



CITY AUDITOR'S OFFICE

Boards and Commissions

NOVEMBER 5, 2009

AUDIT REPORT NO. 1001

CITY COUNCIL

Mayor W.J. "Jim" Lane
Vice Mayor Lisa Borowsky
Wayne Ecton
Suzanne Klapp
Robert Littlefield
Ron McCullagh
Tony Nelssen



November 5, 2009

Honorable Members of the City Council:

Enclosed is our report on *Boards and Commissions*, Audit No. 1001, which focused on whether boards and commissions are operating in compliance with rules, regulations, powers, and duties as stated in City Charter, City Code, Ordinances, and other authoritative documents.

In general, boards and commissions are following City Charter, Scottsdale Revised Code and applicable bylaws and meeting their stated purposes. However, they would benefit from a clear, consistent structure that emphasizes compliance with requirements, provides guidelines for subcommittee use, maintains up-to-date bylaws, and includes staff liaison training and coordination.

Given the City's current economic constraints and its recent reorganization, the City Council may want to consider the continued relevance and organizational alignment of the City's boards and commissions. The City Council may want to establish a sunset period, such as a review once every 2 to 5 years, of its appointed boards and commissions to assess their continued relevance. In particular, Council may want to consider eliminating the Redevelopment Board, which has not operated since 2001.

If you need additional information or have any questions, please contact me at (480) 312-7867.

Sincerely,

Sharron Walker, CPA, CFE
City Auditor

Audit Team:

Joanna Munar, Senior Auditor
Kim Prendergast, Senior Auditor

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EXECUTIVE SUMMARY

An audit of Boards and Commissions was included on the City Council-approved fiscal year 2009/10 Audit Plan. This audit evaluated whether boards and commissions are operating in compliance with rules, regulations, powers, and duties as stated in City Charter, City Code, Ordinances, and other authoritative documents. The scope of the audit included board and commission activities during fiscal years 2007/08 and 2008/09.

Overall, most board and commission processes met requirements outlined in City Charter, City Code, and applicable bylaws, but measures can be taken to improve the consistency of operations. In addition, most boards and commissions are meeting their stated purposes as seen in their meeting agendas, minutes, and activities.

The City's recent reorganization presents an opportunity to consider the continued relevance and organizational alignment of the City's boards and commissions. In addition, we identified areas for improvement that could benefit from increased consistency, including compliance with regulations, the use of subcommittees, updating bylaws, and staff liaison training and coordination.

BACKGROUND

The City of Scottsdale operates under a council-manager form of government. All powers of the City are vested in the elected governing body, which is comprised of the mayor and six council members (City Council).

The City Council is committed to active citizen involvement in their decision-making processes. This is demonstrated through the appointment of citizens to ongoing advisory boards and commissions, and to shorter term assignments on issue-oriented work groups or task forces.

Table 1 lists Scottsdale's current boards and commissions. Appendix A to this report includes a description of the purpose of each board and commission.

Table 1. Scottsdale Boards and Commissions	
1. Airport Advisory Commission	13. Library Board
2. Board of Adjustment	14. Loss Trust Fund Board
3. Budget Review Commission	15. McDowell Sonoran Preserve Commission
4. Building Advisory Board of Appeals	16. Neighborhood Enhancement Commission
5. Citizens' Bond Review Commission*	17. Parks and Recreation Commission
6. Development Review Board	18. Personnel Board
7. Environmental Quality Advisory Board	19. Planning Commission
8. Historic Preservation Board	20. Public Safety Personnel Retirement Board (Fire)
9. Housing Board	21. Public Safety Personnel Retirement Board (Police)
10. Human Relations Commission	22. Scottsdale Pride Commission
11. Human Services Commission	23. Tourism Development Commission
12. Judicial Appointments Advisory Board	24. Transportation Commission
Notes: * The Citizens' Bond Review Commission was established effective January 1, 2001 and sunsets (ends) on December 31, 2012. Although the Mayor and City Council appoint its members, the Industrial Development Authority of the City of Scottsdale is a separate nonprofit corporation. Therefore, it was not included in the scope of this audit. The newly-created Channel 11 Programming Commission was not included in the scope of this audit as its first members were appointed by City Council on October 13, 2009.	
SOURCE: Auditor analysis of boards' and commissions' web pages	

The City Council creates a board or commission by adopting City ordinance establishing its name, membership and purpose. Members are appointed by City Council and must be City residents at the time of application and throughout their terms of service. Board and

commission members are volunteers, uncompensated for their service.¹ They typically serve three-year terms, although some boards and commissions have six-year terms. By City Code, the Mayor and City Manager are ex officio members without voting privileges of all boards and commissions.

Prior to beginning service, a board or commission member must complete and sign an Oath of Office, Ethics Agreement and Personal Interest Disclosure form. The City Clerk's Office maintains these signed documents and keeps a record of all City boards' and commissions' appointed members and their terms of office.

Each board or commission is assigned to a related City department or program, which provides City staff to serve as a liaison and administrative support. In general, the staff liaison assists the chair in developing meeting agendas, coordinating with the City Clerk's Office to ensure the board or commission's meeting agendas and subsequent marked agendas and minutes are properly posted, making facility arrangements, coordinating guest speakers, and providing other support as needed. To meet the City Council's goal of an open and responsive government, the staff liaison also ensures the board or commission's web page is maintained on the City of Scottsdale's website. These individual pages typically provide information related to the board or commission's meeting dates, time and location; meeting agendas and the related minutes; objectives, bylaws, rules, and regulations, as applicable; and members' names and terms.

Board and Commission Roles and Responsibilities

City Council establishes boards and commissions to study and recommend policy direction on a variety of issues considered important to the City's future. The City Council relies on these citizen-based boards and commissions to research the issues, reach out to the community, and make recommendations that are aligned with the Council's Mission and Goals and serve the Scottsdale community.

Most board and commission recommendations are subject to the review and approval of the City Council. Notable exceptions are the Board of Adjustment, where decisions may be appealed through the Court system; the Personnel Board, where decisions are relayed to the City Manager; and the City's Public Safety Personnel Retirement Boards, where decisions are relayed to the state Public Safety Personnel Retirement System.

The City Council's expectation of board and commission members is to:

- regularly attend the meetings, consider the perspectives of all stakeholders, and make recommendations that positively impact Scottsdale's citizens and visitors;
- abide by applicable rules and laws, including Open Meeting laws; and
- conduct themselves with ethical behavior and good judgment.

¹ The Public Safety Personnel Retirement Boards' members include the City's Executive Director of the Human Resources Division and two elected police or fire department employees who are members of the public safety retirement system. These City employees do not receive additional compensation for their service on the Boards.

OBJECTIVES, SCOPE, AND METHODOLOGY

The objectives of this audit were to determine whether boards and commissions are operating in compliance with rules, regulations, powers, and duties as stated in City Charter, City Code, Ordinances, and other authoritative documents. The scope of the audit included board and commission activities during fiscal years 2007/08 and 2008/09.

The following methodologies were used to obtain sufficient and appropriate evidence to address the audit objectives and provide a reasonable basis for findings and conclusions.

- Reviewed Arizona Revised Statutes, Scottsdale City Charter, and Scottsdale Revised City Code sections related to boards and commissions.
- Interviewed City staff liaisons for 24 boards and commissions to gain an understanding of their roles in support of boards and commissions.
- Attended board and commission meetings to determine if meetings were conducted in compliance with the board or commission's purpose and authority.
- Reviewed various relevant documents, including bylaws, member applications, Ethics Agreements, and Personal Interest Disclosure forms.
- Reviewed boards' and commissions' marked agendas and minutes, and City Council marked agendas and minutes related to board, commission, and subcommittee member appointments.

Overall, most board and commission processes met requirements outlined in City Charter, City Code, and applicable board or commission bylaws, but measures can be taken to ensure more consistent operation of all City boards and commissions. In addition, most boards and commissions are meeting their stated purposes as seen in their meeting agendas, minutes, and activities.

We also identified the following best practices being used by some that could improve the effectiveness and efficiency of all boards and commissions as well as their assigned City liaison and support staff. Some staff liaisons:

- Provide orientation and training material specific to the board or commission, usually in advance of the new member's first meeting; and
- Encourage collaboration among related boards and commissions to address related or overlapping goals. For example, several boards and commissions hold joint meetings to share activities and reports.

We conducted this audit in accordance with generally accepted government auditing standards as required by Article III, Scottsdale Revised Code, Section 2-117, et seq. Generally accepted government auditing standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Joanna Munar and Kim Prendergast conducted the audit work from August 2009 through October 2009.

FINDINGS AND ANALYSIS

Finding 1. Consistent, clear structure needed to support board and commission operations

In most cases, the City's 24 boards and commissions included in the scope of this audit are serving their intended purposes and are operating in compliance with Open Meeting laws and requirements established in City Charter or Code. The audit noted some areas where improvements can be made in consistency and compliance. In addition, the current economic environment and the City's recent reorganization present an opportunity for evaluating the number and purposes of the City's boards and commissions.

Continued relevance – Boards and commissions provide a mechanism for Scottsdale citizens to volunteer their service to assist the City Council and City staff in meeting the needs of citizens and visitors. Most boards and commissions are serving their stated purposes as seen in their meeting agendas, minutes, and activities. However, according to City staff, one board that still exists in City Code, the Redevelopment Board, has not operated since approximately 2001. And at least one currently operating commission may not have a clearly defined purpose or task. To avoid incurring additional City costs without compensating benefits, a board or commission should be discontinued when it no longer has a specific task or objective to achieve. In addition, due to the City's recent reorganization and streamlining, at least one other board may not be formally assigned to the most appropriate City division, department or program.

Given the recent reorganization and current economic constraints, this may be a good opportunity to review the purpose of each board and commission and its continued relevance as well as possible realignment within the City's new organizational structure.

Noncompliance – Certain matters were noted where various boards or commissions were not in compliance with City Code or their bylaws.

- **Membership requirements:** Board and commission members are required to be city residents, and to complete and sign an Oath of Office, an Ethics Agreement, and a Personal Interest Disclosure form. Eight of 160 member files did not contain a signed Oath of Office form, and one form had expired. While 54 of 160 member files did not have a signed annual ethics training form, 19 files did not contain any signed Ethics Agreement. Twenty-one of 160 member files were missing the signed Personal Interest Disclosure forms.
- **Officer elections:** Eight boards or commissions hold their officer elections at times other than the time specified in City Code.² The timing of elections for these 8 boards and commissions varied from February to November although City Code specifies that elections will be at the first meeting in January each year. For example, one commission holds its elections in November prior to its annual retreat, while another typically has its elections in July. If there are relevant factors causing January

² Article V, Sec. 2-241(f)

elections to not be feasible for some boards and commissions, the City Code requirement should be amended to allow the needed alternatives. Otherwise, staff liaisons should be ensuring that their assigned boards and commissions comply with City Code by electing officers in January each year.

- **Attendance:** In its bylaws, each board or commission establishes attendance requirements for its members. While it varies, this requirement is often to not miss more than 3 consecutive meetings. We reviewed the minutes of 24 boards and commissions and specifically tracked member attendance. In the 9 instances noted where a member missed more consecutive meetings than allowed, we found no actions taken to address the issue. Further, only two of 24 board and commission bylaws require notifying Council of member attendance issues. Regular attendance contributes to a board or commission member's ability to effectively serve.

Subcommittees – Three boards and commissions currently have a total of 6 active subcommittees, as allowed by City Code. Using subcommittees can help more efficiently address complex or multiple issues simultaneously by having smaller groups consider various issues. However, it can also pose challenges, some of which were noted during this audit.

- When a subcommittee constitutes a majority of the original board or commission, the original body must post a notice of quorum for subcommittee meetings. In addition, the subcommittee must comply with Open Meeting laws, such as properly posting meeting dates, times and agendas, and subsequently posting marked agendas and approved minutes.
- Even when less than a majority is appointed to a subcommittee, if a majority of the board or commission members will attend these meetings, the original body must properly post a notice of quorum. This requirement has presented an issue for at least one commission. When this situation occurs regularly, a better alternative may be to discontinue use of a subcommittee and return these discussions to the full commission.
- To ensure compliance with City Code, a board or commission must get City Council approval of any nonmembers of the board or commission that it proposes to appoint to a subcommittee. At least 5 applicable subcommittee members began serving before or without being approved by City Council.
- Subcommittees result in additional costs for the City as staff liaisons must provide advice and support for these additional working groups. Staff support activities can include posting agendas and minutes, scheduling guest speakers, attending meetings, taking minutes, and other requested assistance. In addition, at least one subcommittee's bylaws allowed it to also have subcommittees. To avoid incurring additional City costs without compensating benefits, a subcommittee should be discontinued when it no longer has a specific task or objective to achieve.

Bylaws – In the City Code sections establishing them, the various boards and commissions are required to adopt rules and regulations governing their affairs. These rules and regulations are established through bylaws specifying such things as the board or commission officers to be elected and their duties; the time and place of regular meetings;

procedures to be used for adopting, amending or repealing rules; and review and approval processes to be followed. Twenty-three of 24 boards and commissions have established bylaws and rules, regulations or procedures.

- At times, changes to bylaws are approved by the board or commission prior to obtaining the City Attorney's office legal review. Having a legal review prior to making bylaw changes protects the board or commission from unintended noncompliance with legal requirements. For example, 3 boards or commissions have bylaws that specify election dates that are not in compliance with City Code.
- In addition, some boards' and commissions' bylaws are out of date or inconsistent with their current operations. For example, actual meeting days/times, quorum and attendance requirements, and size of membership are not consistent with existing bylaws.
- Further, one of the newer commissions has not yet developed bylaws for its operations. Adoption of bylaws allows members to agree to rules and procedures for how the board or commission will be conducting meetings and taking action. Such procedural guidelines can help the board or commission operate more efficiently and consistently.

Staff liaison training and coordination – To further help boards and commissions operate consistently, the City staff assigned to act as liaisons should be trained on providing guidance and support. Some liaisons are unsure of their role, while others have established best practices in fulfilling their functions.

As an example of best practices, some staff liaisons provide new member orientation prior to the board or commission member's first meeting, including providing minutes from the previous 6 months and discussing the board's or commission's protocols. One staff liaison records member attendance, which facilitates tracking board or commission attendance requirements. Other staff liaisons work to encourage collaboration among related boards and commissions, scheduling joint meetings or sharing activities and reports. Some staff liaisons were more direct in guiding the assigned board or commission to help them keep on task, while others did not. For example, one subcommittee had 3 citizen nonmembers sitting at the table with and participating as members of the subcommittee. And a subcommittee directed its staff liaison to arrange for guest speakers to make presentations at its meetings due to lack of agenda items.

While staff liaisons or other support personnel are generally responsible for maintaining them, some board and commission web pages are not being kept current. Fourteen of the 24 web pages had at least one error related to contact information, meeting dates/times, members, or bylaws. The recent City reorganization and related personnel changes resulted in new staff liaisons being assigned or previous staff support members leaving City employment. As a result, some liaisons are unclear on assignment of tasks such as web page maintenance.

In a newly-initiated cost-saving measure, City staff liaisons and their boards and commissions are being encouraged to use an electronic recording system rather than contracted recording and transcription services. When using the electronic recording

system, the assigned City staff need to produce summary action-oriented minutes for each meeting. In contrast, the contracted service provides fairly detailed minutes of meeting discussions. However, based on analysis of the City Clerk's office, the Open Meetings law only requires meeting minutes to reflect actions taken by the public body.

- Some boards, commissions, or staff liaisons are reluctant to give up the detailed minutes and transition to summary action minutes. In some cases, such as decision-making boards, continuing to produce detailed minutes may be appropriate, while in other cases, the additional cost may not be justified.
- Some staff liaisons who have switched to the electronic recording system report spending as many as 10 hours preparing the new summary "action" minutes. As staff liaisons are typically paid at a higher rate than the contracted service, the additional time being spent offsets the desired cost savings. Staff liaisons may need additional guidance on the appropriate level of detail and methods to efficiently produce the minutes.

Training of staff liaisons has not been provided during the last 2 years, but would improve consistency of the City guidance and support provided to boards and commissions.

Recommendation:

The City Council may want to establish a sunset period, such as a review once every 2 to 5 years, of its appointed boards and commissions to assess their continued relevance. In particular, Council may want to consider eliminating the non-existent Redevelopment Board.

The City Manager recommend to City Council revisions to City Code needed to properly align boards and commissions with the new City organizational structure.

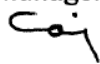
The City Manager and City Clerk coordinate staff resources to provide support and guidance to City boards and commissions to:

- ensure compliance with officer elections, or propose an amendment to City Code requirement of January elections;
- promote compliance with Open Meeting laws and emphasize cost efficiency by proposing an ordinance requiring each board or commission to annually evaluate its use of subcommittees;
- require basic training be established for new staff liaisons, including minute preparation, and encourage a network of regular discussion among all staff liaisons to improve consistency of their support for citizen boards and commissions.

MANAGEMENT RESPONSE

Memorandum

TO: Sharron E. Walker, City Auditor

FROM: David Ellison, Acting City Manager 
Carolyn Jagger, City Clerk 

DATE: November 5, 2009

RE: Boards and Commissions, Audit No. 1001

Thank you for your review of the Boards and Commissions and for the feedback that you have provided. We concur with the information in the report, as reflected in our management response and action plan.

The organization's goal has been, and continues to be, the improvement of the efficiencies and operations of our boards and commissions. As we continue to strive for excellence, we also recognize the importance of improving management and controls to ensure the boards and commissions are operating in compliance with rules, regulations, powers and duties stated in City Charter, City Code, City ordinances, and other authoritative documents.

We appreciate the auditor's acknowledgement of some of the "best practices" used by several of the boards and commissions, and we agree that these will improve the effectiveness and efficiency of all of the boards and commissions.

Using the valuable feedback that you have provided, we have reviewed the findings and present our proposal for improving those areas that have been identified, including the use of subcommittees, updating bylaws, staff liaison training, and proper alignment of boards and commissions within the organizational structure.

cc: Scott McCarty, Executive Director, Financial Management
B. Monte Morgan, Presiding Judge, Scottsdale City Court
Bill Murphy, Executive Director, Community Services
La Verne Parker-Diggs, Executive Director, Human Resources
David Richert, Executive Director, Planning, Neighborhoods, Transportation
Harold Stewart, Executive Director, Economic Vitality
Dan Worth, Executive Director, Public Works and Water Resources

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ACTION PLAN

Consistent, clear structure needed to support board and commission operations

1. City Manager recommend to City Council revisions to City Code needed to properly align boards and commissions with the new City organizational structure.

MANAGEMENT RESPONSE: The City Manager agrees that the alignment of boards and commissions needs to be updated to reflect the City's new organizational structure.

PROPOSED RESOLUTION: The City Manager will designate a staff member to coordinate the update effort. The staff designee will review the current alignment of each board and commission and recommend re-alignments to the City Manager.

The designee will work with Executive Management Staff to assign staff representatives and coordinators to support each board and commission. The designee will provide a comprehensive list of boards and commissions, the division and/or department assigned to provide staff support, and the name of the staff representative.

The City Manager will communicate the final results of the update effort to the City Council, the City Auditor, and the City Clerk.

To promote clarity and consistency, the City Manager's designee will review Board and Commission authorizing documents to:

- Make recommendations regarding attendance policies and the subsequent required actions of the chair
- Remove any board or commission by-laws addressing officer elections – deferring to SRC Chapter 2, Article V, Section 2-241
- Ensure that all by-laws are congruent with the purpose set by the City Council
- Identify necessary changes to the City Code regarding board and commission organizational alignment

RESPONSIBLE PARTY: CITY MANAGER

COMPLETED BY: NOVEMBER 27, 2009

2. City Manager and City Clerk coordinate staff resources to provide support and guidance to City boards and commissions.

- ensure compliance with officer elections, or propose an amendment to City Code requirement of January elections;
- promote compliance with Open Meeting laws and emphasize cost efficiency by proposing an ordinance requiring each board or commission to annually evaluate its use of subcommittees;
- require basic training be established for new staff liaisons, including minute preparation, and encourage a network of regular discussion among all staff liaisons to improve consistency of their support for citizen boards and commissions.

MANAGEMENT RESPONSE: The City Manager and the City Clerk agree that it is important to coordinate staff resources to provide support and guidance to the City's boards and commissions.

The City Manager agrees that board and commission officer elections should be held in January, as specified in Chapter 2, Article V, Section 2-241(f) of the Scottsdale Revised Code.

The City Manager agrees that boards and commissions should annually evaluate the continuing need for their subcommittees.

The City Manager agrees to require board and commission staff representatives to participate in basic training to support a board or commission.

In conjunction with the City Manager or his designee, the City Clerk agrees to develop and present basic training, including minutes preparation training, for board and commission staff representatives on an annual basis, and to encourage regular discussion among all staff liaisons to improve consistency of their support for citizen boards and commissions.

The City Clerk's Office will assist board and commission staff representatives and coordinators by creating and distributing Open Meeting Law and action minute preparation reference and training materials to facilitate their support duties.

PROPOSED RESOLUTION: The City Manager will require that:

Each January:

- Staff representatives to boards and commissions shall place officer elections on the first meeting agenda each year.
- Staff representatives to boards and commissions will agendaize an annual ethics training and provide members with all forms required annually by the City's Ethics Policy.
- Staff representatives to boards and commissions shall ensure that the annual forms are completed by all public body members prior to the next meeting of the public body.
- Members that have not completed all of the necessary forms and/or annual ethics training shall not participate in any public body proceedings until they have complied.
- The City Clerk's Office, in conjunction with board and commission staff representatives, will implement monitoring processes to ensure that all board and commission members have met these official obligations.

Following the election of officers, staff representatives to boards and commissions shall submit to the City Manager, or his designee, and the City Clerk, an annual package, including:

- Completed annual personal disclosure and ethics training forms for all members, as required by the City's Ethics Policy
- Officer election results

- Updates to member contact information
- Confirmation of assigned board or commission coordinators and/or representatives

The City Manager, or his designee, in consultation with the City Clerk, shall ensure that the annual information is submitted and is complete.

Board and Commission Annual Reports

- Staff representatives of every board, commission and their subcommittees, in conjunction with their board or commission chair, shall compile an annual report to be submitted to the City Manager. The annual report will detail the annual number of meetings, member attendance, topics of discussion, and action taken. The City Manager, or his designee, will summarize the annual reports in an Executive Summary to be presented for review by the City Council.
- Staff representatives to boards and commissions shall report on the work of any subcommittee(s) to the original board or commission. The board or commission, as part of its annual report to Council, shall include their reasoning and justification on the continuation of any of their subcommittees.

RESPONSIBLE PARTY: City Manager and City Clerk

COMPLETED BY: December 31, 2009

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APPENDIX A

Airport Advisory Commission — This Commission assists staff and advises the City Council on the following aviation-related issues: 1) maintenance and operations of the airport; 2) rules, regulations, and minimum operating standards; 3) the effects of airport operations and projects on the environment; 4) proposed development; 5) aviation-related fees; 6) leases; 7) land use policies; 8) the future role of the airport; and 9) safety matters.

Board of Adjustment — This Board is a quasi-judicial body that hears variance requests and appeals of the Zoning Administrator's interpretations/decisions, administrative decisions or zoning requirements that create unnecessary hardships on property development because of exceptional or extraordinary conditions. Unlike other boards and commissions, the Board of Adjustment's decisions do not have to go to City Council for final approval.

Budget Review Commission — This Commission serves in an advisory capacity to the City Council on matters related to the City budget. The Commission's role is to review operating and capital budget recommendations from the departmental and program goals perspective, as well as related financial policies.

Building Advisory Board of Appeals — This Board has jurisdiction to recommend minor variances in the electrical, plumbing and mechanical requirements of the Building Code and requested alternative construction methods or materials. The Board also recommends amendments to Building Code.

Citizens' Bond Review Commission — This Commission is an advisory group that monitors the City's progress in implementing capital projects funded by the voter-approved Bond 2000 program. The Commission periodically provided City Council with recommendations related to the bond program's progress and any proposed funding modifications. This Commission ends on December 31, 2012.

Development Review Board — This Board reviews and approves architectural design and layout of proposed development plans. This includes site planning and the relationship of the development to the surrounding environment and the community. On a rotating basis, members of City Council serve as the Board chair.

Environmental Quality Advisory Board — This Board was established to advise City Council on issues related to environmental quality and prioritization of future environmental activities and programs. The Board can make nominations for Environmental Achievement Awards and assist staff in developing community contacts that could result in public/private partnerships to deal with environmental problems. This Board currently has two subcommittees.

Historic Preservation Commission — This Commission coordinates local efforts to identify and protect significant historic and archaeological resources. This Commission advises the Planning Commission and the City Council regarding historic and archaeological preservation. This Commission can initiate zoning cases to place properties on the Scottsdale Historic Register, and make recommendations to the Planning Commission and the City Council about applications for designation and rezoning as a Historical Property district. The Commission also reviews alterations to the exterior of Scottsdale Historic Register properties for accordance with approved guidelines.

Housing Board —This Board may: (1) review current conditions and make recommendations to City Council regarding objectives for the mix and affordability of housing stock in Scottsdale; (2) with the assistance of City staff, advise the City Council on housing issues, including but not limited to housing grant policies and funding strategies for housing programs; diversity of the housing stock in Scottsdale; identification of strategies to address housing affordability barriers; and other housing-related issues and matters as the City Council may direct; and (3) seek citizen input and provide public education on housing-related issues.

Human Relations Commission — This Commission advocates and promotes all dimensions of diversity. It acts as an advisory body to the City Council and staff to make recommendations on ways to encourage mutual respect and understanding among people, to discourage prejudice and discrimination, and to work towards cultural awareness and unity. The Commission may also make recommendations for special events and collaborate with the City's Diversity Advisory Committee to carry out citywide diversity initiatives.

Human Services Commission — This Commission provides advisory recommendations to the City Council and staff on human services priorities and programs, and on funding allocations for Scottsdale Cares, Community Development Block Grants, HOME Block Grants, Human Services Emergency and General Funds.

Judicial Appointments Advisory Board — This Board makes advisory recommendations to the City Council regarding the appointment and reappointment of full-time city judges. The Board is required to use merit-based criteria to recommend the best-qualified persons to appoint or retain as city judges.

Library Board — This Board advises City Council on general policy relating to the programs, services, and future development of the Scottsdale Public Library system. The Board oversees the Library special revenue fund, which is generated through the sale of used books and magazines.

Loss Trust Fund Board — Required by State statute, this Board makes recommendations to the City Council regarding administration of the Loss Trust Fund. The trustees are required to meet at least once a year and submit a report to the City Council regarding the status of the fund and any recommendations the trustees deem necessary.

McDowell Sonoran Preserve Commission — This Commission provides citizen oversight for the acquisition, preservation, management, and stewardship of the McDowell Mountains and the related Sonoran desert. The purpose of the Preserve effort is to establish in perpetuity a preserve of Sonoran Desert and mountains to maintain scenic views and habitat for wildlife and desert plants; to protect archaeological and historical resources and sites while providing appropriate public access for educational purposes; and to provide passive outdoor recreational opportunities for residents and visitors. This Commission currently has three subcommittees, including one joint subcommittee with the Tourism Development Commission.

Neighborhood Enhancement Commission — This Commission advises the City Council on implementation of the Neighborhood Enhancement Program or other specific programs that prevent the decline and deterioration of neighborhoods. In addition, the Commission reviews projects and concepts developed by the Planning, Neighborhoods, and Transportation Division to ensure they reflect views of the neighborhoods and community.

Parks and Recreation Commission — This Commission advises the City Council on acquisition of lands and facilities for use as parks or recreation centers, and on the operation, use, care, and maintenance of these parks and recreation areas.

Personnel Board — This Board hears City employee appeals related to their dismissals, demotions, or suspensions, submitting its recommendations to the City Manager.

Planning Commission — This Commission holds public hearings, and then makes recommendations to City Council on matters relating to creation of zoning districts, enforcement of zoning regulations, amendments to zoning ordinances, and any other planning and zoning issues.

Public Safety Personnel Retirement Boards (Fire and Police) — Required by State statute, the Public Safety Personnel Retirement Boards for Police and Fire personnel are responsible for deciding questions of eligibility and service credits, and determining the amount, manner, and time of benefit payments under the Public Safety Personnel Retirement System.

Scottsdale Pride Commission — This Commission advises City Council on ways to involve citizens in preserving and enhancing the City's environment and citizens' quality of life. The Commission's involves the community by holding events for citizen activities, such as neighborhood cleanups, beautification projects and electronic recycling efforts.

Tourism Development Commission — This Commission advises City Council on uses of the revenue from the Transaction Privilege Tax on transient lodging (also known as the "bed tax"), which is designated for tourism development. This Commission currently has two subcommittees, including one joint subcommittee with the McDowell Sonoran Preserve Commission.

Transportation Commission — This Commission advises City Council on issues related to the safe and efficient movement of vehicles, public transit, pedestrians, and bicycles. The Commission provides a public forum to hear citizen complaints and requests regarding transportation matters.

SOURCE: Auditor analysis of the City's *Board and Commission Member Tool Book* and related Scottsdale Revised Code sections.

City Auditor's Office

4021 N. 75th St., Suite 105
Scottsdale, Arizona 85251
(480) 312-7756
<http://www.ScottsdaleAZ.gov>
Search: "auditor"

Audit Committee

Councilman Robert Littlefield, Chairman
Vice Mayor Lisa Borowsky
Councilwoman Suzanne Klapp

City Auditor's Office

Kyla Anderson, Senior Auditor
Joyce Gilbride, Assistant City Auditor
Lisa Gurtler, Assistant City Auditor
Joanna Munar, Senior Auditor
Kim Prendergast, Senior Auditor
Sharron Walker, City Auditor



The City Auditor's Office provides independent research, analysis, consultation, and educational services to promote operational efficiency, effectiveness, accountability, and integrity in response to City needs.