



Audit of City Boards and Commissions

August 4, 2021
(Revised May 13, 2022)

Mark S. Swann, City Auditor

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Table of Contents

Executive Summary	1
Objectives and Conclusions	2
Audit Results	2
SECTION 1 – GLOBAL OBSERVATIONS	2
Observation A: Responsibility for Compliance.....	2
Observation B: Monitoring Operating Costs	4
Observation C: Defining Members’ Roles and Responsibilities	5
SECTION 2 – COMPLIANCE WITH THE CITY’S CHARTER AND CODE	6
Observation D: Racial and Ethnic Diversity.....	6
Observation E: Annual Reports.....	8
Observation F: Meeting Documentation.....	9
Observation G: Acceptance of Appointment.....	11
Observation H: Vacancies	12
Observation I: Compliance Requirements.....	14
Appendix A: Background and Methodology	15
Background	15
Methodology	17
Major Contributors to the Report.....	17
Appendix B: Defining Members’ Roles and Responsibilities	18
Members’ Roles and Responsibilities Defined in Bylaws.....	18
Members’ Roles and Responsibilities Defined in Another Authoritative Document.....	19
Members’ Roles and Responsibilities not Defined.....	19
No Response to Survey	19
Appendix C: Management’s Response	20
City Auditor’s Response.....	23
City Secretary’s Responses to Recommendations.....	35
City Manager and Mayor and City Council Office Responses to Recommendations	43

Executive Summary

Objective and Scope

The objectives of this audit were to determine if:

- 1) Boards and commissions are in compliance with the City's Charter and Code – specifically
 - (a) membership and vacancy;
 - (b) meetings; (c) racial and ethnic diversity; (d) annual reports;
 - (e) conflict of interest and financial disclosure; and, (f) protecting confidential information.
- 2) The City is monitoring the costs to operate boards and commissions.
- 3) All boards and commissions have members' roles and responsibilities defined in bylaws or another authoritative document.

The scope of the audit included management operations in Fiscal Years 2019 and 2020.

What We Recommend

We recommend City management:

- Establish a single authority that ensures compliance with City requirements.
- Improve procedures to ensure compliance with City requirements and capture all costs to operate the boards and commissions.

Background

Approximately 500 people serve on 52 boards and commissions established by City Council, providing direction and recommendations for City operations, such as economic development, parks, libraries, arts, police oversight, and planning.

The operating requirements for board and commission membership, activities, and operations are primarily established by the City's Charter and Code but may also be established by State laws.

For Fiscal Year 2020, the City will spend over \$800,000 to support the boards and commissions.

This report was revised to reflect updates to Observation C and Appendix B as requested by the Government Performance and Financial Management Committee on September 27, 2021.

What We Found

Responsibility for ensuring compliance with City requirements is fragmented and shared among multiple offices, departments, and positions.

Processes are in place for the review of board and commission member qualifications, financial and conflict of interest disclosures, and the protection of confidential information.

Processes could be improved to ensure:

- Compliance with City requirements.
- Transparent documentation and communication of board and commission operations.
- Monitoring of the costs to operate boards and commissions.

Objectives and Conclusions

1. Are boards and commissions in compliance with the City's Charter and Code covering:
(a) membership and vacancy; (b) meetings; (c) racial and ethnic diversity; (d) annual reports;
(e) conflict of interest and financial disclosure; and, (f) protecting confidential information?

Partially achieved. Responsibility for ensuring compliance with City requirements is fragmented and shared among multiple offices, departments, and positions. This fragmentation makes it difficult to ensure compliance with City requirements. Testing samples indicated compliance can be improved for most requirements reviewed. See [Observation A](#) and [Section 2](#) for specific areas identified for improvement.

2. Is the City monitoring costs for Boards and Commissions?

Partially achieved. Only the City Secretary's Office and the Office of Community Police Oversight have budgeted and actual costs related to operating boards and commissions reported in the City's approved annual budget. Costs for all other offices, departments and positions responsible for ensuring compliance with City requirements and supporting boards and commission are not tracked and reported. See [Observation A](#) and [Observation B](#).

3. Do all boards and commissions have members' roles and responsibilities defined in bylaws or another authoritative document?

Generally, yes. Forty-four of the 51 boards and commissions have members' roles and responsibilities defined in bylaws or another authoritative document. See [Observation C](#).

Audit Results

As required by *City Council Resolution 88-3428*, departments will establish internal controls in accordance with the standards established by the Comptroller General of the United States pursuant to the *Federal Managers' Financial Integrity Act of 1982*. Administrative Directive 4-09, *Internal Control* prescribes the policy for the City to establish and maintain an internal control system. The audit observations listed are offered to assist management in fulfilling their internal control responsibilities.

SECTION 1 – GLOBAL OBSERVATIONS

Observation A: Responsibility for Compliance

Responsibility for ensuring boards and commissions are in compliance with the City's Charter and Code is decentralized. There is not one focal point with responsibility to ensure boards and commissions comply with the City's Charter and Code. The City Secretary, City Manager, City Council, department directors and boards and commissions coordinators all have responsibilities ensuring that boards and commissions comply with the City's Charter and Code requirements.

This increases the risk that boards and commissions are not in compliance with the City's Charter and Code and achieving the objectives of each board and commission.

The lack of one focal point for boards and commissions oversight, with the responsibility for ensuring compliance with the City's Charter and Code, is a contributing factor for many of the observations identified in this audit report, including: racial and ethnic diversity, annual reports, member qualification reviews, and on-time reporting of meeting documentation.

According to the City Secretary's Office and City Manager's Office, the current training the City Secretary's Office provides to boards and commissions chairs, vice-chairs, and coordinators can be improved and expanded to more boards and commissions members and coordinators to increase awareness of the City's Charter and Code requirements for boards and commissions.

Criteria

- ❖ Government Accountability Office, *2020 Annual Report, Additional Opportunities to Reduce Fragmentation, Overlap, and Duplication and Achieve Billions in Financial Benefits*
- ❖ Standards for Internal Control in the Federal Government, *Principle 3 – Establish Structure, Responsibility, and Authority*

Assessed Risk Rating:

Moderate

We recommend the **City Manager in consultation with the City Secretary and the City Attorney:**

A.1: Present to the City Council, a proposal, to assign overall responsibility for ensuring boards and commissions operations comply with the City's Charter and Code to one position.

We recommend the **City Secretary:**

A.2: Improve and expand training on compliance with boards and commissions requirements to more boards and commissions members and coordinators.

Observation B: Monitoring Operating Costs

The City does not track the total costs of operating boards and commissions. As a result, the City Manager and City Council lack information that should be considered when assessing the performance of each board and commission and establishing new boards and commissions.

Only the City Secretary's Office and Office of Community Police Oversight, which supports the Community Police Oversight Board, have budgeted and actual costs related to operating boards and commissions reported in the City's approved annual budget. The following budgeted costs were reported during the audit period:

- City Secretary's Office Fiscal Year 2019 Budget - \$388,131
- City Secretary's Office Fiscal Year 2020 Budget - \$321,706
- Office of Community Police Oversight (new office) Fiscal Year 2020 Budget - \$475,000

Sixteen City departments and offices responsible for coordinating boards and commissions have costs related to staff time and materials to prepare for and facilitate meetings. These costs are not specific "line items" reported in the City's approved annual budget or reported individually by each board or commission to City Council.

Criteria

- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities* and *Principle 16 – Perform Monitoring Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager**:

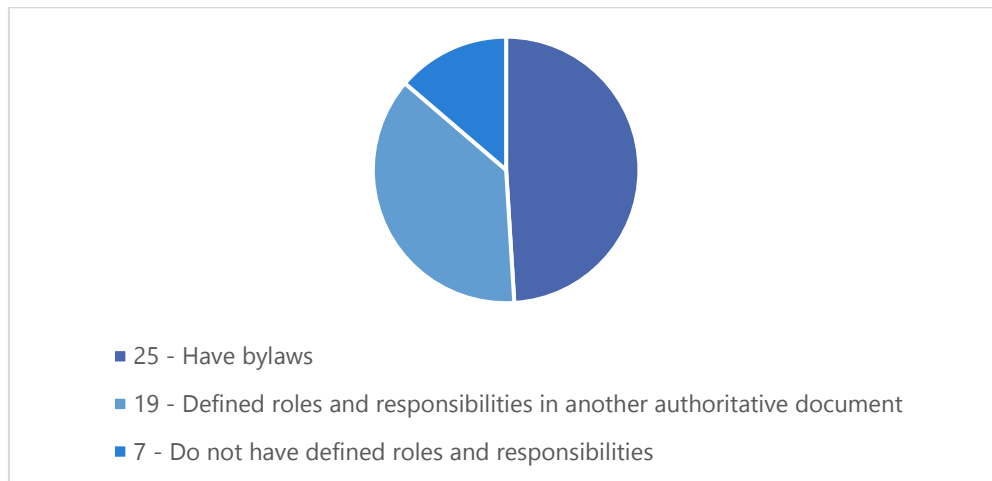
- B.1:** Establish procedures to account for all costs to operate each board and commission and report the total cost by board and commission to the City Council on an annual basis.

Observation C: Defining Members' Roles and Responsibilities

Of the 51 boards and commissions that responded to a survey, seven do not have members' roles and responsibilities defined in bylaws or another authoritative document. Without members' roles and responsibilities defined in bylaws or another authoritative document there is an increased risk that boards and commissions may not operate as intended. See [Exhibit 1](#) and [Appendix B](#) for more information.

Exhibit 1:

Boards and Commissions with Defined Roles and Responsibilities



Source: City Auditor's Office September 2020 survey of boards and commissions coordinators and additional documents provided by the City Attorney's Office in April 2021. The survey was updated with additional responses to a September 2021 survey of respondents that did not initially respond to the survey.

Criteria

- ❖ The City of Kansas City, Missouri- City Auditor's Office, Governance Assessment Performance Audit Report, 2019, *Governance Assessment Checklist*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities* and *Principle 16 – Perform Monitoring Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager**:

C.1: Ensure all boards and commissions have defined roles and responsibilities of members either in bylaws or another authoritative document.

SECTION 2 – COMPLIANCE WITH THE CITY’S CHARTER AND CODE

Observation D: Racial and Ethnic Diversity

The racial and ethnic make-up of boards and commissions is not representative of the City’s population. As a result, there is an increased risk that boards and commissions will not proportionately represent the City’s residents in recommendations and decisions.

There is no procedure to ensure the racial and ethnic make-up of boards and commissions reflects the racial and ethnic make-up of the City’s population, as nearly as may be practicable, as required by City Charter, *Chapter XXIV, Sec. 13. Appointment and Tenure of Commissions and Boards (d)*. Although the City Secretary’s Office provides the City Council a demographic report every two years as part of their on-boarding process or upon request, the report provided does not include comparative information on the City’s population needed to determine compliance with the City Charter.

A high-level analysis shows Hispanic members have lower representation on boards and commissions than their percentage of the population, while white members have greater representation than their percentage of the population. Black and Asian members were represented at close to their percentage of the population. Women also have lower representation than their percentage of the population.

A detailed analysis was not performed due to differences in time period reported and how race was classified between the City Secretary’s Office demographic reports and United States Census data. See [Exhibit 2](#) for a high-level analysis.

Exhibit 2:

Comparison of Boards and Commissions Members to City Residents

Population	Hispanic	White	Black	Asian	Other	Female	Male
City of Dallas Residents	41.7%	29.0%	24.3%	3.4%	1.6%	50.4%	49.6%
Boards and Commissions Members	11.8%	62.7%	22.5%	2.3%	0.7%	39.9%	60.1%

Sources: United States Census population estimates for July 1, 2019 based on the United States Census 2018 population survey and City of Dallas Board Member demographic report for 2017 through 2019.

Criteria

- ❖ City Charter, Chapter XXIV, Sec. 13, *Appointment and Tenure of Commissions and Boards (d)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

High

We recommend the **Director of the Mayor and City Council Office:**

D.1: Develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population, as nearly as may be practicable.

Observation E: Annual Reports

Not all City boards and commissions Fiscal Year 2019 annual reports comply with the City's Charter and Code requirements. Noncompliance with the City's Charter and Code requirements increases the risk that interested parties would not have enough information on activities relating to boards and commissions.

The City Manager's Office was able to provide five of the ten board and commission Fiscal Year 2019 annual reports selected for review. The annual report is required to communicate the missions, achievements, recommendations, and goals of the respective board or commission. Of the five annual reports reviewed:

- One complied with all applicable City Charter and Code requirements.
- Two did not have the required memo, including transmission to the City Council.
- All lacked documentation of the review and evaluation of the annual reports performed by the City Manager's Office.

In addition to the noncompliance with the City's Code requirements, three annual reports were not posted on the City's website.

Criteria

- ❖ City Charter, Chapter XXIV, Sec. 19, *Reports*
- ❖ City Code, Chapter 8, Sec. 8-1.1, *Reports to the City Council*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager:**

E.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, Sec. 8-1.1, *Reports to the City Council* for all applicable boards and commissions.

E.2: Develop procedures to ensure all board and commission annual reports are posted to the City's website.

Observation F: Meeting Documentation

Not all City boards and commissions meeting documentation complies with the City's Code requirements. Noncompliance with the City's Code requirements increases the risk that interested parties would not have enough information on activities relating to boards and commissions.

The following instances of noncompliance with the City's Code requirements were noted from a review of meeting documentation for ten boards and commissions during Fiscal Year 2019 and 2020:

- Eleven meeting minutes of a sample of 30 meetings (31 percent) were not sent to the City Secretary's Office within five days of approval.
- Six boards and commissions did not report meeting attendance during the period.
- Four boards and commissions reported meeting attendance within the required five days 60 percent of the time.

While not exceptions to the City's Code requirements, the following observations demonstrate opportunities to improve transparency:

- Meeting minutes for 56 meetings (45 percent) out of a sample of 125 meetings were not available online.
- Two of the seven executive sessions (29 percent) did not state the reason or relevant citation for the executive session in the meeting minutes.

Criteria

- ❖ City Code, Chapter 8, *Boards and Commissions*:
 - Sec. 8-4 (a)
 - Sec. 8-6 (a), (b), (c), (d)
 - Sec. 8-8 (a), (b)
 - Sec. 8-20 (a), (b), (c)
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager**:

F.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, *Boards and Commissions*: Sec. 8-4 (a); Sec. 8-6 (a), (b), (c), (d); Sec. 8-8 (a), (b); and, Sec. 8-20 (a), (b), (c).

F.2: Develop procedures to ensure all meeting minutes are posted to the City's website.

Observation G: Acceptance of Appointment

A review of 77 boards and commissions members found 15 (19 percent) did not have documentation of acceptance within 15 days or were late in acceptance of the appointment. As a result, there is an increased risk that boards and commissions members are serving in positions that should have been declared vacant and required new appointments.

The following is a breakdown of the exceptions identified:

- No documentation of timely acceptance for ten of 77 members (13 percent).
- Documentation of late acceptance for five of 77 members (6 percent).

The City Secretary's Office converted to a new system in 2017 to document the appointment acceptance procedures. However, the system did not document the date of acceptance in all cases.

The appointee must return the signed acceptance of appointment to the City Secretary within 15 calendar days from the date of receiving notice of appointment, according to the requirement. The City Secretary's Office adds days (a grace period) to allow time for the appointee to receive the notice of appointment through the mail. The grace period is still used although notifications under the new system are sent electronically, without delays.

Criteria

- ❖ City Code, Chapter 8, Sec. 8-1.2, *Notice of Appointment; Acceptance, (a), (b)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Secretary**:

G.1: Establish procedures to ensure each appointed board member's vetting file includes documentation of acceptance of appointment within 15 days or the reason for late acceptance.

Observation H: Vacancies

Seven of the 52 boards and commissions (13.5 percent) had vacancy rates greater than 40 percent during fiscal years 2019 and 2020. As a result, there is an increased risk that high-vacancy boards or commissions will have to cancel meetings due to a lack of quorum and not represent the interests of the City's residents.

Special qualifications required for most of the high-vacancy boards and commissions make the positions difficult to fill. Two boards and commissions (Building Inspection Advisory, Examining and Appeals Board and Fire Code Advisory and Appeals Board) rely on members serving in holdover capacity after their terms have expired. Also, there is confusion among City offices and departments about their responsibilities for assisting the City Council and City Manager in the recruitment of boards and commissions members.

[Exhibit 3](#) lists the seven boards and commissions with a vacancy rate greater than 40 percent and their vacancy rates in fiscal years 2019 and 2020.

Exhibit 3:

Boards and Commissions with Vacancy Rates Greater Than 40 Percent

Board or Commission	Authorized Positions	Vacant Positions and Percentage In:	
		May 2019	May 2020
Building Inspection Advisory, Examining and Appeals Board	16	8 (50%)	9 (56%)
Fire Code Advisory and Appeals Board	9	4 (44%)	4 (44%)
North Oak Cliff Municipal Management District	9	4 (44%)	4 (44%)
North Texas Education Finance Corporation	11	10 (91%)	8 (73%)
Reinvestment Zone Five Board (City Center)	6	3 (50%)	3 (50%)
Reinvestment Zone Eleven Board (Downtown Connection)	6	3 (50%)	3 (50%)
Reinvestment Zone Twenty-One Board (University)	6	6 (100%)	3 (50%)

Source: City Auditor's Office analysis of City Secretary's Office vacancy reports as of May 31, 2019 and May 29, 2020.

The City Secretary's Office posts weekly boards and commissions vacancy reports to their website. While the boards and commissions vacancy reports are not required to be retained, the lack of past vacancy reports limited the vacancy rate analysis to the two reports used in [Exhibit 3](#).

Criteria

- ❖ City Charter, Chapter XXIV, Sec. 17, *Board and Commission Members (a)*
- ❖ City Code, Chapter 8, Sec. 8-20, *Attendance (d)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager and the Director of the Mayor and City Council Office in consultation with the responsible Department and Office Directors:**

H.1: Review the qualifications and requirements for hard-to-fill boards and commissions positions and present to the City Council a proposal to revise the qualifications and requirements.

H.2: Establish procedures to identify boards and commissions with high vacancy rates and communicate these boards and commissions to City Council members for their actions.

We recommend the **City Secretary:**

H.3: Establish a retention period for boards and commissions vacancy reports.

Observation I: Compliance Requirements

There is no documented list of which boards and commissions must comply with the requirements of the City's Code, *Chapter 8, Boards and Commissions*. As a result, there is an increased risk that City boards and commissions will not operate in a manner consistent with the City Council's and public's expectations, such as:

- Having qualified members who conduct themselves in the best interests of the City's residents.
- Conducting open and transparent meetings.
- Clearly reporting on activities and accomplishments.

City Code, *Chapter 8, Boards and Commissions* defines a board as "a board or commission of the city that is established by ordinance or the Charter of the City of Dallas." There is not a list of which boards and commissions meet that definition and must comply with City Code, *Chapter 8, Boards and Commissions* requirements.

The City Secretary's Office maintains a website which states the authority that established each board or commission. However, the website does not state whether the board or commission must comply with the City Code, *Chapter 8, Boards and Commissions* requirements.

Criteria

- ❖ City Code, Chapter 8, Sec. 8-1, *Definitions (1)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 2 – Exercise Oversight Responsibility and Principle 10 – Design Control Activities*.

Assessed Risk Rating:

Moderate

We recommend the **City Secretary**:

I.1: Establish and maintain a current list of all boards and commissions, and whether the board or commission must comply with City Code, *Chapter 8, Boards and Commissions*.

Appendix A: Background and Methodology

Background

The City's Fiscal Year 2019-20 Annual Budget states on page 575, *"Civic participation in government is a cornerstone of representative democracy and boards and commissions offer residents an opportunity to actively participate in their local government."* Approximately 500 people serve on the City's 52 boards and commissions.

The boards and commissions are established by ordinance or the Charter of the City of Dallas to serve various roles. The roles served by the 52 boards and commissions are as follows:

- Advisory – Provides advice or recommendations to the City Council on issues or policies.
- Quasi-Judicial – Has the power to exercise sovereign functions of government, such as determining the rights of one or more parties under State law, city ordinances, regulations or general laws, largely independent of the controls of others (e.g. Park Board).
- Instrumentality – A subsidiary of local government created for a special purpose (e.g. Dallas Housing Finance Corp.).
- Municipal Management Districts – An example is Trinity River West.

Boards and commissions members are appointed by the following methods:

- The Mayor and each City Council member appoint one member and each member is confirmed by the City Council.
- The City Council collectively appoints and confirms the members. This is the method used for reinvestment zone advisory boards.
- The Mayor appoints members who are confirmed by the City Council.
- The City Manager appoints members who are confirmed by the City Council.
- Members serve on the basis of their position, such as the Mayor or Chief Financial Officer serving on certain boards and commissions.

The City Charter and Code assigns certain operational responsibilities for boards and commissions to the following City officials, offices and departments:

Mayor and City Council

The Mayor and City Council are responsible for appointing most board and commission members. The Mayor appoints the chair of each board subject to confirmation by the City Council. The vice-chair of every board and commission is appointed by the City Council, unless otherwise provided in State law, City Charter or City Code. The Mayor and City Council Office provides staff support to the City Council for board and commission appointments. City Council can request boards and commissions reports.

City Manager

The City Manager appoints members to three boards and commissions. Assistant City Managers serve on Municipal Management District boards. The City Manager can request boards and commissions reports and is required to review and evaluate all board and commission annual reports and send them to the City Council.

City Secretary's Office

The City Secretary's Office is responsible for ensuring appointed board members meet specific qualifications for membership and obtaining the required documentation, such as appointment acceptance forms, conflict of interest disclosures, and financial disclosures. The City Secretary's Office also receives required documentation on board and commission activities including meeting schedules, annual reports, meeting agendas, meeting attendance records, and meeting minutes. The City Secretary's Office provides staff support to the Ethics Commission and Permit and License Appeal Board.

City Departments and Offices

Eighteen City departments and offices provide support to boards and commissions through coordinators. The coordinators are responsible for:

- Ensuring compliance with Texas Open Meetings Act requirements
- Providing the City Secretary's Office with the required documentation on board and commission activities, as noted in the [City Secretary's Office](#) section above.
- All other activities needed to facilitate the boards and commissions meetings.

Six organizations outside of the City government structure also provide support to boards and commissions.

City Attorney's Office

The City Attorney's Office provides legal opinions and guidance when needed.

Methodology

To accomplish our audit objectives, we performed the following steps:

- Interviewed personnel from the various offices and departments responsible for performing boards and commissions functions.
- Reviewed policies and procedures, relevant City Charter and Code and State law compliance requirements, applicable Administrative Directives, and best practices guidance.
- Surveyed boards and commissions coordinators.
- Performed various analyses and reviewed documents as needed to support conclusions.
- Considered risk of fraud, waste and abuse.
- Considered all five internal control components of the *Standards for Internal Control in the Federal Government*.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Major Contributors to the Report

Dapo Juba, MBA, CISA – Auditor
Shino Knowles, CPA – Auditor
Dan Genz, CIA, CFE – In-Charge Auditor
Rory Galter, CPA – Audit Manager

Appendix B: Defining Members' Roles and Responsibilities

A survey of the coordinators for the 51 boards and commissions was conducted in September 2020. The responses were the basis for [Observation C](#). After the survey, the City Attorney's Office provided additional authoritative documents with roles and responsibilities that were incorporated in the results. The following is a listing of each board's and commission's response.

Members' Roles and Responsibilities Defined in Bylaws

1. Dallas Area Partnership to End and Prevent Homelessness Local Government Corporation
2. Dallas Area Rapid Transit Board
3. Dallas Housing Authority Board – Housing Solutions for North Texas
4. Housing Finance Corporation
5. North Texas Education Finance Corporation
6. Reinvestment Zone Three Board (Oak Cliff Gateway)
7. Reinvestment Zone Four Board (Cedars Area)
8. Reinvestment Zone Five Board (City Center)
9. Reinvestment Zone Six Board (Farmers Market)
10. Reinvestment Zone Seven Board (Sports Arena)
11. Reinvestment Zone Eight Board (Design District)
12. Reinvestment Zone Nine Board (Vickery Meadow)
13. Reinvestment Zone Ten Board (Southwest Medical)
14. Reinvestment Zone Eleven Board (Downtown Connection)
15. Reinvestment Zone Twelve Board (Deep Ellum)
16. Reinvestment Zone Thirteen Board (Grand Park South)
17. Reinvestment Zone Fourteen Board (Skillman Corridor)
18. Reinvestment Zone Fifteen Board (Fort Worth Avenue)
19. Reinvestment Zone Sixteen Board (Davis Gardens)
20. Reinvestment Zone Seventeen Board (Transit-Oriented Development)
21. Reinvestment Zone Eighteen Board (Maple/Mockingbird)
22. Reinvestment Zone Nineteen Board (Cypress Waters)
23. Reinvestment Zone Twenty Board (Mall Area Redevelopment)
24. Reinvestment Zone Twenty-One Board (University)
25. Trinity Corridor Local Government Corporation

Members' Roles and Responsibilities Defined in Another Authoritative Document

1. Arts and Culture Advisory Commission
2. Board of Adjustment
3. Building Inspection Advisory, Examining & Appeals Board
4. City Plan and Zoning Commission
5. Civil Service Board
6. Community Development Commission
7. Community Police Oversight Board
8. Cypress Waters Municipal Management District
9. Dallas-Fort Worth International Airport Board
10. Dallas Police and Fire Pension System Board of Trustees
11. Employees Retirement Fund Board
12. Ethics Advisory Commission
13. Judicial Nominating Committee
14. Landmark Commission and Task Force
15. North Oak Cliff Municipal Management District
16. Park and Recreation Board
17. Permit and License Appeal Board
18. Senior Affairs Commission
19. Trinity River West Municipal Management District

Members' Roles and Responsibilities not Defined

1. Animal Advisory Commission
2. Citizen Homelessness Commission
3. Fire Code Advisory and Appeals Board
4. Martin Luther King Jr. Community Center Board
5. Municipal Library Board
6. South Dallas/Fair Park Opportunity Fund Board
7. Youth Commission

Not Included in Survey

1. Dallas Central Appraisal District Board
(Created by state law)

Appendix C: Management's Response

Management response starts on the next page.

Memorandum



DATE: July 30, 2021
TO: Mark S. Swann – City Auditor
SUBJECT: Response to Audit of City Boards and Commissions

This letter acknowledges the City Secretary's Office received the *Audit of City Boards and Commissions* and submitted responses to the recommendations.

Unfortunately, the Audit of City Boards and Commissions was not conducted in a cohesive and collaborative manner, which resulted in unrealistic recommendations. For example, a recommendation of: ***Develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population.*** Members to boards and commissions are selected, nominated, and appointed by city council members and/or mayor; therefore, for city staff to develop procedures for this action to control the racial and ethnic membership is unrealistic, as it is not within their control. A second example, a recommendation of: ***Present to the City Council, a proposal, to assign overall responsibility for ensuring boards and commissions operations comply with the City's Charter and Code to one position.*** The City Code, in conjunction with the City Charter is evident that the City Secretary is to ensure compliance of boards and commissions. In addition, the City Charter and Code also provide the officers of boards and commissions with operations of their respective board.

City Boards and Commissions responsibilities are across three different city structures (city secretary, city attorney and city manager). It would have been beneficial to have all parties initially provide a collaborative overview of the process, rather than the audit be solely conducted in an isolated format.

Sincerely,

Biliera Johnson
Biliera Johnson
City Secretary

"Our Product is Service"
Empathy | Ethics | Excellence | Equity

Memorandum



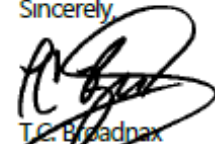
DATE: July 28, 2021
TO: Mark S. Swann – City Auditor
SUBJECT: Response to Audit of City Boards and Commissions

This letter acknowledges the City Manager's Office received the *Audit of City Boards and Commissions* and submitted responses to the recommendations in consultation with the City Secretary and the Mayor and City Council Office.

While the City Manager's Office respects the work and findings of the City Auditor's Office, we generally believe most of the recommendations are already sufficiently addressed through existing processes that the City Manager's Office and his departments follow to comply with the City Charter and the City Code. Further, we feel that any remaining risk is small and the cost to implement the controls recommended in the audit would exceed the benefit. However, the City Manager's Office and his departments will take additional steps as described in our responses to further reduce risk and facilitate effective boards and commissions.

The City Manager's Office agrees to implement the recommendations related to helping ensure boards and commissions have a quality and diverse candidate pool by reviewing the existing qualifications and requirements for hard-to-fill positions on boards and commissions with numerous vacancies and providing the City Council a proposal, as needed. Additionally, the City Manager's Office will review and edit vacancy requirements, including a review of the racial and ethnic make-up of boards and commissions, to help ensure boards and commissions can operate effectively and are representative of the City population.

Sincerely,



T.C. Broadnax
City Manager

C: Bilierae Johnson, City Secretary
Kimberly Bizer Tolbert, Chief of Staff
M. Elizabeth Reich, Chief Financial Officer
Carrie Rogers, Director, Mayor and City Council Office

"Our Product is Service"
Empathy | Ethics | Excellence | Equity

City Auditor's Response

The Office of the City Auditor conducts audits in as open, transparent, and collaborative nature as possible. As the City Secretary notes and we note in [Observation A](#), *"City Boards and Commissions responsibilities are across three different city structures (city secretary, city attorney, and city manager)."* This structure made it challenging to conduct the audit collaboratively while performing the audit virtually. However, meetings were held, weekly status reports distributed, and two discussion draft audit reports were shared with all parties to help foster a collaborative approach.

The City Auditor is responsible for reporting the observation if it is reasonable and could improve the City's operational effectiveness, efficiency, equity, or safeguarding of assets. While the auditees disagreed with 10 of the 14 recommendations and accepted the risk, six of the compliance-related recommendations not accepted will be addressed through improved compliance training.

As part of the revised report, the following pages include additional responses by the City Secretary and City Manager's Office to the September 27, 2021 Government Performance and Financial Management Committee meeting.

Memorandum



CITY OF DALLAS

Date October 1, 2021

To Honorable Chair Mendelsohn and Members of the Government, Performance and Financial Management (GPFM) Council Committee

Subject **Responses to Questions/Directive - September 27, 2021 GPFM Council Committee Meeting**

1. Provide the City Council a quarterly demographic report of every board member for all boards and commissions.

The City Secretary's Office will provide a monthly 'City of Dallas Board and Commission Members Demographic Report By District' to the city council beginning October 5, 2021 (City Council Briefing Meeting). The document will now be included with each city council member's Individual Boards & Commissions Report.

NOTE: The City Secretary's Office previously provided a B&C member demographic report by city council district to the City Council at the beginning of the city council term; and as requested.

2. What is the turnover rate for board and commission members by board?

BOARDS AND COMMISSIONS MEMBER TURNOVER REPORT 2019-2021 BOARD TERM (10/1/19 - 9/30/21)		
Board/Commission (Acronym)	Resignations	Forfeitures
Animal Advisory Commission (ASC)	1	1
Building Inspection Advisory, Examining & Appeals Board (BIA)	1	0
Board of Adjustment (BOA)	4	1
Board of Adjustment Alternate Members (BOX)	2	0
Arts and Culture Advisory Commission (CAC)	5	1
Arts and Culture Advisory Commission Alternates (CAX)	1	0
Community Development Commission (CDC)	6	1
Community Police Oversight Board (CPO)	2	0
Citizen Homelessness Commission (CHC)	6	1
City Plan and Zoning Commission (CPC)	4	0
Civil Service Board Adjunct Members (CSX)	2	0
Dallas Area Partnership to End and Prevent Homelessness LGC (DAP)	1	0
Ethics Advisory Commission (EAC)	1	0
Housing Finance Corporation Board (HFC)	3	2
Judicial Nominating Commission (JNC)	3	0
Landmark Commission (LMC)	5	0
Municipal Library Board (MLB)	2	1
Martin Luther King Jr. Community Center Board (MLK)	4	4
Park and Recreation Board (PAR)	1	1
Permit and License Appeal Board (PLA)	5	0
Reinvestment Zone Three Board (Oak Cliff Gateway) (RZ03)	0	1
Reinvestment Zone Five Board (City Center) (RZ05)	1	0
Reinvestment Zone Seven Board (Sports Arena) (RZ07)	1	0
Reinvestment Zone Nine Board (Vickery Meadow) (RZ09)	1	0
Reinvestment Zone Twelve Board (Deep Ellum) (RZ12)	1	0
Reinvestment Zone Thirteen Board (Grand Park) (RZ13)	1	0
Reinvestment Zone Fifteen Board (Fort Worth Avenue) (RZ15)	2	0
Reinvestment Zone Sixteen Board () (RZ16)	1	0
Reinvestment Zone Twenty Board (Mall Area Redevelopment) (RZ20)	1	0
Senior Affairs Commission (SAC)	3	1
South Dallas/Fair Park Opportunity Fund Board (SDF)	2	0
Trinity River Corridor Local Government Corporation (TRL)	1	0
Youth Commission (YOC)	3	2
TOTAL MEMBER TURNOVER:	77	17

3. Are Chairs and Vice Chairs the only board members that receive training?

The City Secretary's Office provides boards and commissions training to the following:

- Chairs (in conjunction with the City Attorney's Office);
- Coordinators; and
- City Council Liaisons (as requested)

Training for board chair is conducted when a new chair has been appointed (or by request). Coordinator / City Council Liaisons trainings are conducted quarterly (calendar year); and will restart in January 2022.

Board member trainings were conducted by the assigned coordinator of the board. After confirming that those trainings were no longer being conducted, the City Secretary and the City Manager agreed that the City Secretary's Office would be responsible for all board members.

The City's Secretary's Office began to develop an online B&C training application to be included with the new (upcoming) Boards & Commissions Solutions system. However, the project was delayed due to network security issues and is projected to be implemented in early-February. Therefore, the online training application is delayed as well.

However, our office is prepared to begin immediate board member training. The interim plan for B&C member trainings will be as follows:

- Virtual/Evening Trainings, through the City's Webex System (proposed time: 6pm-8pm)
- Held monthly (every 4th Tuesday), with the 1st training tentatively scheduled for Thursday, October 26, 2021.
- Member attendance (is optional) can be confirmed/documented through Webex

If you have any questions and/or comments, feel free to contact me directly.

Sincerely,

Billierae Johnson
Billierae Johnson
City Secretary

- c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Miroslava Martinez, Assistant City Secretary
Parris Long, Boards and Commissions Manager, CSO

Memorandum



DATE October 22, 2021
TO Honorable Chair and Members of the Government Performance and Financial Management Committee
SUBJECT **Responses to Questions– September 27, 2021 GPFM Council Committee Meeting**

CITY OF DALLAS

On Monday, September 27, the Government Performance and Financial Management (GPFM) Committee was briefed on the recent City Auditor's Boards and Commissions (B&C) Audit, dated August 4, 2021. This memorandum will respond to the various comments shared by the Committee during the briefing.

We agree with the City Auditor's findings that there are opportunities to reduce the splintering of roles so that members of the boards and commissions receive the support and clarity they need to be successful. The September 27, 2021, GPFM Committee discussion underscored what the City Auditor referred to as "fragmentation of roles and responsibilities."

- City Secretary – Receives and processes applications for completeness, places items on Council Agenda for action, notifies appointee of appointment, emails a link to compliance training: Ethics and Open Meetings Act trainings
- City Manager – Ensures appointees meet qualification requirements; receives annual reports and distributes to the Mayor and City Council Office
- City Attorney – Reviews conflicts of interest, prepares bylaws
- Mayor and City Council – Appoints boards and commissions members
- Boards and Commissions – Approves mission, bylaws and annual reports
- Board Coordinators – Within appropriate department, schedules meetings, manages budget, provides board/commission-specific additional orientation/training, may vary across boards and commissions, posts annual reports, bylaws and minutes

The oversight and management of boards and commissions should be housed within one of the following three departments: (1) City Manager's Office; (2) the City Secretary's Office or (3) the Mayor and City Council Office, with appropriate staff to ensure efficiency and compliance. The role of reviewing conflicts of interest and bylaws support would remain with the City Attorney. The single oversight department would oversee the following: application processing, qualifications compliance, budget management, board coordinators, annual report, mission, bylaws and minutes posting, and orientation/training oversight. Training should be robust, and members should be tested on their knowledge of the appropriate ethics codes and compliance. The new structure would look like this:

- Single Department (CMO, CSO or MCC)
 - Receives and processes applications for completeness, places items on Council Agenda for action, notifies appointee of appointment, emails a link

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DATE October 22, 2021

SUBJECT **Responses to Questions– September 27, 2021 GPFM Council
Committee Meeting**

- to compliance training: Ethics and Open Meetings Act trainings, ensures appointees meet qualification requirements; receives annual reports and distributes to Mayor and City Council Office
- o *Board Coordinators* – Within appropriate department and reporting to a single department, schedules meetings, budget management, provides board/commission-specific additional orientation/training, may vary across boards and commissions, posts annual reports, bylaws and minutes
- o *Boards and Commissions* – Approves mission, bylaws and annual reports
- City Attorney – Reviews conflicts of interest, prepares bylaws
- Mayor and City Council – Appoints boards and commissions members

The Mayor and City Council make appointments to the boards and commissions. The City Auditor recommended the Director of the Mayor and City Council Office develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population, as nearly as possible. The Mayor and City Council Office Director does not have a statutory role in the City Charter for Boards and Commissions, and further, 15A Reporting of Gifts and Donation compliance reporting. Staff will defer to the City Council regarding any revisions in the Charter as to how the reporting of gifts and donation process is handled. Please keep in mind that without this role, we are unclear how effective it would be for this role to develop such procedures given the nature of these appointments.

We appreciate the work of the City Auditor and again agree that there are numerous opportunities to reduce fragmentation of roles in order to limit confusion and provide greater support and clarity of roles to the members of the boards and commissions. Included with this memorandum is an appendix section that addresses the questions that were raised at the previous meeting. Staff looks forward to additional feedback during the GPFM Committee meeting on Monday, October 25

Should you have any questions or concerns, please contact me.

Putting Service First,



Kimberly Bizer Tolbert
Chief of Staff to the Manager

c T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

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DATE October 22, 2021

SUBJECT **Responses to Questions– September 27, 2021 GPFM Council
Committee Meeting**

Appendix

1. What department monitors if boards and commissions are staying within their purview?

The Mayor and City Council make appointments to 52 boards and commissions that provide direction and recommendations for City operations. The chair of each board or commission should be preceding over all meetings and ensuring all members follow the [Dallas City Code Chapter 8](#). In addition, attorneys are present in each meeting and ensure B&C are adhering to the posted agenda items. The City Manager's Office will work in coordination with the councilmember who appointed the chair to ensure compliance from members or address any member that is not following proper procedures that may result in forfeiture of position.

2. The audit specified the following boards and commissions as not having by-laws: Animal Advisory Commission, Citizen Homelessness Commission, Martin Luther King Jr. Community Center Board, South Dallas/Fair Park Opportunity Fund Board and Youth Commission. Since the meeting, here are our findings:

By-laws are not required per the charter and do not define the effectiveness of a B&C. As they offer an extra layer of accountability, each coordinator has responded that they will discuss with the chair of their assigned board or commission. Chapter 8 establishes a purpose approved by our policymaking body including duties and privileges of members, attendance, meeting times, quorum, etc.

- Animal Advisory Commission: Bylaws were adopted by the state on August 4, 2016. All animal commissions follow these, they are not separated by city. They also use Chapter 8 as guidance.
- Citizen Homelessness Commission: Chair King will work to develop by-laws with board.
- Martin Luther King Jr. Community Center Board
 - Currently, this board uses Chapter 8 as a guide to the functionality of the Advisory Board and to ensure they are adhering to protocols set forth in the City Charter. The Advisory Board has a mission. They will add a discussion and voting item to the October meeting agenda for the creation of the Vision and By-Laws.
- South Dallas/Fair Park Opportunity Fund Board
 - The SDFPOF was approved by ordinance, which describes board composition, and follows a program statement (approved by City Council) that defines what and where the board can fund projects and programs. (Link to program statement is here, which also has the ordinance reference

DATE October 22, 2021

SUBJECT **Responses to Questions– September 27, 2021 GPFM Council
Committee Meeting**

<http://www.dallasecodev.org/DocumentCenter/View/2286/Southern-DallasFair-Park-Opportunity-Fund-Program-Statement-62718-PDF>

- Youth Commission
 - Mission is posted on the B&C website. In addition, events, updates, and past meeting materials of the commissioners are available through their citywide publication: <https://www.dallasyouthcommission.com/>.

3. The audit specified the following boards and commissions as not having completed a survey: Community Police Oversight Board, Dallas Central Appraisal District Board, Fire Code Advisory and Appeals Board, Housing Finance Corporation Board and Municipal Library Board. Here are the findings:

The auditor's office was using an August 28, 2020 City of Dallas Board and Commission Members Report to send emails to the responsible coordinators for each board or commission. Therefore, some current coordinators did not receive a request for the survey until our office inquired. That included: Municipal Library Board, and the Fire Code Advisory and Appeals Board was sent to an incorrect email.

The City Manager's Office updates the current coordinator list and provides to the City Secretary's Office, that list is posted [here](#).

Housing Finance Corporation and the Community Police Oversight Board did not submit the original requests due to staff transition. Since the coordinators were contacted by my office, all surveys have since been submitted.

- Community Police Oversight Board: 10/8/2021
- Dallas Central Appraisal District Board:
 - The Dallas Central Appraisal District is not a board or commission of the City of Dallas. They are a political subdivision of the State of Texas created by the Texas Legislature in 1979. As such, they will not be completing a survey. The auditor's office received this response in September 2020.
- Fire Code Advisory and Appeals Board: submitted 10/7/2021
- Housing Finance Corporation Board: submitted 9/29/2021
- Municipal Library Board: 9/29/2021

Memorandum



CITY OF DALLAS

DATE March 25, 2022

TO Honorable Members of the Government Performance and Financial Management Committee

SUBJECT **Boards and Commissions Audit – City Manager Action**

In 2021, the City Auditor released an audit of the city's boards and commissions. Sixteen city departments and offices are responsible for coordinating more than 50 boards and commissions, including costs related to staff time and materials to prepare for and facilitate meetings. The City Auditor findings include:

- Responsibility for ensuring compliance with City requirements is fragmented and shared among multiple offices, departments, and positions.
- Processes could be improved to ensure Compliance with City requirements; transparent documentation and communication of board and commission operations; and monitoring of the costs to operate boards and commissions.

According to the City Auditor, *“the lack of one focal point for boards and commissions oversight, with the responsibility for ensuring compliance with the City's Charter and Code, is a contributing factor for many of the observations identified in their audit report, including: racial and ethnic diversity, annual reports, member qualification reviews, and on-time reporting of meeting documentation.”*

To centralize these fragmented responsibilities; ensure robust support for boards and commissions and the department coordinators; and adequate engagement of the appointed members, the City Manager has allocated a dedicated staff position in the Mayor and City Council Office. The new role in the Mayor and City Council Office will provide operational support for the Boards and Commissions department coordinators. The Boards and Commissions Senior Coordinator will report to the Director of the Mayor and City Council Office and will serve as a liaison among the many roles which support the members of the Boards and Commissions, including but not limited to the City Manager's Office, the City Secretary's Office, the City Attorney's Office and the Boards and Commissions coordinators within the respective departments. The Boards and Commissions Senior Coordinator will oversee all department boards and commissions coordinators with the goal of streamlining processes and collaborating with city staff. Currently, the Boards and Commissions Senior Coordinator position is posted on the city's job board and interviews are expected to occur within the next few weeks.

The City Secretary's Office and the City Attorney's Office will continue their current compliance support for candidates nominated and considered for appointment.

Enclosed is a draft work plan prepared in coordination with the City Secretary's Office to address the findings of the City Auditor, and which will also aid the new Boards and

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DATE March 25, 2022
SUBJECT **Boards and Commissions Audit – City Manager Action**

Commissions Senior Coordinator with defined operational deliverables and a path forward. The color-coding assists with identifying the demarcation line between roles and responsibilities for each department. Direct action steps are pulled from the observations of the City Auditor with their rationale cited. Further, proposed deliverables for 2022 are identified.

Should you have any questions, please contact Carrie Rogers, Director of the Mayor and City Council Office, at 214.670.5682 or carrie.rogers@dallascityhall.com.

Putting service first,



Kimberly Bizer Tolbert
Deputy City Manager

- C: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Jon Fortune, Deputy City Manager
- Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Interim Assistant City Manager
Carl Simpson, Interim Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



DATE April 22, 2022

CITY OF DALLAS

TO Mark S. Swann, City Auditor

SUBJECT **Revised Response to Audit of the Boards and Commissions (Revised Report Issued January 26, 2022)**

On August 4, 2021, your office released an audit of the City's Boards and Commissions ("the audit"). Sixteen City departments and offices are responsible for coordinating more than 50 Boards and Commissions, including costs related to staff time and materials to prepare for and facilitate meetings. The City Auditor findings included:

- Responsibility for ensuring compliance with City requirements is fragmented and shared among multiple offices, departments, and positions.
- Processes could be improved to ensure compliance with City requirements; transparent documentation and communication of board and commission operations; and monitoring of the costs to operate boards and commissions.

On Monday, September 27, 2021, the Government Performance and Financial Management Committee ("the Committee") was briefed on the audit. The City Manager provided the attached response, dated October 22, 2021. The item remained on the Committee's agenda each month through March 2022, pending additional discussion among the City Manager, the City Secretary, and the City Attorney.

Following those discussions, the City Manager provides the below amendments to his initial response:

A.1. The City Manager agreed then and now with the City Auditor's report that there were opportunities to reduce the splintering of roles so that members of Boards and Commissions receive the support and clarity they need to be successful. The September 27 GPFM Committee discussion underscored what the City Auditor referred to as "fragmentation of roles and responsibilities." At the time, the City Manager's Office responded that the oversight and management of Boards and Commissions should be housed within one department, with appropriate staff to ensure efficiency and compliance.

To centralize these fragmented responsibilities; ensure robust support for Boards and Commissions and the department coordinators; and provide active engagement of the appointed members, the City Manager has allocated a dedicated staff position in the Mayor and City Council Office – the Boards and Commissions Senior Coordinator (Senior Coordinator).

DATE April 22, 2022

SUBJECT **Revised Response to Audit of the Boards and Commissions (Revised Report Issued January 26, 2022)**

The Senior Coordinator position will be housed in the Mayor and City Council Office, serving as a liaison and providing operational support to the many roles which support the members of Boards and Commissions, including but not limited to the City Manager's Office, the City Secretary's Office, the City Attorney's Office and the Boards and Commissions coordinators within respective departments. The Senior Coordinator will oversee all Boards and Commissions department coordinators with the goal of streamlining processes and collaborating with City staff. The Senior Coordinator position has been filled and the candidate will begin Monday, May 2.

The City Secretary's Office and the City Attorney's Office will continue their current compliance support for candidates nominated and considered for appointment.

B.1., C.1., E.2., and F1. A draft work plan was prepared by the City Manager in coordination with the City Secretary's Office and City Attorney's Office, to address the findings of the City Auditor. The work plan is a living document and will define operational deliverables for and a path forward, including but not limited to, (E.1) establishing procedures to account for all costs to operate each board and commission and report the total cost by Board and Commission to the City Council on an annual basis; (C.1) working with the City Attorney's Office and the City Secretary's Office to ensure all Boards and Commissions are educated about members' defined roles and responsibilities either in their bylaws (Dallas City Code Chapters 2 and 8) or other authoritative document; (E.2) develop procedures to ensure all Board and Commission annual reports are posted to the City's website; and (F1) develop procedures to ensure compliance with requirements of City Code, Chapter 8, "Boards and Commissions": Sec. 8.4(a); Sec. 8-6(a),(b),(c),(d); Sec. 8-8(a), (b); and Sec. 8-20(a),(b),(c).

D1. The City Manager's Office maintains its position that it does not have a statutory role to ensure the racial and ethnic membership of Boards and Commissions reflect the racial and ethnic make-up of the city's population. The Senior Coordinator within the Mayor and City Council Office will make practicable efforts to work with members of the City Council to identify opportunities to consider appointees who reflect the racial and ethnic make-up of the city's population.

We appreciate the work of the City Auditor and are grateful for this opportunity to provide additional response to the initial audit. Should you have any questions, please contact Carrie Rogers, Director of the Mayor and City Council Office, at 214.670.5682 or carrie.rogers@dallascityhall.com.

Putting service first,



Kimberly Bizer Tolbert
Chief of Staff to the Manager

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DATE April 22, 2022

SUBJECT **Revised Response to Audit of the Boards and Commissions (Revised Report Issued January 26, 2022)**

Encl: Boards and Commissions Draft Work Plan
October 22, 2021 City Manager's Response to Audit of Boards and Commissions

c: Honorable Mayor & City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney
Billerae Johnson, City Secretary
Directors and Assistant Directors
Shanee Weston, Senior Coordinator, Boards and Commissions
Department Coordinators, Boards and Commissions

City Manager's Office April 22, 2022 Memorandum – Revised Response to Audit of Boards and Commissions Work Plan

DRAFT

Objective	Responsible Person	City Auditor Finding/ Recommendation	Observation	Rationale	Action Steps	2022 Deliverables
Create one focal point to serve as single resource and operational support for Boards and Commissions with Department Coordinators, and who will collaborate with the City Secretary's Office, who is responsible for compliance with ethics and code requirements; also collaborate with City Attorney's Office and City Manager's Office	MCC Senior Board/Commission Coordinator	X	Observation A: Responsibility for Compliance	The City Secretary, City Manager, City Council, department directors and Boards and Commissions coordinators all have responsibilities ensuring that Boards and Commissions comply with the City's Charter and Code requirements. The lack of one focal point for Boards and Commissions oversight, with the responsibility for ensuring compliance with the City's Charter and Code, is a contributing factor for many of the observations identified in this audit report, including: racial and ethnic diversity, annual reports, member qualification reviews, and on-time reporting of meeting documentation.	Post and hire Senior Board Coordinator with existing funds	New hire in place by 5/1
Ensure new Department Coordinators receive Department-specific requisite training to effectively serve Boards and Commissions in collaboration with the City Secretary's Office requisite training	MCC Senior Board/Commission Coordinator and Department Board/Commission Coordinator working in collaboration with the City Secretary's Office and City Attorney's Office	X	Observation A: Responsibility for Compliance	Improve and expand department-specific compliance and operational training for Boards and Commissions members and coordinators	Work with City Secretary's Office to continue department-specific training schedule, procedures and affidavit to ensure compliance with mandatory training of Boards and Commissions members Create template reminder email for Department Coordinators to Boards and Commissions members re: gift and financial disclosure requirements	Training schedule, procedures and affidavit to ensure compliance with mandatory training of Boards and Commissions members
Receives requests from City Secretary and submits requests for indebtedness to the City (past due water accounts, outstanding library fines, parking citation, etc.)	MCC Senior Board/Commission Coordinator (Request to CFO)	N/A	N/A	To ensure compliance with the City's Charter and Code requirements.	Ensure communication is consistent with City Secretary's Office requests	Ensure communication is consistent with City Secretary's Office requests
Monitors costs to operate Boards and Commissions	MCC Senior Board/Commission Coordinator	X	Audit of City Boards and Commissions Observation B: Monitoring Operating Costs	The City Manager and City Council lack information that should be considered when assessing the performance of each Boards and Commissions and establishing new Boards and Commissions.	Request Board/Commission Pay Code in Workday; Establish procedures to account for all costs to operate each Boards and Commissions and report the total cost by Boards and Commissions to the City Council on an annual basis.	Report on Dept. staff time costs to support B&Cs
Ensures Boards and Commissions have members' roles and responsibilities defined in bylaws or another authoritative document	MCC Senior Board/Commission Coordinator	X	Observation C: Defining Members' Roles and Responsibilities	The City Manager and City Council lack information that should be considered when assessing the performance of each Boards and Commissions and establishing new Boards and Commissions.	Educate all Boards and Commissions about the defined roles and responsibilities of members either in their bylaws (city codes) or another authoritative document. Forty-two out of 52 have member roles and responsibilities defined. Review the 10 not in compliance and revise. Create Roles and Responsibilities outline to define boards and commissions and authorized actions; work with City Attorney and City Secretary	Develop bylaws or authoritative document with defined roles and responsibilities of members

City Manager’s Office April 22, 2022 Memorandum – Revised Response to Audit of Boards and Commissions Work Plan

DRAFT

Distributes Boards and Commissions annual reports to Mayor and City Council and City Secretary; post annual reports, bylaws online in coordination with Department Board/Commission Coordinator and City Secretary's Office	MCC Senior Board/Commission Coordinator	X	Observation A: Responsibility for Compliance Observation E: Annual Reports	The lack of one focal point for Boards and Commissions oversight, with the responsibility for ensuring compliance with the City's Charter and Code, is a contributing factor for many of the observations identified in this audit report, including: racial and ethnic diversity, annual reports, member qualification reviews, and on-time reporting of meeting documentation	Develop template email and schedule to distribute annual reports and post online	Template email and schedule to distribute annual reports and post online
Develop Comprehensive Communications Plan	MCC Senior Board/Commission Coordinator	N/A	N/A	To promote communication and engagement across all Boards and Commissions and in collaboration with the City Secretary's Office and City Manager's Office, working with Department Coordinators	Develop communications and outreach plan for and to members of Boards and Commissions; create B&C MS Teams Channel for group chat and best practice sharing; weekly or bi-weekly email updates to Department Coordinators	Communications and Outreach Plan for and to members of Boards and Commissions
Prepares documentation of and communication re: Boards and Commissions operations (e.g. events, meetings) in collaboration with Department Coordinators	MCC Senior Board/Commission Coordinator	X	Observation A: Responsibility for Compliance	There is not one focal point with responsibility to ensure Boards and Commissions comply the City's Charter and Code. The City Secretary, City Manager, City Council, department directors and Boards and Commissions coordinators all have responsibilities ensuring that Boards and Commissions comply with the City's Charter and Code requirements.	Establish communications channel for routine updates to Boards and Commissions Department Coordinators	2022-2023 Work Plan; develop template communication to new Boards and Commissions members from Department Board/Commission Coordinator
Maintains Boards and Commissions coordinator list and notifies City Secretary of coordinator changes	MCC Senior Board/Commission Coordinator	N/A	N/A	To ensure effective communication	Updates to Boards and Commissions coordinator lists	Current boards and commissions coordinator list
Maintain records, in collaboration with the Department Board/Commission Coordinators, City Secretary's Office and City Attorney's Office, to aid in response to future audits	MCC Senior Board/Commission Coordinator AND Department Board/Commission Coordinator	N/A	N/A	To ensure transparency and thorough documentation	Establish procedures for recordkeeping working with Records Retention Coordinator	Procedures for recordkeeping

City Manager’s Office April 22, 2022 Memorandum – Revised Response to Audit of Boards and Commissions Work Plan

DRAFT

Receives and processes applications for completeness	City Secretary	N/A	N/A	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Verifies a nominee has no pending ethics complaint, is a registered voter, is not a treasurer for any candidate, officeholder, Special Purpose Action Committee, or General Purpose Committee and has a credible record of attendance in prior board service Ensures appointees meet qualification requirements (formerly responsibility of CMO, includes checking for indebtedness to the city) History - Conducts the criminal history check	City Secretary	N/A	N/A	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Places appointment/nomination items on Council Agenda for action	City Secretary	N/A	N/A	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Notifies appointee of appointment	City Secretary	X	Observation G: Acceptance of Appointment	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Ensures compliance with City requirements	City Secretary	X	Observation A: Responsibility for Compliance Observation D: Racial and Ethnic Diversity	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Ensure appointees receive requisite compliance training (TOMA, ORRs, Ethics) working with Senior Coordinator for Boards and Commissions and Department Coordinators	City Secretary	X	Observation A: Responsibility for Compliance	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Posts Boards and Commissions meeting agendas and minutes online	City Secretary	X	Observation I: Compliance Requirements	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Provides reports to Mayor and City Council Office for new, expiring and vacant appointments	City Secretary	X	Observation H: Vacancies	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response

City Manager’s Office April 22, 2022 Memorandum – Revised Response to Audit of Boards and Commissions Work Plan

DRAFT

Receives and processes applications for completeness	City Secretary	N/A	N/A	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Verifies a nominee has no pending ethics complaint, is a registered voter, is not a treasurer for any candidate, officeholder, Special Purpose Action Committee, or General Purpose Committee and has a credible record of attendance in prior board service	City Secretary	N/A	N/A	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Ensures appointees meet qualification requirements (formerly responsibility of CMO, includes checking for indebtedness to the city)	City Secretary	N/A	N/A			
History - Conducts the criminal history check						
Places appointment/nomination items on Council Agenda for action	City Secretary	N/A	N/A	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Notifies appointee of appointment	City Secretary	X	Observation G: Acceptance of Appointment	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Ensures compliance with City requirements	City Secretary	X	Observation A: Responsibility for Compliance Observation D: Racial and Ethnic Diversity	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Ensure appointees receive requisite compliance training (TOMA, ORRs, Ethics) working with Senior Coordinator for Boards and Commissions and Department Coordinators	City Secretary	X	Observation A: Responsibility for Compliance	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Posts Boards and Commissions meeting agendas and minutes online	City Secretary	X	Observation I: Compliance Requirements	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response
Provides reports to Mayor and City Council Office for new, expiring and vacant appointments	City Secretary	X	Observation H: Vacancies	The City Secretary oversees the process of receiving nominations for all Boards and Commissions, conducting background checks, coordinating with other departments which work directly with each board, and documenting compliance with state law and City Code, such as financial disclosure and ethics rules. (CSO website)	For City Secretary response	For City Secretary response

City Manager’s Office April 22, 2022 Memorandum – Revised Response to Audit of Boards and Commissions Work Plan

DRAFT

Ensure appointees receive requisite training throughout term (Board/Commission-specific training, ongoing mandatory training)	Department Board/Commission Coordinator	X	Observation A: Responsibility for Compliance	Improve and expand department-specific compliance and operational training for Boards and Commissions members and coordinators	Create onboarding checklist for training with clear timelines and communication of training objectives.	Onboarding/offboarding checklist and training schedule
Completes and submits detailed meeting minutes to City Secretary	Department Board/Commission Coordinator	X	Observation F: Meeting Documentation	Ensure Boards and Commissions material is assessable and correct	Develop template for minutes by all Boards and Commissions	Finalize minutes and distribute to City Secretary’s Office
Tracks Boards and Commissions members attendance and submits to City Secretary and MCC Board/Commission Senior Coordinator	Department Board/Commission Coordinator	X	Observation F: Meeting Documentation	Responsibility for ensuring Boards and Commissions are in compliance with the City’s Charter and Code has been decentralized. Centralizing this function and developing a standard procedure for appointee qualifications will ensure more effective application of the charter.	Develop template for attendance management	Finalize attendance and distribute to City Secretary’s Office
Prepares and monitors Boards and Commissions budget(s) submits to MCC Board/Commission Senior Coordinator	Department Board/Commission Coordinator	X	Observation B: Monitoring Operating Costs	The City Manager and City Council lack information that should be considered when assessing the performance of each Boards and Commissions and establishing new Boards and Commissions.	Establish procedures to account for all costs to operate each Boards and Commissions and report the total cost by Boards and Commissions to the City Council on an annual basis.	Finalize budget and expenses each month; review by MCC Budget Manager
Schedules boards and commission meetings, creates calendar event in Boards and Commissions Calendar and City Calendar, related operations to support meetings	Department Board/Commission Coordinator	N/A	N/A	To ensure public access and transparency	Establish shared site for all Boards and Commission materials, ensure coordinators are trained and aware of TOMA requirements	Develop schedule for all Boards and Commissions
Appoints Boards and Commissions members	Mayor and City Council	N/A	N/A	Approximately 500 people serve on 52 Boards and Commissions established by City Council, providing direction and recommendations for City operations, such as economic development, parks, libraries, arts, police oversight, and planning. The operating requirements for Boards and Commissions membership, activities, and operations are primarily established by the City’s Charter and Code but may also be established by State laws.	Mayor and City Council staff prepare and submit nominations materials, work with City Secretary’s Boards and Commissions Coordinator to address any items requiring clarity	Nomination materials prepared by MCC staff
Works with City Attorney and City Secretary to ensure Boards and Commissions are in compliance with the City’s Charter and Code covering racial and ethnic diversity	Mayor and City Council	X	Observation D: Racial and Ethnic Diversity	This increases the risk that Boards and Commissions are not in compliance with the City’s Charter and Code and achieving the objectives of each Boards and Commissions.	Develop procedures to ensure the racial and ethnic membership of Boards and Commissions reflect the racial and ethnic make-up of the City’s population, as nearly as may be practicable.	Procedures to ensure the racial and ethnic membership of Boards and Commissions reflect the racial and ethnic make-up of the City’s population, as nearly as may be practicable.

City Manager’s Office April 22, 2022 Memorandum – Revised Response to Audit of Boards and Commissions Work Plan

DRAFT

Oversight of Boards and Commissions member activity/decorum	Chair - Board/Commission	N/A	N/A	Ensures compliance with City's Ethics Code and Core Values	Provide training for presiding officers regarding Code of Ethics and role to ensure member conduct and decorum	Training schedule, procedures and affidavit to ensure compliance with mandatory training of Boards
Adoption of and accordance to bylaws	Board/Commission	N/A	N/A	Ensures compliance with City's Ethics Code and Core Values	Working with City Attorney's Office to develop bylaws for consideration by Boards and Commissions	Develop bylaws template
Reviews conflicts of interest	City Attorney	N/A	N/A	Protects the City from malicious behaviors, decisions, and relationships	Provide training for Boards and Commissions regarding City's Code of Ethics	Training schedule, procedures and affidavit to ensure compliance with mandatory training of Boards and Commissions members
Prepares bylaws	City Attorney	N/A	N/A	Promotes consistency between Boards and Commissions	Work with other boards and commissions to educate them about existing bylaws (generally Dallas City Code Chapters 2 and 8). Work with instrumentalities that may require bylaws.	Work with coordinators to make board and commission members aware of existing bylaws.

City Secretary's Responses to Recommendations

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
SECTION 1: GLOBAL OBSERVATIONS				
Moderate	We recommend the City Secretary:			
	<p>A.2: Improve and expand training on compliance with boards and commissions requirements to more boards and commissions members and coordinators.</p>	<p>Agree:</p>	<p>Continue to improve training on compliance with boards and commissions requirements to boards and commissions members and coordinators. Expansion will include an online training/informational video.</p>	<p>10/01/2021</p> <p>07/01/2022</p>
			<p><u>Updated for Deputy City Manager's March 25, 2022 Memorandum</u></p> <p>Mayor and City Council Office Senior Board/Commission Coordinator and Department Board/Commission Coordinators work in collaboration City Secretary's Office and City Attorney's Office.</p>	<p>12/31/2022</p> <p>9/30/2023</p>
			<p>Department Board/Commission Coordinators Create onboarding checklist for training with clear timelines and communication of training objectives.</p>	<p>12/31/2022</p> <p>9/30/2023</p>

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date	
SECTION 2: COMPLIANCE WITH THE CITY'S CHARTER AND CODE					
Moderate	We recommend the City Secretary:				
	G.1: Establish procedures to ensure each appointed board member's vetting file includes documentation of acceptance of appointment within 15 days or the reason for late acceptance.	Agree:	Update current procedures to ensure each appointed board member's vetting file includes electronic documentation of acceptance of appointment within 15 days or the reason for late acceptance.	10/01/2021	07/01/2022
	H.3: Establish a retention period for boards and commissions vacancy reports.	Accept Risk:	A retention period for boards and commissions vacancy reports exists. (Considered a 'transitory record'.) They are produced or received in the course of routine actions, in the preparation of other records which replace them, or for convenient reference. NO RISK	N/A	N/A
	I.1: Establish and maintain a current list of all boards and commissions and whether the board or commission must comply with City Code, Chapter 8, <i>Boards and Commission</i> .	Accept Risk:	A list of all boards and commissions, along with their appropriate authority (for compliance) is listed on the City Secretary's website. The City Attorney's Office needs to advise, as they develop/interpret ordinances and/or authority regulations. NO RISK/HANDLED INTERNALLY	N/A	N/A

City Manager and Mayor and City Council Office Responses to Recommendations

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
SECTION 1: GLOBAL OBSERVATIONS				
Moderate	We recommend the City Manager in consultation with the City Secretary and the City Attorney:			
Accept Risk:	A.1: Present to the City Council, a proposal, to assign overall responsibility for ensuring boards and commissions operations comply with the City's Charter and Code to one position.	Accept Risk: At this time, the City Manager does not see a need to present a proposal to the City Council and therefore is accepting the risk for this recommendation. However, the City Manager's Office will monitor respective departments to ensure compliance with the City's Charter and Code. Additionally, the City Manager's Office and the City Secretary's Office agree that the City Secretary will ensure City staff and board members will receive training to help ensure compliance.	N/A	N/A
		Agree: <u>Updated for Deputy City Manager's March 25, 2022 Memorandum</u> Hire in the Mayor and City Council Office a Senior Board/Commission Coordinator.	5/1/2022	1/1/2023
		Establish communications channel for routine updates to Boards and Commissions Department Coordinators. Also refer to the <u>April 22, 2022 Memorandum</u> .	9/30/2023	7/1/2023

Assessed Risk Rating	Recommendation	Concurrence and Action Plan		Implementation Date	Follow-Up/ Maturity Date
	<p>C.1: Ensure all boards and commissions have defined roles and responsibilities of members either in bylaws or another authoritative document.</p>	<p>Accept Risk:</p>	<p>We will accept the risk for this recommendation. Article III, Chapter 8-9 (Chair and Vice Chair) provides guidelines for the roles of the Chair and Vice Chair of most boards and commissions. Additionally, the City Secretary's Office ensures City staff and those board members will be trained on compliance with all authorities governing boards and commissions.</p>	<p>N/A</p>	<p>N/A</p>
		<p>Agree:</p>	<p><u>Updated for Deputy City Manager's March 25, 2022 Memorandum</u></p> <p>Educate all Boards and Commissions about the defined roles and responsibilities of members either in their bylaws (city codes) or another authoritative document. Fortytwo out of 52 have member roles and responsibilities defined. Review the 10 not in compliance and revise.</p> <p>Also refer to the <u>April 22, 2022 Memorandum.</u></p>	<p>12/31/2022</p>	<p>9/1/2023</p>

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date	
SECTION 2: COMPLIANCE WITH THE CITY'S CHARTER AND CODE					
High	We recommend the Director of the Mayor and City Council Office:				
	D.1: Develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population, as nearly as may be practicable.	<p>Accept Risk:</p> <p>Agree:</p>	<p>While MCC will not be implementing the recommendation as written, we will coordinate with CMO as they implement recommendation H.2 to help mitigate the identified risk.</p> <p>Updated for Deputy City Manager's March 25, 2022 Memorandum</p> <p>Develop procedures to ensure the racial and ethnic membership of Boards and Commissions reflect the racial and ethnic make-up of the City's population, as nearly as may be practicable.</p> <p>Also refer to the April 22, 2022 Memorandum.</p>	<p>N/A</p> <p>12/31/2022</p>	<p>N/A</p> <p>9/30/2023</p>
Moderate	We recommend the City Manager:				
	E.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, Sec. 8-1.1, Reports to the City Council for all applicable boards and commissions.	Accept Risk:	The City Secretary's Office will ensure city staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive city-wide as a reminder.	N/A	N/A

Assessed Risk Rating	Recommendation	Concurrence and Action Plan		Implementation Date	Follow-Up/ Maturity Date
	<p>E.2: Develop procedures to ensure all board and commission annual reports are posted to the City's website.</p>	<p>Accept Risk:</p>	<p>The City Secretary's Office will ensure city staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive City wide as a reminder.</p>	<p>N/A</p>	<p>N/A</p>
		<p>Agree:</p>	<p><u>Updated for Deputy City Manager's March 25, 2022 Memorandum</u></p> <p>Develop template email and schedule to distribute annual reports and post online.</p> <p>Also refer to the <u>April 22, 2022 Memorandum</u>.</p>	<p>12/31/2022</p>	<p>9/1/2023</p>

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
	<p>F1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, Boards and Commissions: Sec. 8-4 (a); Sec. 8-6 (a), (b), (c), (d); Sec. 8-8 (a), (b); and, Sec. 8-20 (a), (b), (c).</p>	<p>Accept Risk: The City Secretary's Office will ensure City staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive City-wide as a reminder.</p> <p>Agree: <u>Updated for Deputy City Manager's March 25, 2022 Memorandum</u></p> <p>Develop template for minutes by all Boards and Commissions and attendance management.</p> <p>Also refer to the <u>April 22, 2022 Memorandum.</u></p>	<p>N/A</p> <p>12/31/2022</p>	<p>N/A</p> <p>9/30/2023</p>
	<p>F.2: Develop procedures to ensure all meeting minutes are posted to the City's website.</p>	<p>Accept Risk: The City Secretary's Office will ensure City staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive City-wide as a reminder.</p>	<p>N/A</p>	<p>N/A</p>

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
Moderate	We recommend the City Manager and the Director of the Mayor and City Council Office in consultation with the responsible Department and Office Directors:			
	H.1: Review the qualifications and requirements for hard-to-fill boards and commissions positions and present to the City Council a proposal to revise the qualifications and requirements.	Agree: The City Manager's Office, in consultation with designated departments, will agree to review the qualifications and requirements for hard-to-fill board and commission positions will be considered should the board have numerous vacancies. The City Council will then receive a proposal to revise the qualifications and requirements when possible.	6/30/2022	9/30/2022
	H.2: Establish procedures to identify boards and commissions with high vacancy rates and communicate these boards and commissions to City Council members for their actions.	Agree: The City Manager's Office will work with stakeholders to review and edit vacancy requirements including a review to ensure the racial and ethnic make-up of boards and commissions is representative of the City's population as nearly as many be practicable. This information will be provided to City Council when possible.	6/30/2022	9/30/2022