

Summary of Reimagine Boards and Commissions Engagement with Current Board Members

Pre-Event Survey Response Summary

In early 2020, current board and commission members received a Reimagine Boards and Commissions questionnaire so the results could be shared and discussed at the February 24, 2020 Super Issues Meeting.

The following data summarizes the responses of the 79 participants, representing thirty-eight percent of all board and commission members. The data includes at least one response from a member of 22 of the 25 boards, representing eighty-eight percent of the city's boards and commissions.

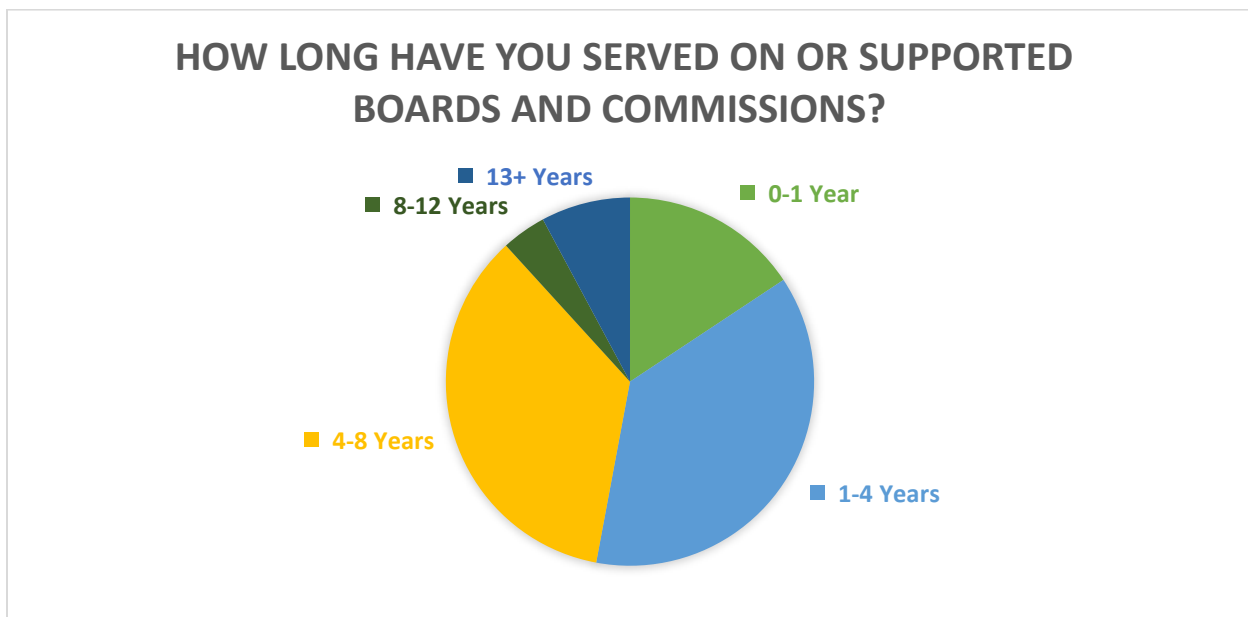


Figure 1

Figure 1 shows that most respondents have served on a board and commission between one and eight years. With thirty-seven percent (or 19 respondents) serving for one to four years and thirty-five percent serving for four to eight years. While eight percent of respondents have served on a board for more than 13 years.

**I BELIEVE THAT BOARDS AND COMMISSIONS ENSURE
MEANINGFUL EXPERIENCES FOR VOLUNTEERS?**

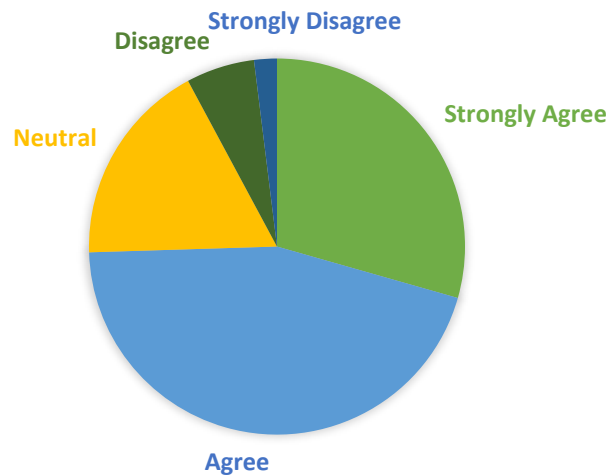


Figure 2

Seventy-four percent of the respondents agree or strongly agree that boards and commissions ensure meaningful experiences for volunteers. While eight percent of respondents disagree or strongly disagree with the statement.

**I BELIEVE THAT BOARDS AND COMMISSIONS PROVIDE
TIMELY AND USEFUL ADVICE FOR CITY COUNCIL FROM
A VARIETY OF PERSPECTIVES.**

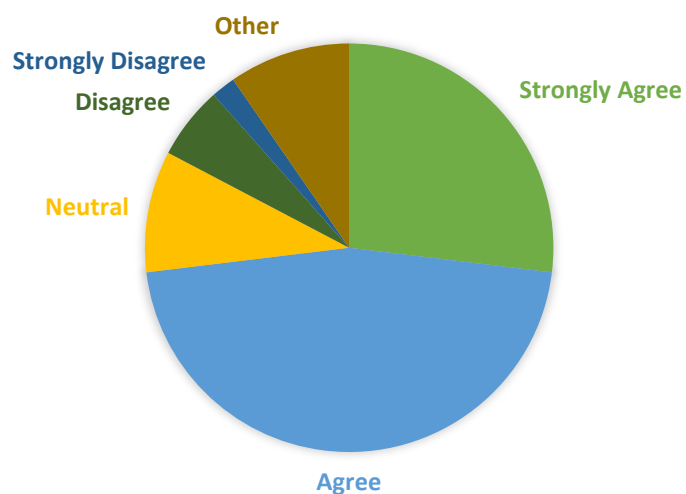


Figure 3

Seventy-three percent of the respondents agree or strongly agree that boards and commissions provide timely and useful advice for City Council. While eight percent of respondents disagreed or strongly disagreed with the statement.

I AM SATISFIED WITH MY EXPERIENCES PARTICIPATING WITH BOARDS AND COMMISSIONS.

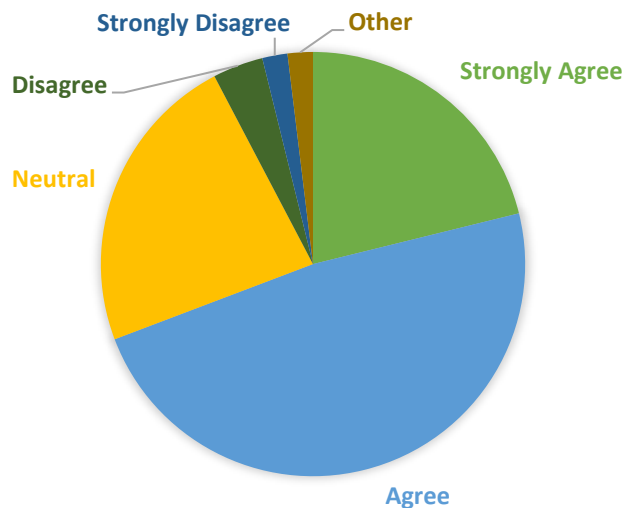


Figure 4

Sixty-nine percent of respondents agree or strongly agree that they are satisfied with their experience participating with board and commissions, while six percent of respondents disagreed or strongly disagreed with the statement.

Open-ended Responses

Charts 1-6 convey thematically coded responses to the open-end questions from the survey. The left-hand column of the chart lists the common themes and the right-hand column displays how frequently an answer aligned with that theme. Responses may have demonstrated more than one theme and were counted to reflect each theme it aligned with. Several themes may only have had one response; however, it was still listed to thoroughly reflect the data that was collected. Each chart is followed by direct quotes to elaborate on the themes that were most frequently mentioned.

Chart 1. What changes would you like to see, if any, to the current structure of boards and commissions? Structure: how many boards, what type of boards, term lengths, etc.

Theme	Frequency
Increase boards effectiveness/City Council communication loop	8
Consolidate some boards	7
Shorter Terms	6
Increase Diversity	6
No structure changes/existing structure is working	4
More board collaboration	4
More strict number of terms limit	3
Some boards should meet less frequently	2
Increase remote meeting capabilities	2
Clarify board purpose and roles	2
Utilize ad hoc capabilities	2

You cannot force diversity	1
Review bylaws	1
More strict attendance policy	1
Create an Ethics Board	1

“Just ensuring that the number and purpose of the boards aligns with the city's needs. If not much output is being produced by certain boards, or there aren't ongoing needs, maybe some boards can meet quarterly, or even just “as needed” which may be zero times per year in some cases. Other boards should be eliminated if that makes the most sense”.

“Boards should be flexible enough to deal with new issues as they arise in the city. I've been in 2 boards and both had specific charges. I can't speak to whether other boards are duplicative and should be combined. Here's an idea: appoint a group of people to rotate across boards for their term, instead of being on a single board. They may or may not vote on the boards on which they serve for 3 or 6 month stretches, but their rotation would allow for cross pollination”.

Chart 2. What changes would you like to see, if any, to the boards and commissions program management? Program management: how the boards conduct meetings, when and where of meetings, meeting logistics, onboarding, training, etc.

Theme	Frequency
No changes recommended	14
Increase board effectiveness in advising City Council	6
More training for new members/better onboarding process	6
Increase staff training and role clarification	4
Increase remote and technological capabilities	3
Increase board collaboration	3
Diversify meeting location	2
Increase diversity of board membership	2
Increase public participation at meetings	1
Accessible meeting times (later, weekends)	1
No longer use Roberts Rules of Order	1

“The City does a great job of supporting and training boards and commissions members. I think if you keep on the path you are on, we will just become more effective for our entire community”.

“I believe staff liaisons need training. What their role is. How this differs from being a board member. Helping to coordinate, ensuring that the agenda and minutes are out at least one week prior to the meeting day. Helping to look at the City Council Calendar of topics and ensure that the committee is thinking about and possibly addressing topics that relate to the board. Identifying upcoming reports that are due and due dates, ensuring ample time for members to produce the document”.

Chart 3. What changes would you like to see, if any, to the relationship between Council liaisons and their boards and commissions?

Theme	Frequency
Increase in-person interaction with council liaison (annually, quarterly, twice per year)	13
Increased remote communication and increased confirmation (close feedback loop that council liaisons have read minutes, reports, recommendations, etc.)	9
No change suggested	8
Clarify what is effective communication for each council liaisons specifically/ role clarification	8
Increase visibility of board successes to City Council	4

“1. It would be helpful to B&C's if Council liaisons could be encouraged to attend at least 1-2 meetings per year and keep in touch with B&C's through emails or other communications. 2. Council liaisons might solicit greater assistance from B&C's in addressing Council's agenda items - especially in areas where B&C's might have specific expertise”.

“Really we should talk with them if we need direction. They should contact us if they want specific feedback on council agenda items. We don't do this. It feels very separated right now. It could be better”

Chart 4. What changes would you like to see, if any, to the purpose of boards and commissions?

Theme	Frequency
Council seeking board feedback	6
If boards cannot have influence they should be eliminated/ needs to be worthwhile for all parties	5
Clarification and general education of board member role	5
Connect to and influence specific projects, priorities, and objectives	3
Provide diverse stakeholder input to City Council	2
Get public more involved at meetings/engage with and educate community members	2
No changes recommended/works well as is	1
Not just a sounding board for staff	1

“I would like to see more direct questions come from council. As in collecting questions that arose during work sessions and sending them to boards to help collate answers to them if they are not based only on what the city staff are currently doing”.

“I think our purpose is pretty clear and well defined. If a board or commission is struggling to identify their purpose, or City Council/Staff are having the same issue, perhaps that board or commission is not working. Perhaps that one needs restructuring or has run its course”.

Chart 5. Please give an example of something about the boards and commissions program that works well for you.

Theme	Frequency
Teamwork/respectful conversations with diverse perspectives	14
Education received	7
Community impact	6
Staff support	5
Staff presentations	4
Monthly meetings	4
Outside networking and educational opportunities	1
Work sessions	1
Number of board/commission members	1
Engage platform communication	1

“Being on the LPC has enabled me to understand the preservation program in a way I simply couldn't otherwise. And that has enabled me to educate neighbors and other residents, as well as preservation advocates in other communities, about how our program works and what the benefits have been. Though the impact might be small, it is far reaching and, in my opinion, does contribute a bit toward making NoCo a better place”.

“I take pride in being able to share my experience and to be respectfully heard. It is encouraging and satisfying to me to see the changes around the city that I spoke about at a board meeting. Working together and collaborating between boards and commissions brings on more results. For example, CDBG and Affordable Housing Board working together on housing funding”.

Chart 6. What do you think would make it easier for people of different backgrounds to participate?

Theme	Frequency
Conduct targeted, culturally responsive outreach during recruitment	18
Meeting times- later, weekends, more flexible	7
Remote meeting capabilities	5
Childcare	5
Avoid echo chamber (i.e., ask community, not just board members)	4
Mentorship of new or potential members	4
Educate the recruitment, interview, appointment process with information about current diversity gaps on boards	3
Meeting location (in community space that is more accessible to underrepresented groups)	3
Shorter terms	3
Cannot force diversity	2
Transportation assistance	2

Utilize ad hoc capabilities	1
People need to be knowledgeable above all else	1
Council members should mention and promote boards and commission during council meetings	1
Education on diversity topics for board members	1
Invite underrepresented community members to meetings	1
Less frequent meetings	1
More thorough onboarding	1

“Develop a strategic representation plan for each board and commission. Identify member types that can provide value to the goals and objectives of the board. Part of that process may be to identify representation gaps and determine strategies to fill those gaps”

“We need to be proactively seeking people out and inviting them to join our boards. And giving a new person a "mentor" to help them onboard could be useful... especially on the quasi-judicial boards. If expert discussions is an issue, then ask a former board or commission member to be a mentor for a few months to help that person get their sea legs.”

Super Issue Meeting: In-person Engagement Summary

On February 25, 2020 46 current board and commission members attended a Super Issues Meeting that included facilitated small groups discussion of the Reimagine boards and Commissions Council priority. The following data summarizes the responses captured during those discussions. 19 of the 25 total City boards and commissions (76%) were represented by one or more members.

Board members were asked to respond to the following questions by writing down their responses and discussing them with their fellow participants. Chart 7 demonstrates thematically coded responses from answers that were captured on worksheet.

Chart 7. What would make the boards and commissions volunteer experience more meaningful (fulfilling) for you?

Theme	Frequency
Close feedback loop with City Council	13
Clarity of purpose of boards and roles all parties (staff, council liaison, board member)	10
More collaboration between boards	10
More involvement and visibility with the public	9
More training/better onboarding	6
Be more effective during meetings, contribute to projects and priorities	5
Increase diversity on boards	5
Shorter terms/term limits	2
Utilize remote meeting capabilities	1
I feel fulfilled as is	1

Matrix Exercise

Board and commission members were given a chart that displayed a matrix of Reimagine Boards and Commissions options (these options were generated from the Equity Matrix created by the 2017 Public Participation Report). Participants were asked to place a “checkmark” next to the three options they liked the most and an “X” next to the three options they liked the least. The chart below reflects the number of tallies for each.

Reimagine Boards and Commissions Options	Most Liked	Least Liked
Council liaison relationships	16	1
Conduct targeted, culturally responsive outreach during recruitment	13	6
B&C members assist with public engagement and recruitment efforts	13	0
Increased B&C collaboration	13	1
Reduce potential barriers to participation	12	1
Adjust meeting parameters (time, location, frequency, and technology)	10	3
Align purpose with City Council priorities	10	3
Reimagine how B&C engage with the public	9	0
Allocate funds to support interpretation/translation services, transportation, and childcare	8	5
Representation on action boards: People with lived experience: Seniors, people with mobility impairments, youth, LGBTQIA+, women's commission	8	1
Education on charter, manual and bylaws	6	4
Reimagine the role of the public (testimony for items, less formal)	6	1
Develop and provide more clarity of purpose	6	1
Update City code with consistent functions and authority	6	3
Review naming conventions (e.g., boards vs. commissions)	6	5
Shorter term limits	6	8
Include demographic questionnaire into applications	5	5
Use standardized interview questions	5	9
Convene fewer, larger groups in a similar area of interest that can form smaller working groups as needed (i.e., subcommittees)	5	2
Define and support different types of board members (experts, deliberators, advocates)	5	5
Volunteer manager training for staff	4	0
Form temporary, ad hoc committees	4	7
Legal training and support	3	6
Conflict training for staff liaison and board members	3	1
Standard expectation and budget for food	3	9
Standardize minutes, agenda item, reports, and process	3	5
Provide incentives to participate	2	12
More structured attendance policy and notice of resignation policy	2	8

