

Memorandum

**TO: HONORABLE MAYOR AND
CITY COUNCIL**

FROM: DENNIS HAWKINS, CMC

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

DATE: December 2, 2011

RECOMMENDATIONS:

1. Accept the status update and direct the City Clerk to conduct stakeholder outreach regarding policy and strategic alternatives for the potential elimination or consolidation of boards, commissions, and committees and the implementation of structural improvements to the City's Boards and Commissions program and report back to the Committee in February 2012.
2. Provide other direction to the City Clerk as appropriate.

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 for the Mayor, City Council and City Administration.

The desired outcome from this report is to receive direction from the Rules and Open Government committee on policy and strategic alternatives.

Process overview:

Following direction from the Rules Committee, the City Clerk will initiate the following:

- Commission, staff, and public review and input
 - **Wednesday, January 18, 2012; City Hall, Wing – Room 120, 6:30 p.m.**
 - **Monday, January 30, 2012; City Hall, Wing – Room 120, 6:30 p.m.**
- Rules Committee – review of recommendations, implementation strategy, and timeline – February 2012
- Council review – Spring 2012 (to be included in the FY 2012-13 budget process)

BACKGROUND:

The City Charter specifically creates 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.*”

Commissions are created, modified, or eliminated by the City Council adopting an Ordinance. Ordinances are codified in the San Jose Municipal Code. Municipal Code Section 2.08 contains information regarding all City Boards and Commissions.

A comprehensive review of the City’s Boards and Commissions program has been an objective of the City Council for at least the past four years. There have been a number of reports to the Council and Council Committees during this period which have addressed potential improvements to 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 and directed the Administration to take the following actions:
 1. The Neighborhoods Commission 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 not be another level of review for land use projects;
 3. Until the Neighborhoods Commission annual workplan is completed and approved by Council, no decisions be made about staffing and budget requirements; and
 4. ***Staff 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:
 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 commissions' work during the year. Additionally, clarification of 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:

- **Structural Improvements –**
 - Complete outreach on the framework for structural improvements.
 - Bring forward final recommendations for improvements by June.
 - 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.
 - Implement structural improvements by December.

 - **Review of Existing Boards and Commissions –**
 - Begin outreach to impacted boards and commissions.
 - 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 Councilmembers 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:
- Reduce the number of Boards/Commission meetings per year,
 - 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 the total number overall of meetings annually, including meetings of subcommittees. Staff recommended that all boards, commissions, or committees complete their 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.”***

ANALYSIS:

1. Structural Improvements:

a. 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 Rules Committee and present a draft of the proposed Municipal Code revisions. The proposed revisions to the general provisions will include:

- Requirement for annual workplan and report from each Commission
- Updating of excused absence provisions (partner; business necessity; jury duty)
- Establishment of uniform Rules and Procedures (Bylaws)
- Definition of Quorum

b. 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 consolidation and revisions.

c. Standardized Bylaws

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 must utilize a standardized set of Bylaws and that 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. It is recommended that the City Clerk and City Attorney return to the Rules Committee and present a draft of the proposed standardized rules and procedures (Bylaws).

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.

d. Standardized Agenda format

Currently, each Commission establishes its own agenda format. We propose that all advisory Commissions must utilize a standardized Agenda format and that any proposed deviation must be reviewed and approved by the Rules and Open Government Committee. This will provide for more efficient use of staff resources and ensure that any resident, business, or other interested party appearing before a City Commission has a clear understanding and expectation of conduct

of meetings, regardless of the board or commission. It is recommended that the City Clerk return to the Rules Committee and present a draft of the proposed standardized Agenda format.

The City's quasi-judicial Boards (Retirement Boards, Planning, Civil Service, Appeals Hearing Board, etc.) may continue to have their own agenda format to fit their unique responsibilities, but they should generally comply with the standardized agenda format to enhance public understanding of the meeting processes. The agenda format and rules of conduct should be reviewed and approved by the Rules and Open Government Committee.

e. 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 annually attend the training. 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 their 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

f. Commission Workplans and Annual Reports:

In FY 2010 – 11, only 16 Commissions submitted an annual workplan to the Rules and Open Government Committee as required by MBA #16. This represents compliance with Council direction by approximately 1/3 of the City's boards, commissions, and committees. The City Clerk will work with the City Manager to ensure greater compliance with this requirement for FY 2011 – 12.

g. Action Minutes

With the implementation of the City's Sunshine/Open Government Reforms in 2008, all boards and commissions were to change to an "action minutes" format for their official meeting record. Action Minutes reflect the actions taken by the Commission and do not include a detailed narrative of commission discussion. Compiling meeting records in this form is less labor intensive and allows for greater staff efficiency. A review of commission Minutes available shows that many commissions are not utilizing this format. The lack of uniform implementation has not yielded operating cost savings which could be achieved and has led to questions by commissioners and the public regarding the differences among commissions. In addition, full compliance with the requirement to post draft minutes within 10-days of a Commission meetings has not been achieved. The City Clerk will work with the City Manager to provide additional training for support staff and commission leadership to ensure compliance with these requirements.

2. CONSOLIDATIONS AND ELIMINATIONS

a. 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

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

▪ **Policy Alternatives**

In reaching the recommendations spelled out above, the following alternatives were also considered:

Alternative #1: Direct the City Clerk, City Attorney, and City Manager to initiate discussions with County Administration regarding potential board and commission consolidations.

Pros: Provides a forum to engage with the County regarding potential collaboration to meet advisory board role in the delivery programs and services to common constituencies.

Cons: This project is not currently part of the City-County compendium and may require coordination with the County to determine if there is mutual interest in pursuing this option.

Reason for not recommending: Staff recommends that the City first seek efficiencies in its own boards and commissions before discussions with the County of possible collaborations.

b. City Commissions to be maintained:

There are a number of City Commissions which should be maintained as they are currently structured. In some cases, these Commissions are established in the City Charter and a change 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 COMMISSION TO BE MAINTAINED**

BOARD OR COMMISSION	RATIONALE
Appeals Hearing Board	Specialized focus; workload impact
Board of Administration, Police and Fire Department Retirement Plan	Specialized focus; workload impact; change could involve meet and confer issues
Board of Administration, Federated City Employees Retirement System	Specialized focus; workload impact; change could involve meet and confer issues
Civil Service Commission	Specialized focus; workload impact; Charter commission; change could involve meet and confer issues
Council Salary Setting Commission	Specialized focus; Charter commission which meets every two years
Deferred Compensation Advisory Commission	Specialized focus; change could involve meet and confer issues
Downtown Parking Board	Specialized focus
Elections Commission	Specialized focus
Mayor's Gang Prevention Task Force	Specialized focus
Redistricting Advisory Commission	Specialized focus; Charter commission which meets every ten years
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
Traffic Appeal Commission	Specialized focus
Work 2 Future Board	Specialized focus; federal legislation created entity

c. Eliminations:

1. 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. The larger issue of small business development is guided by the City’s adopted Economic Development Strategy and the Office of Economic Development.

d. Consolidations:

The City’s ongoing budget deficits and the City Administration’s efforts to find more effective service delivery models supports the need for the consolidation of boards and commissions. The following concepts are for a major re-structuring of the City’s Boards and Commissions.

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 the commissions 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 with additional at-large members appointed by the Mayor to represent the diversity of San Jose. Each Commission expressly includes representation by people with subject matter expertise 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 include persons with specific subject matter expertise and/or representing specific constituencies. Several consolidations are proposed, some of which may require additional research to restructure due to current specified membership and other potential issues.

Table 3

➤ Proposed Consolidation: Airport Commission

Consolidation:	Membership
<ul style="list-style-type: none"> ➤ Airport Commission (7 members) ➤ Airport Noise Advisory Committee* 	7 members
City Service Area and Council Committee reporting relationship	Transportation and Aviation CSA Transportation and Environment Committee

Table 4

➤ **Proposed Consolidation: Planning Commission**

Consolidation:	Membership:
<ul style="list-style-type: none"> ➤ Planning Commission (7 members) ➤ Historic Landmarks Commission* (7 members) ➤ Building Codes and Disability Access Advisory Commission* 	Membership: 7 members as specified in the City Charter
City Service Area and Council Committee reporting relationship	Community and Economic Development CSA Community and Economic Development Committee

Table 5 - A

➤ **Proposed Consolidation: Housing and Community Development Commission**

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

Table 5 - B

Commission	Terms Expiring 12/31/11	Terms Expiring 12/31/12	Terms Expiring 12/31/13
Advisory Commission on Rents (7 members)	2	3	2
Housing and Community Development Commission (9 members)	2	3	4
Mobilehome Advisory Commission (5 members)	3	1	1

▪ **Policy Alternatives:**

Alternative #2: Maintain all current members on each of the commissions through their appointed term and adjust commission size and membership through attrition as terms expire.

Pros: Knowledge, expertise, and experience will be maintained on the consolidated commission for a transition period. All current commissioners are allowed to fully complete their terms.

Cons: Initially larger commissions may require additional staff support for an interim period; there may be some challenges with maintaining membership and representation during the transition period.

Reason for not recommending: Reducing Commission membership through attrition would delay full implementation of the consolidation.

Alternative #3: Maintain each of the three commissions as separate entities

Pros: Each Commission currently has a specific focus which could be diluted if combined with another entity.

Cons: Each Commission requires staff support which may be duplicated among the entities, consolidation creates efficiency opportunities.

Reason for not recommending: Does not provide for maximum efficiency in reducing number of commissions and meetings; Potential efficiencies of consolidation of staff with a workplan focus on all types of housing and related issues within one entity are not achieved.

Table 6 - A

➤ **Proposed Consolidation: Parks, Education, Arts, Recreation, and Library Commission**

Consolidation:	Membership:
<ul style="list-style-type: none"> ➤ Arts Commission (13 members) ➤ Early Care and Education Commission (13 members) ➤ Library Commission (9 members) ➤ Library Bond Oversight Committee ➤ Library Parcel Tax Oversight Committee ➤ Neighborhoods Commission (30 members) ➤ Parks and Recreation Commission (9 members) ➤ Parks and Recreation Bond Oversight Committee ➤ Public Safety Bond Oversight Committee (members) 	19 members, including <ul style="list-style-type: none"> • 1 member appointed from each Council District • 9 members at-large – including seniors, persons with disabilities, youth, neighborhood and business association representatives; members with subject matter expertise in non-profit management; construction or facility management; visual and performing arts; library services; parks and recreation services; and early childhood education
City Service Area and Council Committee reporting relationship	Neighborhood Services CSA Neighborhood Services and Education Committee

Table 6 - B

Commission	Terms Expiring 12/31/11	Terms Expiring 12/31/12	Terms Expiring 12/31/13
Arts (13 members)	3	3	5
Early Care and Education (13 members)	4	5	4
Library (9 members)	3	3	3
Parks and Recreation (9 members)	3	3	3

▪ **Policy Alternatives:**

Alternative #2: Maintain all current commissioners on each of the commissions and adjust commission size through attrition based on term expiration.

- Pros:** Knowledge, expertise, and experience will be maintained on the consolidated commission for a transition period. All current commissioners are allowed to fully complete their terms.
- Cons:** Initially larger commissions may require additional staff support for an interim period; there may be some challenges with maintaining membership and representation during the transition period.
- Reason for not recommending:** Reducing Commission membership through attrition would delay full implementation of the consolidation.

Alternative #4: Modified consolidation to form two commissions: 1) Arts, Library, and Education Commission (including Library Bond and Parcel Tax Oversight Committees); 2) Parks, Recreation, Seniors, and Youth (including Parks and Recreation Bond Oversight Committee)

- Pros:** Maintains relationships between Library supported commissions; maintains relationships between PRNS supported commissions;
- Cons:** Modified consolidation of commissions does not span the full continuum of community services
- Reason for not recommending:** Does not provide for maximum efficiency in reducing number of commissions and meetings; Potential efficiencies of consolidation of staff with a workplan focus on all types of neighborhood and community services within one entity are not achieved.

Table 6 - C

➤ **Alternative Consolidation: Arts, Library, and Education Commission**

Consolidation:	Membership
<ul style="list-style-type: none"> ➤ Arts Commission (13 members) ➤ Early Care and Education Commission (13 members) ➤ Library Commission (9 members) ➤ Library Bond Oversight Committee ➤ Library Parcel Tax Oversight Committee ➤ Neighborhoods Commission (30 members) 	19 members, including <ul style="list-style-type: none"> • 1 member appointed from each Council District • 9 members at-large – including seniors, persons with disabilities, youth, neighborhood and business association representatives; members with subject matter expertise in non-profit management; construction or facility management; visual and performing arts; library services; and early childhood education
City Service Area and Council Committee reporting relationship	Neighborhood Services CSA Neighborhood Services and Education Committee

Table 6 - D

Commission	Terms Expiring 12/31/11	Terms Expiring 12/31/12	Terms Expiring 12/31/13
Arts (13 members)	3	3	5
Early Care and Education (13 members)	4	5	4
Library (9 members)	3	3	3

Table 6 - E

➤ **Alternative Consolidation: Parks, Recreation, Youth, and Seniors Commission**

Consolidation:	
<ul style="list-style-type: none"> ➤ Neighborhoods Commission (30 members) ➤ Parks and Recreation Commission (9 members) ➤ Parks and Recreation Bond Oversight Committee ➤ Senior Citizens Commission (15 members) ➤ Youth Commission (11 members) 	<p>Membership: 19 members, including</p> <ul style="list-style-type: none"> • 1 member appointed from each Council District • 9 members at-large – including seniors, persons with disabilities, youth, neighborhood and business association representatives; members with subject matter expertise in non-profit management; construction or facility management; parks and recreation services;
City Service Area and Council Committee reporting relationship	Neighborhood Services CSA Neighborhood Services and Education Committee

Table 6 - F

Commission	Terms Expiring	Terms Expiring	Terms Expiring
Parks and Recreation (9 members)	3 - 12/31/11	3 - 12/31/12	3 - 12/31/13
Senior Citizens (15 members)	5 - 6/30/12	4 - 6/30/13	6 - 6/30/13
Youth (11 members)	1 - 5/31/11	5 - 5/31/12	5 - 5/31/13

Table 7 - A

➤ Proposed Consolidation: **Human Services Commission**

Consolidation:	Membership:
<ul style="list-style-type: none"> ➤ Disability Advisory Commission (11 members) ➤ Human Rights Commission (13 members) ➤ Senior Citizens' Commission (15 members) ➤ Youth Commission (11 members) 	Membership: 19 members, including <ul style="list-style-type: none"> • 1 member appointed from each Council District • 9 members at-large – including seniors (2), persons with disabilities (2), youth (2), neighborhood and business association representatives and persons with subject matter expertise in programs and services for youth, seniors, persons with disabilities
City Service Area and Council Committee reporting relationship	Neighborhood Services CSA Neighborhood Services and Education Committee

Table 7 - B

Commission	Terms Expiring	Terms Expiring	Terms Expiring
Disability Advisory	4 - 6/30/12	4 - 6/30/13	3 - 6/30/13
Human Rights	4 - 12/31/11	4 - 12/31/12	4 - 12/31/13 1 - 12/31/14
Senior Citizens	5 - 6/30/12	4 - 6/30/13	6 - 6/30/13
Youth	1 - 5/31/11	5 - 5/31/12	5 - 5/31/13

▪ **Policy Alternatives**

Alternative #2: *Maintain all current commissioners on each of the commissions and adjust commission size through attrition based on term expiration.*

Pros: Knowledge, expertise, and experience will be maintained on the consolidated commission for a transition period. All current commissioners are allowed to fully complete their terms.

Cons: Initially larger commissions may require additional staff support for an interim period; there may be some challenges with maintaining membership and representation during the transition period.

Reason for not recommending: Reducing Commission membership through attrition would delay full implementation of the consolidation.

Alternative #5: If the Policy Alternative #4 is accepted for the creation of a Parks, Recreation, Youth, and Seniors Commission, proceed with the consolidation of the Disability Advisory and Human Rights Commissions.

- Pros:** Furthers goal of commission consolidation. Commission maintains a focus on human rights and accessibility issues.
- Cons:** More narrow focus of the commission membership may not capture a broader perspective on human rights issues
- Reason for not recommending:** Preferred alternative is a broader consolidation of commissions involved in neighborhood and community services.

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 infrequently performed 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 FY2012 – 13 budget process. Consolidating these functions with the City Clerk is the norm in many organizations and allows greater efficiency.

Project Diversity Screening Committee:

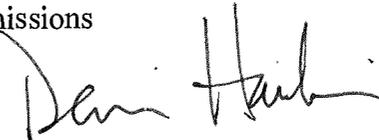
With changes to state law, the City no longer tracks age, race, ethnicity, gender, sexual orientation, or other self-identified characteristics from applicants. Therefore, one of the key functions originally envisioned as a purpose of the Project Diversity panel has changed. Over time, the role of the PDSC has evolved to include outreach, recruitment, and improved application forms and interviews to assist the Mayor and Council review applicants as they select persons for appointment. The board still fills an important role in the Commissioner Appointment process by interviewing applicants, but it may be appropriate to re-name it to “Commission Personnel Committee”.

HONORABLE MAYOR AND CITY COUNCIL
RE: Actions regarding Boards and Commissions
December 2, 2011
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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 Rules and Open Government Committee, stakeholders will have a comprehensive set of recommendations and options to consider during the public review and comment period in January 2012. Upon final Committee review and approval, implementation of the structural improvements can be submitted for Council action in 2012. The recommendations for elimination or consolidation results in:

- Maintain - 14 Commissions
- Eliminate - 1 Commission
- Consolidate - 20 Commissions into 5 Commissions


DENNIS D. HAWKINS, CMC
City Clerk

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

