a council study session where the Council would have the opportunity to take a step back and take a broader look at the role of advisory bodies serve in local government and how they are typically structured. This information may prove useful in the Council's deliberations on more immediate actions proposed in this report, as well as help set the stage for the remaining components of the B/C review. The latter half of this staff report provides information and resources on common roles and structures of advisory bodies.

## **Exploring Options to Achieve Budgetary Savings**

Before proceeding, it is important to point out that staff does not recommend that the Council make changes to the purpose or structure of our B/Cs solely for the purpose of achieving budget savings. This recommendation is based on the analysis conducted to date and information collected, such as the B/C surveys. They have shown that there are significant differences in how each of our B/Cs function. In addition, the various B/C members have very diverse opinions on what their missions currently are or should be. Therefore adequate time needs to be taken to carefully construct a policy and regulatory framework, as well as management structure that provide the Council, B/C members and staff a clear understanding of each B/C's purpose. Further, at this point in the process, the B/C members themselves have not had an opportunity to participate in this process beyond filling out the surveys. It is expected that Council would prefer to give the B/C members an opportunity to voice their thoughts on any proposed changes before the Council takes action.

With that said, during the Council's budget workshop held on January 22nd, the Council directed staff to bring the B/Cs analysis forward for discussion as part of the budget deliberations in order to determine if any cost savings could be achieved by taking any immediate steps to change the functioning or structure of the B/Cs. Based on the analysis conducted to date there does not appear to be any true "cost savings" (i.e., expenditure reductions) resulting from a reduction in the number of meetings of a B/C, combining B/Cs, or eliminating one or more B/C (see below, "Estimating Staff Hours Spent on B/Cs"). What does result is an increase in availability of staff time that can be applied to other Council priorities or allocated to maintaining or possibly increasing the level of service in their core functions (e.g. permit processing, park maintenance supervision, business recruitment, etc.).

Freeing up additional staff time can have notable benefits. As a result of budgetary cutbacks, approximately 12% of the City's workforce has been eliminated, many of these in the professional, technical and administrative support ranks that had assisted in supporting B/C activities. Yet there has not been a corresponding reduction in the core services provided by the City. The remaining staff has had to pick up these duties. For example our department heads and division managers have had to assume a greater role in directly managing projects and doing research on Council special requests. This takes time away from their other important management duties such as providing supervision of staff or working on the implementation of policy issues or addressing organizational development needs. The result is that while a reduction in service levels is not yet noticeable to the public, in reality the ability of the organization and the staff to maintain, let alone improve the organization's effectiveness in the accomplishment of the Council's strategic mission and goals, has been severely impacted. Less time is available for planning work, setting expectations, monitoring performance, and developing the capacity of the organization and staff to meet performance expectations.

More importantly, to the extent the organization is constantly focusing on crisis management and preserving the status quo, it is not taking steps to enhance organizational capacity by pursuing strategic investments such as upgrades in technology to enhance productivity, undertaking additional economic development initiatives to generate jobs for residents and revenue for local government services, completing facility renovations or new physical infrastructure, implementing new service initiatives for underserved populations and/or entrepreneurial ventures or service collaborations to raise revenues or cut costs. The goal in the coming months is to begin to address the continued threat of loss of organizational capacity as part of the budget stabilization and organizational review processes.

## **Estimating Staff Hours Spent on B/Cs**

In preparation for this study session, staff was asked to estimate the number of staff hours allocated to each B/C. You will note that this estimate includes not just staffing formal B/C meetings (which includes developing the agenda with the B/C Chair, preparing and posting the agenda, researching and drafting the staff reports, conducting the meetings and preparing the meeting minutes), but also time spent supporting the activities of B/C subcommittees and the research and preparation of reports on adopted work plan projects and special projects initiated by the B/C outside their specific work plan items.

For example, last year the Economic Development Board (EDB) convened an Ad-hoc Committee to explore downtown revitalization efforts, specifically the merits of a retail only ordinance. While "promote downtown revitalization" is an enumerated duty within the EDB enabling ordinance, the specific task of exploring a retail only ordinance fell outside the approved work plan which is the 2012 adopted Business Development Action Plan; as such this was a special project that while not led by City staff nonetheless necessitated some staff time. In this specific instance, the Economic Development Manager met with the Sub-Committee or members thereof on multiple occasions. Additionally, staff worked to format and draft staff reports that were discussed at two meetings.

The Arts and Culture Commission (A&CC) can provide another example. Two of the powers assigned to the A&CC include planning for the development of arts and culture activities and establishing working committees as necessary to carry out the work of the commission. The A&CC has established two working committees: the Public Art Committee and the Outreach Committee. These committees require staff assistance with preparing agendas, posting minutes, reserving meeting rooms, and staff regularly attends meetings in order to assist as necessary. Additionally, as the Public Art Committee (PAC) has moved forward with meeting the Council priority of bringing public art to the community center, additional meetings with artists and other stakeholders have been required, and staff assistance from Parks and Recreation Department (installation of the work), Community Development (PAC applied for a grant from the Community Sustainability Commission), along with additional assistance from Library staff has been necessary. The requests for assistance have been appropriate, as the PAC has been doing the majority of the work, but nevertheless, Library staff help has been required for this committee as they have working on this Tier 2 Council priority project.

Overall, as you can see from the attached chart (Appendix C), the estimated time and cost for each B/C vary greatly. This is due to several factors, some of which include the position classification of the staff assigned to the B/C, the frequency of meetings, the number of subcommittees, the stated purpose and

mission of the B/C, the number of work tasks in the B/C work plan, whether the B/C is newly formed, and most importantly the interpretation and viewpoint of the B/C members on what their purpose and mission is or should be and the activities and projects they pursue to implement that assumed purpose and mission.

## **Time Savings Options**

Staff believes there are two types of actions the Council could take to reduce staff time in support of the B/Cs. One is reducing the number of B/C meetings and the other is reducing the number of B/Cs by combining duties. Provided below are some options of how the Council may approach reducing staff time on certain B/Cs. They are referred to as options versus recommendations because, as stated above, it is recommended that the comprehensive analysis be completed before any significant modifications are made to the B/Cs.

### **Reducing number of meetings:**

As to meeting dates and times, the following Commissions hold regular monthly meetings, though not all are specified by the Benicia Municipal Code (BMC) or the enabling resolution, as noted below:

- Arts & Cultural Commission - bi-monthly per BMC, however regularly commission holds special meetings in intervening months
- Board of Library Trustees - per BMC
- Economic Development Board – per EDB Rules and Procedures
- Finance Committee - While not specified by enabling resolution, designated duties, per the committee's mission, duties and structure policy, occur at certain monthly intervals and times of the year
- Historic Preservation Review Commission - per BMC required to meet a minimum of 4 times per year
- Human Service Board – per HSB Rules and Procedures
- Parks, Recreation and Cemetery Commission - per BMC
- Planning Commission - per BMC

Other B/Cs meet on a quarterly, bi-monthly or as needed basis, these include:

- Building Board of Appeals - as needed per BMC
- Community Sustainability Commission - bi-monthly per BMC
- Civil Service Commission – quarterly – per commission's rules and procedures
- Open Government Commission - quarterly
- Sky Valley Open Space Committee - as needed
- Traffic, Pedestrian and Bicycle Committee - quarterly

As can be seen, the meeting schedules of the B/Cs are not exactly per the language of the adopting ordinance or resolution, if such is specified, and how frequently B/Cs meet varies greatly from B/C to B/C. From observations it appears this difference is due in part to the language of a B/C's mission statement and more importantly on how the members interpret their purpose and duties. More proactive B/Cs tend to have more extensive work plans, form subcommittees to move individual projects along faster and schedule more special meetings. In addition they require more staff time. These characteristics appear to be more prevalent in the newer commissions who do not have quasi-judicial powers and where their stated missions and duties are quite broad in nature.

Notwithstanding the mission, purpose and duties of each B/C contained in their respective enabling language, questions have been raised by members of the community and Council regarding what exactly is or should be the purpose of the B/C's and how should they function in carrying out that purpose. Excluding for the moment those B/C's that have quasi-judicial decision making authority, such as the Planning Commission and the Historic Preservation Review Commission, opinions vary greatly. There are those who believe that the B/Cs should be viewed as extensions of the City Council, empowered to engage the community on its behalf, solicit input, develop ideas and concepts, seek and devise solutions and, in general, help the Council implement its goals and objectives. Others feel the B/Cs should be exclusively advisory bodies to the Council who receive direction from the Council on when and how they should carry out their responsibilities.

Section 2.60.010 of the Benicia Municipal Code states that the purpose of boards, committees and commissions (advisory bodies) is to:

- Obtain community input
- Develop recommendations
- Provide information to the City Council

Therefore it is clear that the overarching mission of the B/Cs is to engage the public, solicit input within their designated area of responsibility and formulate recommendations for Council consideration. While the purpose and duties provisions contained in the enabling language of each B/C define the specific focus of each body, clearly the general provisions emphasize that they should be proactive in carrying out their respective responsibilities.

However, because the language is broad and the City has not established any guidelines on how B/Cs should function beyond legal requirements and how staff resources should be used, it has been left to each B/C to determine how they want to carry out their mission and to staff to negotiate with each B/C on whether there are sufficient staff resources to support the B/C's desired agenda.

In the past, this has generally not been a major problem as there was sufficient staff to assist the B/C members in taking on additional programs and projects. As staffing has been reduced it has become more difficult for staff to support the activities of the more proactive B/Cs, which at times, has created conflict between some staff and B/C members.

The purpose of providing this information to the City Council is to assist you with your deliberations on the B/C meeting schedules, as well as to emphasize the importance of addressing and resolving these issues as we continue with the B/C analysis. Included in Appendix C, the far right column shows the estimated time savings for those boards and commissions for which the Council may wish to consider a less frequent meeting schedule.

### **Combining and/or eliminating B/Cs:**

As to combining or eliminating any B/Cs, there are several that staff would not recommend be considered for combining or eliminating due to their missions and specific duties. They are:

- Building Board of Appeals
- Civil Service Commission
- Finance Committee
- Board of Library Trustees
- Open Government Commission
- Traffic Pedestrian & Bicycle Safety Committee

Each of the above bodies has a purpose or mission that does not lend itself well to being combined with another existing B/C. The Building Board of Appeals meets on an as needed basis to hear appeals, while the Civil Service Commission, Open Government Commission and Traffic Pedestrian & Bicycle Safety Committee all meet quarterly, and have very defined missions as specified by the Benicia Municipal Code or enabling resolution. The Board of Library Trustees structure and meeting schedule is based on California Education Code section 18914, and this Board also has a defined scope of powers and duties as defined by Benicia Municipal Code section 2.36.010 et seq.

On the other hand, several B/Cs have been dormant for some time, specifically:

- Design Review Board
- Industrial Development Board
- Mobile Home Rent Review Commission

Based on staff review, it does not appear that there are any overarching reasons to retain them, as the purpose for their formation has passed, the enabling language is significantly out of date or their duties have been or can

be transferred to another active B/C. Staff would therefore recommend these sections of the BMC be repealed at some point.

There is one remaining committee that is currently operational but has not met since August of 2011, the Sky Valley Open Space Committee. This is a special purpose committee that was formed to pursue conservation easements and resource protection partnerships in the Sky Valley Open Space area. The committee was originally formed in 2004 when there was a threat of residential development occurring in the area. That threat has since diminished, and while City staff has worked with property owners to seek conservation easements (including partnering with Valero to fund acquisition of one easement), such efforts have been unsuccessful to date due to lack of landowner interest. Therefore, there has not been a need for the committee to meet. Staff would recommend dissolving this committee, given that any future issues relevant to the area can appropriately be reviewed by the Planning Commission.

The Sky Valley Open space Committee highlights the need to establish clear B/C operational guidelines that provide direction on the formation and dissolution of such ad-hoc/special purpose committees and the need for Council to review each B/C on a regular basis to determine if its mission is still relevant and should be dissolved or modified.

Of the remaining B/Cs, staff is providing the following suggested options for combining some of the B/Cs because of similarity in their duties and/or overall mission.

➤ **Planning Commission (PC)/ Historic Preservation Review Commission (HPRC)**

Combining these two commissions would eliminate one night meeting per month. It would also eliminate a step for proposals that require both use permit and design review. However, such a move may reduce the emphasis placed on historic preservation.

One of the reasons for forming the HPRC was for the City to become a Certified Local Government (CLG) under the California State Office of Historic Preservation's (OHP) Certified Local Government Program. CLG cities are eligible for federal and State historic preservation grants, they are allowed to directly participate in the nomination of historic properties within their community and they also have access to special technical assistance. Technically the PC and HPRC could be combined and still comply with the OHP CLG Program criteria. However it would require submitting a revised application to OHP for approval and as required by the CLG guidelines, subject experts would need to be added to the PC.

OHP has made it known they prefer CLG's to be separate entities, but that does not mean such a combination would be opposed if the City can assure them that proper focus on historic preservation will be maintained.

The Council will also recall that one of your Policy Priorities was evaluating whether to remove design review responsibilities of non-historic areas of the community from the HPRC. HPRC would retain design review authority for the City's downtown and Arsenal Historic Overlay Districts. At the request of staff this item was folded into the overall B/C review process. The Council could direct staff to move forward with that ordinance amendment if you so desire.

➤ **Community Sustainability Commission (CSC)/PC**

Combining these two commissions would eliminate the staff time associated with one night meeting every other month. It would also reinforce that the charge of the PC is to implement the General Plan, with the Climate Action Plan serving as a logical extension of the General Plan overarching goal of sustainability. Additionally, many of the programs contained within the CSC work plan overlaps with the purview of the PC and would need to go before that body as part of the process. However, it must be acknowledged that an unintended consequence may be that such a combination might deemphasize the City's commitment to sustainability.

➤ **PC/HPRC/CSC**

Combining these three commissions would eliminate the staff time associated with one night meeting per month and one night meeting every other month. The combination of these three commissions would provide a single body for all land use related reviews and advisory recommendations to Council. This could likely save a significant amount of staff time, as well as time for applicants in the review process. Again, such a move would eliminate the present approach of having dedicated bodies for areas of high priority in the community, i.e., historic preservation and sustainability.

➤ **Economic Development Board (EDB)/CSC**

Combining these two bodies would eliminate the staff time associated with one night meeting every other month. It would also consolidate two advisory bodies and emphasize their common non-regulatory roles, which overlap, particularly where the City has emphasized economic development (job creation with greenhouse gas reduction such as the Business Resource Incentive Program). On the other hand, since it would require staffing from

two separate departments, the increased time toward such coordination would make significant time savings speculative.

➤ **EDB/Arts & Culture Commission (A&CC)**

Combining these two bodies would eliminate the staff time associated with one night meeting a month. This option focuses on the tourism attributes of the A&CC. This would give more recognition to the importance of A&CC as an economic driver. An example would be the proposed Film Festival. It could strengthen the important link between tourism and art and culture. Subject expertise in arts and culture would need to be incorporated onto EDB. The EDB would also need to assume responsibilities for the grant program or it would need to be shifted to another B/C.

➤ **Park, Recreation & Cemetery Commission (PR&CC)/A&CC**

This option focuses on A&CC's promotion of public art and cultural events. Combining these two bodies would eliminate the staff time associated with one night meeting per month. Subject expertise in arts and culture would need to be incorporated onto PR&CC. The PR&CC would also need to assume responsibilities for the grant program or it would need to be shifted to another B/C.

➤ **Human Services Board (HSB)/A&CC**

This option focuses on the grant processing responsibilities of the A&CC. One of the reasons for originally splitting A&CC out of the HSB was in recognition of the unique characteristics of the arts community. Furthermore the grant evaluation criteria used by HSB and A&CC are very different emphasizing the differences in these service organizations. Therefore if this option is chosen, staff would most likely request that the two grant processes remain separate, reducing possible efficiencies.

Again, the above options are presented for the Council's consideration, but staff's recommendation would be to hold on directing any such combination of bodies until the B/C review is completed. As noted previously, modifications that could be undertaken at this time include the removal of the four bodies that have basically been dormant, which are the Design Review Board, Industrial Development Board, Mobile Home Rent Review Commission and the Sky Valley Open Space Committee and transferring non-historical building design review to the Planning Commission.

## How Would the Additional Staff Time be Utilized?

Above it was discussed how the budget and staffing cutbacks have impaired staff's ability to focus on those key activities that support the organization's effectiveness in delivering services and enhance its capacity to carry out the Council's strategic priorities. However it is important to point out that while reallocating some of the staff time allocated to the B/C's would help, it would not fully correct this situation. The reductions that have been made have been significant and it is unlikely that the City will be able to return to the funding and staffing levels enjoyed prior to the Great Recession. This is why the City Council has directed staff to undertake a comprehensive organizational and cost of service review once the FY 13-15 budget is adopted. Therefore it is important that the Council carefully consider the costs and benefits of making changes to the B/C functions and structures.

While staff has made some suggestions on how the additional staff time could be used a cost/benefit analysis has not been conducted that discuss the costs that may be incurred from reducing B/C's. For example, as noted above, combining some of the B/C could actually result in additional staff time, given that more than one department would likely need to remain involved in order to effectively staff the commission (e.g., PR&CC and A&CC). In addition, the benefits derived by having an engaged community actively participating in their local government have not been quantified.

That said, it is expected that overall, staff time saved would allow staff to focus more time on core duties, as well as help ensure that we are using B/C members' time as effectively as possible, as currently some B/Cs do not have a full agenda each month.

A few specific examples of how staff might utilize additional time are noted below:

### Economic Development:

- Increased frequency of business visits - ED Manager could visit at least 3 additional businesses per month.
- Support staff, visits to First Street Businesses could be initiated every other month, develop our business ambassador program as well as increase the frequency of updates to our OED web and social media pages.

### A&CC:

- Library staff time would be reallocated to provide more direct customer service at the reference/information desk.
- More work could be done on outreach, programs, and attendance at public events.

- Staff would be able to complete work more comprehensively and with a higher degree of quality: programs that have been less successful, because staff has not had time to publicize them sufficiently, would have more attention.

The remainder of this study session staff report is intended to provide an overview for Council and the public regarding the role of advisory boards in local government, including information on how such boards are typically structured, types of guiding documents typically utilized, common requirements and expectations of board members, etc. It will provide an opportunity for the council to revisit such practices and help set the stage for the next phase of the review.

### **Role of Advisory Boards in Local Government**

As noted in the report *Local Government Citizen Advisory Board* by the Municipal Research and Services Center:

“Volunteer citizen advisory boards are an integral part of American local government. The creation of advisory boards is a way for local governments to engage citizens in the democratic process. Their primary purpose is to provide judicious advice from a citizen perspective. The activities of an advisory board may include the study of critical issues, taking public testimony, performing independent research, and reviewing staff reports and recommendations. These prepare the advisory body to discuss, analyze, formulate, and forward well-developed, thoughtful recommendations to the legislative body.”

This role is exemplified in the City of Benicia's Municipal Code, which states: Boards, committees and commissions (hereinafter referred to as “advisory bodies”) play an important role in city government by obtaining community input, developing recommendations and providing information to the city council (Ord. 08-05 § 1). Attached please find a sample document entitled “Advisory Committee Roles & Expectations” from the City of Olympia outlining the expectations of that city's advisory committees (Appendix D).

### **Typical Structures of Advisory Bodies**

Typically advisory bodies are referred to as a board, commission, or committee. In practice, there is little uniformity across organizations as to how these labels are utilized. A board is typically defined as a group of persons having managerial, supervisory, investigatory or advisory powers, while a commission is defined as a group of persons directed to perform some duty or a government agency having administrative, legislative, or judicial powers. A committee is

defined as a body of persons delegated to consider, investigate, take action on, or report on some matter.

In the City of Benicia, “board” and “commission” are typically used to refer to the standing advisory bodies to the City Council, such as the Planning Commission or the Human Services Board. These bodies are made up of citizens, and do not have Council members serving on them, while “committees” typically do have Council representatives, such as the Finance Committee and the Traffic Pedestrian and Bicycle Safety Committee.

### **Documentation of Mission/Purpose**

As with the structure of advisory bodies, there is also little uniformity across jurisdictions as to how such bodies are created and how the creation of the body is documented. Most cities create their advisory bodies via ordinance or resolution, and, more rarely, by motion. If the body is of a permanent nature, typically an ordinance is utilized to define the body. In the City of Benicia, the majority of advisory bodies are defined via ordinance, although a few, such as the Human Services Board, are defined by a resolution. See the chart below for a summary of each of the City's advisory and the associated guiding document.

<b>Name:</b>	<b>Enacted by:</b>
Arts and Culture Commission	Ordinance
Board of Library Trustees	Ordinance
Building Board of Appeals	Ordinance
Civil Service Commission	Ordinance
Community Sustainability Commission	Ordinance
Economic Development Board	Ordinance
Finance Committee	Resolution
Historic Preservation Review Commission	Ordinance
Human Services Board	Resolution
Open Government Commission	Ordinance
Parks, Rec, and Cemetery Commission	Ordinance
Planning Commission	Ordinance
Sky Valley Open Space Committee	Resolution
Traffic, Pedestrian & Bike Safety Committee	Resolution

### **Number and Size of Advisory Boards**

There is no recommended number of advisory boards, or for the number of members on an advisory body. Some jurisdictions have many boards, such as

Fairfield, which has 10, or Benicia, which has 14, while others, such as Walnut Creek, only a handful (5). While it is certainly of benefit to the community to involve the public in the local government decision making process, the B/Cs created must be manageable, adequately staffed and serve a useful purpose in order to be effective. The number of board members will, of course, depend on the duties, responsibilities and requirements to serve on the body. In general, there should be sufficient members in order to fulfill the charge of the body and provide adequate representation of the community.

Below is a summary of the City of Benicia's advisory bodies and the number of members on each.

<b>Board or Commission</b>	<b>Size</b>
Arts and Culture Commission	9
Board of Library Trustees	5
Building Board of Appeals	3
Civil Service Commission	7
Community Sustainability Commission	7
Economic Development Board	7
Finance Committee	8
Historic Preservation Review Commission	7
Human Services Board	9
Open Government Commission	5
Parks, Rec, and Cemetery Commission	8
Planning Commission	7
Sky Valley Open Space Committee	7
Traffic, Pedestrian & Bike Safety Committee	5
<b>Average</b>	<b>6.7</b>

A chart entitled City Comparison Chart on Boards & Commission is attached as Appendix E, which summarizes the B/Cs of Benicia, along with two nearby jurisdictions (Fairfield and Walnut Creek), relative to several of the above-noted categories.

### **Common Requirements of Board and Commission Members**

While there may be a variety of requirements to serve on an advisory body, perhaps the most common requirement across jurisdictions and advisory bodies is the residency requirement. The City of Benicia's ordinance on advisory bodies states:

#### 2.60.020 Eligibility.

All advisory body members must be residents of the city unless otherwise noted. The city council or state or federal law may establish additional requirements (Ord. 08-05 § 1).

This requirement applies to all of the City's advisory bodies, except the Economic Development Board, which expands the eligibility beyond those who live in town to those that own a business in Benicia.

### **Board and Commission Member Orientation**

It is important that new board and commission members understand the charge of the advisory body, including any legal requirements. Many local governments provide newly appointed board and commission members with Board and Commission Member Handbooks. A sample orientation guide for B/C members from the City of Fort Collins is attached (Appendix F).

Currently, each of the department's staffing the various boards and commissions are responsible for orienting new members. Each body also receives training on the Brown Act, the City's Code of Conduct, and the City's Open Government Ordinance annually. The Council has expressed a desire in developing a more uniform orientation process for new City of Benicia B/C members, and staff will be working on this as part of the B/C review process.

### **Work Plans & Annual Reports:**

A common practice for advisory bodies is to create an annual work plan that is based on the function of the body, and is consistent with the Council's annual work program and Strategic Plan. This document is helpful in terms of keeping the advisory body focused on their mission, and addressing any questions that may arise regarding what is a particular body's function. Additionally, a key component of the work plan is that it involves an assessment of the impact of proposed items on existing staff resources. An excerpt from a document entitled Los Alamos County Orientation Manual for Members of Boards and Commissions regarding work plans is attached (Appendix G).

Similarly, it is not uncommon for B/Cs to produce annual reports that are then presented to the Council. This allows the Council to stay abreast of the work of B/Cs and receive updates as to progress on the work plan. Currently, some, but not all, of the City's advisory bodies prepare work plans and annual reports, and the Council has expressed an interest in delving into this topic further as part of the board and commission review.

Attached is a sample work plan from the A&CC (Appendix H), as well as a sample annual report from the HSB (Appendix I).

**Next Steps:**

As noted throughout the report, staff does not recommend any substantive changes to the B/Cs at this time. The only immediate action recommended by staff is that the Council direct staff to remove design review responsibilities of non-historic areas of the community from the Historic Preservation Review Commission. If so directed, staff will return with an ordinance amendment to that effect at a future regular council meeting.

In terms of any additional changes to B/Cs, as noted in the report, staff recommends that the review of the B/Cs be placed on hold until the budget is completed and necessary staff resources to coordinate the review can be identified.

Attachments:

- ❑ Appendix A: Benicia Boards and Commissions Review - Preliminary Work Program
- ❑ Appendix B: Summary of Board & Commission Survey Comments by Commission
- ❑ Appendix C: Boards and Commissions - Summary of Staff Hours & Cost
- ❑ Appendix D: Advisory Committee Roles & Expectations (City of Olympia)
- ❑ Appendix E: City Comparison Chart on Boards & Commissions
- ❑ Appendix F: Sample Boards and Commissions Manual – City of Fort Collins
- ❑ Appendix G: Excerpt from the Los Alamos County Orientation Manual for Members of Boards and Commissions re: work plans
- ❑ Appendix H: Benicia Arts & Culture Commission – 2013-14 Work Plan
- ❑ Appendix I: Benicia Human Services Board Annual Report 2011-12

**Benicia Boards and Commissions Review  
Preliminary Work Program**

**Revised May 14, 2012**

**PROJECT DESCRIPTION**

Review and discuss each board and commission's mission, compliance with their respective mission, make up, possible changes, potential consolidations, adherence to codes, policies and Council expectations to include consideration of the current budget constraints and staff resources (project includes evaluation of design review duties of HPRC).

**PRELIMINARY WORK PROGRAM**

**Phase I**

**A) Collect Boards and Commissions (B/C) Background Information**

- Date of formation
- Reason for formation
- Mission of B/C
- Is this a mandated body (State requirement)?
- Number of members and if applicable specific duties
- List subcommittees or task forces formed
- Department responsible for staffing B/C
- Specific staff members assigned to B/C
- Tasks performed by staff in support of B/C
- Individual and total staff hours spent on a monthly and annual basis by task, including overtime hours
- Percentage of staff time spent on B/C relative to total staff hours available

**B) Board & Commission member Survey (Sample Questions)**

1. Do you feel your B/C is or is not fulfilling its mission and why or why not? Please reference the Purpose and Duties sections of the Municipal Code in your response.
2. What suggestions do you have on how your B/C could be more effective?
3. How do you view the role of your board or commission relative to the Council, citizens, other B/C's and staff?
4. How do you view your role on your B/C?
5. Are there resources you think would help your B/C be more effective that are not currently available to your commission?
6. What do you feel would be the most beneficial elements to include in an orientation for new appointees?

## **Phase II**

Conduct City Council meeting to review data and develop list of expectations for boards and commissions

## **Phase III**

### **A) Conduct Analysis of B/C's (Sample Analysis Topics)**

1. Is the mission/purpose of the B/C still relevant to current City Council goals and priorities? If not, should it be changed; combined with another B/C or eliminated?
2. Is the B/C accomplishing their purpose and duties, if not why?
3. Has the B/C assumed responsibilities outside their defined purpose and duties?
4. Given reductions in staffing over the last two years, does providing support to the B/C reduce availability of staffing for other City Council priorities or impact the provision of services to the public?
5. Are there any modifications to the purpose, duties, structure, or member qualifications that would improve the effectiveness of the B/C?

### **B) Present Findings to City Council and receive direction**

## **Phase IV**

### **A) Prepare necessary Code amendments, resolutions, policies and procedures**

### **B) Develop B/C member orientation packet(s)**

## Summary of Board and Commission Survey Comments by Commission

Provided below is a summary of the comments received via the 2012 Survey of Board & Commission Members by board and commission.

### Benicia Arts & Culture Commission

The majority of commissioners think the Commission is fulfilling its mission. They feel the role of the board is to collaborate with other boards, commissions, citizens, organizations, etc., and to ensure that arts and culture are integral to the community's quality of life. Relative to Council, the board should provide them with reports, grant recommendations and other things required by the ordinance. Generally, the commissioners expressed that the boards and commissions operate as volunteer extensions of city government. Boards and commissions must have strategic plans, procedures and purposes that are consistent and current with upper tier city planning.

In terms of resources that would help the commission, the following was noted:

- Additional money for grantees,
- Annual update of Arts and Culture brochure,
- Seed money to pursue BACC goals
- Sponsoring a film festival, and
- Raising money for public art.
- A link from the City's website to the arts and cultural organizations in Benicia

A clear understanding of the commission's mission, purpose and duties was emphasized as a beneficial element to include in an orientation for new commissions.

### Civil Service Commission:

Several of the commissioners noted that while the commission is fulfilling its duty as outlined in the Benicia Municipal Code, that for the last several years that has primarily consisted of reviewing and approving job specifications. They note they do not have much involvement in recruitment or other personnel related processes. They do have a role relative to employee appeals for discipline, but it is not an appeal option that is utilized much by employees.

Suggestions included the City conducting a classification study, to ensure employees are classified appropriately, as well as more regular employee surveys. Several commissioners acknowledged that due to budget issues and employee negotiations, meetings have not been as regular and resources have been devoted to matters that don't directly involve the commission.

### **Community Sustainability Commission**

The commissioners expressed a need for clearer definition of their ability to work independently of staff to expedite implementation of the Climate Action Plan. Two of the four suggested that CSC's advisory role should be expanded to include decision-making authority. All four expressed interest in working more closely and frequently with other boards, commissions and Council to enlist support for CSC and CAP initiatives. Three commissioners expressed frustration with lack of support from staff and asked for more detail of the VIP Account.

### **Economic Development Board**

Members were split on whether they were fulfilling the mission of the board. Two said absolutely, one said in general, yes, and the other two did not feel they were meeting the mission. One member felt that staff made all the decisions as to what would be on the agenda, and that this task should include the board. They also would like to see more free discussions of agendized items.

Members indicated they would like to see outreach to new business by members and staff visiting establishments when they first open, in addition to the letter already sent out. Members also expressed the need for more staff time, as well as a new website. All members felt the Industrial Park needs more time and attention.

### **Finance Committee**

One member felt they were not fulfilling the entire mission, but were moving in the right direction. Others felt they were fulfilling the mission. Since the committee only meets once per month, they have been using sub-committees to develop and refine materials that are brought back to the committee. Members stated that they needed more staff support and better software to create financial reports on a more real time basis.

One member suggested that the committee be elevated to the role of Finance Commission to give it more credibility.

### **Historic Preservation Review Commission**

The commissioners asked for more training from outside experts, primarily for the City Council in advance of hearing any appeals and to promote support for historic preservation. They agreed Planning Commission should not hear HPRC appeals, and four of the five respondents suggested that HPRC not handle design review outside the historic district. Several commented that they don't believe staff, the public and Council adequately support their initiatives, and one suggested that staff doesn't have adequate expertise in historic preservation.

### **Human Services Board**

Board members feel they are fulfilling their mission and providing a vital role in the community. One member would like to see new members appointed quicker than they currently are. Members also felt that potential new members and council should attend board meetings to familiarize themselves with what the board does and also review the "Annual Report of the Benicia Human Services Board."

Others felt they could expand their outreach in the community and be more effective if they were aware of other agencies that could contribute to the needs of citizens.

All felt fund raising was a necessity in today's economy and many would like to see an increase in fundraising activities.

### **Library Board of Trustees**

Board members concur they are fulfilling their mission. They encouraged the public and elected officials to attend a board meeting and for board members to continue to attend library-related training sessions to keep the board members' ideas fresh and relevant as suggestions. They feel their role is to act as advocates for issues related to library at Council and Legislature to make sure library services are maintained at the highest level possible. Also to listen to community members and serve as a conduit for citizen interests and needs

Suggested resources that would help the board included:

- Have City Manager or someone highly placed in his office attend a Board meeting to give a State of the City update.
- Have City officials attend one Library Board meeting per year.
- Completion of the library basement: meeting room with video recording equipment.

Board members also emphasized the importance of providing information to new appointees, including attending a board meeting and meeting with Library staff in advance of applying.

### **Open Government Commission**

Commissioners feel they are fulfilling their mission, but that citizens could be made more aware of the commission's function by engaging in more public outreach. Some would like to see more involvement in the elections.

For new appointees, the need to read and understand the Open Government Ordinance and have Brown Act Training would be helpful.

### **Parks, Recreation, and Cemetery Commission**

Based on the two surveys, received from the Parks, Recreation, and Cemetery Commissioners, the overall assessment is that they are satisfied with the structure of the commission and believe we are fulfilling its mission. One of the commissioners referenced that the commission at times go beyond the mission statement, by addressing items, such as the tree ordinance, historic assets, and school sites.

It seems that the commissioners are aware of their role as an advisory commission, and feel that they are getting adequate support from staff when addressing their questions and concerns. The commissioners believe that their role is to address the needs and concerns of the citizens and provide a process to assist them.

The commissioners seem to be pleased with staff providing them with the resources that make the commission effective. They also commented that staff is professional, enthusiastic, and work together in accomplishing goals.

### **Planning Commission**

Only one response received and respondent is relatively new to the commission. Comments did highlight need for orientation and training of commission members.

### **Sky Valley Open Space Committee**

Mission is being met technically; however, committee has not met in a year. Member recommends committee needs to be a standing committee, not an ad-hoc to be able to address issues as they come up. Member also suggested that new members be given the history, past minutes, and tour of land to help orient committee members.

**Summary of Number of Response by Board & Commission**

<b>Name of Commission/Board</b>	<b>No. of Members</b>	<b>Vacancies</b>	<b>No. of Survey Responses</b>	<b>No. of Non-Responses</b>
Arts and Culture Commission	9	2	6	1
Building Board of Appeals	3	2	0	1
Civil Service Commission	7	0	5	2
Community Sustainability Commission	6	1	3	2
Economic Development Board	7	2	4	1
Finance Committee	5	0	3	2
HPRC - Historic Preservation Review Commission	7	2	4	1
Human Services Board	9	2	6	1
Library Board of Trustees	5	1	4	0
Open Government Commission	5	1	4	0
Parks, Recreation and Cemetery Commission	7	0	2	5
Planning Commission	7	1	1	5
Sky Valley Open Space Committee	5	0	1	4
Traffic, Pedestrian and Bicycle Committee	5	0	0	5



# APPENDIX C

Boards and Commissions  
Summary of Staff Hours/Cost  
May 23, 2013

Boards and Commissions/Positions	Total annual staff hours	Annual Cost	Estimated savings in hours/year - reduced meeting schedule
<b>Arts and Culture</b>			
Library Director	216	\$ 19,395	
Library Tech I	444	\$ 14,350	
City Attorney	14	\$ 1,718	
<b>Totals</b>	<b>674</b>	<b>\$ 35,463</b>	Quarterly schedule would save 136 staff hours
<b>Board of Library Trustees</b>			
Library Director	78	\$ 7,004	
Admin Secty	186	\$ 7,162	
Library Manager	156	\$ 9,766	
Literacy	24	\$ 949	
City Attorney	2	\$ 245	
<b>Totals</b>	<b>446</b>	<b>\$ 25,127</b>	Quarterly schedule would save 192 staff hours
<b>Building Board of Appeals</b>			
Building Official	10	\$ 760	
City Attorney	2	\$ 245	
<b>Totals</b>	<b>12</b>	<b>\$ 1,005</b>	N/A - only meets as needed
<b>Civil Service Commission</b>			
Admin Svcs Dir	32	\$ 2,873	
Sr. HR Analyst	45	\$ 2,602	
City Attorney	2	\$ 245	
<b>Totals</b>	<b>79</b>	<b>\$ 5,721</b>	N/A - already meets quarterly
<b>Community Sustainability</b>			
CD Director	90	\$ 8,707	
Mgmt Analyst II	368	\$ 19,269	
CAP Coordinator	94	\$ 4,700	
Sr. Admin Clerk	60	\$ 2,122	
City Attorney	2	\$ 245	
City Manager	52	\$ 6,405	
<b>Totals</b>	<b>666</b>	<b>\$ 41,449</b>	Meeting quarterly reduces staff time by approximately 168 hours
<b>Economic Dev Board</b>			
ED Manager	288	\$ 20,102	
Admin Secty	294	\$ 11,321	
City Attorney	2	\$ 245	
City Manager	24	\$ 2,956	
<b>Totals</b>	<b>608</b>	<b>\$ 34,624</b>	Meeting every other month reduces staff time by approximately 304 hours
<b>Finance Committee</b>			
Finance Director	271	\$ 26,791	
Asst Finance Director	75	\$ 6,280	
Accounting Tech	110	\$ 4,551	
City Attorney	2	\$ 245	
City Manager	24	\$ 2,956	
<b>Totals</b>	<b>482</b>	<b>\$ 40,823</b>	N/A
<b>Historic Preservation Review Comm</b>			
CD Director	83	\$ 8,030	
Principal Planner	275	\$ 18,993	
Sr. Admin Clerk	52	\$ 1,839	
City Attorney	2	\$ 245	
City Manager	24	\$ 2,956	
<b>Totals</b>	<b>436</b>	<b>\$ 32,063</b>	N/A

Boards and Commissions/Positions	Total annual staff hours	Annual Cost	Estimated savings in hours/year - reduced meeting schedule
Human Services			
Admin Svcs Dir	78	\$ 7,004	
Mgmt Analyst	154	\$ 7,879	
Assistant Finance Director	12	\$ 1,186	
Finance Director	24	\$ 2,010	
City Attorney	2	\$ 245	
<b>Totals</b>	<b>270</b>	<b>\$ 18,324</b>	Meeting every other month would save approximately 135 hours of staff time
Open Government			
City Attorney	20	\$ 2,454	
Legal Tech	20	\$ 792	
Law Clerk	4	\$ 84	
<b>Totals</b>	<b>44</b>	<b>\$ 3,331</b>	N/A - already meets quarterly
Parks Rec and Cemetary			
Director	87	\$ 8,086	
CS Supt	54	\$ 3,681	
Parks Supt	91	\$ 6,203	
Mgmt Analyst (PT)	74	\$ 2,468	
Admin Clerk I	66	\$ 1,819	
City Attorney	2	\$ 245	
<b>Totals</b>	<b>374</b>	<b>\$ 22,503</b>	Meeting every other month would save approximately 140 hours of staff time
Planning Commission			
CD Director	87	\$ 8,417	
Sr. Planner	144	\$ 8,459	
Principal Planner	96	\$ 6,630	
Sr Admin Clerk	300	\$ 10,611	
Special Counsel	132	\$ 18,480	
City Attorney	2	\$ 245	
City Manager	24	\$ 2,956	
<b>Totals</b>	<b>785</b>	<b>\$ 55,798</b>	N/A
Sky Valley Open Space			
CD Dir	12	\$ 1,161	
Sr. Planner	54	\$ 3,172	
Sr. Admin Clerk	12	\$ 424	
City Attorney	2	\$ 245	
<b>Totals</b>	<b>80</b>	<b>\$ 5,003</b>	N/A - meets as needed
Traffic Pedestrian & Bike			
PW Dir	20	\$ 1,989	
Sr. Civil Engineer	136	\$ 9,418	
Admin Secty	156	\$ 6,007	
City Attorney	2	\$ 245	
<b>Totals</b>	<b>314</b>	<b>\$ 17,660</b>	N/A - already meets quarterly
<b>Totals:</b>	<b>5,268</b>	<b>\$ 338,893</b>	<b>Total estimated hours saved with reduced schedules = 1,075 hours</b>

# Advisory Committee Roles & Expectations

The Olympia City Council welcomes community comment and involvement.

Informally, individuals and groups share perspectives and advice with the City Council by phone, e-mail, personal contacts, and letters. Formally, the City Council accepts public testimony at its regular meetings, and the City sponsors open houses, community forums, and public hearings throughout the year on specific issues. In addition, the City Council has established several advisory boards and committees to provide advice on key issues.

## The General Role of Olympia's Advisory Boards and Committees

Advisory committees are a structured way for individual citizens to share their opinions and perspectives, study issues, and develop recommendations in a focused, small group structure.

The primary purpose of advisory committees is to provide judicious advice, from a citizen perspective, to the City Council which is the City's elected policy-making body.

Advisory committee activities may include study of critical issues, hearing public testimony, independent research, and reviewing staff reports and recommendations - all of which is intended so that the committee is prepared to discuss, formulate, and forward well-developed, thoughtful recommendations to the City Council in a timely manner.

## City Council Decision Making

In making decisions, the Olympia City Council considers general citizen comment, advisory committee recommendations, staff recommendations, Council priorities and goals, research and background information, and individual Councilmember perspectives.

The City Council expects to receive recommendations from advisory committees that reflect the individual and collective knowledge and thinking of the committee, particularly from a citizen perspective. Your recommendations may be transmitted as part of the staff report or as a distinct memo or report either attached to the staff report or transmitted separately to the City Council. The staff liaison for your committee can assist with this effort; and in all cases, a copy of your recommendation or report should be filed with both the staff liaison for your committee and with the City Council Executive Office as it is a public record.

The City Council also expects that City staff will present recommendations from a professional perspective. There may be times when the professional opinions and recommendations of City staff differ in part or in whole from yours or that of the committee, and that's okay. Differences of perspective are inherent in policy formulation and deliberation work of an organization that welcomes diverse perspectives.

There also may be times when your advisory committee's recommendations will not prevail or will be modified by the City Council. It is important to recognize that this is not a rejection of the integrity of the recommendation, but is an inevitable part of the process of municipal decisionmaking where a variety of views, perspectives, and recommendations are considered.

## Advisory Committee Work Plans

Each Committee is expected to propose an annual work plan to the City Council for consideration early each year. In developing the work plans, committees are to consider:

- City Council established or adopted goals and priorities, including the City's Comprehensive Plan, annual Council goals, master plans, budget, and so on.
- Resource availability - budget, staff support, committee member time.
- Departmental work priorities.
- Committee member knowledge, interest, and expertise.

The work plans are formally reviewed and adopted by the City Council . The Council has asked that when the plans are transmitted, each be accompanied by a letter from:

- The committee chair outlining the past year accomplishments and highlighting the top two proposed priorities;
- The respective department director or staff liaison addressing resource availability to accomplish the work items and relationship of the proposed items to planned departmental activities for the year.

During its review, the City Council may change or modify a committee's proposed work plan so that it reflects Council priorities, available resources, and emerging issues. Once adopted by City Council , the work plan serves as the basis for a committee's focus and effort during the year, although the Council may, from time-to-time, refer other issues to the committee during the course of a year.

## Expectations for Advisory Committee Members

The Council's General Government Committee has adopted general Rules of Procedure  for Olympia's advisory committees/commissions.

It is expected that:

- All advisory board and committee meetings are to be conducted in public session and noticed in accordance with State law, unless otherwise advised by Olympia 's City Attorney.
- Individual committee members and the collective group will be fair, impartial and respectful of the public, staff, and each other.
- Committee members will respect the limitations of their individual and collective authority. The role of the committee is to advise the City Council and/or staff. Please keep in mind that committee appointment does not empower you to make final decisions, unless authorized by State law or the group's enabling ordinance, or to supervise staff.
- Members will strive to appreciate differences in approach and point of view, whether from each other, the community, the City Council , or staff.
- Each member will participate in the group's discussions and work assignments, without dominating the discussion or activity of the committee.
- The committee chair will ensure that all members have a fair, balanced and respectful opportunity to share their knowledge and perspectives.
- The committee will attempt to reach consensus on issues. If consensus is not possible, strong differing opinions such as "minority" opinions should be recorded and acknowledged in the committee's report to the City Council.
- There are "no surprises" from the Committee either in the nature of the work being undertaken by the committee or the method and timing for conveyance of recommendations to the City Council. The staff liaison fulfills an important role in assisting the committee in this regard.

Please be careful to not deliberate about Committee work and issues via e-mail or in unnoticed "side meetings or gatherings" as these actions may be in violation of open meeting laws. The City attorney is available to consult with or provide advice to committees in this regard and on any other legal issue.

## Staff Liaisons

Each Olympia advisory board, commission, or committee has an assigned staff liaison. In addition, the City's Communication Manager serves as a general liaison with the committees on behalf of the City Council and the City Manager.

The word liaison is used deliberately by the City to describe the nature of the staff role in relation to the committee, instead of the phrase "committee staff." A liaison is defined as "one who maintains communication."

While Olympia's committee liaisons have some differing duties, depending on past committee practice, time availability, and departmental resources, in general Olympia's staff liaison are responsible for:

- Ensuring that meeting notifications and recordkeeping occurs consistent with applicable State laws.
- Serving as a communication link between the committee, City administration, departments, and the City Council, as appropriate.
- Providing professional guidance, issue analysis and recommendations.
- Assisting the committee with research, report preparation, and correspondence in keeping with the committee's Council-approved work plan and depending on their work load and time availability.
- Making sure the intent of the advisory committee is not lost after a decision, and that it is conveyed to the City Council in a timely manner.
- Assisting the advisory committee in staying on track and focused.
- Presenting advisory committee recommendations to the City Council, if requested to do so by either the committee or the City Council.
- Maintaining a positive working relationship with the Chair and committee members.

The liaisons are staff professionals with significant work responsibilities in addition to their committee liaison activities. In general, the liaisons are individuals who have significant staff responsibilities that relate to the same work area as the committee. The liaisons do not work "for" or "at the direction of" the committee. They are professionals who work with the committee to develop information and recommendations for Council consideration.



## CITY COMPARISON CHART ON BOARDS AND COMMISSIONS

Board or Commission Name	Size	Number of Annual Meetings	Created & Guided Via Resolution or Ordinance
<b><i>Benicia</i></b>			
Arts and Culture Commission	9	6	Ordinance
Building Board of Appeals	3	as needed	Ordinance
Civil Service Commisison	7	4	Ordinance
Community Sustainability Commission	6	6	Ordinance
Economic Development Board	7	12	Ordinance
Finance Committee	5	12	Resolution
Historic Preservation Review Commission	7	12	Ordinance
Human Services Board	9	12	Resolution
Library Board of Trustees	5	12	Ordinance
Open Government Commission	5	4	Ordinance
Parks, Recreation and Cemetery Commission	7	12	Ordinance
Planning Commission	7	12	
Sky Valley Open Space Committee	5	as needed	Resolution
Traffic, Pedestrian and Bicycle Committee	5	4	Resolution
<b><i>Fairfield</i></b>			
Planning Commission	7	24	Ordinance
Community Resources Commission	7	12	Ordinance
Golf Advisory Board	7	12	Resolution
Cultural Arts Advisory Committee	5	6	Resolution
Honors Committee	5	3	Resolution
Housing Authority	7	4	Resolution
Rockville Hills Citizens Advisory Committee	5	12	Resolution
Senior Advocate Committee	5	12	Resolution
Youth Commission	15	12	Resolution
Comm. Dev. Block Grant	5	6	Resolution
<b><i>Walnut Creek</i></b>			
Transportation	5	6	Ordinance
Design Review	5	24	Ordinance
Planning Commission	7	24	Ordinance
Arts	5	4	Ordinance
Park, Recreation and Open Space	5	6	Ordinance



# Boards and Commissions Manual

January 2013



## **City Council**

Karen K. Weitkunat, Mayor  
Kelly Ohlson, Mayor Pro Tem  
Gerry Horak  
Aislinn Kottwitz  
Ben Manvel  
Lisa Poppaw  
Wade Troxell

## **City Manager**

Darin Atteberry

## **City Attorney**

Steve Roy

## **City Clerk**

Wanda Nelson

## **Boards and Commissions Coordinator**

Molly Wendell

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# **GUIDELINES FOR BOARD AND COMMISSION MEMBERS**

## ***Welcome***

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Welcome to the City of Fort Collins! Your selection as an active member of a board or commission provides you with a valuable opportunity for genuine public service and we thank you for your contribution. Although the specific duties of each board and commission vary widely, there are certain responsibilities common to all board and commission members. These guidelines will assist you in maximizing your contribution to our community.

## ***Representation of a Board or Commission***

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As an individual member of a board or commission, you must not represent your own views or recommendations as those of the board or commission unless the majority of the body has officially voted to approve such action. Board or commission members making recommendations or expressing views which have not been approved by a majority of the board should indicate they are expressing individual opinions and are not speaking on behalf of the board or the City.

Public statements should contain no promises that may be construed to be binding on a board or commission, staff, or the City Council. When making a public statement, members should remind listeners that board actions are recommendations (unless otherwise provided by law) and that final action will be taken by the City Council. Remember that your actions and statements as a board or commission member assume special significance, and if not responsibly discharged, could result in a situation detrimental to the City's best interests.

Although board and commission members may be selected, in part, on the basis of representing specific interest groups, each member should represent the overall public good and not that of an exclusive group or interest.

## ***Relationship with Other Members***

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On many occasions, the success or failure of the efforts of a board or commission is dependent upon the degree of cooperation evident among the individual members of the body. We encourage you to keep the following points in mind in your interactions with other members:

- ▶ Show respect for another's viewpoint.
- ▶ Allow others adequate time to present their views fully before making comments.
- ▶ Be open and honest. Welcome new members and help them become acquainted with their duties.
- ▶ Strive to minimize political action among members.

## CHARGE: A Checklist for Effectiveness

### C – Charter

Am I familiar with . . .

- The Charter of the City of Fort Collins in general?
- The specific function of my board or commission, as outlined in the City Code?
- What my fellow board members and I expect to achieve for the community?
- The name of the Council liaison and staff liaison to my board or commission?

### H – Hierarchy

Do I understand . . .

- How my board or commission's work affects the community?
- The scope of authority of my board or commission?
- The role of my board's staff liaison, Council liaison and chairperson?
- My role as a board or commission member?

### A – Accountability

Do I understand . . .

- My board or commission's liability and my own liability as an individual member?
- What constitutes a conflict of interest?
- Exactly how the law requires that a conflict of interest be handled?
- My board's accountability to the public?

### R – Responsibility

Do I . . .

- Attend all board and commission meetings?
- Prepare for the meetings by studying the agenda and supplemental materials ahead of time?
- Complete the tasks I have volunteered to take on?
- Know what responsibilities each of us, as individual board members, has to our board colleagues?

### G – Goals

Do I know . . .

- My board or commission's goals for the next 12 months?
- What tasks must be completed to reach each of our goals?
- Deadlines for the tasks for which I'm responsible?

### E – Evaluation

Have I . . .

- Discussed with other members and staff what our board or commission can do to improve our performance?

# INTRODUCTION TO CITY GOVERNMENT

## City Council

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The Fort Collins City Council is composed of six district Councilmembers who are elected on a nonpartisan basis for a term of four years, and a Mayor who is elected at-large for a two-year term. The Mayor Pro Tem is chosen from among the entire Council and serves a term of two years.

The City Council serve as the community’s legislative body, having responsibilities for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to City staff. By provision of the City Charter, City Councilmembers are specifically prohibited from giving direction to any of the City staff members, except for the City Manager, City Attorney, and Municipal Judge.

## City Manager

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The City of Fort Collins operates within a council-manager form of government. The City Manager is the chief executive officer of the City and is responsible for the overall management of City operations.

Functions of the City Manager include:

- ▶ Implement policy decisions and legislative actions taken by the City Council
- ▶ Make recommendations to City Council
- ▶ Oversee the operations of the City
- ▶ Prepare the City budget

### Council Manager Form of Government

	City Council	City Manager
<b>Responsible for:</b>	Policy Decisions	Day-to-day operations
<b>Hires and Supervises:</b>	City Manager City Attorney Municipal Judge	All other City staff members/employees

## GENERAL INFORMATION

### General Provisions

Details about boards and commissions may be found in Article IV, Section 1 of the City Charter, the City Council may, by ordinance, establish appointive boards and commissions to advise the Council on various issues and perform such functions as the Council may designate. The ordinance establishing each board or commission prescribes the powers, duties, and operating procedures of the board or commission; and establishes the terms of office of the board or commission members, including initial overlapping terms.

All board and commission members are subject to removal by the Council with or without cause. Any vacancy during the unexpired term of any member is filled by the Council for the remainder of the term. Each board and commission shall choose its own officers from among its members. The Council may change any or all of the powers, duties and procedures of any board or commission and may abolish any board or commission which is not required by the Charter or law.

A calendar summarizing annual deadlines and functions follows:

### Boards and Commissions Yearly Planning Calendar

Note: This calendar is not meant to be all-inclusive. Mid-year vacancy interviews are conducted as needed.

	<b>Board/Commission Deadlines</b>	<b>Coordinator Duties</b>	<b>Council Actions</b>
<b>January</b>	Annual Report Deadline: January 31	Annual Report Deadline: January 31	
		Update/Print/Distribute Boards and Commissions Manual	
		Summarize Council liaison comments to Work Plans & distribute to full Council & City Manager.  Prepare agenda item summary and resolution to amend work plans (if Council desires)	Council liaisons return Work Plan comments to City Clerk  2nd meeting in January propose amendments to Work Plans (if desired)

	<b>Board/Commission Deadlines</b>	<b>Coordinator Duties</b>	<b>Council Actions</b>
<b>February</b>			Consider resolution to amend Work Plans (if desired)
		Distribute Annual Reports to Council	Review Annual Reports
	Election of officers either in February or March	Track election of officers	
<b>March</b>	Election of officers either in February or March	Track election of officers	
<b>April</b>	Schedule Periodic Review to meet June or July deadline (NOTE: This is required once every 6 years per board – Clerk’s Office will contact affected board)	Prepare agenda item summary and resolution for Council liaison and committee assignments (following elections on April of odd-numbered years)	Following Council reorganization in April of odd-numbered years, decide which of the various B&C liaison and committee assignments are of interest
		Remind affected B&C to complete Periodic Review	
<b>May</b>			
<b>June</b>	<b>June or July</b> Periodic Reviews Due (once every 6 years per board – Clerk’s Office will contact affected boards)	<b>June or July</b> Prepare Periodic Review Work session Item	
		<b>June or July</b> Write Work session summary of Periodic Reviews for Council packets	<b>June or July</b> Periodic Reviews at Work session
<b>July</b>		Mail “Expire” letters to B/C boardmembers (terms expiring at end of year & are eligible to reapply)	
	<b>June or July</b> Periodic Reviews Due (once every 6 years per board – Clerk’s Office will contact affected boards)	<b>June or July</b> Prepare Periodic Review Work session Item	
		<b>June or July</b> Write Work session summary of Periodic Reviews for Council packets	<b>June or July</b> Periodic Reviews at Work session

	<b>Board/Commission Deadlines</b>	<b>Coordinator Duties</b>	<b>Council Actions</b>
<b>August</b>		Begin collecting data for advertising	
		Design invitations for B&C Appreciation Event	
<b>September</b>	Schedule Work Plans to meet November 30 deadline	Remind B&C of Work Plan and Annual Report Deadlines	
		Advertising efforts begin	
<b>October</b>		Finalize details for Appreciation Event	
		Collect Data from applications and prepare interview notebooks for Council	
		Schedule interviews	Conduct interviews
<b>November</b>	Annual Appreciation Event	Annual Appreciation Event	Annual Appreciation Event
	Work Plan Deadline: November 30	Work Plans Due November 30	
	Schedule Annual Reports to meet January 31 Deadline		
		Schedule interviews	Conduct interviews
<b>December</b>		Distribute Work Plans to Council liaisons	Council liaisons review and comment on Work Plans
		Prepare agenda item summary and resolution for annual appointments	2nd meeting in December annual appointment resolution
		Remind B&C to hold elections in February or March	

### ***Membership Limitations***

The following limitations and requirements are applied to board and commission membership:

No person may serve on any one board or commission for more than two complete terms. For the purpose of this provision, the balance of an unexpired term served by a person appointed to fill a vacancy shall be considered a “complete term” if such unexpired term exceeds 24 months.

No person will be appointed by the City Council to serve concurrently on more than one board or commission. This limitation does not apply to committees deemed to be temporary in nature.

Employees may not serve on any board or commission appointed by City Council, except the Retirement Committee. This restriction shall not apply to Hourly with no Benefits employees, provided that such employees do not serve on a board or commission which, in the judgment of the City Manager, directly affects the terms, conditions, or benefits of employment of any City employee. Hourly with No Benefits employees are required to obtain the written authorization of the City Manager prior to serving or continuing to serve on a board or commission.

All persons appointed, or reappointed, to any board or commission after August 1, 2002, shall be registered voters (except those under 18 years of age) and shall have resided within the Fort Collins Growth Management Area for at least one year. Any member serving on a board or commission who relocates outside of the Growth Management Area during his or her term of service on a board or commission, regardless of his or her date of appointment or reappointment, shall resign his or her membership. These limitations shall not apply to applicants for or members of the General Employees Retirement Committee.

### **Attendance Policy**

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Upon application for and acceptance of appointment, board and commission members demonstrate their intention and ability to attend meetings. If a member experiences recurring attendance problems, the chairperson of the board or commission (of if the chair is the person experiencing the attendance problems, then the vice chair) should contact the Boards and Commissions Coordinator located in the City Clerk's Office, so that he or she can work with the Council liaison to the affected board or commission to address the issue. Either of the following shall automatically cause a member's appointment to be terminated, and shall create a vacancy on the board or commission:

Three consecutive absences from regularly scheduled meetings of the board, if prior to the meetings where the absences occurred, no written notification of any such absence has been submitted to the staff liaison or the chair or, if the chair is the person experiencing the attendance problems, then to the vice chair.

Four absences from regularly scheduled meetings of the board in any calendar year, without written notification to the staff liaison or the chair or, if the chair is the person experiencing the attendance problems, then to the vice chair.

In the event that a vacancy occurs by reason of this policy, the staff liaison and the chair of the affected board or commission or, if the vacancy has occurred by reason of repeated absences of the chair, then the vice chair, shall immediately notify the Boards and Commissions Coordinator so that the vacancy can be filled by the Council.

## ***Vacancies***

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Staff liaisons are responsible for notifying the City Clerk's Office when a member resigns or a vacancy exists for other reasons. The City Clerk's Office will work with the appropriate Council liaison to fill the vacancy.

Council will appoint replacements by official resolution as needed. The City Clerk's Office will notify the staff liaison of appointments.

## ***Election of Officers***

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The election of officers should be held each year during the regular meeting in February or March. This time frame follows the annual appointment of new members. It is suggested that new board members attend at least one meeting prior to election of officers taking place. Staff liaisons must notify the City Clerk's Office when new officers are elected.

## ***Staff Liaison Role***

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Staff support is available to boards and commissions through the various staff members assigned as liaisons to help each group. The boards and commissions staff liaison is responsible for the following:

- Upload yearly meeting dates to Event Calendar on fcgov.com.
- Upload current meeting agenda to fcgov.com.
- Prepare the agenda and review it with the chairperson prior to distribution.
- Distribute the agenda packet.
- Ensure the recording and distribution of meeting minutes. The length and content of minutes will vary with the needs and legal requirements of each board and shall include minimum requirements listed under "Meeting Responsibilities" in this Manual. Minutes distribution:
  - ▶ e-mail pdf of signed/approved copy to the Boards and Commissions Coordinator
- Handle logistics regarding meeting scheduling, setup and public notification. When appropriate, review the proposed Council Policy Agenda with the board.
- Coordinate the board's annual work plan:
  - ▶ Gather input from staff and board members
  - ▶ Include items on the Council Policy Agenda
  - ▶ Ensure work plan is scheduled and discussed with board at least one month prior to submission deadline

- ▶ Ensure that the Service Area and/or Unit Director is familiar with the board's work plan and staff resources needed for implementation
- ▶ Submit final work plan to City Clerk on or before November 30
- Ensure the board's annual report is prepared and submitted to the City Clerk in accordance with report guidelines.
- Inform the board when the budget cycle occurs and explain the board's opportunities to provide input.
- Ensure new members are oriented to the board, including procedures and projects.
- Prepare annual attendance record and submit to the City Clerk when requested.
- At the direction of the Service and/or Unit Area Director, coordinate response to miscellaneous service requests raised during the course of a board or commission meeting.
- If the board/commission desires to have bylaws, work with members and City Attorney's Office to write bylaws and send an original to the City Clerk after formal adoption by the board.
- Ensure the election of officers is held during February or March of each year. Inform the Boards and Commissions Coordinator of the results of each election.
- At the request of the Boards and Commissions Coordinator, provide information to the board/commission regarding policy changes and distribute updated information to all members.
- Work with the City Attorney's and City Clerk's Offices to write Agenda Item Summary for any changes to the functions, duties or membership as written in the City Code.
- Advise the Boards and Commission Coordinator of the following:
  - ▶ Attendance problems
  - ▶ Resignations
  - ▶ Meeting schedule/location changes
  - ▶ Name/address/phone number changes for board members
  - ▶ Staff/name/title/phone number changes for staff liaisons

It should be noted that staff liaisons are **not** authorized to:

- Override a decision of the Council liaison (regarding a request by the board.)
- Serve as a resource for projects not on the board's work plan.
- Serve as a communications link between the City Council and board members. (This is the role of the Council liaison.)

In order to initiate and dedicate staff time to policy investigation, consideration of an ordinance or other significant projects not on the board's work plan:

- The request must be supported by a majority of the entire board or commission.
- If a majority agrees, the board should first contact the City Manager and Council liaison.
- The City Manager and Council liaison will work with the board to seek direction from the Council subcommittee or the full Council on the appropriateness of the request and will provide direction on whether or not staff should proceed.
- From time to time, staff liaisons may prepare memorandums to Council at the request of the board or commission. These communications are sent directly to Council. It is the responsibility of Council to respond directly to the board or commission if Council so chooses. The staff liaison is not responsible to monitor or ensure a response from the Council.

### ***Council Liaison Role***

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Every two years, following the election of Councilmembers, the Council selects its liaisons to the boards and commissions. The role of Council liaisons is defined by Resolution 2000-076 as follows:

To communicate with the board or commission when Council communication is needed and to serve as the primary two-way communications channel between Council and the board or commission.

To take the lead in filling vacancies, reviewing applications, and interviewing candidates for the board or commission.

To serve as the primary informal Council contact for the board or commission.

To help resolve questions the board or commission may have about the role of Council, municipal government, and the board or commission.

To establish formal or informal contact with the chairperson of the board or commission and effectively communicate the role of the liaison.

To provide procedural direction and relay Council's positions to the board or commission, and to communicate to the board or commission that the liaison's role is not to direct the board in its activities or work.

To serve as Council contact rather than an advocate for or ex-officio member of the board or commission.

To review the annual work plan of the board or commission and make recommendations to the City Council regarding the work plan.

To identify and help resolve any problems that may exist with respect to the functioning of the board or commission.

To facilitate the training of new board and commission members by providing suggestions and relevant information to the City staff members responsible for providing such training.

Council liaisons do not normally attend monthly meetings of the boards and commissions. Liaisons are informed of boards and commissions activities through agendas and minutes, work plans, and annual reports. Liaisons may attend a meeting due to an interest in a specific agenda topic, or may "pop in" just to observe. Attendance by a Council liaison should not affect the normal structure of a board meeting. Attention should **not** be focused on the Council liaison and his or her input.

If Council liaison participation is critical to a particular item, a direct invitation should be made to the Council liaison, explaining why participation is deemed to be critical. If appropriate, discuss with the liaison prior to the meeting what expectations are and whether the liaison can meet those expectations.

### **Orientation and Training**

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City staff provides yearly training with regard to the structure and operation of City government and the legal and ethical duties and responsibilities of board and commission members. All members of City boards and commissions are required to attend the training, either in person or in such other fashion as the City Manager and City Attorney may deem appropriate (such as viewing a video tape of the live training session). This requirement must be fulfilled within six months of the appointment of any member.

Record of compliance with this requirement will be maintained in the office of the City Clerk and retained for at least two years following the expiration of each board and commission member's term of office.

Additionally, staff liaisons should provide new board members with pertinent materials which will assist new members in becoming fully functioning members of the board. Established board members are encouraged to share their experience and knowledge with new members.

## ***Budget***

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Generally, budgets are not established for boards and commissions. However, funds necessary for the routine business of boards and commissions are included in the departmental budget for each City department which provides staff support to a board or commission.

## ***Bylaws***

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The City Code provides that all boards and commissions may adopt bylaws which are not inconsistent with the Charter, the Code or other policies that may be established by the Council. A copy of the bylaws must be filed with the City Clerk for the use of the City Council immediately after adoption by the board and they may be subject to the approval of the City Council.

## ***Periodic Review***

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A periodic review will be conducted for all boards and commissions. The initial review dates will be staggered, and thereafter, each board or commission will be reviewed every six years. A review schedule is provided at the end of this section.

The City Council will conduct reviews annually at a work session prior to the annual recruitment process in the Fall. Prior to Council's review, each board or commission scheduled for review in that calendar year will be asked to prepare a self-assessment questionnaire which will be provided to the Council as a part of its work session materials. The questions to be addressed in the board's self-assessment are as follows:

- Are the current duties of the board, as defined by City Code, realistic? If not, what duties would you suggest be added and/or deleted?
- Is the board's workload (annual work plan) too much; too little; about right? Explain.
- Does the board effectively accomplish its annual work plan?
- Are board meetings conducted in an effective manner? What could be done to improve board meetings?
- Is the current size of the board appropriate?
- Are communications between the board and Council effective? What could be done to improve these communications?

In addition, the self-assessment should include the following attachments:

- City Code description of duties
- Current work plan
- Current annual report
- Bylaws

The City Clerk's Office will send a self-assessment questionnaire to the staff liaison of each board or commission, along with a schedule indicating the submission deadline and date of Council's work session.

Council requests that the chair and vice chair (or designees) of each board being reviewed attend the work session to answer questions; however, the Council's review is not intended as a dialogue with the board. At the work session, Council review will consist of the following questions:

- What does the board do? (Current functions)
- Does the City need a board that does this?
- If so, should any of the duties of the board be changed?
- Can any of the duties of this board be consolidated with another board?
- Is the size of the board appropriate?
- Is the work done by the board beneficial and useful to the Council?

The discussion at the work session will assist the Council in determining whether it should:

- Continue the board without alteration of duties or composition.
- Continue the board with amendment to duties and/or composition.
- Eliminate the board and its duties.
- Eliminate the board and transfer of some or all duties to other existing board(s).

The work session will conclude either with (a) a statement that the board should continue without alteration, or (b) direction to staff to prepare legislation making any changes (number of members, duties, etc.).

***Periodic Review Schedule:***

2013	Human Relations Commission Planning and Zoning Board Women's Commission Zoning Board of Appeals
2014	Air Quality Advisory Board CDBG Commission Landmark Preservation Commission Retirement Committee
2015	Art in Public Places Board Cultural Resources Board Land Conservation and Stewardship Board Senior Advisory Board
2016	Building Review Board Citizen Review Board Natural Resources Advisory Board Transportation Board

2017      Commission on Disability  
             Economic Advisory Commission  
             Energy Board  
             Parks and Recreation Board

2018      Affordable Housing Board  
             Golf Board  
             Water Board  
             Youth Advisory Board



4. **Are board meetings conducted in an effective manner? What could be done to improve board meetings?**
  
5. **Is the current size of the board appropriate?**
  
6. **Are communications between the board and Council effective? What could be done to improve these communications?**
  
7. **Other comments:**

**Attachments:**

- √ City Code description of duties
- √ Current Work Plan
- √ Current Annual Report
- √ Current Bylaws

## ***Annual Reports***

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Each board and commission is required, by City Code, to prepare an annual report on or before January 31 of each year for the previous year.

Annual reports should directly correspond to the work plan prepared by the board or commission for the year. The status of each item identified on the work plan should be included, along with other items of business conducted by the board or commission. Annual reports are filed with the City Clerk for distribution to the City Council.

## ***Work Plans***

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The City Code requires all boards and commissions to file work plans on or before November 30 for the following year. Work plans are filed with the City Clerk.

Work plans should set out major projects and issues for discussion for the following year. Timelines and scope of review should be provided when possible. If appropriate, an estimate of action to be taken should be included. Work plans should be concise and easily readable. The City Council will review the work plan for each board and commission. The following table includes the deadlines and action needed to complete the work plan review process:

<b>WORK PLAN DEADLINES</b>	<b>ACTIONS</b>
November 30	Work plans for boards and commissions <b>must</b> be filed with City Clerk
Second Thursday in December	City Clerk forwards specific work plans with comment forms to Council liaisons
Approximately 2 weeks after Clerk distributes work plans with comment forms	Council liaison comments due back to City Clerk
Early January	City Clerk circulates all work plans with Council liaison comments to City Council
2nd City Council meeting in January	Councilmembers propose amendments to work plans pursuant to previously established policy for initiating and developing Council ordinances and resolutions. (Support of 3 Councilmembers needed to initiate item.)
1st City Council meeting in February	Council consideration of resolution to make amendments (if any) to work plans.

## MEETING RESPONSIBILITIES

### Conduct of Meetings

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It is important that boards and commissions conduct their meetings in a manner that is procedurally correct. The Colorado Municipal League has published a handbook entitled “City Councils & Town Boards: Conduct of Meetings.” This publication contains excellent materials for the conduct of meetings. It is recommended that boards and commissions follow the procedures for the conduct of meetings as established in the Colorado Municipal League publication, and that *Robert’s Rules of Order, Newly Revised*, be followed as recommended by the Colorado Municipal League publication, provided, however, that the chairpersons of City boards and commissions shall be permitted to participate in the debate of matters presented to such boards and commissions and shall also be permitted to vote on all motions made by members of such boards and commissions, to the same extent and with the same effect as other members. These rules of procedure may also be further modified by each board or commission, upon majority vote, if the board or commission believes that such modification would enable it to better meet its responsibilities under the Code or Charter and fulfill its functions. Additionally, in those instances where *Robert’s Rules of Order* may be inconsistent with the provisions of the City Charter, the ordinances of the City, or this Manual, the Charter, ordinances, and this Manual shall take precedence.

### Public Input

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Each board or commission shall, at or near the beginning of each of its regular meetings, afford members of the public an opportunity to speak to any matter coming within the purview of the board or commission, regardless of whether such matter is scheduled for consideration at that particular meeting. Time limitations may be imposed by the chairperson of the board or commission on such public input as necessary to conduct the business of the board or commission in a timely and efficient manner.

### Open Meetings

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The City Code specifically requires that all meetings of a board or commission, and all meetings of any committee of a board or commission, shall be open to the public at all times, except when the board or commission is meeting in a validly convened executive session.

The term “meeting” is defined as a gathering of a quorum or three or more members, whichever is fewer, of any board or commission, or any committee of such board or commission, at which any public business is discussed or at which any formal action may be taken. It is important to remember that the open meeting requirements apply to more than just in-person gatherings. They also apply to telephone conference calls, electronic “chat room” conferences, or any other means of communication where conference-like communication can occur. However, the term “meeting” does not include a chance meeting or social gathering at which the discussion of public business is not the central purpose.

## ***Notice Requirement***

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The notice requirement for meetings is slightly different from the public openness requirement. Full and timely notice to the public must be given prior to the holding of any meeting of a board or commission (or committee of a board or commission) at which a majority or quorum is in attendance or is expected to be in attendance or at which formal action could be taken. Therefore, a gathering of three members of a seven member board to discuss board business would be open to the public but there would be no notice requirement if a quorum of the board was not expected to be in attendance and no formal action to occur.

The City Code defines full and timely notice for regularly scheduled meetings as providing a statement with the City Clerk's Office with the regular meeting dates, times and locations. For special meetings, irregularly scheduled meetings, or rescheduled meetings, notice of the meeting must be filed with the City Clerk's Office and posted in the vestibule at the south entrance of City Hall West, 300 LaPorte Avenue at least 24 hours before the time of the meeting. The City Code provides that the chairperson is responsible for the posting.

## ***Quorum Requirements***

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In order for a board or commission to conduct any business or take any formal action, it is necessary that a quorum of the membership be present at the meeting. A quorum consists of the majority of the total number of members specified by the City Code to comprise the board or commission. This quorum requirement does not change even if a position on the board or commission is vacant and the City Council has not appointed a replacement. In the event that a quorum is not present for a meeting, those present can adjourn the meeting to a later date and time. Unless otherwise provided in the board or commission bylaws or City Code, members present at the meeting by speaker phone shall be counted toward establishing a quorum, and may participate and vote in non-quasi-judicial portions of meetings. Attendance by speaker phone for purposes of establishing a quorum or participating and voting in the meeting is not permissible in quasi-judicial portions of meetings.

The quorum for the Youth Advisory Board shall consist of three (3) members for a five (5) member Board or four (4) members for a Board consisting of six (6) to nine (9) members.

The quorum for a board or commission subcommittee shall be a majority of those appointed to the subcommittee unless the Charter, City Code, or the board or commission establishing the subcommittee specifies otherwise.

## ***Minutes***

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Minutes must be taken at any meeting of a board or commission (or committee of a board or commission) at which the adoption of any proposed policy, position, resolution, rule, regulation, or formal action occurs or could occur. The minutes must be open to public inspection and a copy must be filed with the City Clerk upon approval. Section 2-73 of the City Code requires that approval of minutes shall occur no later than the next regular meeting of the board, commission or committee, except in those instances when an audio or video recording has been made and maintained. Discussions that occur in an executive session shall be subject to the same audio recording requirements and related procedures and regulations as are contained in §2-33 of the City Code pertaining to executive sessions of the City Council

and its committees. The minutes of a meeting during which an executive session is held shall reflect the topic of the discussion at the executive session.

Except with regard to the documentation of executive sessions, state law and City Code do not prescribe the level of detail to be contained in the minutes. As provided in the City Code, minutes of executive sessions are not taken. However, the City Code does require that the executive session be tape recorded in most circumstances (see "Executive Sessions" for more details). At a minimum, the minutes of a meeting should contain the following information:

- Date, time and location of the meeting.
- Listing of members present and a statement that such members constituted a quorum.
- General outline of each major topic discussed, considered, and the outcome.
- Comments of individual board members which illustrate the individuals viewpoints and opinions.
- Verbatim (to the extent possible) recital of all motions along with the recording of how each member voted on each motion.
- Statements made by individual board members in explanation of their vote. (Note: it is especially important that board members state, and the minutes reflect, reasons for dissenting opinions.)
- Detailed recital of all formal action taken.
- If a motion is made to go into executive session, the minutes must reflect the topic for the executive session in as much detail as possible without compromising the purpose for which the executive session is held. The specific citation to the provision of the City Code that authorizes the board or commission to meet in executive session, as well as the vote on the motion, must be carefully documented. (See next section on executive sessions.) Additionally, the time of convening and adjourning the executive session should be noted.
- Time of adjournment.

In situations where the board or commission is acting in a quasi-judicial manner or is otherwise conducting an important or controversial meeting, the minutes of a meeting may not be sufficient to adequately record the events of the meeting. In those situations, City staff or the City Attorney's Office may recommend that the meeting be electronically recorded or recorded with the assistance of a court reporter. Even in this situation, minutes should still be taken as the electronic recording or stenographer's notes may never be transcribed.

### ***Approval of Minutes***

Any additions, deletions, or corrections to the minutes should be presented by board and staff members.

A motion should be made and seconded to approve the minutes of the last meeting as amended.

The approved minutes should be signed by the chairperson and secretary of the board or commission.

### ***Discussion Items***

While the minutes should be as accurate as possible, the secretary is not required to record every remark made at the meeting. The secretary should not make the minutes a verbatim transcript.

The minutes should include a description of each item being discussed. Listing questions and answers during discussion of each item is not necessary; however, comments that summarize boardmember positions on each item should be included as support for each boardmember's vote on each issue. (NOTE: It is important that the minutes reflect the reasons for dissenting votes.) The exact wording of any motion made should be included in the minutes, and the maker and second of the motion should be noted. If the motion is approved or defeated unanimously, such should be noted. If the vote on a motion is split, the record should reflect those voting in favor of the motion and those voting against the motion. (NOTE: Special matters such as annexation and zoning hearings may require considerably more detail. Items being forwarded for City Council consideration should also include more detail.)

### ***Adjournment***

Recording adjournment of a meeting in the minutes is advisable, since it indicates whether the meeting was finally adjourned, or adjourned to another time prior to the next regular meeting. The adjournment should specify the time the meeting was adjourned to a later date and hour.

### ***Filing and Distribution of Minutes***

Written minutes of board and commission meetings are considered permanent records of the municipality. The Code of the City of Fort Collins requires boards and commissions to file minutes with the City Clerk for incorporation into the records of the municipality. After minutes have been approved, send:

- ▶ E-mail pdf of signed/approved minutes to the Boards and Commissions Coordinator (as required by City Code). The Clerk's Office will distribute to Council Liaisons, scan into CityDocs, and filed in Central Records.

Tape recordings do not take the place of written minutes and should be used only in preparation of minutes. It is recommended that tape recordings of meetings be retained at least until the minutes are approved, and ideally for 2 to 3 months.

Minutes shall be taken of any meeting of any board or commission of the City, or any committee of such board or commission, at which the adoption of any proposed policy, position, resolution, rule, regulation or formal action occurs or could occur.

Such minutes shall be open to public inspection and shall be filed with the City Clerk upon approval by such board, commission or committee. Such approval shall occur no later than the next regular meeting of the board, commission or committee, except in those instances when an audio or video recording has been made and maintained by the City of the board, commission or committee meeting which is the subject of the minutes. The minutes of a meeting during which an executive session is held shall reflect the general topic of the discussion at the executive session.

### ***Executive Sessions***

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The holding of an executive session is the only time that a meeting of a board or commission may lawfully be conducted privately. Because of the strong interest in maintaining an open and public government, the City Code and the courts have strictly limited the use of executive sessions to certain prescribed situations. For most boards and commissions, the use of executive sessions is a rare event and board and commission members are encouraged to obtain advice in advance from City staff and the City Attorney's Office if they contemplate requesting such a session.

The City Code provides that any board or commission, upon the affirmative vote of 2/3 of the quorum present, may go into executive session for the purpose of considering such matters as would be permissible for consideration by the City Council in executive session, insofar as such matters may be pertinent to the purposes for which the board or commission has been established. The permissible purposes are generally as follows:

Meetings with the City Attorney or other attorneys representing the City regarding litigation or potential litigation involving the City and/or the manner in which particular policies, practices or regulations of the City may be affected by existing or proposed revisions of federal, state or local law. (City Code §2-31(a)(2))

Consideration of actual or hypothetical situations involving potential conflicts of interests with individual board or commission members, provided that no executive session shall be held for the purpose of concealing the fact that a member has a financial or personal interest in the purchase, acquisition, lease, transfer or sale of any real, personal or other property interest from the City. (City Code §2-31(a)(1)c)

Consideration of water and real property acquisitions and sales by the City, restricted to consideration of appraisals and other value estimates and the consideration of strategy for the acquisition or sale of such property. (City Code §2-31(a)(3))

Personnel matters (unless the employee who is the subject of the session has requested an open meeting). This exception does not apply to the discussion of matters pertaining to board or commission members or to personnel policies that do not require the discussion of matters personal to particular employees. (City Code §2-31(a)(1)a,b,&d)

Consideration of electric utility matters if such matters pertain to issues of competition in the electric utility industry. (City Code §2-31(a)(4))

Additionally, the City's pension boards may go into executive session for the purpose of reviewing pension applications, medical records, personnel records and reports and discussing pending as well as previously granted pensions with board attorneys. (City Code §2-71(d)(1)).

The Citizen Review Board review subcommittees may go into executive session for the purpose of receiving and considering evidence relating to internal investigations conducted by Police Services (City Code §2-71(d)(2)).

A motion to go into an executive session must contain a statement as to the topic for the executive session. The statement as to the topic for the executive session must provide as much detail as possible without compromising the purpose for which the executive session is to be held. However, it is not necessary or advisable to identify a confidential component of the topic, such as the specific individual or specific property that the executive session will concern. Additionally the motion to go into an executive session must specifically cite the provision of the City Code that authorizes the board or commission to meet in executive session. An example of a valid motion to go into an executive session is as follows:

“As authorized by City Code Section 2-31(a)(2), I move to go into executive session for the purpose of meeting with the City Attorney to receive legal advice regarding potential litigation and the manner in which the board's action may be affected by existing law.”

In order to convene an executive session, it is necessary that the motion to do so be made at an open and validly convened regular or special meeting of the board or commission. The motion must be approved by not less than two-thirds (2/3) of the quorum present at the meeting. The minutes of the regular or special meeting must specifically reflect the motion, the topic of the proposed executive session, the specific citation of the City Code authorizing the executive session, and the vote upon the motion.

An audio recording must be made of all discussions that occur in an executive session, except those discussions that constitute a privileged attorney-client communication. In that attorney-client situation, a recording need not be made so long as the attorney is present at the executive session and the audio recording of the executive session discussion reflects the fact that no further record was kept of the discussion based on the opinion of said attorney that the discussion constitutes a privileged attorney-client communication. The board or commission may choose to record the privileged attorney-client communication portion of the executive session so there is no question about the propriety of going “off the record.”

The audio tape of an executive session must be maintained for not less than 90 days, after which the tape may be destroyed pursuant to the City's document retention policy. It is important to realize that any person may file an application with the District Court challenging the lawfulness of an executive session. In such a circumstance, the District Court Judge would review the audio tape to determine whether or not the requirements of the City Code were met. If the above described legal requirements were not met, the Court will make public that portion of the executive session that either strayed from the appropriate topic or where formal action was taken.

During an executive session, the board or commission cannot make final policy decisions, adopt resolutions, or take other formal action. If a board or commission does attempt to take formal or final action in an executive session, such action would be void and of no effect.

Information received by board and commission members in an executive session should be kept confidential by the members. A member could become criminally liable for misuse of official information if a member used confidential information for his or her personal pecuniary gain or aided another in achieving a pecuniary benefit. Disclosure of confidential information could also result in the loss of liability protection under the Colorado Governmental Immunity Act for the individual making the disclosure and removal from membership on the board or commission.

# **CONFLICT OF INTEREST GUIDELINES**

## ***Introduction***

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The members of City boards and commission are subject to certain rules of ethical conduct established by the City Charter and Code. The following summary highlights the primary areas of concern addressed by these rules. When in doubt, a board or commission member should consult with the City Attorney's Office for clarification of any applicable regulations. Also, a board or commission's Council liaison is permitted under the City Code to submit an inquiry to the Ethics Review Board on behalf of a board or commission member for an advisory opinion and recommendation. Ultimately, each member is responsible for his or her own compliance with all applicable laws and regulations.

## ***Conflicts of Interest***

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A board or commission member should refrain from voting on or attempting to influence any decision in which he or she has a financial or personal conflict of interest. Additionally, when a conflict exists under the rules contained in the City Charter, the member should file with the City Clerk's Office a written statement of disclosure as soon as the conflict of interest is discovered. A copy of the disclosure form is included with these materials and additional forms may be obtained from the City Clerk's Office.

Generally, a board or commission member has a financial interest in a decision when the decision entails some foreseeable, measurable financial benefit to the individual member or relative.

Even if a member does not have a financial interest in a decision or recommendation, a personal interest may also create a conflict of interest. The test for a personal interest is whether, in the judgement of a reasonably prudent person, the board or commission member would realize or experience some direct and substantial benefit or detriment different in kind from that experienced by the general public. In applying this test in a business context, a board or commission member should check with the City Attorney's Office before participating in any decision which directly and substantially benefits a business in which he or she either has a substantial financial interest or is engaged as a consultant or representative. Or, if a decision of the City might directly and substantially affect a particular business to its economic detriment, and a board or commission member has a substantial financial interest in a competing firm, the member should also exercise caution in deciding whether to participate in the decision.

Certain exceptions to the general rules pertaining to financial and personal conflicts of interest are contained in Article IV, Section 9(a) of the City Charter.

## ***Contracts with the City***

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Board and commission members and their relatives are prohibited from having a financial interest in sales to the City, but only if they exercise, directly or indirectly, any decision-making or supervisory authority with regard to the goods or services to be sold to the City.

As to purchases from the City, such purchases are permitted only when the property is offered for sale at an established price and not by bid or auction, and the purchase must be on the same terms and conditions as would be available to all members of the general public.

### ***Disclosure of Confidences***

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Board and commission members sometimes receive confidential information from City staff. Such information should not be used for the private benefit of the board or commission member or any other individual. Additionally, disclosure of the information is prohibited if a reasonable person would consider that the disclosure would injure the financial interests of the City.

### ***Gifts and Favors***

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The acceptance of honoraria (compensation for speech or participation in public events as an official of the City) is prohibited. The acceptance of any other gift or favor from persons doing business with the City or desiring to do business with the City is also prohibited if the gift or favor might reasonably be construed as compensation for an official decision or as something that would tend to impair the board or commission member's independence of judgment in the performance of his or her official duties. The following specific items are excluded from the definition of prohibited gifts or favors and may be accepted:

- ▶ Nonpecuniary awards for public service.
- ▶ Reimbursement for expenditure for attending job-related conferences or other meetings.
- ▶ Invitations to social functions or meetings which are not extraordinary when viewed in the light of the position held by the board or commission member.
- ▶ Perishable or nonpermanent items that are insignificant in value, such as meals, lodging, travel expenses, tickets to sporting, recreation, educational or cultural events.
- ▶ Salary from outside employment.

## **Checklist**

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The following questions are suggested when examining a potential conflict of interest or question of ethical conduct. If the answer to the question is “yes,” the board or commission member should avoid participating in the decision of engaging in the proposed transaction:

- Sales to the City:** Will I or my relative receive some foreseeable, measurable financial benefit? Am I involved in the procurement or supervision?
- Purchases from the City:** Am I, or is my relative, buying this at auction? Are we buying it under any different terms and conditions than would be available to members of the general public?
- Financial Interest in a Decision:** Will I or my relative receive some foreseeable, measurable financial benefit?
- Personal Interests:** Would a reasonably prudent person believe that I or my relative will realize or experience some direct and substantial benefit or detriment from this decision that is different in kind from that experienced by the general public? Will the business that either of us represents directly and substantially benefit? Will a competing firm be directly and substantially harmed?
- Gifts or Favors:** Is this gift or favor being offered to me because of a decision I have made or am about to make? Would a reasonably prudent person think that this gift or favor would impair my independence of judgment? (Before deciding to accept a gift, it should fit under one of the exemptions in the Code.)
- Confidences:** Am I about to use or disclose a confidence which, in the judgment of a reasonably prudent person, would injure the financial interests of the City? Will I be using it for private gain, either for myself or for another person?

**CONFLICT OF INTEREST DISCLOSURE STATEMENT  
CITY OF FORT COLLINS, COLORADO**

The following disclosure statement is submitted to the Clerk of the City of Fort Collins pursuant to the requirements of Article IV, Section 9 of the City Charter and, to the extent applicable, Section 24-18-109(3)(a), C.R.S.	
Name:	
Title:	
Decision(s) affected (give description of item to be addressed by Council, Board, etc.):	
Brief statement of interest:	
Date:	Signature:
<b>REMOVAL OF CONFLICT OF INTEREST</b>	
I affirm that the above-stated conflict of interest no longer exists.	
Date:	Signature:

cc: City Attorney  
City Manager

## **APPEALS PROCEDURE**

The decisions of certain boards, commissions, and other decision makers can be appealed to the City Council. The procedure for filing an appeal is specified in Chapter 2 of the City Code. In an effort to assist citizens with the appeal process, the City Clerk's Office has developed Appeal Guidelines. The Appeal Guidelines are available on-line at [www.fcgov.com/cityclerk](http://www.fcgov.com/cityclerk) (choose the Appeal Guidelines link under the Miscellaneous Info sidebar on the bottom right-hand side of the webpage).

Questions regarding the appeal process should be directed to the City Clerk's Office by calling 970.221.6515.

## **TYPES OF BOARDS AND COMMISSIONS**

Boards and commissions are established for the purpose of reviewing information and making recommendations to City Council on City policy issues. There is no difference between a board or commission. Specific duties and functions are established individually for each board or commission. The majority of boards and commissions are advisory to the City Council and/or City administration. These boards and commissions do not have decision-making powers. The advisory boards are as follows:

### **Advisory to Council:**

Affordable Housing Board  
Air Quality Advisory Board  
Art in Public Places Board  
Commission on Disability  
Community Development Block Grant Commission  
Cultural Resources Board  
Economic Advisory Commission  
Energy Board  
Golf Board  
Land Conservation and Stewardship Board  
Natural Resources Advisory Board  
Parks and Recreation Board  
Senior Advisory Board  
Transportation Board  
Women's Commission  
Youth Advisory Board

### **Advisory to Council and City Administration:**

Citizen Review Board

Various boards and commissions are quasi-judicial and have decision-making powers within their areas of expertise. Their decisions are subject to appeal to the City Council or the courts. The following are quasi-judicial boards:

### **Quasi-Judicial:**

Building Review Board  
Human Relations Commission  
Landmark Preservation Commission  
Planning and Zoning Board  
Retirement Committee  
Water Board  
Zoning Board of Appeals

## **BOARDS AND COMMISSIONS FUNCTIONS**

### ***Affordable Housing Board***

The Affordable Housing Board advises the City Council on matters pertaining to affordable housing issues of concern to the City. The City has established several programs designed to stimulate the construction of additional affordable housing units and retention of existing housing units in the community. These programs include development review priority processing, impact fee collection delay and sales tax rebates.

### ***Air Quality Advisory Board***

The Air Quality Advisory Board advises the City Council regarding policies, plans and programs to improve and maintain the city's air quality. The Board may, without limitation, biennially review air quality indicators; review and recommend revisions as needed to the Air Quality Plan, and to any other City Plans that may have significant impacts on air quality; and advise the Governor-designated lead agency for air quality planning on matters pertaining to the Fort Collins element of the State Implementation Plan. The Board may also convene ad hoc citizen task groups to provide additional technical expertise to the Board for the planning of specific strategies. The Board coordinates its work with the Energy Board, Transportation Board, Natural Resources Advisory Board and the Planning and Zoning Board.

### ***Art in Public Places Board***

The Art in Public Places Board advises and makes recommendations to the City Council regarding incorporation of works of art into construction projects; advises and makes recommendations to the City Council regarding the acceptance of offers to donate art to be placed in public areas; and advises and makes recommendations to the Community Services Director and the City Council as to rules, regulations, guidelines, policy, administrative and budgetary matters pertaining to the Art in Public Places Program.

### ***Building Review Board***

The Building Review Board is charged with the responsibility to hear appeals and requests for variances related to the Fort Collins building codes and contractor licensing regulations. The BRB hearing provides a formal recourse to building permit and contractor license applicants who disagree with an interpretation or ruling by the Fort Collins Building Official. The BRB is authorized to rule in favor of the applicant and to approve alternative building methods and materials that are not specifically prescribed in the building codes. This board may also revoke or suspend a contractor license when it determines that a licensee has violated the building codes or licensing rules. In an advisory capacity, the BRB makes recommendations to City Council concerning the revision of existing codes or the adoption of new building codes and contractor regulations.

### ***Citizen Review Board***

At the request of the City Manager or the Chief of Police the Citizen Review Board makes recommendations concerning interpretation of police policies and procedures. The Board reviews internal investigations where a peace officer is alleged to have used force, discharged a firearm, committed a crime, when a person sustained severe injury, death, or alleged their civil rights were violated by a peace officer, or other investigations requested by the City Manager or Police Chief. Use of deadly force would be a mandatory review by the Board even if no complaint is filed. The Citizen Review Board also offers reviews for outside law enforcement agencies operated within the City and makes annual reports to the City Council and City Manager concerning activities and recommendations of the Board.

### ***Commission on Disability***

The Commission on Disability serves as an advisor to the City of Fort Collins City Council on issues relating to citizens with disabilities. In its role as an advocate for citizens with disabilities, the Commission on Disability: develops educational programs to acquaint citizens with issues affecting individuals with disabilities; forms special committees to review and address particular issues; works together with other boards and commissions and the City Council to provide recommendations to assure compliance with Section 504 of the Rehabilitation Act of 1973, the 1990 Americans with Disability Act (ADA), the Fair Housing Act and other legislation relating to persons with disabilities; and serves as ombudsman between City departments, the private business sector and the community of citizens who have disabilities.

### ***Community Development Block Grant (CDBG) Commission***

The CDBG Commission advises the City Council on matters pertaining to the City's Competitive Process which includes funding from the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) Program, and the City's Affordable Housing Fund (AHF) and Human Services Program (HSP). HUD provides federal grant funds to the City to meet affordable housing and community development needs of low and moderate income people. The City receives about \$1.5 million from HUD and just under \$1 million from the General Fund annually. Program funds are typically used for housing, human services, and community development programs, projects, and activities.

### ***Cultural Resources Board***

The Cultural Resources Board's primary function is to advise City Council on issues relating to the Lincoln Center and the Fort Collins Museum. In addition, the Board reviews applications and makes recommendations for funding from the City of Fort Collins' Cultural Development and Programming Account and Tourism Programming Account (Fort Fund).

### ***Economic Advisory Commission***

The duties and functions of the Commission shall be:

- (1) To advise the City Council on matters pertaining to the economic health and sustainability of the city, including, but not limited to, (a) events and trends occurring outside the Fort Collins community that may affect the local economy; (b) immediate and long-term threats to the local economy; (c) ways in which to enhance the City's competitive position in relation to other communities; and (d) possible partnerships with other public and private entities;
- (2) To recommend programs and strategies that may enhance the economic health and sustainability of the city;
- (3) To be aware of and coordinate with other City boards and commissions whose actions may affect the economic health and sustainability of the City;
- (4) To advise Council on existing or proposed policies, practices or regulations of the City that may affect the local economy; and
- (5) To perform other such duties and functions as provided by the City Council.

### ***Energy Board***

The duties and functions of the Board shall be:

- (1) To advise the City Council and staff regarding the development and implementation of the City's energy policy;
- (2) To advise the City Council and staff in developing City policies that encourage the incorporation of energy conservation and efficiency, carbon emissions reduction, and renewable energy into the development and provision of City utility services, the design and construction of City transportation projects, and the way in which the City impacts the overall built environment within the City.
- (3) To advise the City Council and staff regarding the alignment of energy programs and policies with City, ratepayer and community values and service delivery expectations;
- (4) To advise the City Council and staff regarding the recommendations for improvements to City energy systems;
- (5) To coordinate with other City boards and commissions regarding energy issues;
- (6) To advise the City Council and staff regarding budgetary, rate-making and operational matters related to the electric utility;
- (7) To annually review and provide advice to City Council and staff on the City's Legislative Policy Agenda regarding energy and energy-related carbon issues; and
- (8) To perform such other duties and functions and have such other powers as may be provided by ordinance of the City Council.

### ***Golf Board***

The Golf Board advises and makes recommendations to the Community Services Director and the City Council as to rules, regulations, policies, administrative and budgetary matters pertaining to the operation and maintenance of all City-owned golf courses. The Board advises and makes recommendations to the Director concerning the terms and conditions of any agreements to be entered into with golf professionals and other concessionaires in connection with City-owned golf courses, as well as other agreements which may affect the management, operation, maintenance, construction or acquisition of City-owned golf courses; assists in the procurement of goods and services for City-owned golf courses, including the selection of golf professionals, concessionaires and other contractors, as defined; and advises and makes recommendations to the City Manager concerning approval of annual fees and charges at City-owned golf courses.

### ***Human Relations Commission***

The Human Relations Commission was established by City Council to promote the acceptance and respect for diversity through educational programs and activities, and to discourage all forms of discrimination based on race, religion, age, gender, disability, etc. The commission often coordinates these efforts with other City boards and commissions, community groups and organizations. The commission also oversees the Citizen Liaison Program, and presents the annual Human Relations Awards to recognize those citizens who have advanced the cause of human rights through their volunteer efforts.

### ***Land Conservation and Stewardship Board***

The duties and functions of the Board shall be as follows:

- (1) To advise City Council regarding policy and budgetary matters pertaining to the Natural Areas Program, including but not limited to the expenditure of Open Space, Yes! and Larimer County Help Preserve Open Space dedicated sales tax revenues.
- (2) To advise Natural Areas Program staff and the City Council in connection with the proposed acquisition or disposition of land, interests in land, interests in water and other interests in real property for the Natural Areas Program.
- (3) To advise Natural Areas Program staff regarding the development of management plans and public improvements for Natural Areas Program properties.
- (4) Upon request of the City Manager or at the direction of the City Council, to advise City Council regarding any positive or negative impacts that particular plans or projects of the City or of other public or private entities may have on Natural Areas Program properties or properties that may be of interest to the Natural Areas Program. This provision shall not apply to development projects for which applications have been submitted to the City for approval under the Land Use Code.
- (5) Upon request of the City Manager or at the direction of the City Council, to advise City Council in connection with the proposed acquisition or disposition of land, interests in land, interests in water and other interests in real property for City programs other than the Natural Areas Program.

### ***Landmark Preservation Commission***

The Commission shall perform all duties relating to preservation of historic landmarks as set out in Chapter 14, including the designation of sites, structures, objects or districts as landmarks and the review and approval or rejection of plans for the construction, alteration, demolition or relocation of any such site, structure, object or district. Decisions of the Commission are final unless appealed to the City Council. The Commission shall also perform the following additional functions:

- (1) To promote awareness and understanding of, and appreciation for, the value of historic resource preservation in contributing to the quality of life in the City, and actively encourage property owners to voluntarily designate their properties as historic landmarks;
- (2) To advise the City Council and City staff with regard to the identification and evaluation of historic resources within the Growth Management Area and provide information regarding the significance of the resources, the nature and degree of threat to their preservation, and methods for their protection;
- (3) To advise the City Council and City staff with regard to appropriate policies, incentives and regulations for encouraging and/or requiring preservation and rehabilitation of historic resources;
- (4) To coordinate with the various other City boards, commissions and City staff members whose actions may affect the preservation of historic resources in the community; and

- (5) To establish a committee of its members to provide advice and, if required under Section 2.10.2(H) of the Land Use Code, written recommendations to the owners of eligible historic properties, and of properties located near eligible historic properties, regarding historically appropriate design and site planning for additions, alterations, and new construction in the City; provided, however, that any members of such committee who provide such advice or recommendations to property owners under this provision shall refrain from participating in any subsequent decisions of the Commission related to such properties; and
- (6) To perform such other duties and functions as may be provided by the City Council by ordinance or resolution.

### ***Natural Resources Advisory Board***

The Natural Resources Advisory Board shall have the following functions: (1) to advise the City Council on all matters pertaining to natural resources and environmental protection issues of concern to the city; (2) to analyze various natural resources issues and to aid and guide the development of city-wide natural resources programs to address currently existing and potential natural resources and environmental issues; (3) to promote citizen participation and public education on city-wide natural resources and environmental protection issues; (4) to be aware of and coordinate with the various Department of Natural Resources' technical advisory committees; (5) to perform such other duties and functions and have such other powers as provided by the City Council.

### ***Parks and Recreation Board***

The Parks and Recreation Board shall have the following functions: (1) to advise and make recommendations to the Community Services Director and the City Council for their approval as to rules, regulations, policies, administrative and budgetary matters pertaining to parks and recreation but excluding matters relating to the operation and maintenance of City-owned golf courses and cemeteries; (2) to assist the City in cooperating with the Poudre School District and other organizations and individuals interested in the City's parks and recreation programs; and (3) to promote community awareness and understanding of, and appreciation for, the value of parks and recreation as a resource contributing to the quality of life in Fort Collins.

### ***Planning and Zoning Board***

The Planning and Zoning Board's responsibilities include making recommendations to the City Council regarding zoning, annexations, major public and private projects and any long range planning activities (such as City Plan or subarea plans) that require Council approval. The Board is also the final decision making authority regarding land use proposals including overall development plans, project development plans and any planned unit developments that remain from the City's previous land use regulations. In addition, the Board coordinates with the Poudre R1 and Thompson school districts and the Larimer County Planning Commission.

### ***Retirement Committee***

The General Employees Retirement Committee's charges are: manage/administer the Retirement Plan for members and retirees and manage accumulated Retirement Fund money; determine the eligibility/credited service of members under Plan rules; interpret the Plan's provisions; and authorize payment of retirement benefits and bills for expenses of Plan and Committee. The Committee sets the policies and procedures for these responsibilities and directs staff personnel and actuarial consulting firm to carry out the functions. The Committee also: seeks information and advice to benefit the Plan and members; recommends Plan changes to City Council for approval; recommends to City Council enhancements to the Plan's provisions and benefits; educates Committee's and Plan's members; keeps abreast of legislation that could affect the Plan; keeps the members informed of their current/projected benefits; encourages Plan members to accumulate other sources of retirement income; and provides minutes of each meeting and files documents as required.

### ***Senior Advisory Board***

The Senior Advisory Board is comprised of individuals of all ages who share a concern for the aging members of our community. The primary objective is to help aging citizens in Fort Collins and the surrounding area live full and interesting lives so that they might continue to contribute, participate and share in the life of the community. The Board assumes responsibility for involvement in a network of senior agencies and organizations so that they can remain aware of issues, needs and occurrences that may be relevant to their work. Their primary concern is to provide education in this community about the aging process, to inform and be informed, to advocate for a good quality of life, and to encourage networking among the various groups who deal with senior issues.

### ***Transportation Board***

The Transportation Board advises the Fort Collins City Council on transportation issues. The Board examines issues relating to financing; the development and implementation of master plans pertaining to pedestrian, streets, transit, bicycles, automobiles, congestion, traffic signalization, and transportation facilities; the use of technology; and education of the public and private industry on transportation topics. The Board acts as a forum for the citizens to express their needs and concerns. The Board coordinates with other City boards and commissions on projects and issues that are of mutual interest. The Transportation Board works with other municipalities in the region to identify and develop solutions to key transportation issues.

### ***Water Board***

The City of Fort Collins Water Board advises the City Council regarding water, wastewater and stormwater policy issues such as water rights, planning, acquisition and management, conservation and public education, floodplain regulations, storm drainage and development design criteria. The Board reviews and makes recommendations on Water, Wastewater and Stormwater Utilities budgets, fees, water quality and local, state and federal water legislation. At times, the Board acts as a quasi-judicial body on floodplain regulation variances. It cooperates with regional entities to coordinate planning and maintain a dialogue on regional water issues. The Board is also involved in master planning and provides advice and citizen input regarding proposed policies and actions affecting Utilities customers.

### ***Women's Commission***

The Commission is created for the purpose of enhancing the status of and opportunities for all women in the City. The Commission shall have the ability to:

(1) Document issues of importance to the status of women in the City; (2) Conduct educational programs in the Fort Collins community to increase public awareness and sensitivity to the needs and capabilities of all women; (3) Cooperate with other organizations and individuals interested in issues affecting women in the Fort Collins area; (4) Review proposed legislation, policy changes or other governmental action at the federal, state or local level that would enhance or otherwise affect the status of women in the City and make recommendations to the City Council regarding the same. (5) Recommend to the City Council the adoption of local legislation or policies that would enhance the status of women in the City.

### ***Youth Advisory Board***

The Youth Advisory Board gathers information from local youth, other groups, organizations and agencies regarding youth-oriented issues and makes recommendations to City Council in reference to these issues.

### ***Zoning Board of Appeals***

The Zoning Board of appeals has the authority to approve variances from the requirements of the Land Use Code and to hear and decide appeals from any decision made by an administrative official pertaining to a specific property. The Board may grant variances when the members determine that there is some unusual feature of a property or some other exceptional situation unique to a property which creates an unfair burden to the applicant. Such features may include physical conditions like exceptional narrowness, shallowness, or topography. Additionally, the Board may grant a variance upon finding that the proposal will promote the general purpose of the standard for which the variance is requested equally well or better than would a proposal which complies with the standard for which the variance is requested. No variance can be granted which is determined to be a substantial detriment to the public good.

## MEETING TIMES

Boards and commissions routinely meet at the following times and places unless a specific change is announced.

<b>BOARDS AND COMMISSIONS</b>		
<b>Board/Commission</b>	<b>Meeting Date/Time/Location</b>	<b>Contact</b>
Affordable Housing Board	First Thursday of each month – 4:00 p.m. Conference Rooms A & B, 281 North College Avenue	Ken Waido 221-6753
Air Quality Advisory Board	Third Monday of each month – 5:30 p.m. 215 North Mason, Conference Room 1-A	Lucinda Smith 224-6085
Art in Public Places Board	Third Wednesday of each month – 3:30 p.m. Columbine Room, Lincoln Center, 417 W. Magnolia	Ellen Martin 416-2789
Building Review Board	Last Thursday of each month – 1:00 p.m. Council Chambers, City Hall West, 300 LaPorte Avenue	Delynn Coldiron 221-6767
Citizen Review Board	Second Wednesday of each month – 5:30 p.m. Council Information Center, City Hall West, 300 LaPorte Avenue	Jerry Schiager 416-2587
Commission on Disability	Fourth Thursday of each month – 12:15 p.m. Council Information Center, City Hall West, 300 LaPorte Avenue. Subcommittees second Thursday each month – 12:15 p.m. Council Information Center, City Hall West, 300 LaPorte Avenue	Ethan Cozzens 221-6273
Community Development Block Grant (CDBG) Commission	Second Thursday of each month – 6:30 p.m. Community Room, 215 Mason	Heidi Phelps 221-6757
Cultural Resources Board	Last Thursday of each month – 12 Noon (except January, April & June) Lincoln Center, 417 W. Magnolia. Fort Fund sessions held fourth Wednesday (January, April and June)	Jill Stilwell 416-2789
Economic Advisory Commission	Third Wednesday of each month – 11 a.m. Council Information Center, City Hall West, 300 LaPorte Avenue	Josh Birks 221-6324
Energy Board	First Thursday of each month – 5:30 p.m. Board Room, 117 N. Mason Street	Harriet Davis 416-2513
Golf Board	No meetings held January, February and December First Wednesday of March, 7:00 p.m. Third Wednesday April - September, 7:00 p.m. Third Wednesday of October, 6:00 p.m. First Wednesday of November, 6:00 p.m. Park Shop, 413 S. Bryan Avenue	J. R. Schnelzer 221-6301
Human Relations Commission	Second Thursday of each month – 5:30 p.m. Council Information Center, City Hall West, 300 LaPorte Avenue	Melissa Herzog 221-6714
Land Conservation & Stewardship Board	Second Wednesday of each month – 6:00 p.m. Conference Room 1A, west entrance, 215 North Mason	Mark Sears 416-2096

Landmark Preservation Commission	Regular meetings are held on the Second Wednesday of each month – 5:30 p.m. City Council Chambers, 300 LaPorte Avenue Worksessions are held on the fourth Wednesday of each month – 5:30 p.m. Conference Room A., 281 N. College Avenue	Karen McWilliams 224-6078
Natural Resources Advisory Board	Third Wednesday of each month – 6:00 p.m. Conference Room 1A, west entrance, 215 North Mason	Susie Gordon 221-6265
Parks and Recreation Board	Fourth Wednesday of each month – 5:30 p.m. Locations vary (check website and Parks and Recreation Board Public Notice)	Craig Foreman 221-6618 J.R. Schnelzer 221-6301
Planning & Zoning Board	Third Thursday of each month – 6:00 p.m. City Council Chambers, City Hall West, 300 LaPorte Avenue Worksessions are held the Friday before scheduled hearing 12 noon, Conference Room A, 281 North College Avenue	Laurie Kadrich 221-6750
Retirement Committee	Second Thursday of each month – 1:15 p.m. 2nd Floor Meeting Room 2A, 215 North Mason	Heather Shepherd 221-6788
Senior Advisory Board	Second Wednesday of each month – 1:30 p.m. Fort Collins Senior Center, 1200 Raintree Drive	Barbara Schoenberger 224-6026
Transportation Board	Third Wednesday of each month – 6:00 p.m. Community Room, 215 North Mason	Mark Jackson 416-2029
Water Board	Third Thursday of each month -- 5:30 p.m. Board Room, 117 North Mason Worksessions are held on the first Thursday of each month 5:30-7:30 p.m. Community Room, 215 North Mason	Harriet Davis 416-2513
Women's Commission	Third Wednesday of each month – 6:30 p.m. Room 1B, west entrance, 215 North Mason	Suzanne Jarboe-Simpson 224-6137
Youth Advisory Board	First and Third Wednesday of each month – 6:30 p.m. (no meetings held June - August) Northside Atzlan Community Center, 112 East Willow Street	Steve Budner 221-6861 Megan Greer 224-6032
Zoning Board of Appeals	Second Thursday of each month – 8:30 a.m. Council Chambers, City Hall West, 300 LaPorte Avenue	Peter Barnes 416-2355

## Anne Cardwell - Re: Fwd: Board & Commission Review - Number of Hours by Position

**From:** Diane Smikahl  
**To:** Anne Cardwell  
**Date:** 5/20/2013 5:51 PM  
**Subject:** Re: Fwd: Board & Commission Review - Number of Hours by Position

One more shot at getting the #s right... the info for Library Trustees did not include the amount of staff time for the committees. I had that on a separate sheet.  
 So I think this is more accurate.

Library Board	Total	Director	Secretary	Library Mgr	Literacy	Heather
Prepare monthly agenda and staff reports	17	5	8	2	2	
Prepare and post minutes	3		3			
Attend Commission meetings	6	1.5	1.5	3		
Communicate with Commissioners	0	0	0			
Management of projects	9	0	3	6		
City Attorney's time (annual) = 2 hrs open govt. training						2
	35	6.5	15.5	13	2	422

>>> Anne Cardwell 5/15/2013 11:50 AM >>>

Hi,

Below is an email that went to you all back in February re: updating your b&c numbers. Included in that email is summary of our last meeting on this topic - where we all agreed on how we were going to calculate our time spent in terms of b&c's.

After that meeting, you all reviewed and updated your numbers, and attached is a spreadsheet that shows the latest numbers. Please look this over and make sure I have it right for your b&c(s). Per Brad's email, if you want to rethink any of this and change any of your numbers, please let me know by end of day on **Friday** - but please keep the way you assess consistent with approach described in email below.

Mike, you sent me an updated summary - which I have, but I don't think any of your numbers of hours changed - but if I missed that, let me know.

Charlie - I updated CSC numbers, per your email w/ the updated summaries for CSC and Sky Valley.

Diane - per my prior email, I know you want to revise your numbers some, and I'll connect with you on Monday to get the break out by position, so we can make those changes.

Heather/Melissa - if you need your prior summaries to reference as you review this, let me know, and I can find/forward. (Everyone else already has their's per emails last week on this - but if you need me to resend, let me know.)

Andrew/Jim - lucky you, nothing for you to do on this - so this is just an fyi for you.

Thanks,  
 Anne

>>> Anne Cardwell 2/4/2013 10:03 AM >>>

Hello,

Attached are the prior summaries by boards & commission we all completed. As we discussed when we met last, we are going to review these summaries once more and re-do, as needed, with consistent categories of tasks performed by staff in support of the board or commission.

Based on our conversation when we met, here are the categories I'm suggesting:

**-Preparation of monthly or quarterly agenda & staff reports** (this includes all time necessary to: research and prepare staff reports, prepare agenda, compile packet, post agenda & packet online, and distribute the packet)

**-Prepare and post minutes**

**-Attend the meetings** (includes any subcommittee meetings staff may be attending)

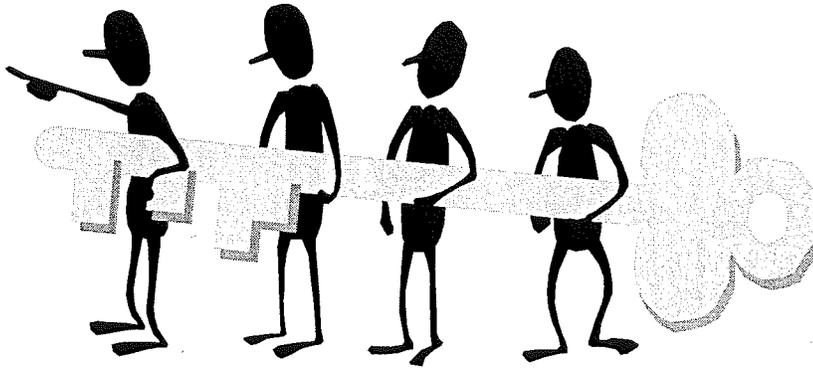
**-Communicate with board or commission members as needed regarding agenda items and projects**

**-Management of projects and/or grant funding directly related to board or commission's function**

(I think Karan's comment was helpful in terms of deciding if something gets counted here - is if the board or commission didn't exist, would you still be doing whatever it is?)

If you can think of anything I'm missing, please let me know, but after reviewing our various summaries, this seems to capture it. Otherwise, please review your attached summaries in light of the above noted categories, and do any revising that is needed, that would be great.

Thanks!  
Anne



## WORK PLANS

A work plan is the B&C's expressed effort for the year. It addresses the important problems, challenges, and opportunities identified by Council and the Department that need to be addressed by the B&C during the next year. A Council-approved and published work plan has the following benefits:

- Establishes measurable objectives
- Keeps the B&C aligned with departmental and Council goals
- Assists in the allocation of departmental resources
- Promotes continuity of B&C action

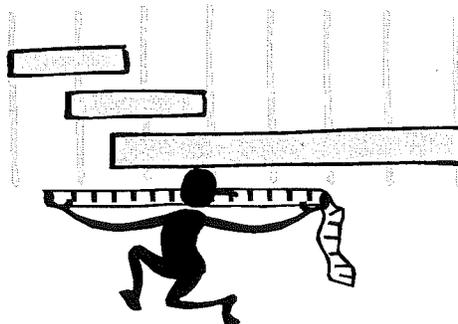
Annually, a work plan will be developed jointly between the B&C and staff. The deadline (usually mid-January or February) for B&C work plan development will be set and published each year. A three-member Council committee will be appointed to review all B&C work plans as part of the budget preparation cycle each year. A work plan template will be provided each year to the B&C Chair and staff liaison.

B&C Chairs are expected to meet, as needed, with their Department Director and the other Chairs of B&C's assigned to that Department to discuss the B&C's work plans and strategies for executing those work plans. The Department Director will also review the level and allocation of departmental resources, such as staff time and support, for all B&Cs affiliated with the department.

Some B&Cs occasionally undertake initiatives that require resource allocation in one or more departments. For example, the Arts in Public Places Board may need assistance from Public Works with the installation or maintenance of APPB sculptures. Council must approve these appropriations as part of the regular budget process. These appropriations will be considered part of the budget of the relevant department.

Generally, the following outline will be used for the preparation of B&C work plans:(Specific dates and deadlines will be announced each year. The two-month overlaps shown below indicate the general timeframe.)

- Oct/Nov
  - Council determines budget priorities
  - Departments begin planning for budget priorities in relation to their responsibilities.
  - Boards and Commissions may be asked to provide input on budget priorities in relation to their area of responsibility.
- Nov/Dec
  - Boards and Commissions and Departments collaborate to develop draft work plans.
- Dec/Jan
  - Boards and Commissions/Departments review and complete work plans and submit to Department Directors and Council Liaisons roughly 6 working weeks (excluding holidays) following receipt of Council budget guidance.
- Jan/February
  - Department Directors develop their budgets including any resources identified in the B&C work plans. Departmental budgets are reviewed with the Finance Manager and County Administrator.
- Feb/March
  - A three-member Council committee reviews and comments on each B&C work plan. The reviewed plans are presented for Council approval in a manner determined by Council. Traditionally, a 3-member Council committee reviews the work plans and makes recommendations to the whole Council.
- April/May
  - Budget Hearings are conducted by County Council.



Final

**Benicia Arts and Culture Commission -- 2013-2014 Work Plan**

<b>Schedule</b>	<b>Task/Subject</b> related to duties described in Ordinance No. 09-15	<b>Lead/Team</b>
Annually	Reprint and redistribute "Experience the Arts and Culture of Benicia" brochure	Public Arts Subcommittee
Annually	Analyze the Commission's strategic plan and develop strategies to address deficient areas.	Commission
Annually	Host the Commission's roundtable	Outreach Subcommittee
As needed	Conduct fundraising events for the Benicia Film Festival, Public Art, Grantees, or other projects as needed	Commission / subcommittees
Bi-annually	Recommend non-profit organizations to receive funding	Commission
Quarterly	Monitor and review progress of each grantee and conduct annual site visits	Commission
Ongoing	Work cooperatively with the Economic Development Board / Tourism Committee in promoting art and cultural programs and activities within the city as an economic vitality strategy	Chair / Commissioners / Staff
<b>Schedule</b>		
<b>Priority Special projects</b>		
<b>Lead/Team</b>		
Estimated completion by July 2014	Obtain City approval for the final metal and glass public art piece	Public Art Subcommittee
TBD	Work with the Economic Development Board and others as needed to address the possibility of having the Arts and Culture commission receive some revenue from Interstate 680 billboards	Chair / Staff
TBD -- will be included in future Master Fee Schedule revision	Implement Benicia Municipal Code section 16.32.120, and add a public art fee to the city's Master Fee Schedule.	Chair / Staff
TBD	Develop a plan to preserve and maintain the Granizo First Street Mural Tiles	Staff / Chair
TBD	Create a master plan for public art	Public Art Subcommittee
Ongoing	Provide input and participation in the Urban Waterfront Enhancement & Master Plan	Chair / Public Art Committee members
Ongoing	Collaborate with the Library on the Public Library's Innovation Grant	Chair / Staff



<b>Benicia Human Services Board</b>
<b>Annual Report - 2011-12</b>

**Board Mission**

To advocate for the human services as major elements in Benicia’s community identity.

**Fund Purpose & Scope**

The purpose of the Benicia Human Services Fund is to support the broad economic, educational and social goals of the City of Benicia by assessing the human service needs, making recommendations to the City Council regarding funding of effective human service agencies and programs, and evaluating those services and programs on behalf of the community.

**Board Duties**

The Benicia Human Services Board meets monthly and works on a continual and ongoing basis to accomplish the following in concert with the board’s mission and purpose stated above.

- Regular assessment of the community’s human service needs
- Regular review of each funded agency’s performance as measured against the agency’s contract and Request for Funding
- Organize and establish community outreach campaigns in an effort to raise additional funds and awareness of the board’s mission and goals
- Set criteria and work with the City Council in an advisory capacity for the two-year budget cycle regarding funding for the agencies
- Work closely with each funded agency on a regular basis to assess their ongoing needs and to assist the agency to meet their stated goals in an effective and efficient manner

**The ‘Request for Funding’ Process**

The Benicia Human Services Board has established the following criteria for agencies requesting grant funds from the city during the upcoming budget cycle.

These criteria are assigned weighted point values.

- Service commensurate with the board’s mission and purpose
- Present need of the service provided
- Quantifiable goals attached to measurable and specific outcomes

- Financial ability of the agency to provide services to Benicians
- Cost per client relative to impact of the intervention
- Other sources of funding
- Outreach plan
- Past performance providing services to Benicians

The current timeline for the next RFF Process is as follows:

<u>Date</u>	<u>Task</u>
October 1, 2012	Review proposed schedule and RFF form
October 12, 2012	Notice of special meeting sent to potential applicants
November 5, 2012	Meeting to assess community needs and review RFF process with potential grantees. Update recipient list as needed.
November 9, 2012	Finalize and send out RFF Form to potential grantees.
January 25, 2013	Due date for completed RFFs
February 4, 2013	Meeting - Board reviews RFF packets received from applicants
March 11, 2013	Meeting - Council Chambers - Board receives presentations from applicants
March 25, 2013	Special Meeting for Board to review information received at 3/11 Meeting
April 8, 2013	Board finalizes recommendations to Finance Director for inclusion in the City's 2013-15 budget

#### Grantee Review Process

All agencies receiving grant funds from the City of Benicia are required to submit quarterly performance reports that are reviewed by the board before grant funds are released to the agency. Should any questions arise in regard to the quarterly reports submitted, the board may decide to ask a representative of the agency to appear at a future board meeting to address the issues or concerns.

Further, each board member is assigned to be the liaison for every funded agency and that board member will conduct an onsite visit to the agency and/or attend an agency board meeting during the funding cycle. The board member then prepares a comprehensive report on the site visit that is then presented to the entire board.

### Summary of Grantee Scope of Work and Performance for 2011-12

- Catholic Social Services

City funding is used to allow the Catholic Social Service Solano to continue their eight (8) year old counseling program to offer low/no income Benicia residents low/no-fee individual, family, couples and group counseling services. Catholic Social Service serves Benicia residents of all ages, with the main objective of improving their mental, social and emotional health and welfare.

- Total number of hours of counseling provided in Benicia office - 511
- Number of individual counseling hours - 415
- Number of family/couple counseling hours - 96

- Benicia Community Gardens

City funding helps Benicia Community Gardens, Inc. to serve the Benicia community - people of all ages, backgrounds and capabilities - interested in growing food locally and participating with others to learn about ecologically sustainable urban farming methods, healthy diet and lifestyles.

- Garden at Military & East 2<sup>nd</sup> Street
  - Number of beds available - 18
  - Number of beds in use - 15
  - Number of families served - 21
  - Number of individuals affected - 50
- Garden at First and D Street
  - Number of beds available - 36
  - Number of beds in use - 36
  - Number of families served - 34
  - Number of individuals affected - 85
- Garden at Mary Farmar Elementary School
  - Average volunteer days per week - 2 day/4 vols per day
  - Average child participants per day - 30

- Benicia Community Action Council (CAC)

City Funds are used to allow the Benicia CAC to provide human services to ensure a higher quality of life to low income people in Benicia. These direct services include case management, job training, referral and placement, mandated community services hours, food, rent and mortgage payments, PG&E utility assistance payments, and health care referrals. The CAC is also a Workability Site for the Benicia Unified School District. These funds are also applied to the general operating expenses of the agency so that the CAC can continue to provide needed services and resources to low income Benicians.

The object is to help low income families become self sufficient so that they are able to move from poverty. Recipients will be able to maintain an improved quality of life via the CAC helping families in crisis.

Helping Low Income People Become Self Sufficient:

- Total number of clients who obtained employment - 21
- Total number of clients who maintained employment at least 90 days - 22
- Total number of clients assisted with increasing ability to manage income and resources - 42
- Total number of clients assisted with eliminating barriers to employment and self sufficiency - -75
- Total number of clients who obtained Federal Income Tax Credit - 187

Helping Low Income People Achieve their Potential by Strengthening Family and Other Support Systems

- Number of families with increased nutrition - 2,421
- Number of families experiencing reduced emergency needs - 109
- Number of families that will increase ability to manage income through individual budgeting workshops - 32
- Number of families that obtain linkages - 501
- Number of families that have increased/maintained housing - 54
- Total number of senior citizens participating in services that support active, independent living - 483 (Meals served - 7,314)
- Total number of unduplicated families served - 739
- Total number of individuals and families that were seen over a period of time requiring case management - Individuals: 14 / Families: 10

- Benicia Families in Transition (FIT)

City funds are used to allow Benicia Families in Transition to provide past due rent or mortgage payments for Benicia families who encounter sudden

difficult financial problems and are unable to meet the monthly payment. FIT also pays PG&E and Water bills. The purpose of FIT is to prevent homelessness in Benicia. Help is given on a short-term basis with the purpose of helping the families to stabilize when confronting loss of income due to unforeseen circumstances such as disability, loss of employment, relocation due to separation, divorce or death.

- Total number of families served with rental assistance - 53
- Total number of families served with utilities assistance - 10
- Dollars provided in rental assistance - \$34,746 .00
- Dollars provided in utilities assistance - \$2,067.95
- Repaid assistance loans from previous clients - (\$1,070.00 )

- BUSD Special Friends Program

Special Friends is proven model that serves children in Kindergarten through third grade by engaging them a non-directed play supervised by a caring and supportive aide. The goal of the program is to serve children experiencing mild to moderate school adjustment problems by fostering a sense of belonging and creating enhanced resilience.

- Number of children served - 141
- Number of individual 40 minute contacts - 1,705
- Number of family meetings - 138
- Number of staff meetings - 33

- Children's Nurturing Project (CNP)

The Child Assault Prevention Program of the CNP provides onsite classroom workshops to approximately 1,200 children. Workshops are offered to Preschool, K, 1<sup>st</sup>, and 3<sup>rd</sup> grade classes at all Benicia Elementary schools and Benicia State Preschool.

- Number of classrooms - 23
- Number of children participating in program - 557

### Past Fiscal Year Board Fundraising Efforts

As in prior years, the Benicia Human Services Board, in addition to its regular ongoing fundraising efforts, conducted a major awareness and outreach campaign in July 2011. This campaign included the following:

- Torchlight Parade Campaign 'Kickoff' on 7/03/11
- 'Donate on your Water Bill' banner displayed at City Park
- Participation table at Farmer's Market

The Board also held its first Winterhawk Winery fundraising event in July 2011 and raised \$3,068 for the Human Services Fund. The Board replicated the July outreach campaign in 2012, including the Winterhawk Winery fundraiser, and will continue to continue to promote donations via the water bill throughout the year.

### Future Challenges

Current economic forecasts appear to indicate that recovery will continue at a rather sluggish pace, so we are quite certain that the requests for assistance we see in the community at present will, at the very least, maintain at current levels and very possibly increase in the near term.

In light of City budget issues at present, we aim to do our very best with the resources we have and redouble our efforts at effective fundraising.