



# Memorandum

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**TO: HONORABLE MAYOR AND  
CITY COUNCIL**

**FROM: DENNIS HAWKINS**

**SUBJECT: SEE BELOW**

**DATE: SEPTEMBER 14, 2012**

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**SUBJECT: STRUCTURAL IMPROVEMENTS AND POTENTIAL CONSOLIDATION  
OR ELIMINATION OF BOARDS AND COMMISSIONS**

**RECOMMENDATIONS:**

1. Accept the proposed structural improvements to the City's Boards and Commissions program.
2. Accept the recommendations regarding the proposed elimination or consolidation of certain Boards and Commissions.
3. Direct the City Clerk and City Attorney to return to the Council by December 2012 with draft revisions to the Municipal Code and Council Policies.

**OUTCOME:**

This report seeks to address fundamental issues and identify specific actions which will:

- Define the purpose, role, responsibility, and scope of the City's Boards and Commissions.
- Define an effective and efficient governance structure that provides for meaningful civic engagement with residents, neighborhood and business leaders, and others serving in an advisory role to the Mayor, City Council and City Administration.

The desired outcome from this report is to receive direction from the City Council on policy and strategic alternatives related to changes to the Municipal Code and Council Policies that govern the City's Boards and Commissions, including those Boards and Commissions that are proposed for elimination or consolidation.

**BACKGROUND:**

The City Charter establishes four Commissions:

- Planning Commission (Charter section 1000)
- Civil Service Commission (Charter Section 1001)
- Council Salary Setting Commission (Charter Section 1001.1)
- Redistricting Advisory Commission (Charter Section 403)

*Under City Charter Section 1002 “...the Council may create such other boards and commissions as in its judgment are required, and may grant them such functions, powers and duties as are consistent with the provisions of this Charter. In addition, the Council may create such temporary committees as it may deem advisable to render counsel and advice to the Council, the City Manager or any board or commission on any specified matter within the jurisdiction of such authorities. All boards, commissions and committees created by the Council shall be subject to such direction and supervision, if any, as the Council may specify, and the members thereof shall be appointed by the Council, or by the Mayor if such is authorized by the Council, for such terms as the Council may deem advisable.”*

The City’s Board and Commissions program is codified in the San Jose Municipal Code. Municipal Code Section 2.08 contains information regarding the membership, purpose, and scope of all City Boards and Commissions. The last major Council action to review or revise the City’s Board and Commissions program was completed in 1996.

A comprehensive review of the City’s Boards and Commissions program has been an objective of the City Council over the past five years. There have been a number of reports to the Council and Council Committees during this period which have addressed potential improvements to the governance structure and discussed issues concerning the potential consolidation or elimination of boards, commissions, and committees. The following is a chronology of those actions.

- On September 25, 2007, the City Council voted to create a new Neighborhoods Commission on the following conditions:
  1. The Neighborhoods Commission should not duplicate the mission or work of any existing commission, including the Planning Commission, Library Commission, Parks and Recreation Commission, or Historic Landmarks Commission;
  2. The Neighborhoods Commission should not be another level of review for land use projects;
  3. Until the Neighborhoods Commission annual work plan is completed and approved by Council, no decisions should be made about staffing and budget requirements; and
  4. Staff should return with an analysis of all existing boards, commissions, and other public bodies, and the costs to staff each, looking at redundancies and opportunities for consolidation, efficiency, and elimination.
- The Rules and Open Government Committee approved the City Clerk’s “Framework for Structural Improvements to the City’s Boards and Commissions Program” on October 22, 2008. The recommended improvements included:

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1. Enhance the recruitment, screening, and selection processes for members of boards and commissions by:
  - a. Improving the Recruitment Process – Increasing outreach and advertising as well as expanding the scope of the Project Diversity Steering Committee (PDSC) to include, in addition to interviewing and making recommendations on potential boards and commission members, recruiting citizens with diverse backgrounds, experiences, and perspectives to apply, serve, and contribute.
  - b. Improving the Screening Process – Reviewing selection criteria, including establishing minimum qualifications where appropriate, augmenting the City application with commission-specific questions, involving City staff as appropriate, and providing for more structured interviews by the Project Diversity Steering Committee.
  - c. Streamlining the Selection Process – Moving to quarterly appointments to reduce the number of vacancies and shorten application cycles and wait times in filling positions.
  
2. Improve the effectiveness of boards and commissions by focusing on:
  - a. Processes – Updating and consolidating procedures, including attendance policies and development of a handbook for prospective and new commissioners;
  - b. Training – Creating orientation training for all new commissioners, developing a code of conduct for commissioners, annual training for all commissioners, and developing a budget for ongoing training.
  - c. Governance – Ensuring that all boards and commissions have bylaws that govern their operations, work plans that detail the actions planned for the year, and annual reports that inform the City Council and the public about a board or commission’s work during the year. Additionally, clarifying the roles and responsibilities of City staff supporting the commissions, City Attorney staff, and Council liaisons.
  - d. Retention and Recognition – Ensuring that the City recognizes the contributions of each board and commission member to the City and its work.

Following the Rules Committee’s approval of the framework, the City Clerk conducted stakeholder outreach in FY 2008-09 regarding these recommendations. The process included multiple focus group sessions with members of Boards and Commissions and City staff. There was general support for the framework and consensus in favor of the proposed improvements.

- On June 2, 2009, the City Council approved the final steps in the creation of the Neighborhoods Commission. In doing so, the Council also approved a recommendation to, “*Direct the Administration to complete outreach efforts relating to the evaluation of efficiencies and opportunities to consolidate or eliminate any of the City’s existing boards and commissions.*” The next steps identified in the report included:

**1. Structural Improvements:**

- a. Complete outreach on the framework for structural improvements.
- b. Bring forward final recommendations for improvements by June.

- c. Revise governing documents as appropriate, expand the application to add commission-specific supplemental questionnaires, and develop standardized resources, including a comprehensive handbook for all members of boards and commissions.
  - d. Implement structural improvements by December.
- 2. Review of Existing Boards and Commissions:**
- a. Begin outreach to impacted boards and commissions.
  - b. Return to the City Council with recommendations for eliminating, consolidating, and improving boards and commissions later this year.
- On September 23, 2009 the Rules and Open Government Committee referred a proposal from Councilmember's Kansen Chu and Nora Campos to increase the size of the Mobilehome Advisory Commission from five (5) to seven (7) members to the City Clerk as part of the Structural Improvements process.
- During consideration of the Fiscal Year 2010 – 2011 Budget, the City Council adopted Manager's Budget Addendum # 16 (MBA #16) which called for the following:
1. Reduce the number of Boards/Commission meetings per year; and
  2. Incorporate standard Workplan and Annual Report templates for each Board/Commission.
- On October 6, 2010, the Rules and Open Government Committee accepted recommendations from the Administration and City Clerk which further clarified that the intent of MBA #16 was to reduce overall the total number of meetings annually, including meetings of subcommittees. Staff recommended that all boards, commissions, or committees complete a Workplan and examine the need and purpose for subcommittees; the review should determine whether the subcommittees are necessary and exist to further the primary scope and mission of the board, commission, or committee. The report cautioned that subcommittees should not meet more often than the "committee as a whole", unless an objective in the Workplan demands more frequent meetings to accomplish the objective.
- On June, 14, 2011, the City Council adopted the Mayor's June Budget Message which directed: *"The City Clerk is further directed to work with the Rules Committee to review all commissions for opportunities to achieve savings through consolidation or elimination. This should be brought to the Rules Committee during the fall."*
- On December 7, 2011, the Rules and Open Government Committee accepted the City Clerk's report and directed that further outreach be conducted with stakeholders prior to returning to the Committee with final recommendations.

In February 2012, the Office of the City Clerk conducted three stakeholder outreach meetings to solicit input from Boards and Commissions and the community regarding the topic. Over 200 people attended the meetings. In addition, over the last six months the City Clerk has attended

over ten Commissions meetings to discuss the proposals and obtain input from staff, Commissioners, and the public.

While there was general agreement and support for the efficiencies obtained through the implementation of the proposed structural improvements, there was significant concern and opposition regarding specific elimination or consolidation proposals. Specifically, many spoke about maintaining the Arts, Disability Advisory, Early Care and Education, Historic Landmarks, Housing and Community Development, Library, Parks and Recreation, Small Business Development, and Youth Commissions. However, some spoke in support for the consolidation of certain Commissions, including the Mobilehome Advisory and Senior Citizens Commissions.

## **ANALYSIS:**

### **A. Structural Improvements:**

#### **1. Municipal Code Revisions**

The establishment of the City's Boards and Commissions is codified in Municipal Code Section 2.08. It is recommended that the City Clerk and City Attorney return to the City Council by December 2012 and present a draft of the proposed Municipal Code revisions. The proposed revisions to the general provisions will include:

- a. Annual Workplan and Report:** This change codifies MBA #16 and modifies Section 2.08.030 (C) to include the requirement for an annual workplan and annual report from each Commission. In FY 2010 – 11, only sixteen (16) of the City's thirty (30) Board or Commissions submitted an annual workplan to the Rules and Open Government Committee as required.
- b. Membership:** Add Section 2.08.030 (H) to specify that each advisory Board or Commission shall include one member from each District appointed by each Council Member, a City-wide member appointed by the Mayor, plus a number of at-large members which may be representative of certain constituencies such as seniors, youth, persons with disabilities, neighborhood or business organizations, etc. This modification ensures broader geographic representation and increased diversity among Commissioners as demonstrated in successful efforts such as the Envision 2040 Task Force and the Neighborhoods and Redistricting Commissions.
- c. Absences:** Modify Section 2.08.060 to include language which will allow an excused absence in the event of death or illness of a domestic partner or dependent; for business necessity; jury duty; or other matters of personal hardship.
- d. Standardized Rules and Procedures:** Modify Section 2.08.080 to establish uniform Bylaws for all advisory Commissions. Currently, each Commission may establish its own rules and procedures. Not all Boards or Commissions have adopted Bylaws and

others contain provisions which may be contrary to provisions of the Municipal Code or Council policy. We propose that all advisory Commissions utilize a standardized set of Bylaws and format for Agendas and Minutes. Any proposed deviation must be reviewed and approved by the Rules and Open Government Committee. There should be common rules so that any resident, business, or other interested party appearing before a City Commission knows what to expect regarding the Commission's rules and procedures, regardless of the board or commission.

The City's quasi-judicial Boards (Retirement Boards, Planning, Civil Service, Appeals Hearing Board, etc.) may continue to have their own rules and procedures as necessary given their unique responsibilities, subject to review and approval by the Rules and Open Government Committee.

- e. **Quorum:** Clarify Section 2.08.090 defining a quorum as a majority of the number of seats on the Commission, filled or unfilled.
- f. **Other Advisory Bodies:** There are several advisory bodies which have not been designated as official City Boards or Commissions. These typically advise departments and appointments are not made by the City Council. However, given the scope of some of these entities, the Council may wish to consider adding them as an official City Board or Commission and to define their scope, powers, functions, and duties. These other advisory bodies include the Animal Advisory Committee and the Bicycle Pedestrian Advisory Committee.
- g. **Commission Appointment Process:** With changes to state law, the City no longer tracks age, race, ethnicity, gender, sexual orientation, or other self-identified characteristics from applicants. Therefore, one of the key functions originally envisioned in the 1990's as a purpose of the Project Diversity Screening Committee has changed. Over time, the role of the PDSC has evolved to include outreach, recruitment, and to interview applicants and provide impartial input to the Mayor and Council as they review applicants and select persons for appointment to Commissions. To its credit, the Committee has improved application forms, worked with Commissions to create supplemental questions, and refined the interview process. However, further improvements are possible, including more frequent recruitment and interviewing cycles to minimize the time that some seats remain vacant. The Committee still fills an important role in the Commissioner Appointment process by interviewing applicants, but it may be appropriate to re-name it the "Council Commission Appointments Advisory Committee" and to codify its purpose, scope, and membership in the Municipal Code.

## 2. Council Policy Revisions

We propose consolidation of Council Policies 0-4 and 0-36 into one unified policy. It is recommended that the City Clerk and City Attorney return to the Rules Committee and present a draft of the proposed policy. The unified policy will eliminate inconsistencies, redundancies, and update procedures to reflect current practices.

### **3. Commissioner and Staff Training**

A standardized Commissioner handbook will be prepared and made available to all incoming Commissioners. Each incoming Commissioner will be required to attend a mandatory orientation session and all those currently serving will be invited to attend the training annually. Training will also be provided to support staff so they better understand their role and responsibilities. The handbook will have information regarding:

- City Charter
- Municipal Code
- Council Policy
- City Policies and Procedures
- Brown Act and Sunshine/Open Government Reforms
- Ethics requirements
- Statement of Economic Interest Disclosure requirements
- Parliamentary Procedures
- How to work effectively with staff, fellow commissioners, and stakeholders
- Commission-specific information for each Commissioner covering the purpose, organization, programs, functions, etc. within the purview of the respective commission

Each year, specialized training for incoming and continuing Commission officers (Chair and Vice-Chair and/or Subcommittee Chairs) will be offered which will focus on:

- Meeting management and effective governance
- Parliamentary procedure
- Team building
- Brown Act and Sunshine/Open Government provisions

### **4. Staffing Efficiencies and Commission Compliance**

To promote staff efficiency and enhance compliance with Brown Act and Sunshine requirements, it is recommended that the City Clerk and City Manager explore consolidating Commission support staff functions. These support services include the preparation and posting of agendas; compilation, distribution, and posting of reports, memoranda, and other information related to Agenda items; recording and archiving the audio records of meetings, and the writing, editing, and posting of minutes. Currently, staff members in various departments are responsible for these support functions. In most cases, this is an ancillary duty which may be performed infrequently by support staff.

The potential for greater efficiency of these functions in a centralized and consolidated organization should be explored with recommendations to be considered in the FY 2013-2014 budget process. Consolidating these functions with the City Clerk is the norm in many organizations and may provide greater efficiency and improved commission support.

### **B. Consolidations and Eliminations:**

**1. Consolidation with County Commissions**

There are currently twelve (12) City Commissions which can be correlated with fourteen (14) County of Santa Clara Commissions. With one exception, identified below, further consideration of consolidation with County Commissions is not recommended at this time. Any potential consolidation of Commissions between the City and County would require resolution of a number of governance issues, including: 1) funding, 2) composition and membership, 3) appointment processes, 4) division of staff support responsibilities and coordination among City and County departments, 5) operational focus, and 6) oversight, including structure and role of liaisons, etc. One specific concern is that currently City Commissions have a focus on City operations, which could be diluted if the functions were consolidated with County boards.

**Table 1**  
**SIMILAR CITY AND COUNTY COMMISSIONS**

<b>CITY COMMISSION</b>	<b>COUNTY COMMISSION</b>
<b>Disability Advisory Commission</b>	Advisory Commission for Persons with Disabilities
<b>Elections Commission</b>	Citizens' Advisory Commission on Elections Ethics Commission
<b>Redistricting Advisory Commission</b>	Citizens' Redistricting Commission
<b>Appeals Hearing Board</b>	Code Enforcement Appeals Board
<b>Early Care and Education Commission</b>	First 5 Santa Clara County
<b>Historic Landmarks Commission</b>	Historical Heritage Commission
<b>Housing and Community Development Commission</b>	Housing Authority of the County of Santa Clara Housing and Community Development Advisory Committee
<b>Human Rights Commission</b>	Human Relations Commission
<b>Parks and Recreation Commission</b>	Parks & Recreation Commission
<b>Civil Service Commission</b>	Personnel Board
<b>Planning Commission</b>	Planning Commission
<b>Senior Citizens Commission</b>	Senior Care Commission

It is recommended that the Council and the County consider a consolidation or a new model for the structure and functions of the Family/Domestic Violence Advisory Board. With City funding for the Board reduced or eliminated, it is appropriate to consider how to continue this function in a new, shared alignment of responsibilities.

**2. City Commissions to be Maintained**

There are a number of City Commissions which should be maintained. However, it may be timely to review the purpose and scope and make adjustments to reflect current Council priorities. Modification to the Municipal Code is necessary to change Commission membership size and structure to include district and at-large representation outlined above. This listing does

not include Charter Commissions as any changes would require voter approval; others may have specific quasi-judicial responsibilities; or they may require consultation, coordination, or concurrence with other entities which may not be practical. Lastly, change may not be feasible because there is no other entity with which consolidation seems appropriate.

**Table 2**  
**CITY COMMISSIONS TO BE MAINTAINED**

<b>BOARD OR COMMISSION</b>	<b>RATIONALE</b>
Arts Commission	Specialized focus
Board of Administration, Police and Fire Department Retirement Plan	Specialized focus; possible meet and confer issues
Board of Administration, Federated City Employees Retirement System	Specialized focus; possible meet and confer issues
Deferred Compensation Advisory Commission	Specialized focus; possible meet and confer issues
Disability Advisory Commission	Specialized focus
Downtown Parking Board	Specialized focus
Elections Commission	Specialized focus
Historic Landmarks Commission	Specialized focus
Mayor's Gang Prevention Task Force	Specialized focus
Public Safety Bond Oversight	Specialized focus
Schools/City Collaborative	Specialized focus; change would require coordination with other agencies
Treatment Plant Advisory Committee	Specialized focus; change would require coordination with other agencies
Work2Future Board	Specialized focus; federal legislation created entity

### **3. Eliminations**

- a. Small Business Development Commission:** The City of San Jose's Small Business Commission's attention is on issues related to the City's procurement and contracting with small local businesses. While the need to monitor the City's small business contracting rose to prominence earlier in the prior decade, annual reports to the Council's Community and Economic Development Committee (CEDC) have shown that the City's track record and efforts have been very good in this area. If oversight of this issue is still deemed to be a high priority, this could be fulfilled through an annual public report to CEDC. This would eliminate the costs of staffing and supporting a 13-member Commission. The Commission's focus is not on the broader development of the small business sector. This issue of small business development is guided by the City's adopted Economic Development Strategy and the Office of Economic Development.
  
- b. Human Rights Commission:** The purpose of the Human Rights Commission is to advise the City Council on matters related to the fulfillment of human rights and to

make recommendations regarding equal employment opportunities. Changes to the law have impacted the City's policies over the years, thus limiting the Commission's scope. Further, a review of Commission minutes shows that few recommendations have been made by the Commission to the City Council. If oversight of employment issues is still deemed to be a high priority, this could be fulfilled through an annual public report by the Administration and/or referrals to the Civil Service Commission. This would eliminate the costs of staffing and supporting a 13-member Commission.

#### **4. Consolidations**

The main purpose in the creation of City boards, committees, or commissions is to serve in an advisory role to the Mayor and City Council. Additionally, many commissions also serve as advisors to the department under which the commission operates. One of the potential advantages of the consolidation of City boards and commissions is that they would be responsible for providing advice to the City Council and City Administration across a broader spectrum of programs, services, and facilities. This would require the commissions to take a more holistic approach to analyzing and responding to demands for services and the allocation of limited resources across a continuum of needs and services.

Unless there are specific size and/or membership requirements established by the City Charter, state, or federal law, it is recommended that each Commission include one member appointed by each Councilmember, one member appointed by the Mayor, and additional at-large members appointed to represent San Jose's diverse community. Each Commission would include representation by people with subject matter expertise in the appropriate field as well as youth, seniors, persons with disabilities, and members from neighborhood and business associations, with the intent of increasing the diversity and representation on each Commission. This will help ensure that each advisory board has full city-wide representation and perspective and includes persons with specific subject matter expertise and/or who represent specific constituencies. Several consolidations are proposed, some of which may require additional research to restructure due to current specified membership and other potential issues.

- a. Airport Commission:** The City has completed the acoustical treatment program and the County of Santa Clara has approved the Airport's variance, thus negating the need for the Airport Noise Advisory Committee. The Airport Commission already has the authority to hear matters related to the curfew and noise matters.

**Table 3**

<b>Consolidation:</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>➤ Airport Commission (7 members)</li> <li>➤ Airport Noise Advisory Committee*</li> </ul>	15 members, including: <ul style="list-style-type: none"> <li>• 11 members – 1 member appointed by the Mayor and City Council</li> <li>• 4 at-large members – including seniors, persons with disabilities, youth, and persons with specific knowledge regarding aviation, airport land use, or other specialized expertise.</li> </ul>
<b>City Service Area and Council Committee reporting relationship</b>	Transportation and Aviation CSA Transportation and Environment Committee

**b. Appeals Hearing Board:** This proposal would consolidate all boards dealing with various appeals into one body. The Building Codes and Disabled Access Board has not met in over four years and the Traffic Appeals Board also meets very infrequently. Broadening the scope and increasing the membership of the Appeals Board to include persons with subject matter expertise is more efficient. In the event that an issue involving building code and disabled access arises, the Municipal Code could be modified to empower an ad-hoc committee composed of members of the Appeals Hearing Board and the Disability Advisory Commission to adjudicate the matter.

**Table 4**

<b>Consolidation:</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>➤ Appeals Hearing Board (7 members)</li> <li>➤ Traffic Appeals Board (7 members)</li> <li>➤ Building Codes and Disabled Access Boards (5 members)</li> </ul>	15 members, including: <ul style="list-style-type: none"> <li>• 11 members – 1 member appointed from the Mayor and each Council District</li> <li>• 1 attorney licensed to practice in California</li> <li>• 3 at-large members – including seniors, persons with disabilities, youth, and persons with specific knowledge regarding construction trades; building codes; traffic planning, management, or enforcement; disabled access, or other specialized expertise.</li> </ul>
<b>City Service Area and Council Committee reporting relationship</b>	Community and Economic Development CSA; Community and Economic Development Committee

**c. Housing Commission:** Rather than having a separate Commission for different housing types, this proposal consolidates all housing-related bodies into one Commission. The goal of this effort is to ensure a broader view on housing issues.

**Table 5**

<b>Consolidation:</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>➤ Advisory Commission on Rents (7 members)</li> <li>➤ Housing and Community Development Commission (9 members)</li> <li>➤ Mobilehome Advisory Commission (5 members)</li> </ul>	15 members, including: <ul style="list-style-type: none"> <li>• 3 members – 1 each from Council Districts 3, 5, and 7</li> <li>• 3 members – low income residents</li> <li>• 1 each (2) – Mobilehome park resident and Mobilehome park owner or manager</li> <li>• 1 each (2) – renter and rental property owner or manager</li> <li>• 5 members at-large – including seniors, persons with disabilities, youth, and persons with specific knowledge regarding housing, homelessness, or related services</li> </ul>
<b>City Service Area and Council Committee reporting relationship</b>	Community and Economic Development CSA Community and Economic Development Committee

**d. Parks and Recreation Commission:** The consolidation of all Commissions supported by Parks, Recreation, and Neighborhood Services will enable a broader perspective and participation by community members across the age and programming continuum of services provided by the Department.

**Table 6**

<b>Consolidation:</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>➤ Parks and Recreation Commission (9 members)</li> <li>➤ Parks and Recreation Bond Oversight Committee</li> <li>➤ Senior Citizens Commission (15 members)</li> <li>➤ Youth Commission (11 members)</li> </ul>	19 members, including: <ul style="list-style-type: none"> <li>• 11 members – 1 member appointed by the Mayor and each Council District</li> <li>• 8 at-large members – including seniors, persons with disabilities, youth, neighborhood and business association representatives; members with subject matter expertise in construction or facility management; parks and facility maintenance; community, recreation, senior and/or youth services; and other services provided by PRNS</li> </ul>
<b>City Service Area and Council Committee reporting relationship</b>	Neighborhood Services CSA Neighborhood Services and Education Committee

**e. Library Commission:** The consolidation of all Commissions supported by the Library Department will enable a broader perspective and participation by community members across the age and programming continuum of services provided by the Department.

**Table 7**

<b>Consolidation:</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>➤ Early Care and Education Commission (13 members)</li> <li>➤ Library Commission (9 members)</li> <li>➤ Library Bond Oversight Committee</li> <li>➤ Library Parcel Tax Oversight Committee</li> </ul>	19 members, including <ul style="list-style-type: none"> <li>• 1 member appointed by the Mayor and each Council District</li> <li>• 8 at-large members– including seniors, persons with disabilities, youth, neighborhood and business association representatives; members with subject matter expertise in construction or facility management; literacy, library services; and early childhood education</li> </ul>
<b>City Service Area and Council Committee reporting relationship</b>	Neighborhood Services CSA Neighborhood Services and Education Committee

f. **Policy Alternatives:** The following options are submitted in the event the City Council wishes to consider policy alternatives regarding certain Commissions and/or issues and concerns.

- **Alternative #1: Housing Commission**

**Consolidate Housing and Community Development and Advisory Commission on Rents; Maintain Mobilehome Advisory Commission as a separate Commission.**

**Pros:** Maintains focus on distinct issues involving Mobile Home park owners and residents.

**Cons:** Does not achieve consolidation of all housing-related matters into one venue.

**Reason for not recommending:** The broader consolidation of all housing-related Commissions is recommended so that all housing issues are dealt with by one body.

- **Alternative #2: Human Services Commission**

**Consolidate Disability Advisory, Human Rights, and Senior Citizens Commissions**

**Pros:** Maintain a City focus on human rights issues, many of which are shared by seniors and persons with disabilities (discrimination and accessibility). Provide a venue for people with knowledge and expertise of these issues.

**Cons:** Consolidation may require additional staff support as different constituencies come together to identify common issues and sort through competing demands.

**Reason for not recommending:** Services for seniors are largely a PRNS function and a direct relationship may be more appropriate with that Department. The Human Rights Commission is proposed for elimination.

- **Alternative #3: Youth Commission**

**Maintain Youth Commission as a separate Commission; Consolidate Parks and Recreation and Senior Citizens Commissions.**

**Pros:** Maintains focus on distinct issues involving youth

**Cons:** Does not achieve consolidation of all advice of parks and recreation services under one Commission.

**Reason for not recommending:** The broader consolidation of all parks and recreation-related Commissions is recommended so that facility, programs, and services issues are dealt with by one body across the Department's service continuum.

**COORDINATION:**

This memorandum has been coordinated with the Office of the City Manager and Office of the City Attorney.

**SUMMARY:**

This report summarizes all previous Council direction regarding the City's Boards and Commissions program and identifies the next steps in the process. With further direction from the City Council, implementation of the structural improvements and the consolidation or elimination of commissions can be submitted for Council action in December 2012. The recommendations for elimination or consolidation will:

- Maintain – 13 entities plus the Charter Commissions
- Eliminate – 2 Commissions
- Consolidate – 16 Commissions into 5 Commissions

We recognize and appreciate the significant amount of time, expertise, passion, and advocacy for important issues and vital services that community volunteers bring to the City through their contributions as commissioners. These proposals are intended to define an effective and efficient governance structure that provides for meaningful civic engagement with residents, neighborhood and business leaders, and others serving in an advisory role to the Mayor, City Council and City Administration. Among the outcomes achieved is the alignment of Commissions with their respective Departments, City Service Areas, and Council Committees with membership that is more reflective of the districts, neighborhoods, communities, and diverse needs and interests throughout our city.

DENNIS D. HAWKINS, CMC  
City Clerk

For questions, please contact Dennis Hawkins, City Clerk, at 408-535-1275

