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# Boards & Commissions Governance Review

Operational Assessment,  
Governance Alignment & Strategic  
Recommendations

OFFICE OF THE COUNTY EXECUTIVE  
CLERK OF THE BOARD





# Recommendation

- Receive and discuss findings from the 2026 Boards, Commissions, and Committees (BCCs) Biennial Survey and provide policy direction on the next phase of governance improvement. Staff recommends:
  - Implementing the formal Sunset Review Framework
  - Utilization of the Board and Commission Ad Hoc Subcommittee to conduct structured reviews
  - Pausing new appointments to BCCs, except as needed to maintain quorum
  - Directing staff to further explore survey findings and return to the Board with more information at a later date

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# Agenda



- Background
- Key Findings
  - Theme 1
  - Theme 2
  - Theme 3
- Recommendations
- Questions

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# Boards and Commissions play a critical role in:

- advising the Board of Supervisors
- supporting community engagement
- advancing County priorities
- improving transparency and public trust





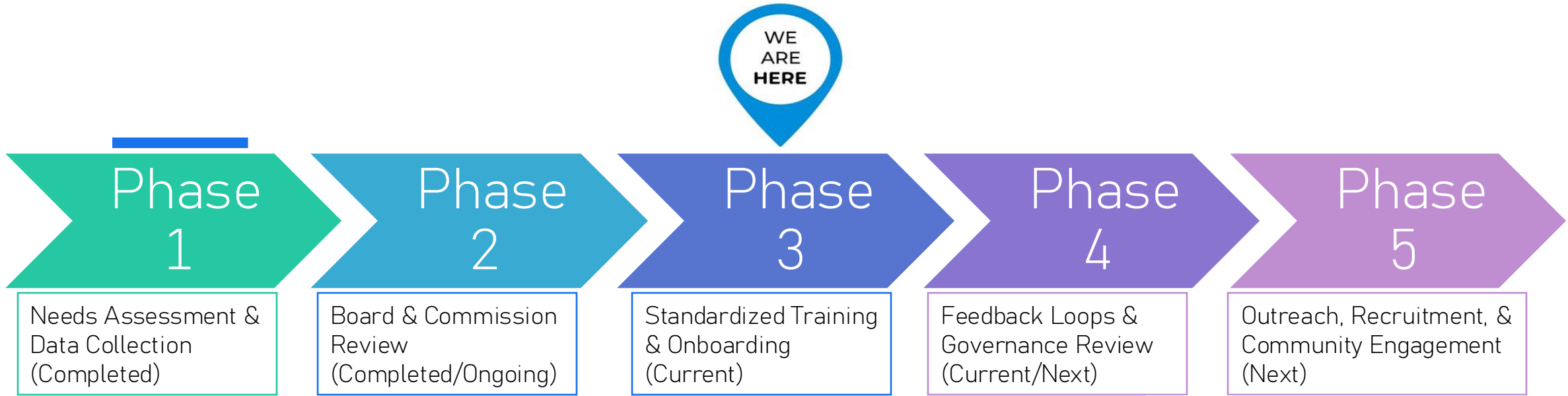
# Background + Board Direction

November 2023

- Board accepted the Strategic Plan for Enhancing Diversity and Equity in Marin County Boards and Commissions

Board Direction

- Advance a phased governance improvement strategy focused on:
  - diversity
  - operational effectiveness
  - recruitment
  - long-term sustainability



We are in Phase 3:

- Standardizing Onboarding & Training Protocols
- Evaluation of Bylaws Modernization



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# Operational Capacity Support


June 2025

- Board approved additional staffing resources

December 2025

- New team members onboarded to support:
  - recruitment coordination
  - agenda and compliance review
  - commissioner onboarding
  - staff liaison support
  - governance consistency





# Operational Readiness & Knowledge Transfer (2025)

- Documented existing BCC processes across COB operations
- Established foundation for standardized COB onboarding and training
- Supported development of COB staff handbook and operating protocols
- Research partnership with University of California, Berkeley to assess commission needs, governance review, and long-term service improvements



# Current Conditions Snapshot

2023

Total Number of Commissions	58
Total Authorized Seats	492
Active Members (Filled Seats)	355
Vacancies	137
Vacancy Rate %	28%

2026

Total Number of Commissions	54
Total Authorized Seats	431
Active Members (Filled Seats)	374
Vacancies	57
Vacancy Rate %	13%

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# Biennial Survey Overview

- Administered to Staff Liaisons
- 23 of 54 Commissions Responded (43% response rate)
- Comprehensive Operational Insight
- Identified System-wide Themes



# Biennial Review Key Findings

- Vacancy & Recruitment Challenges
- Quorum & Meeting Consistency Issues
- Training & Role Clarity Gaps
- Technology & Administrative Support Needs





# Operational Validation from Department Liaisons

Staff Liaison Interviews Confirmed Countywide Themes

- **Common concerns included:**
  - inconsistent onboarding and training for liaisons and commissioners
  - recruitment delays and vacancy visibility challenges
  - unclear role expectations and recordkeeping responsibilities
  - meeting logistics and hybrid support gaps
  - inconsistent communication and coordination with COB office during staffing turnover

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# Key Observation

Many liaisons manage commission work in addition to their primary role, creating uneven capacity and support needs across departments.





# Opportunities Identified by Departments

- standardized operating manual for liaisons
- recruitment and vacancy tracking in a centralized system that all staff can access
- COB-led onboarding and Brown Act training
- stronger communication protocols for recruitments and appointments
- improved technology and room reservation systems
- liaison community that meets regularly



# Vacancy & Recruitment Challenges

- 57 vacancies across 28 of our 54 Boards, Commissions, and Committees
- Limited public awareness and inconsistent outreach reduce applicant pipelines

## In Progress

- Partnership with The Justice Collective to strengthen recruitment strategy
- Coordination with PIO to improve vacancy visibility and public outreach

# Training & Onboarding

In Progress: Partnership with The Justice Collective

- Supporting development of:
  - Staff Liaison Handbook
  - standardized onboarding curriculum
  - Brown Act quick reference guide
  - role clarity matrix
  - agenda, minutes, and compliance templates
  - onboarding pilot workshops for staff liaisons



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# Quorum & Meeting Consistency Issues

Common Challenges Expressed in the Biennial Survey

- quorum challenges
- inconsistent meeting schedules
- hybrid meeting limitations
- uneven administrative support



**Consideration:** The Board may direct staff to look into this deeper and bring findings back to the board for review and guidance.

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# Governance, Oversight & Policy Alignment

- Bylaws & Mission Alignment
  - Need for Update in Governing Documents
  - Clarity and Alignment with County Priorities
  - Requires Coordination With Liaisons and County Counsel



In Progress: BCC Bylaws Update Program Pilot.

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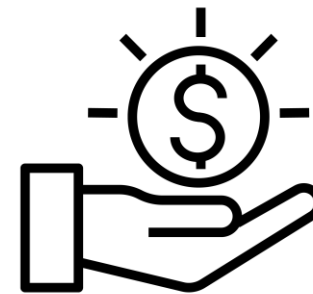
# Governance, Oversight & Policy Alignment

- Budget & Resource Considerations (7 of 24 BCCs)
  - Lack of Resources Limit Effectiveness

## Important Note

Funding creates:

- Form 700 requirements
- Mandatory training obligations



Consideration: The Board may direct staff to look into this further and bring back findings.

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# Infrastructure & Support Systems

- Technology Needs
  - Improvement of Current Systems Used
  - Hybrid Meeting Support
  - Increased Technical Staffing
  - Standardized Tools Across Commissions

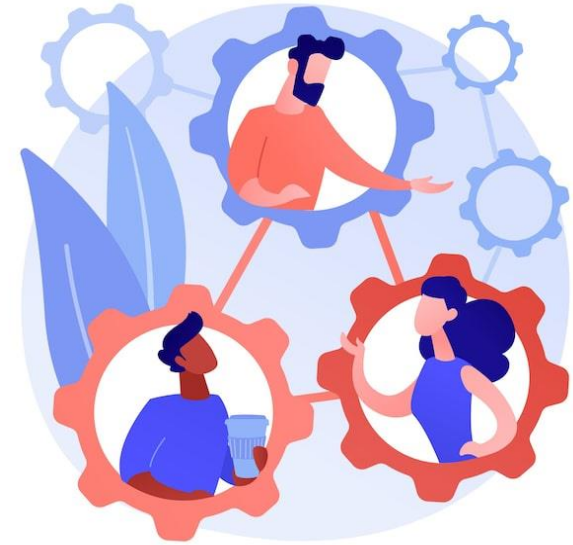


Consideration: The Board may direct staff to look into this further and bring back findings.

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# Infrastructure & Support Systems

- Interagency Coordination
  - Need for Better Coordination Across Departments
  - Defining the Role of Staff Liaisons



In Progress: Partnership with The Justice Collective and University of California, Berkeley.

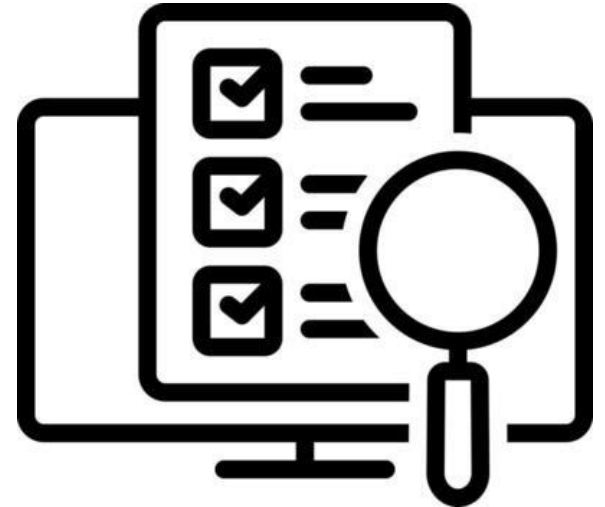
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# Governance, Oversight & Policy Alignment

- Sunset Review & Commission Lifecycle
  - Review of Sunset-Date Commissions

## Recommendation:

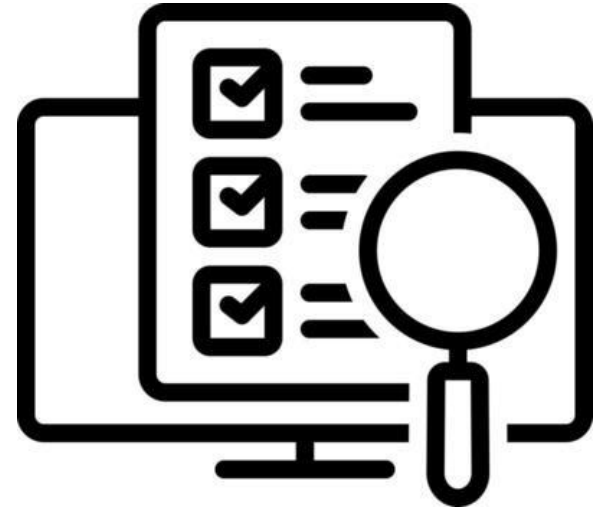
- Formalize Sunset Review Process
- Allow staff to utilize the Commissions Subcommittee for the sunset review process.



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# Overview of Sunset Review Process

- Sunset Review & Commission Lifecycle
- Review of Sunset-Date Commissions





# Sunset Review Process & Framework

- Ensures consistent and fair review across all Boards and Commissions
- Several stakeholders involved
- 6-step process and Recommendations (Keep, Consolidate, Sunset)
  1. Legal Mandate: Required by law?
  2. Activity: Vacancies, Meeting frequency and cancellation, Biennial survey
  3. Public engagement: Attendance and relevance to the community
  4. Overlap and duplication: Redundant with other bodies or department staff?
  5. Cost: Staff time, operational cost
  6. Alignment with County priorities

# Commissions Set to Sunset

## Commissions Set to Sunset

\*\* Did not complete survey in 2024

High Resignation Rates

## COMPLETED SURVEY

<u>Alcohol and Drug Advisory Board</u>	Golden Gate Bridge District
<u>Behavioral Health Board</u>	<u>Health Council of Marin</u>
<u>Bolinas Lagoon Advisory Council</u>	<u>IPM Commission</u>
<u>Child Care Commission</u>	Law Library Board of Trustees
<u>Civic Center Conservancy</u>	<u>Library Commission</u>
Civilian Oversight	Public Financing Authority
<u>Commission on Aging</u>	Successory Agency Oversight
<u>CSA #16 (Greenbrae)</u>	Measure A Community Oversight
<u>CSA #18 (Las Gallinas Village)</u>	<u>Parks &amp; Open Space Commission</u>
<u>CSA #33 (Stinson Beach)</u>	Planning Commission
Financial Audit Advisory Committee	<u>Women's Commission</u>
First 5 Marin	<u>Youth Commission</u>

## DID NOT COMPLETE SURVEY

Airport Land Use	Great Redwood Trail Agency
Assessment Appeals Boards 1 & 2	Hazardous & Solid Waste/JPA
<u>CSA #6 (Gallinas Creek)</u>	Housing Authority
<u>CSA #20 (Indian Valley/Domingo Canyon)</u>	In-Home Supportive Services
<u>CSA #29 (Paradise Cay)</u>	<u>Kentfield Planning Advisory **</u>
<u>Disaster and Citizens Corps **</u>	Marin Co. Foundation
FCZ #1 (Novato)	Marin/Sonoma Mosquito & Vector
FCZ #10 (Inverness)	Measure W West Marin TOT
FCZ #3 (Richardson Bay)	Peace Conversion
FCZ #4 (Bel Aire-Tiburon)	Personnel
FCZ #5 (Stinson Beach)	Regional Measure 3
FCZ #6 (Rafael Meadows)	Retirement
FCZ #7 (Santa Venetia)	Stinson Beach County Water
FCZ #9 (Corte Madera Creek)	District
<u>Fish &amp; Wildlife</u>	<u>Strawberry Design Review **</u>
	<u>Tam Design Review</u>

## For the Board to Consider:

- COB team to conduct assessment of BCCs set to sunset



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# Recommendation

- Receive and discuss updated findings from the BCC Biennial Survey and provide policy direction regarding:
  - standardized onboarding and training
  - bylaws modernization
  - sunset review processes
  - recruitment strategies
  - technology and administrative support enhancements