



Report on Increasing Diversity on Boards and Commissions

**Submitted by the
Inclusion Council**

December 2012

TABLE OF CONTENTS

Introduction _____	1
Outreach Tools Under Development _____	2
Outreach Options for Council Members _____	4
Next Steps _____	5
Appendix A – Adopted Revised Council Policy _____	6
Appendix B – City Outreach Resources _____	14
Appendix C – Other Agency Contacts _____	15

INTRODUCTION

The City has a long history of valuing diversity and inclusion. With this in mind, the City Council asked the Inclusion Council to determine how to implement the City Charter's intent on appointments to Boards and Commissions. The City's Charter states:

The City shall undertake all reasonable efforts to encourage participation by all citizens. Further, the Council shall undertake all reasonable methods to ensure that its appointments to boards, commissions and committees reflect Santa Rosa's diversity, including geographic and ethnic diversity.

The Inclusion Council worked for eight months on this initiative. The Inclusion Council is a committee comprised of two Council members, staff from a variety of departments, and select community members. The group formed three subcommittees to investigate current practices and policies and consider potential guidelines and recommendations.

It is not the intent of this report to direct Council members on how best to make their appointments, but rather to provide tools and strategies and to offer options at their disposal for increasing diversity. Some positions appear to require certain skills sets and background experiences that may supersede other factors. In fact, for some Board and Commission positions it is very difficult to find appointees who are interested and able to participate. Additionally, the office of the City Clerk has already made significant steps to support efforts by Council members to increase diversity.

This report provides a summary of the tools being developed, suggested guidelines, and proposed recommendations that build on the current work being conducted by the office of the City Clerk. The Inclusion Council has worked closely with the City Clerk in the development of these guidelines and recommendations, including the revisions to the Council Policy on appointments to Boards, Commissions, and Committees (Appendix A).

OUTREACH TOOLS UNDER DEVELOPMENT

The City currently does not have written practices to aid City Council members in making appointments that reflect the diversity of our community. Given that, the following tools and strategies are being developed in collaboration with the City Clerk's office and the Community Engagement Program to assist the City Council in meeting the spirit of the Charter. The Council is encouraged to make use of these tools as they become available.

1. CITY WEBSITE: A small committee will work with the City Clerk to expand the content on City's Board/Commission web pages to include the following information to help potential applicants and all community members better understand the work of each Board and Commission.
 - Description of the job duties/expectations for appointees
 - Time commitment
 - Meeting days, times, and locations for each Board/Commission
 - Instructions on how to apply
 - Application formatted as a file that can be downloaded and printed
 - Staff contact information
 - List of current board members with photo and contact information
 - Instructions on how to subscribe to receive automatic email updates related to the City's Boards and Commissions
2. BROCHURE: A small committee will work to update and improve the existing brochure as a companion piece to the website in partnership with the City Clerk.
3. INFORMATION ON AGENDAS: Staff is adding to all Board and Commission agenda templates a tag line: *"If you are interested in participating on a Board or Commission please visit our web page here: <http://ci.santa-rosa.ca.us/government/boards>".*
4. APPLICATION DISTRIBUTION: A small committee will work with the City Clerk to ensure that hard copies of the Board/Commission application are available to the public at City facilities such as the City Manager's office, the Council Chambers, and other locations.
5. PARTNERING WITH THE COMMUNITY: In partnership with the Community Engagement Program, staff will develop a focus group (Community Conversation type approach) to engage different segments of the community about how to best communicate about Boards and Commissions and how to approach recruiting diverse applicants for City Boards and Commissions. This effort will include partnering with organizations, groups, neighborhoods, and individuals who have connections and contacts within segments of our community that have been historically underrepresented.

6. **OUTREACH PLANS:** Staff is developing an outreach plan for each Board and Commission to assist in better engaging the public.
7. **NO-FEE ADVERTIZING:** Staff will be expanding efforts to advertize open seats for Boards and Commissions by utilizing City resources, requesting free space in news publications (e.g. calls for volunteers), and by contacting interested organizations that may be willing to pass along notifications about Board and Commission participation opportunities. Specific examples of these free avenues of communication are listed in Appendices B and C.
8. **OUTREACH WORKSHOP:** A small committee will work with the City Clerk to develop curriculum for an Outreach Workshop for members of the public who may be interested in learning more about participating on a Board or Commission.
9. **PREPARATION CHECKLIST:** A small committee will work with the City Clerk to develop a checklist of suggestions for members of the public who may be interested in taking steps to pursuing membership on a Board or Commission. The checklist will include actions such as attending meetings of whichever Board or Commission that is of interest, reviewing the duties and responsibilities of the members of that Board or Commission, studying items currently being considered by the Board or Commission, and considering whether a conflict of interest may exist due to the individual's occupation, real estate holdings or sources of income.
10. **BOARD/COMMISSION MEMBER TRAINING:** As noted in the adopted revised Council Policy on appointments to Boards, Commissions, and Committees, staff will be providing an orientation and training session to all new Board and Commission members. This leadership development session will include a module on effective participation skills. Also, as noted in the policy, all board, commission and committee members are strongly encouraged to attend the Building an Inclusive Workplace training program. Please see Appendix A.
11. **TRACKING AND REPORTING DIVERSITY:** Staff is revising the Board/Commission application form to include an optional section allowing applicants to report diversity indicators including race/ethnicity, gender, and region (per the Community Advisory Board regions). Staff will work with the City Clerk to report annually to the Council on the diversity of Board and Commission membership for the most current year and to highlight trends over the previous years and comparisons with demographic data for the City of Santa Rosa.

OUTREACH OPTIONS FOR COUNCIL

City Council can take additional steps to reach a broad cross section of our community by implementing these strategies:

1. Convene face to face meetings with interested candidates from a wide range of organizations, neighborhoods, cultural heritage, occupations, industries, etc.
2. Ask the Inclusion Council to assist in exploring outreach efforts and identifying potential community leaders. (The Inclusion Council can be accessed through the City Manager or through the Council Members who sit on the committee.)
3. Utilize community events, forums, and trainings as an outreach tool by tabling at the event and providing hardcopies of the necessary applications and materials for interested parties. (Optional based on whether the City already has a table at these events or if the Council member requests that the City participate with a table.)
4. Reach out to a wide range of neighborhood groups.
5. Attend various Chamber meetings of which the City is a member such as the Black Chamber of Commerce and the Hispanic Chamber of Commerce.
6. Attend events given by various community groups such as the Filipino Cultural Center and the Redwood Empire Chinese Association.
7. Participate in an annual Meet Your Council Member booth at a Wednesday Night Market. (This will be coordinated by the City Clerk's office.)
8. Exercise sensitivity to economic and education diversity which might require flexibility around meeting times.
9. Rethink the prerequisite qualifications for Board and Commission members. Research shows that critical thinking, listening and problem solving skills are key to effective decision making.

NEXT STEPS

The first phase of this effort is reflected in this report. The second phase is implementation which the Inclusion Council will undertake once this report has been presented to the Mayor and the City Manager. Below is a brief outline of an action plan indicating time lines and responsibilities.

November, 2012: The Inclusion Council will establish subcommittees to work with the City Clerk on the implementation phase of this effort.

December 2012: After the new Council members have been seated, staff will present the findings of this report and ask Council to consider action adopting the revisions to the *Appointments to Boards/Commissions/Committees* Policy.

January – June 2013: The Inclusion Council subcommittees will collaborate with the City Clerk's office on the development and implementation of the outreach tools.

APPENDIX A – Council Policy

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	1 of 8

The Council shall encourage participation and assure appointments of qualified individuals representing the community to City boards, commissions and committees. Appointments are made by one of two methods: by the Council as a whole, or by individual Council members. These two methods were set forth by amendments to the City Charter, adopted in 2002, which include the following provisions:

- A. “The City shall undertake all reasonable efforts to encourage participation by all citizens. Further, the Council shall undertake all reasonable methods to ensure that its appointments to boards, commissions and committees reflect Santa Rosa's diversity, including geographic and ethnic diversity.”
- B. “Individual council members shall appoint one member of boards and commissions, except as provided below. Terms shall coincide with the term of the appointing council member. A new council member may replace appointments in the event one is selected to serve out the unexpired term of a council member.”
- C. “The provisions of this subsection shall not apply to the District Commission, Redevelopment Agency, and Personnel, Building Regulation Appeals, and Housing Authority boards.”

In addition, certain federal, state or local statutes may provide for a specific appointment process or qualifications for members due to the special nature of the board, commission, or committee (e.g. Oversight Board to the Successor Agency). If there is a conflict between the federal, state or local statute and this policy, the federal, state or local statute shall control.

PURPOSE:

To establish a policy to ensure Santa Rosa’s continued high caliber of appointments to boards, commissions and committees , assist in notifying all segments of the community of vacancies, and to set forth procedures for appointments to boards, commissions and committees that will assure orderly transitions upon the conclusion of terms of appointment.

POLICY:

Sections A through F apply to appointments made by individual Council members as well as to those made by the full Council.

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	2 of 8

A. Recruitment Process

1. On or before December 31 of each year, the City Clerk shall prepare and post a Local Appointments List of all Council-appointed board, commission and committee terms that expire during the next calendar year in compliance with the Maddy Act (Government Code § 54972).
2. A biennial outreach workshop shall be scheduled by the City Clerk’s Office in even-numbered years prior to the seating of the new Council to encourage citizens to learn more about service on City boards, commissions and committees. The Mayor and chairperson of each board, commission and committee should attend. The outreach workshop shall be advertised once in the newspaper and on the City’s website. The City Clerk’s Office shall annually advertise in a newspaper and on the City’s website for applicants wishing to be considered for appointment to boards, commissions and committees so that Council members have a pool of applicants from which to choose.
3. Although there may be multiple applicants, individual Council members are not required to choose from the pool of applicants.
4. All persons seeking appointment to a City board, commission or committee shall complete and submit an application form to the City Clerk’s Office as set forth in Section F.
5. Appointments made by individual Council members are official only after the Council member has submitted a completed application and appointment form to the City Clerk’s Office, the office has determined that the individual is eligible to serve (as set forth in Section B), and the office has provided proper notification to the appointed board, commission, or committee member and the chair of the board commission, or committee. Council members may announce an appointment at a City Council meeting; however, such announcement is not required for the appointment to become effective. The City Clerk shall notify the full Council of any appointments made by individual Council members.
6. If an unscheduled Board or Commission vacancy occurs during the term of the appointing Council member and the Council member so requests, the following steps should be taken to publicize vacancies on boards, commissions and committees:

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	3 of 8

- a. Public announcement of the vacancy at a Council meeting.
- b. A newspaper advertisement announcing the vacancy.
- c. A recruitment period of at least two (2) weeks, unless there is an urgency created by the vacancy.
- d. A vacancy notice posted at City Hall, the Central Library, and on the City’s website and distributed to groups that have requested notification and appropriate professional and community organizations.

B. Requirement for Appointment

- 1. All persons appointed to City boards, commissions, and committees shall be residents of the City of Santa Rosa at the time of their appointment and shall remain residents of the City throughout their term of appointment. Should any person so appointed move from the City of Santa Rosa during their term of office, such office shall be forfeited. The Council member shall, upon such forfeiture, make a new appointment to fill the unexpired term.
- 2. All persons appointed to City boards, commissions, and committees shall be registered voters of the City of Santa Rosa at the time of their appointment and shall remain registered voters of the City throughout their term of appointment.
- 3. All persons appointed to City boards, commissions, and committees shall complete and submit an application form to the City Clerk’s Office as set forth in Section F.
- 4. Except as provided by state or local statute, the appointee shall not be a current City employee or currently appointed to another City board or commission.

C. Council Notification

By September 1 of each year the City Clerk will notify the Council of expiring terms for members of those City boards, commissions and committees appointed by the full Council.

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	4 of 8

D. Sources

1. Sources of names for appointment to City boards, commissions and committees may include but not be limited to:
 - a. Council knowledge of qualified citizens;
 - b. Solicitation of names from the community at large; and
 - c. Expressions of interest from individuals.
2. The Council desires to encourage representation of a variety of points of view and to this end will seek a diversity of membership.

E. Incumbents

1. At the end of the first term, an incumbent board, commission or committee member may, at the discretion of the Council or appointing Council member, be reappointed for an additional term without the need to apply or interview for re-appointment. In lieu of an application, the board, commission, or committee member shall submit to the City Clerk's Office a letter of interest in re-appointment prior to the expiration of the member's first term.
2. Any incumbent interested in re-appointment who has served two or more terms must apply for re-appointment as set forth in Section F.

F. Application

Except as set forth in Section E.1, all persons considered for appointment or re-appointment shall complete an application form. This application form must be received by the City Clerk's Office at least five (5) days prior to the appointment taking effect.

G. Appointment Procedure for Board and Commission Members Appointed by Individual Council Members

This portion of the policy sets forth provisions for appointments made by individual Council members for seats on the Bicycle and Pedestrian Advisory Board, Board of Community Services, Board of Public Utilities, Charter Review Committee, Community Advisory Board, Cultural Heritage Board, Design Review Board, Measure O Oversight Committee, and the Planning Commission.

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	5 of 8

1. Pursuant to the City Charter, terms of board, commission and committee members expire concurrently with the appointing Council member’s term. Except as excluded in the Charter or as specified by state statute, all boards, commissions and committees shall be comprised of one appointee selected by each individual Council member. Board, commission, and committee members appointed by individual Council members shall serve at the pleasure of the appointing Council member and may be replaced at any time.

2. In order to facilitate an orderly transition following a City Council election, and maintain the intent of the Charter, the following procedures shall be implemented:

a. All Council members should announce appointments and reappointments no later than the second meeting in January. Appointments shall take effect on February 1st.

b. All newly-appointed and re-appointed board and commission members shall take and subscribe to the Constitutional oath of office prior to or during the member’s first board or commission meeting.

c. An orientation and training program will be made available to all new Board and Commission members in February of each odd-numbered year. All board, commission, and committee members are strongly encouraged to attend Building an Inclusive Workplace training.

d. Incumbents shall continue to serve until a replacement is appointed.

e. For appointments to the Community Advisory Board, each Council member shall be assigned one of the seven areas and shall appoint one member to the Board for that assigned area. The other seven appointments shall be community at-large appointments with each Council member appointing one at-large member.

f. Newly-seated Council members will draw lots for a geographic area; i.e., if a departing Council member was assigned the Northeast area, that area would be drawn by a newly-seated Council member. The lot distribution shall be as follows:

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	6 of 8

Lot No.	Seat 1	Seat 2
1	Southeast	At-large
2	North	At-large
3	Northeast	At-large
4	Northwest	At-large
5	South	At-large
6	Southwest	At-large
7	Core	At-large

g. Incumbent Council members retain their assigned areas until the Council member’s term expires.

H. Appointment Procedure for Board and Commission Members Appointed by the Full Council

This portion of the policy sets forth provisions for appointments made by the full Council for seats on the Personnel Board, the Board of Building Regulation Appeals, the Housing Authority, the Santa Rosa Tourism Business Improvement Area Advisory Board, and those members of the Bicycle and Pedestrian Advisory Board and the Waterways Advisory Committee that are appointed by the full Council.

1. Review of Applications:

a. Subject to review by the Council, the Mayor may establish a procedure for review of applications and selection of applicants for interview, for those board, commission and committee members appointed by the full Council. Such selection and interview may be conducted by a committee of the Council or the full Council.

b. If an unscheduled board, commission or committee vacancy occurs prior to the expiration of the member’s term, the vacancy shall be noticed in compliance with the Maddy Act (Government Code § 54974).

2. Term:

a. All persons appointed by the full Council to boards, commissions and committees serve at the pleasure of the Council, and shall serve for the term indicated or until a successor has been appointed.

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	7 of 8

Voting:

a. Members of boards, commissions and committees shall be selected from all applicants by a process of elimination or by motion.

b. If selection is by process of elimination, each Council member shall vote for a number of applicants equal to the number of vacant positions, plus two. In the event there are an insufficient number of applicants to vote for a number of applicants equal to the number of vacant positions plus two, the Council may vote for a fewer number as recommended by the City Attorney.

c. Those applicants receiving one vote or less shall be eliminated.

d. Subsequent votes shall be taken with each Council member voting for one less applicant than voted for in the previous round. Only applicants not eliminated may be voted upon.

I. Chairs

The Mayor shall appoint the Chair of each board, commission and committee in February of each year or as needed, with the approval of the majority of the Council.

J. Attendance

1. Board, commission and committee members are expected to regularly attend and participate on their respective boards, commissions, or committees. The Council will be provided with quarterly reports of the attendance of board and commission members.

2. A board, commission, or committee member whose attendance is less than seventy five (75%) of the required meetings over the two-quarter period reported may be subject to removal by the Council member who appointed the person or the full Council if appointed by the Council.

3. The Council may grant an approved leave of absence for a board, commission, or committee member due to the serious medical condition of the member or member's family or for such other reasons as the Council determines are appropriate. During the approved leave

COUNCIL POLICY			
Subject:	Policy Number	Effective Date	Number of Pages
Appointments to Boards/Commissions/Committees	000-06	11/6/2012	8 of 8

of absence the Council member who appointed the person may appoint a temporary person to fill that position or the Council may appoint a temporary person to fill the position if appointed by the Council.

K. Conflicts of Interest/Ethics

1. Board, commission, and committee members shall comply with all state and local laws with respect to ethics and conflicts of interests to the extent that such laws apply to their position, including state and local requirements to timely file Statements of Economic Disclosure if the member is designated as a filer by state law or the City’s Conflict of Interest Code.
2. All board, commission, and committee members shall be required to attend mandatory ethics training provided by the City or available online or through other approved training providers as required by law.
3. All board, commission, and committee members shall comply with Council Policy 000-03, Presentations to Boards, Commissions, and Council Made by Members of Any Body of City of Santa Rosa, and Council Policy 000-51, Code of Conduct for Councilmembers and Board and Commission Members.
4. In addition to other enforcement actions as provided by state and local law, failure to comply with the requirements of this section may be grounds for removal from the member’s position on board, commission or committee.

Modified by Resolution No. 28202
 Modified by Resolution No. 27748
 Modified by Resolution No. 26252
 Modified by Resolution No. 26123
 Modified by Resolution No. 22864
 Modified by Resolution No. 22703
 Modified by Resolution No. 20396
 Modified by Resolution No. 17568
 Modified by Resolution No. 16635A
 Adopted by Resolution No. 11857

Dated: November 6, 2012
 Dated: October 5, 2010
 Dated: May 3, 2005
 Dated: November 23, 2004
 Dated: October 1, 1996
 Dated: June 4, 1996
 Dated: June 18, 1991
 Dated: October 15, 1985
 Dated: March 27, 1984
 Dated: March 16, 1976

APPENDIX B – City Outreach Resources (free)

The following table lists City resources and other free sites for posting notifications about Board and Commission participation opportunities.

Resource	Contact	Phone	Email or website
City Homepage	Jake Bayless	(707) 543-3437	jbayless@srcity.org
City Facebook	Various departments		http://webeditor7/Pages/socialmedia.aspx
City GovDelivery recipients/e-newsletters	Various departments		http://webeditor7/Pages/socialmedia.aspx
Volunteer Center of Sonoma County	Jim Bray	(707) 573-3399 Ex: 109	jbray@volunteernow.org
Community Media Center of the North Bay	George Mangan	(707) 569-8785 Ex: 322	gmangan@communitymedia.org
La Neustra KBBF Bilingual Public Radio	Alicia Sánchez	(707) 545-8833	http://student.santarosa.edu/~jzarate/web.graphics
KRCB Public Radio	Cheryl Scholar	(707) 584-2005	Cheryl_scholar@krcb.org
Sonoma County Gazette	Vesta Copestakes	(707) 887-0253	vesta@sonic.net
Press Democrat			info@pressdemocrat.com subject line – Good Deeds Blog
Bohemian	Gabe Meline	(707) 527-1200 Ex: 202	gmeline@bohemian.com
North Bay Business Journal	Lori Rooney	(707) 575-8282	lrooney@northbaybiz.com

APPENDIX C – Other Agency Contacts

The following table lists the agencies and organizations that may be willing to pass along notifications about Board and Commission participation opportunities. This list is not exhaustive and will be used and updated by staff.

Resource	Contact	Phone	Email
Hispanic Chamber of Commerce	Donna Zapata	(707) 575-3648	hccadmin@hcc-sc.org
North Bay Black Chamber of Commerce	Leticia Hanke-Ryzhkov	(888) 846-5155	info@nbbcc.org
Japanese American Citizens League	Carol Kawase	(707) 964-9325	sonomajacl@yahoo.com
Filipino Center of Sonoma County	Noemi Issel	(707) 538-9229	Noemi_issel@sbcglobal.net
League of Women Voters	Dee Dee Bridges	(707) 322-8911	ddebhere@gmail.com
Santa Rosa Chamber of Commerce	Jonathan Coe	(707) 545-1477	jonathanc@santarosachamber.com
Latino Service Providers	Wanda Tapia	(707) 837-9577	wtapia@latinoserviceproviders.org
Community Action Partnership	Oscar Chavez	(707) 544-6911	ochavez@capsonoma.org
Positive Images	Jim Foster	(707) 568-5830	posimage@sonic.net
Indian Health Center	Molin Malicay	(707) 521-4545	www.scihp.org
NAACP	Reverend Ann Grey Byrd	(707) 542-2522	revannbyrd@sbcgobal.net
Disability Services & Legal Center	Barbara Harris	(707) 524-6634	bharris@becomingindependent.org
Redwood Empire Chinese Association	Nancy Wang	(707) 576-0533	Jowang88@comcast.net
Sonoma Vietnamese Association	Kimchi Moyer	(707) 799-8871	Kimchi_moyer@me.com
Oakmont Village HOA	Patricia Arnold	(707) 539-1611	patricia@oakmontvillage.com