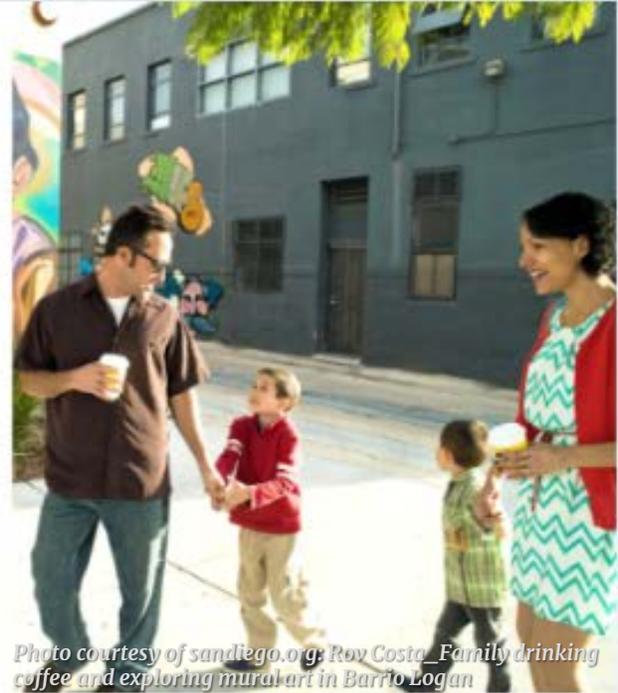




OFFICE OF  
BOARDS &  
COMMISSIONS



*Photo courtesy of sandiego.org; Roy Costa Family drinking coffee and exploring mural art in Barrio Logan*

# TACTICAL PLAN



*Photo courtesy of sandiego.org; 2017 SDPride Festival*

**CIVIC CENTER PLAZA  
1200 THIRD AVE., SUITE 924  
SAN DIEGO, CALIFORNIA 92101**

 (619) 533-6387

 [Boards-Commissions@saniego.gov](mailto:Boards-Commissions@saniego.gov)

 <https://www.sandiego.gov/boards-and-commissions>



Dear San Diego,

Your city government is committed to putting people at the center of everything we do, and our city Boards and Commissions anchor this civic engagement strategy. Boards and Commissions highlight the expertise and passions of our community on topics ranging from sustainability to public safety to arts and culture, reporting their public policy advice directly to the Mayor's office and City Council.

For a long time, Commissioners and Board Members have expressed their desire to "have a seat at the table." As you will read in this tactical plan, this office creates that table. This office will provide a central coordinating foundation that responds to functional area needs, works on streamlining communication, measures the impact of advisory boards, and ensures that our community stays at the center of the public policymaking process. I know we all share a commitment to full staffing levels for commissions, increasing communication, compliance with Brown Act, and ensuring that vacancies are filled and quorums are made. Beyond these basic foundations however, I believe there will be robust opportunities for our Boards and Commissions to provide expertise and advice in new and exciting ways.

This is the first iteration of the Office of Boards and Commissions in San Diego's history, and the first departmental boards and commissions plan in the country with quantifiable key performance indicators. The plan outlines a transparent agenda for elevating the role of civic participation in our city. This will result in hundreds of subject matter experts and community voices playing a more central role in the governance of San Diego. I'm excited for our road ahead.

Positively,



Joel Day, PhD  
Director  
Office of Board and Commissions

## **MISSION**

**To train, equip, partner, and promote all city advisory boards to foster public policy decision making, volunteerism, and civic engagement.**

## **VISION**

**A bedrock of participatory, representative, and responsive city governance.**

## **GOALS**

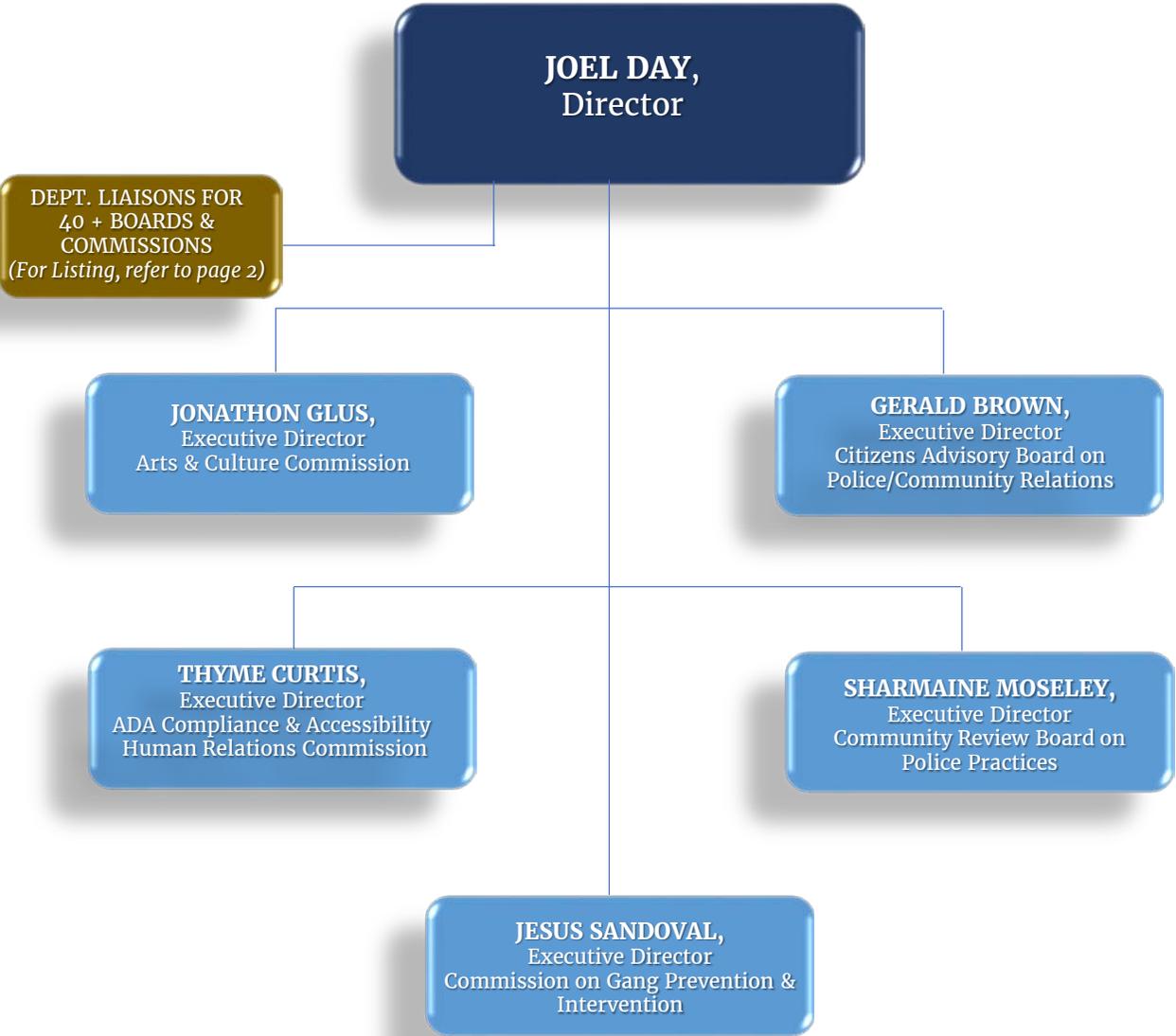
- 1. Ensure all boards and commissions remain relevant and consistent with their mission and vision.**
- 2. Promote public participation in decision-making and effective civic engagement.**
- 3. Communicate Mayoral, Council, and City-wide priorities to advisory bodies and community stakeholders.**



# CITY OF SAN DIEGO'S BOARDS & COMMISSIONS

- Accessibility Advisory Board
- Airports Advisory Board
- Arts & Culture Commission
- Audit Committee
- Balboa Park Committee
- Board of Building Appeal & Advisors
- Citizens Advisory Board
- Citizens Equal Opportunity Commission
- Civil Service Commission
- Commission on Gang Prevention & Intervention
- Commission on the Status of Women
- Community Forrest Advisory Board
- Community Reinvestment Review Advisory Committee
- Community Review Board on Police Practices
- Consolidated Plan Advisory Board
- Convention Center Corporation Board of Directors
- Defined Contribution Plans Trustee Board
- Ethics Commission
- Funds Commission
- Historical Resources Board
- Horton Plaza Theatre Foundation
- Housing Advisory & Appeals Board
- Housing Commission, San Diego
- Human Relations Commission
- Independent Rates Oversight Committee (IROC)
- International Affairs Board
- La Jolla Shores Planned District Advisory Board
- Library Commissioners, Board of
- Managed Competition Independent Review Board (MCIRB)
- Mission Bay Park Committee
- Municipal Golf Committee
- Old Town San Diego Planned District Design Review Board
- Otay Mesa Enhanced Infrastructure Financing District Public Financing Authority
- Oversight Board of the Successor Agency
- Park & Recreation Board
- Parking Advisory Board
- Planning Commission
- Port District, San Diego Unified (Board of Commissioners)
- Retirement System, City Employees Board of Administration
- SDCCU Stadium Advisory Board
- Senior Affairs Advisory Board (SAAB)
- Small Business Advisory Board
- Sustainable Energy Advisory Board (SEAB)
- Water Authority Board, County of San Diego
- Wetlands Advisory Board
- Youth Commission

# OFFICE OF BOARDS & COMMISSIONS LEADERSHIP



# GOAL #1:

## TO ENSURE ALL BOARDS AND COMMISSIONS REMAIN RELEVANT AND CONSISTENT WITH THEIR MISSION AND VISION

OBJECTIVES	INITIATIVES	PERFORMANCE INDICATORS (MEASURES)	TARGET
Formally solicit feedback and respond to internal and external critiques of current board and commission practices.	<ul style="list-style-type: none"> <li>Document standard operating procedures for City Boards and Commissions</li> <li>Seek stakeholder feedback for process improvements</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Auditor findings</li> </ul>	100%
		<ul style="list-style-type: none"> <li>Interview Board Chairs and Liaisons</li> </ul>	25 Interviews
		<ul style="list-style-type: none"> <li>Conduct stakeholder feedback survey for board members and commissioners</li> </ul>	Yes/No
Collaborate with all relevant city departments to ensure that affiliated advisory board liaisons receive appropriate training and constant communication.	<ul style="list-style-type: none"> <li>Create a standing meeting for city-wide Board and Commission Liaisons and Executive Directors</li> <li>Create liaison handbooks for each Board and Commission liaison</li> </ul>	<ul style="list-style-type: none"> <li>Conduct quarterly meetings.</li> </ul>	4
		<ul style="list-style-type: none"> <li>Completion of handbooks for managing liaisons</li> </ul>	49
Provide training to departments and appointees to ensure compliance with regulations, code, and consistency with mission and vision.	<ul style="list-style-type: none"> <li>Planning and partnership with SDSU Public Policy school to conduct a Training Institute for all city Advisory Boards</li> <li>Orientation binders for all members of Advisory Boards.</li> <li>The City Administration, in consultation with the City Attorney's Office, should provide a live Brown Act training for all Advisory Board members on a periodic basis, and should ensure that the staff liaisons for the boards attend this live training at least once per year.</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute city-wide training symposium.</li> </ul>	Yes/No
		<ul style="list-style-type: none"> <li>Completion of orientation binders for each commission</li> </ul>	49
		<ul style="list-style-type: none"> <li>Create a standardized Brown Act Video for the City</li> </ul>	Yes/No
Provide expedited filling of vacancies and ensure quorum is reached by all advisory boards.	<ul style="list-style-type: none"> <li>Work with Mayor's Appointment's Director to more efficiently communicate departmental needs and track vacancies.</li> <li>Create citywide procedure for appointments (45-Day Matrix)</li> <li>Track all advisory board meetings that fail to meet quorum.</li> </ul>	<ul style="list-style-type: none"> <li>Quorum Ratio</li> </ul>	80%
<ul style="list-style-type: none"> <li>Filled Vacancy Ratio</li> </ul>			

## **GOAL #2:**

### **TO PROMOTE PUBLIC PARTICIPATION IN DECISION-MAKING AND EFFECTIVE CIVIC ENGAGEMENT**

<b>OBJECTIVES</b>	<b>INITIATIVES</b>	<b>PERFORMANCE INDICATORS (MEASURES)</b>	<b>TARGET</b>
Ensure that City Advisory Boards are producing timely, actionable advice to departments, the Mayor, and City Council, as defined by their municipal code powers.	<ul style="list-style-type: none"> <li>• Create a standardized annual report for all advisory bodies to submit per calendar year.</li> <li>• Central tracking of recommendations made by city advisory bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of standardized annual report.</li> </ul>	All Active Boards
		<ul style="list-style-type: none"> <li>• Public Policy Index: Does Each Board Offer Advice in Subject Matter</li> </ul>	39/49
Create an office communication plan	<ul style="list-style-type: none"> <li>• Establish strong social media presence and launch office website with the help of Comm. Dept.</li> <li>• Create media opportunities for the City</li> <li>• Work with Performance and Analytics to explore automating the posting of information on all meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Posts regarding meetings, agendas, commissioners</li> </ul>	500
		<ul style="list-style-type: none"> <li>• Number of positive media opportunities</li> </ul>	12
Increase programmatic awareness and outreach with diverse communities	<ul style="list-style-type: none"> <li>• Create a campaign with leadership development groups throughout the city to increase applications to B+C</li> <li>• Initiate recruitment civic engagement tour with stakeholder groups including Town Councils, Planning Groups, and NPOs</li> <li>• Standard strategy for publicizing vacancies and positions for terms that have expired</li> <li>• Work with Performance and Analytics to update the Get It Done app to include functionality for complaint tracing.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of applications for appointment</li> </ul>	100
		<ul style="list-style-type: none"> <li>• Quarterly meetings with leadership development organizations</li> </ul>	4
		<ul style="list-style-type: none"> <li>• Integration of Application and Publication of Opportunities on City Jobs Website / LinkedIn</li> </ul>	Yes/No

# **GOAL #3:**

## **TO COMMUNICATE MAYORAL, COUNCIL, AND CITY-WIDE PRIORITIES TO ADVISORY BODIES AND COMMUNITY STAKEHOLDERS**

<b>OBJECTIVES</b>	<b>INITIATIVES</b>	<b>PERFORMANCE INDICATORS (MEASURES)</b>	<b>TARGET</b>
Consistently communicate with advisory bodies on Mayoral priorities and report back on policy advice given from the boards.	<ul style="list-style-type: none"> <li>Engagements with boards and commissions</li> <li>Meeting with every chair</li> </ul>	<ul style="list-style-type: none"> <li>Weekly engagements</li> <li>Once per year</li> </ul>	100%
Collaborate with internal/external stakeholders to ensure policy and vision consistency in law enforcement grants	<ul style="list-style-type: none"> <li>Sponsor / lead community-wide grant on violence prevention, jointly, with all EDs</li> </ul>	<ul style="list-style-type: none"> <li>Number of applications submit</li> </ul>	1
Consolidation and phasing out of defunct commissions.	<ul style="list-style-type: none"> <li>Work with City Council President and City Attorney to identify a practical plan for consolidating currently inactive boards and commissions.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation, elimination, or restart of boards that have not met for more than one year.</li> </ul>	100%
New Boards Creation Plan	<ul style="list-style-type: none"> <li>The Office will develop a standard format for reports to City Council regarding new Advisory Boards prior to their establishment. This report should include analysis of whether the functions of the proposed board could be incorporated into an existing board. This report should also include estimates of the City staff hours/cost to administer the proposed new Advisory Board.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of standardized report</li> </ul>	Yes/No