

---

**Final Report of the  
City of Evanston/League of Women Voters of Evanston  
Review Committee on  
Boards, Commissions, and Committees  
in the City of Evanston**

**Addressing the City of Evanston Strategic Plan's  
Goal #9 Action Plan**



**May 4, 2009**

---

Reproduction of This Report Was Supported

by the

League of Women Voters Evanston's

Susan Horowitz Memorial Fund

***Special Thank-You's for Extraordinary Assistance in Completing the Committee's Review and Report are due to Sue Brenner, Leslie Murphy, Jan Otwell, Cheryl Schrader-Chukwu, and Karen Telser***

# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY.....</b>	<b>5</b>
<b>INTRODUCTION.....</b>	<b>7</b>
<b>BACKGROUND AND METHODOLOGY .....</b>	<b>7</b>
BACKGROUND .....	7
B/C/C REVIEW COMMITTEE METHODS.....	8
<i>Data-Collection and Analysis .....</i>	<i>10</i>
<i>Orientation/Training Review, and Recruitment/Appointment.....</i>	<i>10</i>
<i>Development of Recommendations .....</i>	<i>11</i>
<b>RECOMMENDATIONS OF THE REVIEW COMMITTEE.....</b>	<b>11</b>
GENERAL RECOMMENDATIONS (GR’S) .....	12
<i>GR-1: Operations.....</i>	<i>12</i>
Meetings.....	12
Agendas.....	12
Quorums.....	12
Attendance.....	12
Minutes.....	13
Reporting and B/C/C Self-Assessment .....	13
Ordinance and Mission Statement Review .....	14
Members’ Terms .....	14
<i>GR-2: Technology.....</i>	<i>14</i>
Websites.....	14
<i>GR-3: Recruitment and Appointment of Members.....</i>	<i>15</i>
Boards, Commissions, and Committees Advisory Committee .....	15
Recruitment.....	15
Receipt of Applications.....	15
Appointment.....	16
<i>GR-4: Orientation and Training .....</i>	<i>16</i>
General Orientation.....	16
Annual Review of General Orientation.....	16
Orientation to a Specific B/C/C .....	16
Staff and Board Leaders Orientation.....	16
<i>GR-5: Relationship of B/C/Cs to City Council.....</i>	<i>17</i>
<i>GR-6: Best Practices.....</i>	<i>17</i>
<i>GR-7: City Policy and Implementation of these Recommendations .....</i>	<i>17</i>
B/C/C-SPECIFIC RECOMMENDATIONS (SR’S) .....	18
<i>SR-1: Arts Council /Public Art Committee.....</i>	<i>18</i>
<i>SR-2: City/School Liaison Committee.....</i>	<i>18</i>
<i>SR-3: Economic Development Committee/Minority, Women, Evanston Business Development Committee (MWEBDC).....</i>	<i>19</i>
<i>SR-4: Property Services Board/Electrical Commission.....</i>	<i>19</i>
<i>SR-5: Environment Board/Energy Commission.....</i>	<i>20</i>
<i>SR-6: Ladd Arboretum Committee (LAC).....</i>	<i>21</i>
<i>SR-7: Lighthouse Landing Committee .....</i>	<i>21</i>
<i>SR-8: Playground and Recreation Board .....</i>	<i>22</i>
<i>SR-9: Sign Review and Appeals Board (SRAB) .....</i>	<i>22</i>
<i>SR-10: Site Plan and Appearance Review Committee (SPAARC).....</i>	<i>23</i>
<i>SR-11: Plan Commission .....</i>	<i>23</i>

RECOMMENDATIONS TO ELIMINATE BOARDS, COMMISSIONS, AND COMMITTEES (E) .....	25
E-1: Board of Examiners of Stationary Engineers, Boiler- or Water-Tenders .....	25
E-2: Citizen’s Advisory Committee on Public Place Names .....	25
E-3: City/Chamber of Commerce Committee.....	25
E-4: Electrical Commission .....	26
E-5: Flood and Pollution Control Commission .....	26
E-6: Taxicab Advisory Board.....	27
<b>APPENDIX .....</b>	<b>28</b>
REPORT OF THE BEST PRACTICES SUBCOMMITTEE .....	29
Best Practices Chosen from Community Interviews .....	29
Recruitment/Selection .....	29
Orientation/Training.....	29
Oversight/Evaluation.....	29
Recognition .....	30
Recruitment/Selection .....	30
Orientation/Training.....	30
Oversight, Evaluation.....	30
Recognition .....	30
RECOMMENDED OUTLINE FOR B/C/C ORIENTATION/TRAINING SESSIONS .....	31
General Orientation for New B/C/C Members, Including Staff.....	31
B/C/C-Specific Orientation for New Members and Assigned Staff.....	32
General Training for All B/C/C Members and Staff.....	32
Annual Meeting with Review and Training for B/C/C Leaders and Staff.....	32
STAFF QUESTIONNAIRE .....	33
BOARDS/COMMISSIONS/COMMITTEES MEMBER SURVEY .....	42
A. Involvement with City Government and Other Civic Activities.....	42
B. Board Orientation and General Background.....	43
C. How the Board/Commission/Committee Conducts Its Business .....	44
D. The Purpose of the Board/Commission/Committee .....	46
E. The Composition of the Board/commission/committee .....	47
F. Your Involvement and Satisfaction with the Board/Commission/Committee.....	48
G. Some Background about You .....	51
H. Your Comments .....	51
BOARDS/COMMISSIONS/COMMITTEES STAFF SURVEY.....	52
A. Involvement with Boards, Commissions, and Committees.....	52
B. Board orientation and general background.....	53
C. How the Board/Commission/Committee Conducts Its Business .....	54
D. The Purpose of the Board/Commission/Committee .....	56
E. The Composition of the Board/Commission/Committee. ....	57
F. Your involvement and satisfaction with the board/commission/committee.....	58
CITIZEN SURVEY .....	61

---

## EXECUTIVE SUMMARY

In March, 2006, following several months of public hearings and data-gathering, the City Council approved a Strategic Plan for Evanston. It presents 13 goals that cover a wide range of issues. One goal addressed Boards, Commissions, and Committees in Evanston. Its intent was to make the 36 entities, most of which have citizens serving on them, more credible and productive, with qualified members who attend regularly and participate actively. Because the League of Women Voters of Evanston (LWVE) felt this was a formal study they were prepared to undertake, they proposed to the City Manager that the League work with staff from the City to review the situation and make recommendations. Approval was granted.

The Boards, Committees, and Commissions (B/C/C) Review Committee, composed of both City staff and LWVE members, began work in May, 2006. Co-chairmen were Jessica Feldman, for the League, and Brad Yatabe of the Legal Department, for the City. Brad moved away in July, 2007, and was replaced by Elke Tober Purze, also of the Legal Department. Overall “goal tender” for the project was Herbert Hill, First Assistant Corporation Counsel, until his retirement in June, 2008. The committee was divided into four work groups. Each was assigned the task of reviewing boards, commissions, or committees that report to the City Council or to one of the Council’s standing committees (Planning and Development, Administration and Public Works, Human Services, or Rules). The City Council standing committees themselves were not reviewed. The B/C/C review was completed in October, 2008. The B/C/Cs included in the review are listed below.

### Reporting to the City Council

---

- Board of Local Improvements
- City/Chamber of Commerce Committee
- City/Schools Liaison Committee
- Economic Development Committee
- Housing and Community Development Act Committee
- Parking Committee
- Police Pension Board
- Public Art Committee

### Reporting to the Administration and Public Works Committee

---

- Civil Service Commission
- 911 Emergency Telephone System Board
- Energy Commission
- Firefighter’s Pension Board
- Flood and Pollution Control Board
- Liquor Control Commission
- Minority, Women, and Business Enterprise Development Committee
- Taxicab Advisory Board
- Board of Examiners of Stationary Engineers, Boiler- or Water-Tenders

### Reporting to the Human Services Committee

---

- Arts Council
- Commission on Aging
- Environment Board
- Human Relations Commission
- Library Board
- Mental Health Board
- Playground and Recreation Board
- Ladd Arboretum Committee
- Lighthouse Landing Committee

### Reporting to the Planning and Development Committee

---

- Advisory Committee on Public Place Names
- Electrical Commission
- Housing Commission
- Plan Commission
- Preservation Commission
- Property Services Board
- Sign Review and Appeals Board
- Site Plan and Appearance Board
- Zoning Board of Appeals

### Reporting to the Rules Committee

---

Board of Ethics (reviewed with those reporting to City Council)

---

The B/C/C Review Committee's first task was data-collection. The second task was an examination of orientation, training, and recruitment procedures. In both cases recommendations were made, based on the findings.

During data-collection, four questionnaires were distributed to elicit information. One went to City staff assigned to the specific Boards, Commissions, and Committees, to elicit technical, objective, and background information. A second questionnaire went to City residents who have attended such meetings but are not members. A third and fourth went, respectively, to members of B/C/Cs and to City staff assigned to support B/C/Cs, soliciting their subjective opinions and experiences.

Review Committee members then worked together to analyze the data, write a report, and develop recommendations specific to each B/C/C. Subsequently, the Committee identified issues that were found to apply across the board. These included –

- Vacancies/recruitment/appointment
- Training/orientation
- Quorums
- Meeting cancellations
- Minutes: content, timeliness, storage
- Term limits
- Clarity of roles for members, chairs, and staff
- Reports

Recommendations for improved processes, based on the data collected as well as on a study of Best Practices from seven other cities, are included in the full report. A summary follows.

**Advisory Committee:** A *Boards, Commissions, and Committees Advisory Committee* should be formed to oversee the recruitment/appointment process.

**Operations:** Meetings should be scheduled well in advance and publicized. Agendas should be available ahead of time. Attendance should be recorded and reported. Minutes of each meeting should follow a standard format, as should an annual report. Each B/C/C should complete an annual assessment of its work, as well as review its mission statement.

**Technology:** Information regarding B/C/Cs should be kept current on the City's Website. A database with member names, term expiration dates, and vacancies should be made available.

**Recruitment and Appointment:** Recruitment should be ongoing and proactive. Best efforts should be made to complete the appointment process before the end of outgoing members' terms.

**Training and Orientation:** Orientation should be provided for both staff and members in a timely fashion as they begin their work; and training should be ongoing.

*Complete recommendations are available in the full report.* Some committee members participated in a Best Practices survey of seven other communities across the country. Many of the ideas found in the course of that research, as well as benchmarks, have been incorporated as recommendations in this report.



---

## INTRODUCTION

This is the “Final Report” of the City’s Boards, Commissions, and Committees Review Committee. This report consists of three sections and an Appendix. The first section provides the background of the review, including the reasons for initiating it and a description of the process that the committee followed. The second section lays out the committee’s “General Recommendations,” which address findings that apply across most or all of the B/C/Cs. The third section offers recommendations for addressing issues applicable to specific boards, commissions, and/or committees.

The Appendix includes the report of the Best Practices Subcommittee, which gathered information from designated communities throughout the nation that had been recognized for the Best Practices they followed in their boards, commissions, and committees operations. The Appendix also includes an outline of the Orientation/Training Program that the committee developed for the staff, leaders and members of Evanston’s B/C/Cs.

The Appendix also provides information regarding the B/C/Cs in chart format. Chart One provides background for each B/C/C, based on the enabling legislation. Chart Two displays the B/C/C Special Recommendations key; the City Council committee to which each B/C/C reports; and both the mandated size and actual number of members of each B/C/C as of June, 2008.

Finally, the B/C/C Review Committee has developed a *Handbook for Members of Boards, Commissions, and Committees in the City of Evanston, Illinois*, which is nearing completion. It will be provided to all of Evanston’s B/C/C/ staff, leaders, and other members.

## BACKGROUND AND METHODOLOGY

### Background

In May, 2006, then-City Manager Julia Carroll convened a joint committee of City staff and members of the League of Women Voters of Evanston. The joint committee, referred to as the “Boards, Commissions, and Committees Review Committee” (B/C/C Review Committee) reviewed Evanston’s 36 boards, commissions, and committees (see page 8 for a list) that report to the City Council or to the City Manager. This was done in compliance with an action item associated with Goal #9 of the City’s Strategic Plan: “More Effectively Utilize Boards, Commissions, and Committees.”

The stated measures of success in achieving this goal were –

- B/C/Cs that are credible, productive, and improve the quality of life.
- Selection and improved attendance of interested and qualified candidates.

The review and analysis were completed in November, 2008.

Of the 36 B/C/Cs reviewed, the Mayor makes appointments to 29. Over the years, some B/C/Cs have been created by ordinance or resolution, for different reasons: because of federal mandate (the Community Development Block Grant Committee, for example); by state mandate (such as the Fire and Police Pension Boards); in response to specific City issues (the Human Relations Commission and the City-School Liaison Committee, for instance); for administrative support purposes (as with the Plan Commission and the Zoning Board of Appeals); or for quasi-judicial needs (as for the Ethics Board).

---

In addition, several current advisory boards or committees include citizen participation. These were established to advise specific City departments (Health Advisory Committee, Levy Center, Robert Crown, Chandler-Newberger and Mason Park Advisory Boards) or as the result of a judicial consent decree (the City/Northwestern Committee). The B/C/C Review Committee did not review these or any of the City Council's operational committees, such as Rules, Planning and Development, Administration and Public Works, or Human Services. The Youth Council was established as the B/C/C Review Committee was completing its work and, therefore, was too new to warrant review.

The Objectives and Actions of the Strategic Plan goal directed the B/C/C Review Committee to –

- I. Review the function, responsibility, and structure of all B/C/Cs to maximize effectiveness. Identify issues and make recommendations for change to the City Manager, City Council, and individual B/C/Cs. Review all B/C/C ordinances and missions, meetings, agendas, quorums, attendance, minutes, terms, reporting, self-assessment, etc., to identify issues.
- II. Provide a standardized training/orientation program for members and assigned staff. Actions included –
  - Developing and implementing standardized B/C/C orientations program and a handbook for B/C/C members, explaining the purpose of the B/C/C, how City government works, *Robert's Rules of Order*, and similar documents.
  - Developing and implementing a training program for designated B/C/C staff, including explaining how to staff a B/C/C and how to provide member orientations.
- III. Review the recruitment/appointment process for B/C/C members. The actions included defining and re-designing a new recruitment and appointment process, including re-design of the B/C/C application form.
- IV. Research comparable Best Practices, periodic review processes, and benchmarks for B/C/Cs, as well as making recommendations for ongoing periodic review of B/C/Cs.

### **B/C/C Review Committee Methods**

The B/C/C Review Committee was composed of City staff members drawn from various departments, and members of the League of Women Voters of Evanston<sup>1</sup>. The committee was headed by Herb Hill, General Counsel. Co-chairs were Brad Yatabe (replaced in July, 2007 by Elke Purze) of the City's Law Department and Jessica Feldman, representing the League of Women Voters of Evanston.

The Review Committee was divided into four subcommittees, each of which was assigned the review of those B/C/Cs that reported to the City Council or one of three standing committees: Administration and Public Works (A&PW), Human Services (HS), or Planning and Development (P&D). The Board of Ethics, which reports to the Council Rules Committee, and the Lighthouse Landing Committee, which works with the 7<sup>th</sup> Ward alderman, were assigned to two of these four committees.

---

<sup>1</sup> Members of B/C/C Review Committee assigned to review City Council were Nancy Flowers, Gavin Morgan, Maxine Lange, and Janet Otwell; to A&PW were Darlene Francellno, Mary Morris, Sue Brenner, and Diane Korling; to HS were Judy Aiello, Tracy Norfleet, Greta Salem, and Doris Wolin; to P&D were Harvey Saver, Kevin Lookis, Sue Calder, Sandy Gross, and Joan Safford. Members who joined the committee mid-project were Cheryl Schrader-Chukwu and Leslie Murphy from the City; and Barbara Putta and Karen Telser, from the LWVE. These additional members were assigned to the Recruitment/ Appointment and Orientation/Training subcommittees. Ms. Murphy also worked on the Refine/Define Issues, Recommendations, and Writing Committee.

---

The Property Services Board and the Electrical Commission, neither of which had met in approximately eight years, were treated differently. Two committee members interviewed the staffs still assigned to them.

The B/C/Cs included in the review are listed below.

---

**Reporting to the City Council**

- Board of Local Improvements
- City/Chamber of Commerce Committee
- City/Schools Liaison Committee
- Economic Development Committee
- Housing and Community Development Act Committee
- Parking Committee
- Police Pension Board
- Public Art Committee

---

**Reporting to the Administration and Public Works Committee**

- Civil Service Commission
- 911 Emergency Telephone System Board
- Energy Commission
- Firefighter's Pension Board
- Flood and Pollution Control Board
- Liquor Control Commission
- Minority, Women, and Business Enterprise Development Committee
- Taxicab Advisory Board
- Board of Examiners of Stationary Engineers, Boiler- or Water-Tenders

---

**Reporting to the Human Services Committee**

- Arts Council
- Commission on Aging
- Environment Board
- Human Relations Commission
- Library Board
- Mental Health Board
- Playground and Recreation Board
- Ladd Arboretum Committee
- Lighthouse Landing Committee

---

**Reporting to the Planning and Development Committee**

- Advisory Committee on Public Place Names
- Electrical Commission
- Housing Commission
- Plan Commission
- Preservation Commission
- Property Services Board
- Sign Review and Appeals Board
- Site Plan and Appearance Board
- Zoning Board of Appeals

---

**Reporting to the Rules Committee**

Board of Ethics (reviewed with those reporting to City Council)

---

## **Data-Collection and Analysis**

As the work got underway, a Best Practices Subcommittee collected information from seven communities across the country that are somewhat similar to Evanston. These communities followed formal Best Practices in the areas of recruitment, training, orientation, periodic review, and operations. The information gathered was used by all B/C/C Review committees in finalizing specific and general recommendations included in the Review Committee's final report.

Another small subcommittee developed and administered four questionnaires: two for City B/C/C support staff who support B/C/Cs; one for B/C/C leaders and members; and one for citizens not currently serving on a B/C/C. The first questionnaire, distributed to City staff associated with the various B/C/Cs, attempted to identify objective technical-background information. 35 of the 36 questionnaires were completed and returned.

The second questionnaire, eliciting responses from residents who had attended B/C/C meetings but were not currently serving on a B/C/C, was publicized locally and made available at the Civic Center and at all library branches. 104 questionnaires were completed and returned in response.

The third questionnaire, distributed to current B/C/C members, was subjective. It was intended to capture each respondent's individual experience on her or his B/C/C. Available electronically and with a hard copy available upon request, it sought forthright comments and promised that participants' responses would be anonymous. Six weeks after this questionnaire was distributed, all recipients were sent a reminder to complete it. Out of approximately 279 of these questionnaires distributed, 132 were completed and returned.

The fourth and final questionnaire was again targeted to City staff assigned to B/C/Cs. However, in contrast to the first such questionnaire, this one was similar to the one administered to B/C/C members, asking for subjective responses regarding support staff's experiences with their B/C/Cs. This was also anonymous and available electronically, with a hard copy available upon request. Of 29 of these questionnaires, 26 were completed and returned.

The four review subcommittees reviewed the data collected from the questionnaires and conducted, as needed, follow-up interviews with staff and B/C/C members. They also reviewed the enabling legislation and relevant amendments pertinent to each B/C/C. After their assessment of the data, the subcommittees identified issues of the individual B/C/Cs under their purview, as well as those larger issues that might apply across most or all B/C/Cs.

## **Orientation/Training Review, and Recruitment/Appointment**

In the second phase of the review, the Committee regrouped into two subcommittees. One developed a training and orientation program for B/C/C leaders, members, and assigned staff. It also created a comprehensive handbook for B/C/C members and staff. Another subcommittee examined the questionnaire responses, which identified community concerns and suggestions about the current recruitment/appointment process. This subcommittee recommended a more thorough recruitment/appointment process, including the creation of a "Boards, Commissions, and Committees Advisory Committee."

---

## Development of Recommendations

The B/C/C Review Committee was reconfigured once more into two subcommittees. One reviewed all reports created for individual B/C/Cs to identify issues that applied across most, if not all, of the B/C/Cs studied. Those issues are addressed in the *General Recommendations of the B/C/C Review Committee* section of this report (below). They included recruitment/appointment; quality of training/orientation, or the lack thereof; quorums, or the lack thereof; meeting cancellations; lack of uniformity in content of B/C/C minutes; timeliness of provision of minutes; recipients of minutes; term lengths and limits; roles of the members; B/C/C chairs and staff; frequency/absence of B/C/C reports; and report recipients. (Recommendations to specific B/C/Cs are included in a separate section.)

The second new subcommittee was responsible for drafting this final report, then submitting it for review and acceptance by the original authorizing groups: the City (City Manager's Office) and the Board of Directors of the League of Women Voters of Evanston. Copies of this report are available at the City Clerk's office (in the Civic Center), at all locations of the Evanston Public Library, and from the League of Women Voters of Evanston (also in the Civic Center).

## RECOMMENDATIONS OF THE REVIEW COMMITTEE

The B/C/C Review Committee developed the following recommendations as a result of findings gained solely through –

- Committee members' individual reviews, analyses, and reports.
- Questionnaires completed by B/C/C members, staff, and residents.
- Research into Best Practices for recruitment, appointment, oversight, training/orientation of B/C/C members, and periodic review gathered from communities in Illinois and nationwide.
- Benchmarking measures.

---

## General Recommendations (GR)

The general recommendations that follow, divided into seven categories, are for application to all existing and future B/C/Cs. In addition, the Law Department is encouraged to create a model B/C/C template so that, going forward, B/C/C ordinances and resolutions will be consistent regarding such provisions as length of terms, appointment authority, designation of chairs, and sunset clauses.

### GR-1: Operations

#### *Meetings*

All meetings for the year should be scheduled and advertised on the City's municipal calendar on its Website and in other suitable locations. If cancellations are necessary, they should be made at least 48 hours in advance of a meeting and publicized on-line, as well as in publicly accessible locations in the Civic Center. When preparing for any B/C/C meeting, attention should be given to ensuring that citizens will be able to hear discussions (through sound amplification, if necessary) and see presentations at all meetings.

#### *Agendas*

An agenda, printed or electronic, for each B/C/C meeting should be made available to members and interested citizens in a timely fashion before each meeting. The agenda also should be posted in publicized locations in City Hall. The agenda should be created by the City staff person assigned to the B/C/C, in conjunction with the B/C/C chairperson.

When reviewing the final agenda prior to a meeting, the chair and staff person should determine if the meeting is, in fact, necessary and if there is likely to be a quorum. They should also evaluate the agenda items to consider whether the allotted time will be adequate for discussion of all items. If it is decided that there may not be enough time, some agenda items should be postponed for another meeting.

At the beginning of each agenda should be a discussion of action items previously assigned and not yet completed. Near the end of each agenda should be a directive to review and list action items assigned during the meeting. B/C/C members should be asked to submit agenda items, as applicable, by a specified due date.

#### *Quorums*

If a quorum is not present at a B/C/C meeting, the B/C/C may not vote on any business item. If a quorum is not designated in the B/C/Cs ordinance, *Robert's Rules of Order* will determine the number required for a vote.

#### *Attendance*

During recruitment for B/C/C members, the information provided should make clear that members appointed to serve on a B/C/C are expected to make attendance and active participation in the B/C/C's meetings and activities a priority during their terms.

Each B/C/C should maintain a spreadsheet listing members' names and dates of attendance at meetings, in order to capture attendance records (including tardiness) among members. This spreadsheet should be submitted to the Mayor once a year.

The Mayor should send a letter to any member who has missed four consecutive meetings, asking if that member wishes to continue on the B/C/C.

---

### ***Minutes***

A standard format for meeting minutes should be developed and adopted by each B/C/C. It should include the following:

- The date of the meeting, and the starting and ending times.
- The names of members present and absent.
- An indication of whether a quorum was met.
- The number of citizens in attendance.
- The number and names of staff attending.
- A brief summary of each item of business discussed.
- The result of any agenda item voted upon.
- A brief summary of each public comment.
- The status of action items that were assigned at the previous meeting(s).
- A description of any action items assigned, the names of the persons assigned to implement them, and the deadlines for completion, if applicable.
- The date of the next meeting.
- The name of the person taking the minutes.

When a verbatim transcript of a meeting is available, it can serve in lieu of minutes for a meeting. However, before such a transcript is approved, it should be proofread by staff or a member of the B/C/C. This review of transcripts should be assigned on a rotating basis. The approved transcript should be free of syntax or spelling errors.

A copy of all approved minutes should be placed, in a timely manner, in a folder on the City Clerk's Website so as to be available for printing and for public view. Minutes should be kept for the number of years required by law and be made available to the public.

### ***Reporting and B/C/C Self-Assessment***

The City Manager's staff, with the approval of the Mayor, should develop a format for B/C/C annual reports and a format for B/C/C self-assessments. The annual report should include, at the least, goals, objectives, accomplishments, and challenges. Both formats should be designed for use by all B/C/Cs. Annual reports should be provided to, and presented at, the City Council committees to which B/C/Cs are assigned; provided to the Mayor; and made available on the B/C/C's Website. Printed copies of annual reports should be kept in the City Clerk's office and made available to the public.

An annual B/C/C self-assessment, which is completed for the purposes of the applicable B/C/C only, should include the following:

- Attendance statistics.
- A self-evaluation of the individual members' contributions, as well as each member's evaluation of the contribution of the B/C/C as a whole.
- An overview of the B/C/C's accomplishments and challenges.
- A comparison of accomplishments to ordinance requirements.
- An evaluation of the way the B/C/C operates.
- Suggestions for operational improvements.

---

### ***Ordinance and Mission Statement Review***

Within six months of the acceptance of this report, each B/C/C should review its enabling legislation and mission statement for relevance and applicability. Thereafter, the legislation and mission should be reviewed every three years. Any proposed change to a B/C/C's mandate must be discussed with the City Council committee to which the B/C/C reports, prior to referral to the Law Department for revision. City Council approval of any revisions to an enabling ordinance must be given before a suggested change is enacted.

### ***Members' Terms***

The City Manager shall assign appropriate staff to develop a policy for B/C/Cs, to address (when not specified by ordinance) –

- Uniform length of terms.
- Number of terms permitted to members.
- Qualifications of members (residency, professional expertise, or other, as appropriate).
- Staggering of terms to ensure institutional memory.
- Filling unexpired terms. Whatever the length of the term, the duration of the unexpired term should not count toward the term limit.

The policy should be approved by the Mayor and the City Council (see the “City Policy and Implementation” section, below).

Prior to completion of a B/C/C member's first term, the Mayor's office should contact the member by letter to inquire if the member wishes to return for an additional term, and to thank the member for service. Within fourteen days of receipt of the letter, the member should respond in writing to the Mayor, indicating either a willingness to continue or an intention to decline the offer.

Resignations should be made in writing and sent to the Mayor and the chairperson of the applicable B/C/C, in a timely manner. Staff should also report all resignations to the Mayor. A new applicant should be appointed only when it is necessary to fill the unexpired period of a term left open due to a mid-term resignation, in order to maintain staggered terms. No associate members should be appointed to B/C/Cs unless specified in the ordinance.

## **GR-2: Technology**

### ***Websites***

The City's B/C/C Websites should be kept current and accurate. To this end, these Websites should be updated by an assigned staff person on a regular schedule. The information regarding each B/C/C should include members' names, term durations and ending dates; the name of assigned City staff; and the name and telephone number and/or e-mail address of the member who is to be the contact person for that B/C/C.

### ***Databases***

An accurate, up-to-date database of all contact and term information for all members of all B/C/Cs should be maintained and readily available. The database should include each member's –

- Name; home, work, and e-mail addresses; home, work, and cell telephone numbers; and preferred telephone number(s).
- Term beginning and ending dates, and an indication of whether the member is serving a first or second term.

---

In addition, the staff and members of each B/C/C should be given an accurate, up-to-date contact list of members.

A procedure should be established which provides a comprehensive overview of positions and terms. The assigned staff person should maintain an annual “tickler” calendar, showing the terms by ending date, in order to provide a timely alert to the Mayor or City Manager (as appropriate) of upcoming vacancies or term endings..

### **GR-3: Recruitment and Appointment of Members**

*Every good faith effort will be made in recruitment and appointment to reflect the diversity (geographic, gender, ethnicity, age) of the community.*

The B/C/C Review Committee recommends retention of this long-standing guideline with no change.

#### ***Boards, Commissions, and Committees Advisory Committee<sup>2</sup>***

Members of this recommended new committee should be appointed by the Mayor and/or City Manager. They will be responsible for –

- Promptly upon appointment, developing written rules of procedure for its operation.
- Finalizing the process of recruitment and appointment.

The Mayor, in consultation with the City Manager, will determine the size of the initial committee. The role and future terms of the committee should be evaluated after three years.

It is recommended that the recruitment and appointment process be initiated within three months of the acceptance of this report.

#### ***Recruitment***

Recruitment for B/C/C members should be ongoing and proactive. The City should use all available channels to announce vacancies, recruit applicants, and make applications available. Resources should include City publications; all media outlets; the City Website; TV Channel; word of mouth by current members and staff of B/C/Cs; and outreach to civic organizations, including the Chamber of Commerce and Leadership Evanston. All end-of-term vacancies should be announced at least 60 days prior to the date the positions are to become vacant. The standard application now in use should be reviewed and updated as appropriate. In addition to electronic applications available on the City’s Website, applications should be made available in the City Clerk’s office and the Mayoral/aldermanic secretary’s office. All applications should be submitted to the Mayoral/ aldermanic secretary for forwarding to the Boards, Commissions, and Committees Advisory Committee for review before forwarding to the Mayor.

#### ***Receipt of Applications***

Upon receipt of an application for B/C/C membership, an acknowledgement should be sent promptly, either by e-mail or by regular mail. The letter should explain if there is a current vacancy or indicate when a vacancy is expected to open for the B/C/C(s) for which the applicant applied. The letter should also explain the process by which members are chosen. All applicants should be encouraged to attend at least one meeting of the B/C/C for which they are applying.

Applications should be kept for one year, during which they will be considered active. Before an application expires, the applicant should be contacted to see if she or he is interested in serving on the

---

<sup>2</sup> Because this process may add considerable work to City staff’s already heavy work load, we are recommending this “Best Practice” to reduce the work load of the Mayoral/aldermanic secretary. This staff person would provide support for the B/C/C Advisory Committee.

---

specified or other B/C/C. If so, the application should remain active for an additional year. New applications should be accepted, even if there are already applications on file.

### ***Appointment***

Best efforts should be made to complete the appointment process by the end of the term of an outgoing B/C/C member. All applications, both on file and new, should be reviewed before an appointment is made. At least two names for each vacancy should be presented to the Mayor. The appointment must be confirmed by City Council. An appointee should be notified by City staff before her or his name is presented for City Council approval.

Upon the appointment of a new B/C/C member, the B/C/C chairman and/or staff should promptly send a welcoming letter to the appointee and provide all applicable information for inclusion in the letter of appointment. Such information might include the next meeting date of the B/C/C, materials pertaining to that meeting, and any relevant training or orientation dates.

## **GR-4: Orientation and Training**

Orientation and training should be provided to both staff and B/C/C members.<sup>3</sup> A general handbook should provide written orientation information relevant to B/C/C members. (This handbook is in its final stages of compilation as of the time this report was completed.)

### ***General Orientation***

Within six months of acceptance of this report, an initial general training and orientation should be provided to all current staff, chairs, and members of all B/C/Cs. This training and orientation should cover the history of Evanston; structure of our City government; guiding principles, including the Ethics Ordinance and provisions of the Open Meetings Act; roles and responsibilities; and guidance for well-run meetings. Thereafter, a comprehensive general orientation should be provided regularly to new staff, chairs, and members of all B/C/Cs.

### ***Annual Review of General Orientation***

Each year all B/C/C members should be given a brief review of the Ethics Ordinance, the Open Meetings Act, their roles and responsibilities, how to run a meeting effectively.

### ***Orientation to a Specific B/C/C***

New B/C/C and/or staff members should receive orientation and training that explains the history of their B/C/C, its current projects and work plans, and its guiding principles; and includes calendars and membership lists.

### ***Staff and Board Leaders Orientation***

Each year staff and board leaders should receive an orientation on how to lead a B/C/C, which goes beyond basic information. It could include information about developing packets, dealing with conflict, and what should be included in the annual self-assessment and annual report.

---

<sup>3</sup> See Appendix for outline of orientation and training program.

---

## **GR-5: Relationship of B/C/Cs to City Council**

City Council's actions should help every B/C/C feel comfortable in providing input on topics that are within the B/C/C's purview. City Council should seek input from a B/C/C when an issue arises that is within that B/C/C's scope of responsibility. Each B/C/C should present an annual report to the City Council standing committee to which it reports, by the end of the first quarter of the fiscal year. The City Council should plan a recognition event each year for all B/C/C members.

## **GR-6: Best Practices**

In keeping with generally accepted Best Practices, and where written rules of procedure do not currently exist, B/C/Cs should develop rules of procedure for acceptance and implementation by the end of 2009. Existing rules of procedure should also be reviewed and revised as needed and applicable, by the end of 2009.

The Report from the Best Practices and Periodic Review Subcommittee is appended to these General Recommendations.

## **GR-7: City Policy and Implementation of these Recommendations**

We recommend that, within nine months of acceptance of this report, the City Manager's staff, with consideration and approval of the Mayor, develop a policy for B/C/Cs, for approval by the City Council. This policy would address, but not be limited to, operations; technology; recruitment and appointment; and training and orientation of staff, chairs, and members. We further recommend that within a year the City Council begin considering/approving changes to B/C/C-enabling legislation submitted from the existing B/C/C's.

In addition, we recommend changing two assignments for existing B/C/Cs, to report to different City Council standing committees so as to better facilitate coordinated oversight of B/C/Cs with related responsibilities. We recommend that –

- The Police Pension Board and the Firefighters' Pension Board report directly to City Council.
- The Energy Commission and the Environment Board report to the Administration and Public Works Committee.
- B/C/Cs recruit and enlist residents to provide *pro bono* professional expertise for assistance on City projects. The City should seek opportunities to engage and utilize the expertise available from universities (e. g., Northwestern University) and other local schools/groups and/or professionals to provide *pro bono* assistance to benefit the community.

---

## **B/C/C-Specific Recommendations (SR)**

**Please Note:** The findings and analysis portion of this project was completed in mid-2007. The Review Committee recognizes that, as the review process progressed, some B/C/Cs made changes in their operations that corrected problems identified in this report. In particular, the Human Relations Commission, the City-School Liaison and the Minority, Women, and Business Enterprise Development Committees have revitalized, hold regular meetings, and follow an agreed-on work plan and agenda for their operations.

### **SR-1: Arts Council /Public Art Committee (15 members each)**

#### **B/C/C Review Committee Findings**

According to the Ordinance provision for the Arts Council, the Public Art Committee is a subcommittee of the Arts Council, with a member of the Arts Council chairing said subcommittee. Currently, this is not how the two function. The City's Website references the Public Art Committee as a separate entity, not a subcommittee, with a member of the Arts Council serving as chair. The same staff person supports both the Arts Council and the Public Art Committee. Each entity calls for 15 members, a relatively large number.

The Public Art Committee has functioned as an at-arm's-length committee of the Arts Council over the years. Depending on who is chairing each group, each group may have a liaison person appointed to the other. Should the Public Art Committee return to its original status as a subcommittee of the Arts Council, complying with the Arts Council Ordinance, the combined group would be too large to operate effectively.

#### **Recommendations**

The Arts Council and the Public Art Committee should conduct self-assessments to determine how to best achieve the goals of both groups without creating an outsized organization. They should evaluate, and make, as appropriate, changes to the relevant ordinances and operating procedures. In the interim the current, workable format of retaining an active liaison relationship between the two bodies should be formalized, making sure that the Arts Council is regarded as a major stakeholder in public art decisions.

### **SR-2: City/School Liaison Committee (8 members)**

#### **B/C/C Review Committee Findings**

Only six members out of the recommended eight (three from each school district and two from the City) have constituted this committee, which rarely meets more than twice a year. No minutes or attendance records appear to be required, and communications, such as advance notification of meetings, are currently not part of normal procedures.

#### **Recommendations**

The City/School Liaison Committee should conduct a comprehensive self-assessment and determine how to best accomplish its purpose. If it is determined that the committee should continue as an active committee, meeting dates should be set in advance. The public should be notified of meetings and agendas, and minutes should be made available to the public.

---

**SR-3: Economic Development Committee/Minority, Women, Evanston Business Development Committee (MWEBDC)  
(9 members each)**

**B/C/C Review Committee Findings**

The recruitment process for the Economic Development Committee (EDC) allows for the Rules Committee to appoint aldermanic and chair positions, rather than the Mayor appointing them (as in the original ordinance). Half of the EDC's scheduled monthly meetings from 2003 to 2006 were canceled, and at 50% of the meetings that were held, no quorum was present. Some members feel their suggested ideas for agenda items are not heard and that their participation is not valued by the City Council.

The Minority, Women, Evanston Business Development Committee's role has diminished over the years since a City staff person was hired to implement most of the Committee's original objectives. This Committee rarely meets.

**Recommendations**

EDC members' responsibilities and committee objectives should be clarified. Additionally, the MWEBDC should consider meeting at least semi-annually to review how well the City is meeting its MWEBDC goals or, if applicable, to make recommendations for revisions to the City's MWEBDC program during the budget process.

The MWEBDC should designate a member to serve as a representative to the Economic Development Committee. This would ensure that the City's MWEBDC goals are considered in the Economic Development Committee's deliberations. Depending on the type of project being deliberated by the EDC, developers, contractors, and owner-applicants should also be made aware of the City's MWEBDC goals during Site Plan and Appearance Review Committee (SPAARC) hearings and when proposals are made before the Plan or Preservation Commission.

**SR-4: Property Services Board/Electrical Commission  
(7 and 6 members, respectively)**

**B/C/C Review Committee Findings**

The Property Services Board and Electrical Commission have been inactive for almost ten years. Therefore, our review of them consisted of interviews with Community Development (CD) staff and the Chief Electrical Inspector, who is the designated chair and is staff for the Electrical Commission as well.

CD staff explained that, "the staff is handling situations that arise and believes it [this process] is doing quite well." There have been no appeals because "staff works out alternatives and equivalent protective measures that avoid appeals being filed." CD staff further expressed concern that "time pressures could mean longer building time if the appeal process, which [they felt] could take a month or more, were followed...Builders will change to code compliance or with the City's willingness to accommodate." According to staff, if the builders/architects ask permission in advance, staff can resolve issues without appeal.

Similar responses were given by the chief electrical inspector, concerning how variation requests are handled regarding electrical code requirements. Neither the Property Services Board nor the Electrical Commission is functioning; consequently, they do not meet the provisions of their respective ordinances.

---

## Recommendations

The appeal process required by ordinance should not be eliminated or ignored. The staff should continue to work with builders to find solutions to problems, but there should be a last-resort appeals process.

The Property Services Board<sup>4</sup> should be reconstituted under a new ordinance and established as a “Construction Appeals Board” (CAB). This board would deal with all construction-related appeals as legally required by both the International Building Codes and the Evanston City Code. This would incorporate the appeals portion of the Electrical Commission’s original mandate (see RE-4). New qualifications for board membership should be drafted as appropriate; but, as required by the International Building Code, members should be recruited who are not employed by the City.

The Institute of Electrical and Electronics Engineers (IEEE) recommends a regularly scheduled review of the Electrical Code. Such a schedule should be set by the City. This review should be administered by CAB members with electrical backgrounds. The CAB would satisfy the requirements of both codes that mandate that appeals be heard and decided by a Board of Appeals appointed by the City Council (2005 amendment to Title 4, Chapter 18-2 of the City Code).

Notices explaining the appeals process should be posted in the Building Permit area and distributed as appropriate, in part to serve as reminders of the need to abide by the Code requirements. Meetings should be scheduled on an as-needed basis.

In the event that there are no appeals in a given quarter, meetings should be scheduled at least quarterly. At those meetings, the Board should receive a report on any requests for potential appeals variances that came before the staff, describing how they were resolved through discussion with architects, builders, etc. The report should include the name of each applicant or person making the request; the address of the construction; a brief description of the project; a description of the nature of the appeal; the resolution of the issue; and the name of the staff person involved.

### **SR-5: Environment Board/Energy Commission (13 and 7 members, respectively)**

#### **B/C/C Review Committee Findings**

Several *ad hoc* subcommittees have been appointed by the Environment Board since 2003, including Green Building/Green Space, U.S. Mayor’s Climate Protection Grant, and North Shore Channel. New appointees are supposed to have training or experience in environmental law and/or related areas, per the enabling ordinance. There is a lack of consensus as to whether the membership is consistent with the ordinance’s intent. However, our review indicates that this board is functioning at a high level and operating well.

---

<sup>4</sup> Property Services: City Code, Title 4, Chapter 18 ordinance establishing the Property Services Board was adopted on March 22, 1993. An Ordinance adopted May 2, 2005, amended Title 4, Chapter 18-2 of the City Code, replacing the duties and responsibilities relating to BOCA Property Maintenance Appeals Board, BOCA National Building Code Appeals Board, and Burglary Prevention Appeals Board. It expanded the duties and responsibilities of the Board to hear appeals under the International Codes for the first two above, as well as the Plumbing Code Appeals Board, Residential Code for One and Two-Family Dwellings, Fuel Gas Code, Mechanical Code, Electrical Code, and Fire Code (all included requirements in the 2003 International Building Code adopted by Evanston City Council in 2005). The City requirements in many of the areas referenced, in particular the Electrical Code, are more stringent than those included in the International Building Code. In those areas the City Code rules.

---

The Energy Commission has been devoted largely to the planning and improvement of electrical service in Evanston, to insure reliable and competitive service. Gas energy and related energy sources have not yet become part of this group's focus.

Energy and environmental issues are often interrelated. However, interaction between the Energy Commission and the Environment Board is infrequent.

### **Recommendations**

The Environment Board and/or Energy Commission should appoint one person to act as a conduit for issues arising in either entity, to ensure continued dialogue and coordination between the City's "green" committees. The recruitment, application, and orientation process for both committees should also be reflective of the original ordinances, or the ordinances should be adjusted to reflect the changing needs and priorities within the community and the City.

### **SR-6: Ladd Arboretum Committee (LAC) (7 members)**

#### **B/C/C Review Committee Findings**

This committee has oversight for Ladd Arboretum, the Ecology Center, and the Lighthouse Nature Center. The City Council has in recent years approved the reduction of Committee members from 15 to 7. At least since 2004, the Committee has operated with fewer than the required number of members. The primary staff person for this committee recently retired. Approximately 40 percent of the meetings in recent years have been held without a quorum present. The committee appears to be meeting, and possibly exceeding goals, but doing so with less than the required number of committee members. Members reported feeling a lack of direction or clear vision.

#### **Recommendations**

The goals and vision of this committee should be reviewed and clarified. Based on the updated goals and vision, the committee might meet less often than the current bi-monthly schedule, or become more of an *ad hoc* entity. Also, all committee positions should be filled.

### **SR-7: Lighthouse Landing Committee (10 members)**

#### **B/C/C Committee Findings**

This committee serves as an advisory group to the 7<sup>th</sup> Ward alderman in regard to maintaining the Lighthouse Landing property. It meets irregularly, when relevant issues arise. The Lighthouse Nature Center lies within the Lighthouse Landing area; so the Ladd Arboretum Committee has a role on this committee.

#### **Recommendations**

Add a member of the Ladd Arboretum Committee to the Lighthouse Landing Committee, since the long-time staff person, who provided the primary link to the LAC, is no longer with the City.

---

**SR-8: Playground and Recreation Board  
(9 members)**

**B/C/C Review Committee Findings**

Committee members expressed a desire to feel more relevant to the process and do not wish merely to be involved in a monthly review of staff activities. It appears that a new mission statement should be developed for this committee, addressing members' willingness to serve in a more meaningful way.

**Recommendations**

A retreat should be held with all members and appropriate staff, to –

- Clearly define the roles and responsibilities of the board and support staff.
- Establish the board's relevance to staff and Council objectives.
- Review how best to engage and utilize this board, as well as the existing Advisory Councils associated with all of the City community centers.
- Review the mission statements, responsibilities, and procedures of the existing advisory boards so there is uniformity of purpose for all of them.
- Ensure that board members feel their work is useful and their service is meaningful.

**SR-9: Sign Review and Appeals Board (SRAB)  
(5 members)**

**B/C/C Review Committee Findings**

This board has no enforcement power. There is only one City inspector assigned to sign-review and, therefore, the case load is too large. Two members appear to have served beyond their terms. At the time the sign ordinance was enacted, there were several previously approved applications that were not in compliance but are still allowed under a "grandfather clause" that was to expire by a specific date. That date continues to be extended.

Currently, an application for a new or replacement sign is being reviewed by the Site Plan and Appearance Review Committee (SPAARC) and then referred to the Sign Review Board. This process seems redundant. It would be more efficient if sign applications went straight to the Sign Review Board, which has the responsibility to approve or deny a sign proposal and plan. This board also has the power to hear appeals of any denials. The current members have not received adequate orientation and feel that their service on the board is not valued by the City Council.

**Recommendations**

This board should –

- Review its own enabling ordinance.
- Determine whether the "grandfather clause" should have a firm end date, and whether the current absence of a firm end date has affected its ability to function effectively. If the board recommends that the City set a firm deadline for compliance, it should be enforced. If a store-owner can show there would be hardship caused by compliance, then the owner could file an appeal to the board.
- Determine whether to remove SPAARC from the sign review process and leave said responsibility to the SRAB. More proactive recruitment is called for on this board.

---

**SR-10: Site Plan and Appearance Review Committee (SPAARC)  
(14 members)**

**B/C/C Review Committee Findings**

Of the City staff who are voting members of this committee, most are engineers or have other specific technical expertise. In the past there may have been one City architect and one citizen architect. This composition does not allow for serious early review of the architectural design of proposed building projects. If the current composition is an alternative to design review, then there should be broader design expertise included. Such early reactions and suggestions would go a long way to conserve applicant, citizen, and City time and resources as development projects proceed through the approval process.

Currently, the meeting room and setup do not provide the public an easy opportunity to see exhibits or hear discussion clearly. Furthermore, the times when meetings are held make it difficult for the public or citizen board members to attend. The current SPAARC process imposes no consequences; and frequently its recommendations have little impact on the decisions of the applicant.

**Recommendations**

SPAARC should review its mandate and purpose, with attention paid to improving the current process in order to address the aforementioned shortcomings. To comply with the ordinance mandate, the following recommendations are offered:

- Make a more formal and forceful appraisal of projects after hearing the earliest concept and preliminary plans.
- Add more citizen architects to the committee.
- Include some time for comment by residents of the potentially impacted area. This easy and important step could help ensure that the “site plan and appearance review is designed to help reduce adverse impact.”
- Consider adjusting the location and time of this committee’s meetings to allow the public to follow the proceedings more easily and in a productive, welcoming environment.

**SR-11: Plan Commission  
(9 members)**

**B/C/C Review Committee Findings**

Members of the Commission spend the majority of their time conducting public hearings on requests for planned development (PD) proposals and not enough time on planning issues. This requires the City to rely on outside consultants to present and develop plans for physical development in the City. There are concerns about the member-recruitment process. There is also a need to stagger the terms of members, to ensure that the Commission consistently functions smoothly and that a quorum is present at meetings.

---

## **Recommendations<sup>5</sup>**

There are several options for addressing the above issue:

### **Option 1**

Retain the current organization of a separate Zoning Board of Appeals (ZBA) and a Plan Commission, with modifications:

- Assign more of the “small picture” changes to the Zoning Ordinance to ZBA only, and reduce the number of Plan Commission hearings on Zoning Ordinance issues.
- Make the Zoning Committee of the Plan Commission more responsible for “big picture” alterations to zoning that result from the planning process and from planned development proposals.
- Make the Plan Commission the entity responsible for assuring that changes in zoning align with the Comprehensive Plan and overall strategic goals of the City.
- Encourage members of the Plan Commission who do not also serve on the Zoning Committee to focus on overall planning.

### **Option 2**

Consider re-creating the Zoning Amendment Committee (ZAC) as separate from the Plan Commission, to hear both large and small requests for changes to the zoning map and text. This would be a proactive approach to bring the Plan Commission back to its original focus on plan creation and implementation. With this option, there would not be a need for the Commission’s Zoning Committee, since its work would be accomplished of by the ZAC.

### **Option 3**

Streamline the appeals process and reduce the “overturns” of Plan Commission recommendations by City Council. Under this option the Plan Commission’s Zoning Committee would hold joint meetings with the Planning and Development Committee of the City Council, so that special-use applicants would not go before the full Plan Commission. The remaining Plan Commission members would focus on its primary function of creating, implementing, and reviewing plans for the City.

There are several aspects of these recommendations that would need to be further investigated as to legality and appropriateness. One is to review the history for folding zoning issues into the Plan Commission and eliminating the Zoning Amendment Committee.

Finally, attention should be paid to the quorum concerns; and there should be more focused recruitment of new members who have an interest and/or experience in planning issues.

---

<sup>5</sup> Acceptance of Form Based Zoning as part of the Downtown Planning Process could minimize the need for consideration of Planned Developments.

---

## **Recommendations to Eliminate Boards, Commissions, and Committees (E)**

Some of the following recommendations eliminate B/C/Cs, and some involve restructuring a B/C/C into an *ad hoc* committee or task force. The City's Law Department should determine how enabling legislation can be drafted in order to retain the opportunity for public participation/attendance at meetings for such entities, while ensuring compliance with the Open Meetings Act.

### **E-1: Board of Examiners of Stationary Engineers, Boiler- or Water-Tenders (2 members)**

#### **B/C/C Review Committee Findings**

The enabling legislation for this board requires it to have only two members, both of whom are City staff members, to implement the administrative task of giving an examination. The role of this board is simply administrative now; and its administrative responsibilities have been assumed by the Board of Local Improvements. The Board of Examiners of Stationary Engineers, Boiler- or Water-Tenders is no longer needed.

#### **Recommendations**

The Board of Examiners of Stationary Engineers, Boiler- or Water-Tenders should be terminated, and its administrative function should be officially transferred to the Superintendent of the Water Department and the Director of Public Works as part of their job descriptions.

### **E-2: Citizen's Advisory Committee on Public Place Names (4 members)**

#### **B/C/C Review Committee Findings**

Each member of this committee already serves on another existing board or commission: Planning, Preservation, Human Relations, or Recreation (Parks). The chair of the Plan Commission serves as chair of this committee, which meets only as needed. Recommendations for honorary street names are submitted through respective aldermen. An individual or a group may make other requests to the committee for consideration.

#### **Recommendations**

This Advisory Committee should be eliminated as a standing committee. When a recommendation is made to designate a name for a public place, representatives designated by the respective B/C/C chairs could be called together as needed, on an *ad hoc* basis, to consider and decide on the issue, with the chair of the Plan Commission serving as the chair of this committee.

### **E-3: City/Chamber of Commerce Committee (5 members)**

#### **B/C/C Review Committee Findings**

The Committee has met infrequently in recent years and may not be meeting regularly enough to warrant its continued formal status. This committee does not perform self-evaluations, and agendas are not routinely provided prior to meetings. Recruitment of new members has not been effective. There is a feeling among members that the committee does not provide effective assistance to City Council. Currently, when the Chamber wishes involvement in addressing an issue, its Executive Director initiates a call for a meeting. This occurs only as needed.

---

## **Recommendations**

The City/Chamber of Commerce Committee should review its status as a standing committee and consider becoming an *ad hoc* entity. Specific items of business should be discussed on a regular basis. The committee should consider including citizen representatives from downtown residents' groups.

### **E-4: Electrical Commission**

#### **B/C/C Review Committee Findings**

Since recommendations for adoption of the electrical code amendments to the 2005 International Building Code were made, the Electrical Commission has not been active. Therefore, it has neither completed a triennial review of the IEEE electrical code to identify changes that should be included in the City's electrical code, nor complied with any of the provisions in the Electrical Commission ordinance.

Evanston's adoption of the International Building Code standards requires that electrical appeals be heard by the City's Construction Appeals Board, along with all other construction-related appeals. The current provisions of the Electrical Commission are not written to require frequent attention; and it is extremely difficult to retain member interest in a commission that meets only as needed, perhaps every two years.

#### **Recommendations**

We recommend that the Electrical Commission be terminated. We further recommend that any current members of this commission become members of a new "Construction Appeals Board" (see SR-4), and that the current Electrical Commission Ordinance be studied by a "Professional Advisory Task Force," whose members have the same qualifications as are required by the current ordinance. Alternatively, the ordinance could be modified to better suit the current technological electrical environment.<sup>6</sup> Review of the Electrical Code, whenever the City deems it appropriate, should occur at least every five years and be administered by members with electrical backgrounds.

### **E-5: Flood and Pollution Control Commission**

#### **B/C/C Review Committee Findings and Recommendations**

This commission was eliminated during the period in which it was being reviewed. The B/C/C Review Committee supports this action. All of the Commission members indicated that their assignment was virtually completed, and they supported elimination of the Commission in their questionnaire responses.

---

<sup>6</sup> By ordinance the Electrical Commission, in addition to hearing appeals, has responsibility to "recommend (1) safe and practical standards and specifications for the installation, alteration, and use of electrical equipment designed to meet the necessities and conditions of the City of Evanston, and (2) reasonable rules and regulations governing the issuance of permits by the electrical inspection department, and (3) reasonable fees to be paid for the inspection by the inspection department of all electrical installed or altered within the city."

---

## **E-6: Taxicab Advisory Board**

### **B/C/C Review Committee Findings**

Getting effective representation on this Board has been difficult because of requirements in the enabling ordinance. The need for meetings is infrequent, and member participation is difficult to achieve.

### **Recommendations**

Elimination of this group as a board, which requires filing regular disclosure statements, and calling together a task force with modified representation on the board as needed and appropriate, could serve the advisory purpose as stated in the enabling ordinance. The composition of the task force could retain a similarly varied representation from taxicab companies, owners, and citizen users.

---

## Appendix

---

## REPORT OF THE BEST PRACTICES SUBCOMMITTEE

Sept. 28, 2007

At the August 16, 2007, meeting of the joint Boards, Commissions, and Committees Review Committee, a subcommittee was named to review the information gathered on Best Practices. Subcommittee members were Jan Otwell, chair, Leslie Murphy, Sue Brenner, and Kevin Lookis.

We used material gathered by a group of League of Women Voters of Evanston members before the formal study began. The League selected seven cities: Oak Park, IL; Dubuque, IA; Greeley, CO; Bellevue, WA; Laredo, TX; Peoria, AZ; and Sunnyvale, CA. For the most part, information was obtained during a telephone call with the City Clerk. We asked questions in the areas of a) Recruitment and Selection; b) Orientation and Training; c) Oversight and Evaluation; and, d) Recognition. Our purpose was to determine if Evanston could benefit from the good ideas of other, similar cities.

Following are two sets of recommendations. The first set presents practices chosen from the seven communities interviewed. The second presents ideas or further refinements generated by the committee members themselves.

More in-depth information on each community is available as part of the background information for this report.

### Best Practices Chosen from Community Interviews

#### *Recruitment/Selection*

- Recruitment should be conducted in a variety of venues. We liked Oak Park's use of their Website, word of mouth, monthly newsletter, special brochure, village cable station, use of B/C/C members to speak to various groups. Recruitment should be ongoing (Oak Park and Sunnyvale) and proactive (Greeley).
- Candidates should be interviewed by a committee and recommendations passed on to the head of city government, such as "the Mayor or Board Presidents" for final approval. Candidates are interviewed by the City Council (Bellevue, Greeley and Sunnyvale), a subcommittee of the City Council (Peoria) or by a Citizens Involvement Committee (Oak Park).

#### *Orientation/Training*

- Orientation for new members should be conducted in two phases. The first phase, for members of all B/C/Cs, should cover general information about the City, ethics requirements, and the Open Meetings Act. The second phase, for new members of each B/C/C, should cover information specific to the B/C/C on which that new member is to serve (Greeley).
- A booklet containing the information covered in the general orientation should be prepared, distributed, and continually updated. Oak Park, Dubuque, and Greeley provide orientation booklets.

#### *Oversight/Evaluation*

- Develop a citizen oversight committee responsible for overseeing the progress of B/C/Cs (Oak Park).
- Each B/C/C should have a work plan (Oak Park, Sunnyvale).
- Submit a regular report to the City Council (Greeley, Dubuque).

---

### ***Recognition***

- Hold an annual recognition event for all members of B/C/C (Greeley, Dubuque).
- Present each member with a lapel pin or other symbol of recognition (Sunnyvale).

## **Further Recommendations of the Committee Members**

### ***Recruitment/Selection***

- Recruitment should be much more proactive than it is now, using the City Website, local newspapers, and word of mouth by City Council members, Board and Commission members and local citizens. Local citizens' groups should be contacted regularly and asked to make recommendations.
- Prospective members should be interviewed by a committee. This committee could be made up of staff and B/C/C members, citizens, a subcommittee of City Council members, or a combination of these. Recommendation should be made to the City Council, which would forward names with their approval to the Mayor for appointment.

### ***Orientation/Training***

We suggest that the City give consideration to the proposal of Leadership Evanston to provide orientation and training. The city trainer might or might not have a role in assisting.

### ***Oversight, Evaluation***

- Individuals or groups assigned to oversight of boards, commissions, and committees should have a checklist to guide them.
- Minutes should be approved and forwarded to the City Clerk electronically. Minutes should then be stored electronically in a manner that would facilitate public examination of them.
- City Council should receive an annual (or semi-annual) summary of the work of each B/C/C, including information such as attendance, meetings cancelled, meetings held without quorum, staff time, and performance indicators. A very simple template should be provided to each B/C/C so that such a report would take no longer than a half an hour.

### ***Recognition***

City Council should plan a recognition event each year for all B/C/Cs. Opportunity for interaction and cross-fertilization should be provided.

---

## Recommended Outline for B/C/C Orientation/Training Sessions

### General Orientation for New B/C/C Members, Including Staff

#### This Is Evanston:

- History of Evanston (video and LWVE book)
- Changes in Government Structure

#### Recent History:

- Government Structure (chart)
- Where Do B/C/Cs Fit?
- Difference between Boards, Commissions and Committees
- Who Reports to Whom?

#### Guiding Principles:

- Ethics Ordinance (State – Evanston)
- Financial Disclosure
- Conflicts of Interest – Partisan Opinions
- Transparency in Government
- Open Meetings Act (what can be communicated outside of meetings)
- Freedom of Information Act
- Accountability: Self-Assessment and Annual Report
- Goals, Objectives, Challenges, Accomplishments, Attendance

#### Good Boardsmanship: Roles and Responsibilities

##### B/C/C Members

- Common Sense Advice for B/C/C Members
- Attendance
- Meeting Preparation
- Meeting Decorum

##### B/C/C Leadership

- Working Relationship with Staff
- How to Run a Meeting
- Agenda Creation
- Crowd Control

##### City of Evanston Staff

- Support vs. Directing
- Monitoring Membership – Terms, Vacancies, Training
- Meeting – Notice, Packets, Minutes
- Research and Advocacy for New Initiatives

#### Well-Run Meetings:

- Packets – What Is in a Packet?
- Delivered and Reviewed in Advance of Meeting
- Agenda – Prepared in Advance
- Action items
- Measurable Outcomes
- Roberts Rules of Order* (Basic Orientation)
- Meeting Minutes
- When We Do Not Agree: Dealing with Conflict (boundaries)
- Member vs. Member
- Member vs. Staff
- B/C/C vs. Residents

---

## **B/C/C-Specific Orientation for New Members and Assigned Staff**

### B/C/C History:

- When and Why Established
- Significant Accomplishments
- Minutes of Past Six Months

### Current Projects and Work Plans

### Guiding Principles:

- Governing Ordinances That Impact the Work of This B/C/C
- B/C/C Bylaws / Rules and Regulations / Procedures/Terms

### Who and When (15 minutes):

- Calendars – When We Meet
- Membership Lists – with Terms

## **General Training for All B/C/C Members and Staff**

### Calendars and Membership Lists (distributed as a handout)

### Guiding Principles (to be reviewed periodically at regular meetings):

- Ethics Ordinance (conflict of interest)
- Open Meetings Act (no decisions outside of meetings)
- Freedom of Information Act (transparency)
- Financial Disclosures

### Accountability (reviewed as part of annual assessment process):

- Roles and Responsibilities of B/C/C Members
- Roles and Responsibilities of Leadership
- Roles and Responsibility of Staff
- Goals, Objectives, Challenges, Accomplishments, Attendance

### Well-Run Meetings:

- Packets
- Agenda Process – Action Items
- Roberts Rules of Order* (in brief, a hand-out)
- Meeting Minutes
- Dealing with Conflict (boundaries)

## **Annual Meeting with Review and Training for B/C/C Leaders and Staff**

### Well-Run Meetings:

- Before: Having Resources Available
  - Packets - Agenda Process
- During: *Roberts Rules* (Beyond Basic Orientations):
  - Meeting Minutes and Attendance
  - Dealing with Conflict (boundaries)
- After: Annual Self-Assessment

---

## Staff Questionnaire

### City of Evanston Boards, Commissions, and Committees

1. What is the purpose of this Board, Commission, or Committee (B/C/C)?
  
2. How was the B/C/C established? (Circle all that apply.)
  - Federal mandate ..... 1
  - State mandate ..... 2
  - City ordinance ..... 3
  - City resolution ..... 4
  - Local referendum ..... 5
  - Other ..... 0 (Please explain.)
  
3. To whom does the B/C/C report? (Circle all that apply.)
  - A & PW ..... 1
  - P & D ..... 2
  - Human Services ..... 3
  - Directly to City Council ..... 4
  - City Manager ..... 5
  - State Agency ..... 6
  - Other ..... 0 (Please explain.)
  
4. When a presentation is made to a Council Committee or to Council, who makes the report?
  - Staff only ..... 1
  - Chair or other volunteer ..... 2
  - Both staff and volunteer ..... 3
  - Other ..... 0 (Please explain.)
  
5. The following questions concern the reports of the meetings.
  - A. How are the meetings of the B/C/C recorded?
    - On tape ..... 1
    - On video ..... 2
    - Court reporter transcription ..... 3
    - Not recorded ..... 4
  
  - B. What is the format of the report for B/C/C meetings?
    - A transcript ..... 1
    - Minutes (i. e., summary) taken by staff ..... 2
    - Minutes taken by B/C/C member secretary ..... 3
    - Other ..... 0 (Please explain.)

6. Who reviews the draft report/minutes before distribution to the members for approval?
- Other staff only..... 1
  - Chair ..... 2
  - Staff and chair ..... 3
  - No one reviews..... 4
  - Other..... 0 (Please explain.)

7. Please tell us about the retention of B/C/C meeting records (minutes and/or transcripts).

- A. How long are the meeting records retained – and easily accessible – in your office?
- Five years or less ..... 1
  - 5 – 8 years ..... 2
  - 8 – 10 years ..... 3
  - 10 years or longer..... 4
- B. How are the meeting records stored? (Circle all that apply.)
- On microfilm ..... 1
  - On CD ..... 2
  - Not transferred to other medium ..... 3
  - Other..... 0 (Please explain.)

- C. Are the meeting records given to the City Clerk for storage?
- Yes..... 1
  - No..... 2
- D. At some point are the meeting records eventually stored off-site?
- Yes..... 1
  - No..... 2
- If yes, where are they stored?

8. What other bodies receive copies of the B/C/C meeting records? (Circle all that apply.)
- A & PW ..... 1
  - P & D..... 2
  - Human Services..... 3
  - Entire City Council..... 4
  - City Clerk ..... 5
  - City Manager..... 6
  - Other boards or commissions ..... 0 (Which ones?)

---

9. The next few questions concern an annual report of the deliberations and/or activities of the B/C/C.

- A. When was an annual report of the deliberations and/or activities of the B/C/C last made?
- 2005 ..... 1
  - 2004 ..... 2
  - 2003 ..... 3
  - Not since 2002 ..... 3 (Skip to Q. 10)
- B. Do the members of the B/C/C approve the annual report before it is distributed?
- Yes ..... 1
  - No ..... 2
- C. Who receives copies of the annual report? (Circle all that apply.)
- A & PW ..... 1
  - P & D ..... 2
  - Human Services ..... 3
  - Entire City Council ..... 4
  - City Clerk ..... 5
  - City Manager ..... 6
  - Other boards or commissions ..... 7
  - Other ..... 0 (Who?)

10. The following questions are about special reports from the B/C/C.

- A. Since July 2003, how many special reports has the B/C/C issued?
- None ..... 1 (Skip to Q 11)
  - One ..... 2
  - Two ..... 3
  - Three or more ..... 4
- B. Who receives copies of B/C/C special reports?
- A & PW ..... 1
  - P & D ..... 2
  - Human Services ..... 3
  - Entire City Council ..... 4
  - City Clerk ..... 5
  - City Manager ..... 6
  - Other boards or commissions ..... 7
  - Other ..... 0 (Who?)

11. Now we would like to know about any subcommittees of the B/C/C.
- A. Since July 2003, have there been any subcommittees (standing or *ad hoc*) of the B/C/C?
- Yes..... 1  
 No ..... 2 (Skip to Q 12)
- B. What kind of committees are these?
- Standing..... 1  
 How many since July, 2003? \_\_\_\_\_  
 Ad hoc ..... 2  
 How many since July, 2003? \_\_\_\_\_
- C. How are appointments made to subcommittees? (Circle all that apply.)
- By ordinance ..... 1  
 By the members of the B/C/C ..... 2  
 Another way ..... 0 (Please explain.)

12. Since July, 2003, how many times did the B/C/C adjourn to an Executive Session?  
 Number of times: \_\_\_\_\_

13. The next series of questions are about the B/C/C meeting schedule.

- A. Does the B/C/C have regularly scheduled meetings?
- Yes..... 1  
 Meet only as needed ..... 2 (Skip to Q. 14)
- B. What is the frequency of the regularly scheduled meetings?
- More than 1 time a month ..... 1  
 Once a month ..... 2  
 Once every 2 months ..... 3  
 Quarterly..... 4
- C. Meeting dates sometimes change; please record the numbers of the following meetings since July, 2003:
1. \_\_\_\_ Number of meetings held at regularly scheduled time in the last three years.  
 2. \_\_\_\_ Number of regular meetings *rescheduled* in last three years.  
 3. \_\_\_\_ Number of regularly scheduled meetings *cancelled* in last three years.  
 If no meetings were rescheduled or cancelled – i. e., you entered a “0”  
 for both 2 and 3 –skip to Q. 14.
- D. Since July 2003 what were the reasons for rescheduling or canceling a meeting?  
 (Circle all that apply.)
- Lack of quorum ..... 1  
 Not necessary/few agenda items ..... 2  
 Regular date falls on holiday, etc. .... 3  
 Other ..... 0 (Please explain.)

---

14. Since July, 2003, how many *special* meetings outside of the regularly scheduled meetings has the B/C/C held? (Do not include a rescheduled regular meeting.) \_\_\_\_\_ Number of special meetings

15 Now indicate when and where the B/C/C usually meets.

A. In general, what day of the week does the B/C/C normally meet?

- Monday..... 1
- Tuesday ..... 2
- Wednesday ..... 3
- Thursday..... 4
- Friday ..... 5
- Saturday..... 6
- No normal or regular day ..... 0

B. In general, at what time of day do the meetings occur?

- Morning ..... 1
- Afternoon ..... 2
- Evening..... 3

C. In general, does a meeting last:

- Less than two hours ..... 1
- About two hours ..... 2
- About two – three hours ..... 3
- About three – four hours ..... 4
- More than four hours ..... 5
- Varies from meeting to meeting ..... 6

D. Where do the meetings generally take place?

- At the Civic Center..... 1
- At another City building..... 2
- Someplace else ..... 3

16. Tell us about the quorum for the B/C/C.

A. How is the quorum for a meeting determined?

- Based on the number members called for in ordinance/resolution..... 1
- Based on the number of current members of B/C/C ..... 2
- Other..... 0 (Please explain.)

B. In the last three years, how many meetings have been held without a quorum?

\_\_\_\_\_ Number of meetings

---

17. The next questions concern the preparation for the meeting.

- A. Who develops the agenda?
- Staff..... 1
  - Chair..... 2
  - Staff and chair ..... 3
- B. What is included in a meeting packet? (Circle all that apply.)
- Agenda ..... 1
  - Minutes ..... 2
  - Background material ..... 3
  - Material from media outlets on issues ..... 4
  - Other ..... 0 (Please describe.)
- C. Approximately, how large is a *regular* meeting packet (number of pages)? \_\_\_\_\_
- D. How is the meeting packet usually delivered? ( Circle all that apply.)
- Email..... 1
  - US post office ..... 2
  - Hand delivered – city courier..... 3
  - Hand delivered – courier service ..... 4

18. Tell us about participation of others at the B/C/C meetings.

- A. Since July, 2003, approximately what percent of meetings had some type of input from either citizens or representatives of businesses or agencies?
- Less than 10% ..... 1
  - 10% - 24% ..... 2
  - 25% - 49% ..... 3
  - 50% - 74% ..... 4
  - 75% or more ..... 5
- B. What type of interactions are these? (Circle all that apply.)
- Public hearing..... 1
  - Public comment..... 2
  - Questions from public ..... 3
  - Complaints from residents..... 4
  - Other..... 0 (Please describe.)
- C. Is a record kept of the comments, etc., from the citizens or representatives of businesses or agencies?
- Yes..... 1
  - No..... 2
- D. Is a record kept of the number of citizens or business or agency representatives who attended the meeting?
- Yes..... 1
  - No..... 2

E. Since July, 2003, approximately what percent of meetings were attended by Aldermen who are not members of the B/C/C?

- Less than 10% ..... 1
- 10% - 24% ..... 2
- 25% - 49% ..... 3
- 50% - 74% ..... 4
- 75% or more ..... 5

19. Now we would like to learn about City staff at the B/C/C meetings.

A. First, how many staff are assigned to routinely attend the meetings of the B/C/C?  
\_\_\_\_\_ Number of assigned staff

B. The staff who are assigned to routinely attend the meetings of the B/C/C are (circle all that apply):

- Department head(s) ..... 1
- Division heads(s) ..... 2
- City manager staff ..... 3
- Other ..... 0 (Identify.)

C. How many non-assigned staff routinely attend the meetings of the B/C/C?  
\_\_\_\_\_ Number of non-assigned staff

20. Now please tell us about the membership of the B/C/C.

A. How many members *should* the B/C/C have? \_\_\_\_\_

B. How many vacancies does the B/C/C currently have (as of July, 2006)? \_\_\_\_\_

C. Do *all* members of the B/C/C have the same term length?

Yes ..... 1

Length of one term: \_\_\_\_\_ years

No ..... 2

Please explain:

D. Is there a limit to the total number of years *all* members may remain on the B/C/C?

Yes ..... 1

Total number of years: \_\_\_\_\_

No ..... 2

Please explain:

- E. Since July, 2003, has a member served beyond the total allowed number of years because there was no one to fill his/her vacancy?
- Yes..... 1  
 No..... 2 (Skip to Q. 20 F)
- If yes:
- 1) Is such continued service indicated in the ordinance/resolution that established the B/C/C?
- Yes..... 1  
 No..... 2
- 2) May a member who continues beyond the total number of years vote at the meetings?
- Yes..... 1  
 No..... 2
- F. Does the B/C/C have an attendance requirement?
- Yes..... 1  
 No..... 2 (Skip to Q. 20 G.)
- If yes, does the B/C/C have a remedy for non-attendance?
- Yes..... 1  
 No..... 2
- If yes, what is the remedy and where is it stated?
- G. What are the qualifications for B/C/C membership? (Circle all that apply.)
- Professional degree..... 1  
 No professional degree but high level of knowledge of topic..... 2  
 A member of another committee..... 3  
 Live in a certain part of Evanston..... 4  
 Demographic qualification..... 5  
 Elected official..... 6  
 City employee..... 7  
 Representative of non-City agency/government body..... 8  
 Other..... 0 (Please describe.)
- H. How are names of potential B/C/C members obtained? (Circle all that apply.)
- Recommendations from the Mayor..... 1  
 The City Website..... 2  
 Other B/C/C members..... 3  
 Aldermen..... 4  
 Other..... 0 (Identify.)
- I. Does a new member of the B/C/C receive any orientation?
- Yes..... 1  
 No..... 2 (Skip to 20 K.)

- J. If yes, what orientation does he/she receive? (Circle all that apply.)
- In-person orientation by staff or chairman ..... 01
  - Relevant background material on current issues ..... 02
  - Minutes of last 12 months ..... 03
  - Copy of establishing document(s) ..... 04
  - A written description of B/C/C procedures ..... 05
  - Any printed material produced by the B/C/C ..... 06
  - Newsletters ..... 07
  - A copy of “Guidelines for Citizens Serving on Boards, Commissions, and Committees” ..... 08
  - Annual reports ..... 09
  - Contact list ..... 10
  - Other ..... 11 (Please describe.)

- K. How are members recognized when they retire from the B/C/C? (Circle all that apply.)
- Verbal thank-you at meeting ..... 1
  - Written thank-you from staff ..... 2
  - Written thank-you from Mayor ..... 3
  - Other ..... 4
  - None ..... 5

21. How is the chairmanship of the B/C/C determined? (Circle all that apply.)
- Elected by other members ..... 1
  - Appointed by Mayor ..... 2
  - Regular rotation ..... 3
  - Other ..... 0 (Please describe.)

22. Finally, is there a “sunset” clause for the B/C/C?
- Yes ..... 1
  - No ..... 2

**WHEN YOU RETURN THE QUESTIONNAIRE, PLEASE INCLUDE THE FOLLOWING:**

- List of current members with members’ contact information and the term each member is serving.
- Written procedures.
- Policies.
- Annual Reports since July, 2003.
- Special Reports since July, 2003
- Training/orientation material.

*Please return completed questionnaire by July 21<sup>st</sup> to the Law Department.*

---

## Boards/Commissions/Committees Member Survey

This survey is being sent to all members of the 36 City of Evanston boards, commissions, and committees. Your answers will be aggregated with those of all other members who respond; no response will be attributed to any individual. Analysis will be done on an overall basis, as well as for individual boards, commissions, and committees. The final report will include recommendations to City Council and will be used to develop a “best practices” for the operations and goals of boards, commissions, and committees in the City.

There are different types of questions in the questionnaire. For example, some are factual and may ask how many years you have served on your board/commission/committee. Others are opinion-oriented and will ask you to agree or disagree with a statement, or to rate the quality of something you were given. A number of questions ask about the purpose of the board, commission, or committee; for those questions, please refer to the purpose that was stated in the cover letter.

You will have an opportunity to add comments at the end of the questionnaire. Your comments could be in response to any of the questions, or they could be about something that you feel we should know as we review the workings of the Evanston’s boards, commissions, and committees. Please feel free to use the “Your Comments” section for as many topics as you wish.

Finally, remember as you answer your questionnaire to focus specifically on the board, commission, or committee on which you currently serve.



### A. Involvement with City Government and Other Civic Activities

1. On which board, commission, or committee do you currently serve? Circle only *one*.

- |    |  |    |   |
|----|--|----|---|
| 01 | 911/Emergency Telephone System           | 19 | Library                                   |
| 02 | Aging                                    | 20 | Lighthouse Landing Complex                |
| 03 | Arts                                     | 21 | Liquor Control Review                     |
| 04 | City-Chamber                             | 22 | Local Improvements                        |
| 05 | City-School Liaison                      | 23 | Mental Health                             |
| 06 | Civil Service                            | 24 | Minority, Women, and Ev. Bus. Development |
| 07 | Economic Development                     | 25 | Parking                                   |
| 08 | Electrical                               | 26 | Plan                                      |
| 09 | Energy                                   | 27 | Playgrounds and Recreation                |
| 10 | Environment                              | 28 | Police Pension                            |
| 11 | Ethics                                   | 29 | Preservation                              |
| 12 | Exam. Stat. Eng, Boiler or Water Tenders | 30 | Property Services                         |
| 13 | Firefighters Pension                     | 31 | Public Art                                |
| 14 | Flood and Pollution Control              | 32 | Public Place Names                        |
| 15 | Housing                                  | 33 | Sign Review                               |
| 16 | Housing and Community Dev. Act           | 34 | Site Plan and Appearance Review           |
| 17 | Human Relations                          | 35 | Taxicab                                   |
| 18 | Ladd Arboretum                           | 36 | Zoning Appeals Board                      |

---

2. How many years have you served on your current board/commission/committee?

- Less than one year
- 1 – 2 years
- 3 – 4 years
- 5 – 7 years
- More than 7 years

3. Have you served on any other boards/commissions/committees for the City in the past?

- Yes
- No

If “Yes,” how many years, in total, did you serve on *other* boards/commissions/committees in Evanston?

- 1 – 2 years
- 3 – 4 years
- 5 – 7 years
- More than 7 years

4. In the past 12 months, what percentage of meetings of this board/commission/committee have you attended?

- Less than 50%
- 50% - 74%
- 75% - 99%
- 100 %

## B. Board Orientation and General Background

5. Were you given written background material when you were appointed?

- Yes
- No

If “Yes”:

A. How would you rate the material you received?

- Excellent
- Very good
- Good
- Fair
- Poor

B. What was included in the material? *Check as many as apply.*

- Purpose of the board/commission/committee
- Past minutes
- List of members and staff of the board/commission/committee
- Other information related to the board/commission/committee

---

6. Did you have a personal orientation to the official board/commission/committee purpose and the roles and responsibilities of members when you were appointed?

- Yes  
 No

If "Yes":

A. Who provided the orientation? *Check as many as apply.*

- Staff  
 Another board/commission/committee member  
 Both staff and other member  
 Other

B. My orientation was quite thorough.

- Strongly agree  
 Somewhat agree  
 Neither agree nor disagree  
 Somewhat disagree  
 Strongly disagree

7. How knowledgeable are you about the City's Code of Ethics?

- Very knowledgeable  
 Somewhat knowledgeable  
 Not sure  
 Not very knowledgeable  
 Not at all familiar

8. How knowledgeable are you about the Illinois Open Meetings Act?

- Very knowledgeable  
 Somewhat knowledgeable  
 Not sure  
 Not very knowledgeable  
 Not at all familiar

9. As a member of this board/commission/committee, did you sign a "Financial Disclosure and Affiliation Statement" form in the past 12 months?

- Yes  
 No  
 Don't remember a "Financial Disclosure and Affiliation Statement"

### **C. How the Board/Commission/Committee Conducts Its Business**

Please respond to the following statements:

10. I have a clear definition of the role of the staff for this board/commission/committee.

- Strongly agree  
 Somewhat agree  
 Neither agree nor disagree  
 Somewhat disagree  
 Strongly disagree

- 
11. I have a clear definition of my role as a member of this board/commission/committee.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
12. Board/commission/committee members receive agendas and minutes of previous meetings far enough in advance of meetings to allow for preparation.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
13. Board/commission/committee members receive clear and succinct supporting material to prepare for discussion sufficiently prior to the meeting.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
14. The board/commission/committee consults with experts or community representatives when additional information is needed.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
15. At meetings, each of the agenda items is adequately discussed.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
16. Board/commission/committee members have adequate time at meetings to discuss issues and ask questions.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree

---

17. The board/commission/committee is provided with sufficient background material to enable all members to participate effectively.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

18. In order to best discharge board/commission/committee responsibilities, board/commission/committee meetings should –

- Be more frequent
- Keep to the same frequency
- Be less frequent

19. Does the board/commission/committee conduct a self evaluation?

- Yes
- No

If “Yes,” when was the most recent time the board/commission/committee conducted a self-evaluation?

- Within the last 12 months
- 1 – 3 years ago
- More than 3 years ago
- Don't know

#### **D. The Purpose of the Board/Commission/Committee**

Please respond to the following statements:

20 I am very familiar with the purpose of the board/commission/committee on which I serve.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

21. In general, the other members of the board/commission/committee are very familiar with its purpose.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

---

22. I think that the actions of the board/commission/committee:

Reflect its stated purpose

Exceed its stated purpose

Please explain in detail the ways in which the board/commission/committee exceeds its stated purpose:

Do not meet its stated purpose

Please explain in detail the ways in which the purpose is not being met:

23. The board initiates actions to move its purpose forward.

Strongly agree

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

24. I believe the purpose of the board/commission/committee is extremely relevant today.

Strongly agree

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

If you answered "Somewhat disagree" or "Strongly disagree," what changes do you recommend for fulfilling the purpose?

25. I believe the board/commission/committee has a clear vision of what it plans to accomplish in the next two years.

Strongly agree

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

Not relevant

## **E. The Composition of the Board/commission/committee**

Please respond to the following statements:

26. When established, the ordinance for some boards/commissions/committees specified requirements for members (e. g., requiring specific skills or residing in different parts of Evanston). The requirements for members of this board/commission/committee continue to be relevant today.

Strongly agree

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

---

27. Members have the skills and perspectives to do the work of the board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

28. In order to meet its responsibilities, should the number of members of the board/commission/committee be:

- Increased
- Decreased
- Stay the same

29. The process to recruit, nominate and select new board/commission/committee members is effective.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

If you answered somewhat or strongly disagree, what changes do you recommend to the recruitment of new members?

30. The terms of board/commission/committee members are adequately staggered to ensure that there is always a pool of experienced members as well as new members so that knowledge of the issues will be continued.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

## **F. Your Involvement and Satisfaction with the Board/Commission/Committee**

Please respond to the following statements:

31. I am well prepared for each board/commission/committee meeting.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

32. Other board/commission/committee members are well prepared for each meeting.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

---

33. I am heard and considered when I give my opinions.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

34. My suggestions for agenda items receive consideration.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

35. In addition to the board/commission/committee materials provided to me, I follow the trends and important developments in the area of interest of my board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

36. I find serving on the board/commission/committee to be satisfying and rewarding.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

37. I believe that my skills are effectively used in my work on this board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

38. I have a good working relationship with other board/commission/committee members.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

39. I have a good working relationship with the staff of this board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

---

40. On the whole I believe that the board/commission/committee is providing effective assistance to the City Council.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

41. Linkages with other boards/commissions are effectively made when an issue relates to more than your board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

42. *City Council values the decisions of the board/commission/committee.*

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

43. When appropriate, City Council seeks input from the board/commission/committee on relevant matters.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

44. City Council respects the role of the board/commission/committee and the contribution of its members.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

45. The decisions of the board/commission/committee help make Evanston a better place to live.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

---

## G. Some Background about You

46. How long have you been a resident of Evanston?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 20 years
- More than 20 years

47. I am very active in not-for-profit organizations and civic groups other than the board/commission/committee on which I serve.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

48. Have you been a participant in the Leadership Evanston training offered by the Evanston Community Foundation?

- Have completed the training
- Am currently enrolled in the training
- Have not been a participant in the training

## H. Your Comments

If you would like to add some comments, please write them in the space below.

*Thank you for participating in this survey as part of Evanston's Strategic Planning process.  
Your input will help in the development of future guidelines for the City's  
boards, commissions, and committees.*

---

## Boards/Commissions/Committees Staff Survey

This survey is being sent to all staff of the 36 City of Evanston boards, commissions, and committees. Your answers will be combined with those of all other staff; no response will be attributed to any individual. The analysis will be done on an overall basis as well as for the individual boards, commissions, and committees. The final report will include recommendations to City Council and will be used to develop a “best practices” for the operations and goals of boards, commissions, and committees in the City.

There are different types of questions included in the questionnaire. For example, some are factual and may ask how many years you have served as staff for your board/commission. Others are opinion-oriented and will ask you to agree or disagree with a statement or to rate the quality of something. A number of questions ask about the purpose of the board or commission; for those questions, please refer to the purpose that was included in the cover letter.

At the end of the questionnaire there is an opportunity for you to make comments. Your comments could be in response to any of the questions or they could be about some area that you feel we should know as we review the workings of the boards, commissions, and committees in Evanston. Please feel free to use the comment section for as many topics as you wish.

Finally, remember as you answer your questionnaire to think specifically about the board or commission on which you currently serve.



### A. Involvement with Boards, Commissions, and Committees

1. How many years have you served as staff for your current board/commission?
  - Less than one year
  - 1 – 2 years
  - 3 – 4 years
  - 5 – 7 years
  - More than 7 years
  
2. Have you served on any other boards/commissions for the City in the past three years?
  - Yes
  - No
  - If “Yes,” how many boards, commissions, or committees did you staff? \_\_\_\_\_
  - For how long?
    - 1 – 2 years
    - 3 – 4 years
  
3. In the last 12 months, what percentage of meetings of the board/commission/committee meetings have you attended?
  - Less than 50%
  - 50% - 74%
  - 75% - 99%
  - 100 %

---

**B. Board orientation and general background.**

4. Were you given written background material when you were appointed staff?

- Yes  
 No

If "Yes" –

A. How would you rate that material?

- Excellent  
 Very good  
 Good  
 Fair  
 Poor

B. What was included in the material? Check as many as apply.

- Purpose of the board/commission  
 Past minutes  
 List of members and staff of the board/commission  
 Other information related to the board/commission

5. Did you have a personal orientation to the official board/commission purpose and the roles and responsibilities of members when you were appointed staff?

- Yes  
 No

If "Yes" –

A. Who provided the orientation? *Check as many as apply.*

- Staff  
 Another board/commission member  
 Both staff and other member  
 Other

B. My orientation was quite thorough.

- Strongly agree  
 Somewhat agree  
 Neither agree nor disagree  
 Somewhat disagree  
 Strongly disagree

6. I am very knowledgeable about the City's Code of Ethics?

- Strongly agree  
 Somewhat agree  
 Neither agree nor disagree  
 Somewhat disagree  
 Strongly disagree

- 
7. I am very knowledgeable about the Illinois Open Meetings Act?
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
8. As staff of this board/commission, do you know if members must sign a “financial disclosure and affiliation statement” form?
- Yes
  - No
- If “Yes,” in the past 12 months have you reminded the members about their obligation?
- Yes
  - No

**C. How the Board/Commission/Committee Conducts Its Business**

Please respond to the following statements:

9. I have a clear definition/understanding of the role of the staff for this board/commission/committee.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
10. I have a clear definition of the role of members of this board/commission/committee.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
11. Board/commission/committee members receive agendas and previous minutes sufficiently prior to the meeting to allow for preparation.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
12. Board/commission/committee members receive clear and succinct supporting material to prepare for discussion sufficiently prior to the meeting.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree

- 
13. The board/commission/committee consults with experts or community representatives when additional information is needed.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
14. At the meeting, each of the agenda items is adequately discussed.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
15. Board/commission/committee members have adequate time at the meeting to discuss issues and ask questions.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
16. The board/commission/committee is provided with sufficient background material to enable all members to participate effectively.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
17. In order to best discharge the board/commission/committee responsibilities, should the board/commission/committee meetings:
- Be more frequent
  - Keep to the same frequency
  - Be less frequent
18. Does the board/commission/committee conduct a self evaluation?
- Yes
  - No
- If "Yes," when was the last time the board/commission/committee conducted a self-evaluation?
- Within the last 12 months
  - 1 – 3 years ago
  - More than 3 years ago
  - Don't know

---

#### D. The Purpose of the Board/Commission/Committee

Please respond to the following statements:

19. I am very familiar with the purpose of the board/commission/committee which I serve?

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

20. In general, the other members of the board/commission/committee/committee are very familiar with its purpose?

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

21. I think that the actions of the board/commission/committee:

- Reflect what is called for in the purpose
- Exceed what is called for in the purpose. Please explain in detail:

Do not meet what is called for in the purpose. Please explain in detail:

22. The board initiates actions to move its purpose forward.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

23. I believe the purpose of the board/commission/committee is extremely relevant today.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

If you answered "Somewhat disagree" or "Strongly disagree," what changes do you recommend to the purpose?

---

24. I believe the board/commission/committee has a clear vision of what it plans to accomplish in the next two years.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree
- Not relevant

**E. The Composition of the Board/Commission/Committee.**

Please respond to the following statements:

25. When established, the ordinance for some boards/commissions specified requirements for members (e. g., specific skills, or living in different parts of Evanston). The requirements for members of this board/commission/committee continue to be relevant today

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

26. Members have the skills and perspectives to do the work of the board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

27. In order to meet its responsibilities, the number of members of the board/commission/committee should be –

- Increased
- Decreased
- Stay the same

28. The process to recruit, nominate and select new board/commission/committee members is effective.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

If you answered “Somewhat disagree” or “Strongly disagree,” what changes do you recommend for the recruitment of new members?

---

29. The terms of board/commission/committee members are adequately staggered to ensure that there is always a pool of experienced members as well as new members, so that knowledge of the issues will be continued.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**F. Your involvement and satisfaction with the board/commission/committee.**

Please respond to the following statements:

30. I am well prepared for each board/commission/committee meeting.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

31. Board/commission/committee members are well prepared for each meeting.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

32. In addition to the board/commission/committee materials provided to me, I follow the trends and important developments in the area of interest of my board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

33. I find staffing the board/commission/committee to be satisfying and rewarding.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

34. I believe that my skills are effectively used in my work with this board/commission/committee.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

- 
35. I have a good working relationship with board/commission/committee members.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
36. I have a good working relationship with the other staff of this board/commission/committee.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
37. On the whole I believe that the board/commission/committee is providing effective assistance to the City Council.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
38. Linkages with other boards/commissions are effectively made when an issue relates to more than the board/commission/committee.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
39. City Council values the decisions of the board/commission/committee.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
40. When appropriate, City Council seeks input from the board/commission/committee on relevant matters.
- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree

---

41. City Council respects the role of the board/commission/committee and the contribution of its members.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

42. The decisions of the board/commission/committee help make Evanston a better place to live.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**G. Your comments.**

If you would like to add some comments, please write them in the space below.

*Thank you for participating in this survey as part of Evanston's Strategic Planning process. Your input will help in the development of future guidelines for the City's boards, commissions, and committees.*

---

**Citizen Survey**  
**Boards, Commissions, and Committees**

Dear Resident:

One of the goals of the newly-adopted Strategic Plan for Evanston is to “more effectively utilize boards, commissions, and committees.” One of the stated objectives to meet this goal is to “review the function, responsibility and structure of all boards, commissions, and committees to maximize effectiveness.”

One strategy to achieve the goal and objectives is to ask citizens to complete this short survey. Either complete the survey below and return it to the address on the reverse side (just tri-fold this sheet, add a stamp, seal the edge with a small piece of tape, and mail – no name is necessary); or visit this Website –

**<http://www.surveymonkey.com/>**

– and complete the survey on-line. Thank you for your interest in this important component of our city government.

Brad Yatabe and Jessica Feldman  
Co-chairmen for the City/LWVE Boards, Commissions, and Committees Review



**Please check the appropriate boxes, below.**

1. Have you attended meeting(s) of an Evanston board, commission, or committee (B/C/C)?

- Occasionally     Frequently     Recently     Never

2. If you have attended one or more B/C/C meetings, which one(s)?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. Was finding out the meeting time, place, and agenda easy or difficult?

- Easy     Difficult

4. Were you attending to observe only, or to participate by speaking?

- Observe only     Participate

- 
5. Was the meeting format citizen-friendly?     Yes     No  
If "No," please explain:
6. Was the meeting time convenient?     Yes     No
7. Did the board or committee members or commissioners engage in dialogue with you or simply listen?  
 Engaged in dialogue     Just listened
8. Was the meeting room accommodating to the needs of the public?     Yes     No
9. Could you easily hear the proceedings?     Yes     No
10. Did you feel that your comments were/would be considered in the deliberations?     Yes     No
11. What changes would you suggest for the board/commission/committee/committee process?
12. Your Name (optional) \_\_\_\_\_