

October 2021



**A Review of DeKalb County's Citizen Boards  
(February-August 2021)**

**Transparency and Accuracy of Board Information Provided to the Public**

**Board Policies and Procedures**

**Board Types, Functions, and Appointment Authority**

**October 2021**

## Table of Contents

	<u>Pages</u>
Preface	2
Transparency and Accuracy of Board Information	4
DeKalb Board and Commission Review Summary and Scoring Table	6
Board Policies & Procedures	8
Board Types, Functions & Appointment Authorities	13
Research Sources	15
Recommendations	16
Exhibit List	18
<b>A: Overview of DeKalb County, GA Governmental Boards as of February 2, 2021</b>	
<b>B: DeKalb County Government: Board Application</b>	
<b>C: DeKalb Organizational Act and Code: Section 13(A) – Appointments to Public Office</b>	

## PREFACE

Volunteer citizen boards (advisory boards, agency boards, authority boards, commissions, committees, oversight boards or task forces) are an integral part of local government in America and a way for local governments to engage citizens in the democratic process.

Our recent experience with the DeKalb County Board of Ethics appointment process and the tremendous interest DeKalb citizens showed in applying for that board led us to question how other County boards are being appointed and how citizens are being educated about, and engaged with, County government through these boards.

Citizens are participating in DeKalb County government on some 49 boards, commissions, and task forces. What we have found from our research indicates that there is little pro-active or consistent citizen education or engagement through these boards. The work of the boards is not being highlighted for citizens through County communication sources or at Board of Commissioners' meetings. No annual summary of board reports made to the Board of Commissioners or CEO exists for public review. We have no Citizens Academy to explain the role and responsibilities of citizen boards in contributing to county government.

Finding accurate and current information about the numerous boards on the County's official website is challenging. While the DeKalb County Government website provides basic board descriptions and the names of appointed board members, and identifies board vacancies, the information shown for most of the boards is out of date. Finding out when board meetings are occurring or when they have been rescheduled is not easy either; there is no central calendar of board meetings on the County's website, nor does there seem to be a consistent official communication source for such information. Board bylaws, reports, agendas, and minutes are not routinely posted by most boards.

The process for citizens to apply for board appointments appears to be a little easier. There is a single global application mechanism for all boards, but there is no identification of who is receiving or processing the applications, how they are being reviewed, what review criteria are being used, or who is responsible for maintaining the board listings and storing the applications. What assurance do citizens have that their applications will be considered?

In addition to reviewing available website information about the County's boards, we looked at several websites of other governments in the metropolitan Atlanta area. We also tried to identify applicable "best practices" resources available on the websites of the International City/County Management Association, the National Association of Counties, and BoardSource, a recognized leader in nonprofit board leadership research, leadership, and support. We queried the Association of County Commissions of Georgia, Georgia State University's Andrew Young School of Public Policy, and the University of Georgia's Carl Vinson Institute and the J. W. Fanning Institute for Leadership Development about policies and procedures concerning citizen boards. We also attended virtual meetings of several DeKalb County boards.

What we learned locally was that citizen boards often work in isolation and without strong guidance or support from their local government leaders. There are systemic disconnects in how DeKalb County government and citizens engage with each other through these boards and uncertainty about what real

leverage citizens have in improving County service policies and procedures. What we learned nationally was that knowledge about the “best practices” of citizen boards is limited.

The Fanning Institute was able to identify several resources from local governments in other parts of the country that provided us with an understanding of how DeKalb County could make better use of citizen boards and engage citizens more fully in the work of the County. That understanding is reflected in the following report, which we hope will start a conversation and drive change in the way DeKalb County establishes, manages, and engages with citizen boards.

This report is not intended to be critical of any one person or position, but to challenge our elected leaders to envision better ways of engaging, communicating, and working through these boards to improve county governance. We believe there are many citizens with talent, skills, experience, and energy ready to serve DeKalb County, but until resources are dedicated to revitalizing the expectations, transparency, and administration of citizen boards, there is no guarantee that their service will be meaningful to them or add real value to the County.



## Transparency and Accuracy of Board Information Provided to the Public

### What's happening in DeKalb?

DeKalb County uses a platform called Granicus to manage board information. The platform appears to provide the opportunity for a thorough reporting of comprehensive information relating to boards. Specifically, the platform provides for:

Name of Board	Training	Member name, term dates,
Description	Meeting Location	indication of specific term being served
Vacancies	Board Contact	(1 <sup>st</sup> , 2 <sup>nd</sup> , etc.), and appointing authority
Size of Board	Authorizing Legislation	
Term Length	Bylaws	
Term Limits	Minutes	
Requirements	Website Link (to specific board website, if applicable)	

Unfortunately, in many cases **most of the information that could be provided on Granicus is missing or out-of-date.**

Our review of the Granicus system as of February 2, 2021, listed 49 boards. Of those boards:

- 15 had 100% of their positions either vacant or with expired terms
- 20 had 50% of their positions either vacant or with expired terms
- 5 had less than 50% of their positions either vacant or with expired terms
- Only 9 boards were complete (including Board of Ethics, East Metro DeKalb CID Board, Historic Preservation Commission, Keep DeKalb Beautiful, Planning Commission, Stone Mountain CID, Board of Tax Assessors, Veterans Affairs Advisory Board, and Workforce Investment Board)

(Exhibit A: DeKalb County, GA Governmental Boards as of February 2, 2021)

In addition, we found in most cases:

- Inconsistency of the information provided for all boards
- Out-of-date terms (some of the expired terms are years old)
- No posting of bylaws or minutes
- No board contact information
- No identification of board officers

Furthermore, we found no evidence of consistent policies and procedures regarding:

- Communication of meeting schedules to the public either through a central online calendar or agreed-upon media source(s)
- Communication of information about board members
- Public notice of board vacancies and expiring terms
- Consistency of posted term lengths with the actual term lengths specified in the authorizing legislations

- Board accountability: communicating board activity, posting annual reports, reporting to the Board of Commissioners

**In short, there appears to be a lack of attention being paid to the accuracy and completeness of information being provided to the public on Granicus.**

The Granicus system has a single global application mechanism for all boards, but there is no identification of who is receiving or processing the applications, how they are being reviewed, or who is responsible for maintaining the board listings and storing the applications. (See Exhibit B for a copy of the application.)

We also noted a similar lack of attention to attaching bios as part of the appointing process. Again, in some cases bios or resumes of appointed individuals are attached as part of Board of Commission Meeting “details” but, even when attached, they do not appear to be linked to the Granicus system.

**All of this means a lack of transparency and accuracy of information about board members and board activities. Moreover, the burden is on citizens to research and verify information.**

We selected eight boards to review and evaluate in greater depth. These boards were of interest due to the issues they cover and the direct impact they have on quality of life or the expenditure of county dollars. We were interested in how well these boards **communicate** with the public about their membership, work, and meetings. Is it easy for the public to access this information? Is the information current? We were also interested in the **transparency** of the boards’ work. Can the public easily find the legislation establishing the board? Are the bylaws, agenda, minutes, and reports public information and easily accessible? And, we were interested in **board member information**. Who are these board members and what are their backgrounds? Who appointed them? Are their terms up to date? Are all board positions filled? How do you contact the board member representing your district?

A summary of key indicators of citizens’ ability to access information about the boards and our evaluation of how the boards met these criteria is provided in the chart that follows on page 6. In most cases, six of the eight boards adequately met the evaluation criteria and were rated with a “2”. If a board did not meet the criteria because it did not provide the information on its website, we rated the item with a “0”. Explanations for ratings of “1” and “3” are as follows:

Communications - Website: The Board of Ethics has a very complete website that includes a link to videos of its meetings. This is the only board we identified with this feature. We rated it with a “3”. The SPLOST Citizen Oversight Committee does not have its own website but does have a page on the County’s overall SPLOST website. We rated it with a “1”.

Transparency - Contact Information: The Audit Oversight Committee provides contact information for only the Chair and Vice Chair. The Watershed Capital Improvement Program Advisory Group has contact information for only one board member and that information is on the outdated Granicus platform. We rated them with a “1”.

Transparency – Bios Provided: The Board of Ethics’ member profiles are incomplete; information is not provided on each board member. We rated it with a “1”.



DeKalb Board and Commission Review Summary and Scoring Table

Evaluation		Board/Commission							
General Evaluation Categories	Evaluated Criteria	Airport Advisory Board	Audit Oversight Committee	Decide Dekalb (Development Authority)	Board of Ethics	SPLOST Citizen Oversight Committee	Voter Registration Board of Elections	Watershed Customer Service & Billing Advisory Board	Watershed Capital Improvements Program Advisory Group
Communications	Website	2	2	2	3	1	2	0	0
	Links to Other County Departments*	N/A	N/A	N/A	N/A	N	N/A	N	N
	Up-to-Date Granicus Information	0	0	2	0	0	0	0	0
	Meetings: Posted Online Notice	2	2	2	2	2	2	0	0
	Establishing Legislation	2	2	2	2	2	0	0	2
Transparency (easily available documents)	Bylaws	2	0	0	2	0	2	0	0
	Agendas	2	2	2	2	0	2	0	0
	Minutes	2	2	2	2	0	2	0	0
	Reports	2	2	2	2	0	0	0	0
	Appointing Authorities Noted	2	2	0	2	2	0	0	2
Board Members Information	Up-to-date Terms Noted	2	2	0	2	0	2	0	0
	All Board Positions Filled	0	2	0	2	2	2	0	0
	Contact Information Provided	0	1	0	2	0	2	0	1
	Bios Provided	0	0	2	1	0	0	0	0
	Total Score	18	19	16	24	9	16	0	5
*not scored since this criteria doesn't apply to multiple boards. "Y" or "N" indicated instead									

Scoring

0 - does not have or meet criteria	1 - minimally meets	2 - adequately meets criteria	3 - exceeds meeting criteria
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Total Score Categories

0-10 not acceptable	11-18 ok	19-32 good	33+ best
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## **What are other governments doing?**

Reviewing just a few of the thousands of municipal websites existing in our country we found a variety of approaches to providing information about citizen boards.

In some instances, a link was provided under the “Governance” or “Citizen Engagement” tabs found on the website’s home pages; in others, a search of the site was required. Also, the amount of information provided for each board ranged from only a brief description of the board to the inclusion of a link that led to additional information.

Those sites with additional information varied in the comprehensiveness of the information provided. The most thorough sites provided:

- a comprehensive listing of all boards with a brief description of the board’s purpose and a link to the board application form
- a comprehensive listing of all board vacancies
- a comprehensive listing of appointments made to regional or state boards
- individual board pages that listed board members (with appointment dates and term expirations), meeting information, agendas, and minutes

Depending upon the purpose of the board, some boards had their own extensive websites that provided additional information, including historical information, reports, resources, contact information, etc. In those cases, the local government typically provided a link to those sites.

Often, local governments posted information about board meetings on their own website’s centralized “Meeting and Events Calendar” page, thereby providing an easy way for the public to check on upcoming meetings.



## **Board Policies and Procedures**

### **What's happening in DeKalb?**

DeKalb County does not appear to have a set of citizen board operating guidelines. Each board is left to develop its own bylaws and operating policies and procedures, most of which are not easily accessible by the public. Board leaders appear to operate in silos, isolated from each other. From what we have observed over the past few months, some boards are more successful than others in understanding and carrying out their roles and responsibilities, publicizing and holding meetings, developing a scope of work, working with county staff, and reporting results of their work.

### **What are other governments doing?**

A review of the websites of Cobb, Gwinnett, and Fulton County found no general guidelines for establishing boards, creating board operating policies, or educating board members. Both Cobb and Gwinnett have citizen academies so perhaps their curricula include discussion about citizen boards.

Both Cobb and Gwinnett offer introductory comments on their websites about citizen boards and then proceed to list the boards with a brief description of their membership, prescribed functions, and length of terms. Some boards have additional information about their operations detailed within the code section dealing with that topic. (For example: Cobb/Chapter 2: Administration/Article VI – Boards, Commissions and Authorities Cobb/Division 2-Transit System Advisory Board describes appointments, powers and duties, indebtedness, and removal of members)

The City of Atlanta provides an overall general framework for citizen boards that includes responsibilities, duties, and procedures of any city board and board chair, as well as the municipal clerk.

Nationally, policies and procedures have been created by many local governments to:

- provide consistent and transparent guidelines for establishing boards
- develop consistent and appropriate operating procedures for all citizen boards
- educate and train citizen board members
- educate the public

The following pages provide an overview of what we learned in each of these areas from a review of other jurisdictions across the country.

### **Guidelines for Establishing a Board**

The essential issues considered and documented when creating a board include:

- the purpose of the board with specific goals to provide direction (These goals are to be re-examined periodically by the governing authority to determine the board's effectiveness.)
- membership qualifications, including any required professional qualifications
- number of members and appointment procedure
- length of appointment and method for removal or replacement (including filling unexpected vacancies)

- internal organization (i.e., board officers, bylaws, parliamentary procedures guided by elected parliamentarian or outside legal counsel, establishing quorums)
- procedures for the conduct and frequency of meetings
- administrative assistance required from staff and an initial listing of duties the staff will be responsible for undertaking
- any additional resources that will be needed (including financial)
- reporting requirements and record keeping requirements
- evaluation process
- defining the period of existence for the board, if applicable

Additional topics in reviewed procedures manual include:

- procedures for recruiting board members
- selection process and selection criteria
- staff liaisons
- requirements for officially communicating with new members upon confirmation of their appointment
- record keeping requirements
- ethical behavior of board members
- compliance with required open meeting statutes
- identification of those boards that fall under the jurisdiction of ethics codes and any boards covered by indemnification policies

### ***What about specifying qualifications for board membership?***

A residential qualification is typically required for board service, although for some boards, the governing authority may open board membership to persons working within the jurisdiction.

The goals and purpose of a particular board also may define board membership qualifications. Some boards require that members have special knowledge or represent certain interest groups. Others require members who “have a demonstrated interest and competence in ...” If board members with specific experience or expertise are needed, it is suggested that the credentials of the applicants should be reviewed carefully.

Governing authorities also try to ensure that board membership represents the age, gender, geographic, and cultural diversity of the community.

Generally, citizens are appointed to serve only on one board at a time.

Most local governments prohibit employees from serving on advisory boards, except as advisors or staff.

### ***How are board members recruited?***

Many local governments have written step-by-step procedures for recruiting and selecting board members, including:

- announcing opportunities for board service and advertising such openings through the government’s normal communication channels



- providing interested individuals with a packet of information explaining the specific board's function and the role, responsibilities, and expectations of board members, as well as information on when meetings of the board are held
- providing an application and any necessary documents required for background checks
- annually publishing a listing of vacancies and anticipated vacancies on all citizen boards
- sending notification of a board vacancy or term expiration to the board chairperson and the appointing authority
- sending notification to an incumbent (and the specific appointing authority) whose term is expiring
- maintaining a file of general applications that ask the applicant to indicate 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> board preferences

### ***What is expected of board members?***

When citizens volunteer to serve on a board, they need to know what is expected of them. The tasks and work plan may be outlined in the enabling legislation, but some jurisdictions have drafted a set of general expectations for their volunteers. For example, board members are expected to:

- interpret community opinions, attitudes, and needs to department staff and elected leaders
- provide fellow community members with information about county policies, programs, and budgets
- study department programs and services, and analyze problems and needs
- offer new proposals and recommend changes in programs and policies

### ***What are the policies on terms of office and reappointment?***

Most local governments set the term of office for their citizen board positions. The length of the term for each type of board varies from two to six years

Few governments appear to set limits on the number of terms a board member may serve. The most common limit is two terms. More years of service are allowed if there is a break between terms or special circumstances.

Nonprofit best governance practices recommend adopting term limits. Regular turnover among board members helps to avoid stagnation, offers the opportunity to expand the representation of differing perspectives, and provides a respectful and efficient method for removing unproductive board members. The most common terms for nonprofit boards are two consecutive three-year terms.

## **Guidelines for Operating Boards**

Some enabling provisions are generic and only specify that advisory boards will be responsible for adopting operating policies and/or bylaws consistent with the establishing ordinance or resolution. Others may specify how the board is to be organized and require the adoption of Roberts Rules, which provides the process for proposing, amending, approving, and defeating motions. Some jurisdictions require that parliamentary rules of procedure be followed by all their advisory boards. Some prefer to operate less formally and use Roberts Rules only when their own rules do not address a particular matter or when there is a controversy. Nevertheless, bylaws and rules of procedures for conducting meetings and election of officers need to be established so meetings can be conducted more efficiently.

Generally, boards will designate a chairperson to run meetings, set agendas, and provide general leadership. In some jurisdictions, advisory boards elect their own officers, but in other, the board chair or officers are appointed by the governing authority.

A scope of work should be set out so that board members can work toward the mission or goal set for the board. Such work plans are most successful when they are based upon the jurisdiction's annual work plan and discussed with and approved by the jurisdiction's elected leadership.

Attendance requirements, policies on absenteeism, and provisions to cover chronic absenteeism of board members can be included in the guidelines.

Provisions are made for periodic reporting of boards to the governing body. Such reports provide a tool for oversight and policy evaluation and can be used to enhance communications with constituents. Some jurisdictions require the "executive" leader to prepare an annual status report to the governing body regarding all boards which includes, at a minimum, an inventory of all boards; a description of activities; a list of members; a list showing the terms of office, including the terms to expire during the following year; and the department or agency providing staff support. A report of a board's financial transactions and expenditures for the preceding year, as well as recommendations for future funding, are also required in some jurisdictions.

It is also important to periodically review whether the board is effective and is still needed. In some jurisdictions, the establishing resolution calls for a review every two years for the purpose of determining whether the need for the board still exists. In others, the resolution contains an automatic date of disbanding, which can be altered by a new resolution.

### ***What is expected of staff liaisons?***

Staff liaisons can be responsible for:

- attending meetings of the board
- assisting in the preparation of meeting agenda and/or minutes
- arranging times and locations for board meetings (if necessary)
- ensuring that meeting notifications and recordkeeping occurs consistent with state and county law
- ensuring compliance with Open Meetings Act
- serving as a communication link between board members, departments, administration, elected officials
- providing professional guidance, issue analysis, and recommendations
- assisting the committee with research, report preparation, and correspondence in keeping with the board's approved work plan
- making sure the intent of the board is not lost after a decision, and that it is conveyed to elected officials in a timely manner
- assisting the board in staying on track and focused
- presenting the board's recommendations to elected officials, if requested to do so by either the board or the elected officials
- maintaining a positive working relationship with the chair and board members



## **Educating Citizen Board Members**

It is important that board members understand the context in which a board operates. In many jurisdictions, this understanding is provided through an orientation session and/or board handbook which communicates a jurisdiction's operating procedures for citizen boards. Providing context for how a board operates within a jurisdiction's operating structure is valuable to helping ensure the board's success.

The requirements for conducting open public meetings and making records available to the public vary state by state. It is important that board members understand their state's requirements for public meetings and open records. In Georgia, the Association of County Commissions of Georgia's publication, Georgia's Open Meetings & Open Records Law, provides a guide for county officials that could be modified for citizen boards.

Like any endeavor, serving as a board member requires commitment, time, and effort. It also requires gaining an understanding of how to become an effective board member. Whether provided through an in-person training session or the board handbook, key expectations and behaviors promoting teamwork, meeting preparedness, conflict resolution skills, and suggestions for dealing with the public are just some of the topics that are covered with new board members.

### **Orientation Sessions**

In an orientation session, newly appointed members of a board receive a briefing by the board chairperson and/or county staff regarding duties and responsibilities of board members. The briefing also includes the distribution of a board membership list, contact information of the responsible county staff member, the statement of purpose for the board, and any operating bylaws or policies being used by the board.

Orientation sessions may also include a review of the enabling legislation for the board, historical perspectives on the work of the board, parliamentary procedures, and any other material appropriate to the work of the board such as bylaws, traditional practices, disclosure of conflict of interests, etc.

### **Board Handbook**

Some local governments have created handbooks that provide introductory information about the jurisdiction, context for citizen boards, procedural information, and expected conduct, including disclosure of conflicts of interest, in addition to essential information about a specific board.

## **Educating the Public**

Some local governments also communicate via their websites and agenda their expectations regarding the public's conduct at citizen board meetings and the procedures for making public comments at such meetings.

## **Board Types, Functions, and Appointment Authority**

### **What's happening in DeKalb?**

In Georgia, local municipalities and county governments can create boards by **resolution**. In DeKalb, the Airport Advisory Board is an example of a board created by County Commission resolution.

Also, the Georgia General Assembly can pass **state or local legislation** establishing a board and describing an appointment process specific to the board being established. For example, state legislation (O.C.G.A. §36-62-3 and §36-63-4) prescribes the composition of local government development authorities. On the other hand, local legislation passed at the General Assembly established the DeKalb Board of Ethics and the Audit Oversight Committee, and that legislation specifically prescribes the appointing process and composition for these boards.

The DeKalb Organizational Act and Code (known as the “**Charter**”) includes board descriptions in sections associated with the board’s purpose. For example, information about the Airport Advisory Board can be found in the AVIATION section of the Code. The Code’s ADMINISTRATION section includes Article 5: Boards and Commissions, but it has no text. In the Organizational Act, Section 13(A) describes the procedure and timetable for making appointments to or filling vacancies of any public authority, board, commission or other body or agency authorized by state law. Under this section, the CEO nominates members, and the BOC confirms or rejects them. For example, the Metropolitan Atlanta Rapid Transit Authority Act prescribes that the governing authority of DeKalb County shall appoint a certain number of board members. It is Section 13(A) that dictates how the governing authority performs that function.

Many boards are mandated by statute and have administrative decision-making powers, such as the DeKalb Library Board, Planning Commission, or Zoning Board of Appeals.

Other boards are discretionary and act strictly in an advisory capacity, such as DeKalb’s Park Citizens Advisory Board or Watershed Customer Service and Billing Advisory Board. Boards created only to advise, recommend policy, or provide other input to a legislative body are strictly advisory boards. Their primary purpose is to provide advice from a citizen perspective.

It is not clear from the general information provided on the board tab of the County website which boards are mandated by law or discretionary, and which boards are administrative or advisory; nor is there consistency in identifying the appointing authority for each board member.

Also, from our review it appears that the typical practice for boards established by a Board of Commissioners’ resolution is for the CEO to have an appointment and each commission district to be represented by an appointment.

### **What are other governments doing?**

A review of the governing authorities of Cobb, Gwinnett, and Fulton County found limited information about citizen boards with no overall guidance as to structure, responsibilities, policies, or procedures. In

the City of Atlanta, Section 3-401 of the Municipal Code provides specific guidance in these matters to provide a general framework for citizen boards.

In general, citizen advisory boards can:

- Assist the legislative body when formulating public policy and help transform policy decision into action
- Address issues of interest or conduct background work on technical or politically sensitive issues
- Serve to build public consensus on controversial issues before elected officials make a decision
- Give the community a forum for discussion in greater depth than is possible before a legislative body
- Provide a more thorough review of complex and significant matters
- Provide expertise without necessarily expending budget money
- Assist in the resolution of conflicts

Whenever boards are created, they should be established to meet a need. When the need is no longer present, the board should be decommissioned, unless it is required by statute.

Whether one is talking about creating a **mandated or discretionary** board and whether the board's **purpose is administrative or advisory**, is important. Local codes define who is covered by ethics codes or indemnification policies. Both the citizens agreeing to serve, as well as the public being served by the board, should know these classifications for each board as it is created.

***Who is authorized to make appointments to citizen boards?***

The appointment process for citizen boards varies among local governments.



## Research Sources

Local Government Citizen Advisory Boards, (Seattle, Washington: Municipal Research and Services Center, 2008).

"Citizen Advisory Boards and Committees," Chapter 3 in Elected Officials Handbooks: Handbook 2 Building a Policy-Making Team, 4<sup>th</sup> edition, (Washington, DC: International City/County Management Association, 1994).

City of Richmond, CA: Boards, Commissions and Committees Handbook

City of Sturgis, MI: Boards and Commissions Handbook, March 2010.



## **Recommendations**

### **Transparency and Accuracy of Board Information Provided to the Public**

The Granicus system needs immediate and consistent updating, including a regular review of boards mandated by law and boards that are no longer needed. Consistent attention should be paid to providing accurate and comprehensive information on the platform and/or links to board websites, where applicable. Our expectations are that members names, term information, and appointing authorities will be identified, along with a link to their bios/resumes. We also expect links to bylaws, meeting agendas, minutes, and the website of any board with its own website. A communication process and tracking system should be established so that the CEO and Commissioners' office staff, the Clerk's office, and each Board's secretary exchange information on a timely basis.

Minimum qualifications for board members should be identified for each board.

All board meeting notices should be regularly posted to a centralized page on the County website for easy reference by the public.

The CEO and each Commissioner should have a page on their own websites where they identify the citizen appointments they make for each board.

Each board should be featured on the county's website OR have its own website. Where appropriate, links should be made to the county departments being served by a citizen board.

### **Board Policies and Procedures**

We recommend that the County develop and adopt a framework supporting efficient and effective citizen boards that includes:

- consistent and transparent guidelines to be followed when establishing and operating boards, including:
  - a process for creating and terminating boards
  - methods for publicizing opportunities to apply for board service
  - responsibilities of "on boarding" members
  - responsibilities of appointing authorities
  - responsibilities of board chairs and staff
  - establishment of bylaws or governing structures
  - establishment of record keeping and communication requirements between board and staff
  - establishing appropriate links to board information on all applicable websites (ex: The Watershed Customer Service and Billing Advisory Board should have been linked from the Department of Watershed website, the New Day project website, and any site dealing with water billing issues.)
- a general citizen board handbook
- a policy calling for all citizen boards to hold orientation sessions for new members

- a policy supporting the training of board members in such areas as Planning and Development, through courses provided by recognized institutions, such as the Atlanta Regional Commission and the Carl Vinson Institute

If required, we recommend the Charter Review Commission discuss how such a framework can be added to the DeKalb Code.

### **Board Types, Functions, and Appointment Authority**

While we recognize that there is no “one best way” to organize and administer local boards, there should be consistency in defining the roles and functions of these various bodies within the County. We recommend:

- identifying on all applicable websites which boards are administrative boards and which are advisory bodies
- identifying on all applicable websites which boards are covered by the Code of Ethics and/or Indemnification Policies
- referencing the authorizing documents and appointing authorities for each board on all applicable websites
- identifying which board members are appointed by each appointing authority
- updating and identifying members terms (1<sup>st</sup>, 2<sup>nd</sup>, etc.) and dates of current term
- stating a board’s proposed end date, if defined, on all applicable websites
- defining what constitutes a Committee, a Board, a Commission, an Advisory Board, and a Task Force
- using these terms consistently in all future legislation

Regarding the appointing authorities, we would recommend:

- revising section 13(A) of the DeKalb Organizational Act to address the fact:
  - 1) there is no timetable prescribed for the CEO’s action of nomination, which means vacancies can go unfilled for an unspecified length of time
  - 2) there is no explanation of what occurs if the Board of Commissioners fails to confirm a CEO nomination

#### **Suggested revisions:**

- Any Commissioner should be able to make a nomination for that board position if the CEO fails to nominate a person in a timely manner. (We would suggest defining a specific time period for the nomination to be made.)
  - The Board of Commissioners’ failure to confirm a CEO nomination within a specified time limit should constitute a pocket veto of that nomination.
- revising the Organizational Act to allow the Presiding Officer of the Board of Commissioners to make a CEO-appointment if the CEO fails to make an appointment in a timely manner to any board created by a local resolution or local legislation passed by the General Assembly.

## **Exhibits**

- A: Overview of DeKalb County, GA Governmental Boards as of February 2, 2021**
- B: DeKalb County Government: Board Application**
- C: DeKalb Organizational Act and Code: Section 13(A) – Appointments to Public Office**



## Exhibit A: Overview of DeKalb County, GA Governmental Boards as of February 2, 2021

Boards/ Commissions	Brief Description	Appointing Authority	Term Length	# of Total Members	# of Member Vacancies	# Member Expired Terms	% Membership Vacant or Expired
<b>Airport Advisory Board</b>	To recommend and consult with the chief executive officer and the board of commissioners in the management, operations, and establishment of public policy for the DeKalb-Peachtree Airport.	CEO/BOC	4 years	9	1	4	55%
<b>Alcohol Beverage Review Board</b>	To hear appeals from decisions of the finance department denying, revoking, or suspending the issuance or renewal of any license pertaining to the sale of alcoholic beverages in the county or denying, revoking, or suspending the issuance of permits pertaining to employment in a licensed establishment.		Varies	5	0	5	100%
<b>Animal Services Advisory Board</b>	The DeKalb County Animal Services and Enforcement Board also referred to as DASE will serve in an advisory capacity to the DeKalb County CEO and Board of Commissioners. Responsibilities of this board will include monitoring the master plan to insure its implementation in the provision of professional practices including efficient service delivery and updated clean facilities. In addition, this board will serve as liaison to animal advocacy groups, animal professionals and County government for the purpose of creating a method for clear communication.	CEO/BOC	3 years	13	0	10	77%



<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Expired or Vacant</b>
<b>Audit Oversight Committee</b>	Audit Oversight Committee serves to provide a platform for the oversight of independent internal audit function of DeKalb County as requested by its citizenship and as established by Georgia State Law via House Bill 599.	DeKalb Senate/House Delegations CEO/BOC	Varies	5	0	1	20%
<b>Board of Ethics</b>	The DeKalb County Board of Ethics serves to interpret the Code of Ethics adopted by the county, to apply sanctions to those in violation of the Code, and to issue advisory opinions defining appropriate behaviors according to community standards as reflected in that Code. When complaints are registered against commissioners or other county employees or appointees over whom the Board has jurisdiction, the Board addresses the matter. If appropriate, a hearing will be scheduled and held to obtain evidence on the issue. Should the party accused be deemed to have violated the Code of Ethics, the Board will recommend appropriate penalties or sanctions.	DeKalb Senate/House Delegations Tax Commissioner Clerk of Superior Court (alternates)	Vary	7	0	0	0%

Boards/ Commissions	Brief Description	Appointing Authority	Term Length	# of Total Members	# of Member Vacancies	# Member Expired Terms	% Membership Vacant or Expired
<b>Board of Health</b>	Independent agency responsible for public health services in the entire county. The board is responsible for administering direct care services, with special attention to preventative services; providing health education; and assuring compliance with health laws and regulations.	1- CEO is a member; Three Members: 13A Appointment - CEO Nomination / BOC Confirmation. Three members are to be appointed by the governing authority. Requirements of Membership: One member appointed the governing authority of the county shall be a physician actively practicing medicine in the county and licensed by the state. One member appointed by the governing authority of the county shall be a consumer, a representative of a consumer, or group, who will represent on the board the county's consumers of health services. One member appointed by the governing authority of the county shall be a consumer member who will represent on the board the county's needy, underprivileged, or elderly community. No member shall be an employee of the county board of health or of the health department.	N/A	7	0	5	71%

<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Expired or Vacant</b>
<b>Board of Registration &amp; Elections</b>	The Board of Registration & Elections shall: (1) With regard to the preparation for and conduct of primaries and elections, succeed to and exercise all duties and powers granted to and incumbent upon the judge of the probate court by general law of whatever nature and kinds; (2) With regard to the registration of electors, succeed to and exercise all powers, duties, and responsibilities conferred upon and incumbent upon the board of registrations and elections (BRE) pursuant to general law of whatever nature and kind. Note: New members not added to members list; counts represent old board.	Predetermined	N/A	5	0	5	100%
<b>Building Authority</b>	To construct, erect, acquire, own, repair, remodel, maintain, add to, extend, improve, equip, operate, and manage a building or facility intended for use as a juvenile court facility.	Predetermined- Exec. Asst. Predetermined - Finance Director Predetermined - BOC Budget Chair Predetermined - BOC Presiding Officer Predetermined - CEO	N/A	5	0	5	100%
<b>CATV Citizens Advisory Board</b>	It shall be the duty of the CATV Citizens Advisory board to advise the board of commissioners regarding the utilization and coordination of the CATV system's facilities, equipment and access channels which are made available for use by citizens, government and educational institutions under the franchise ordinances granted by the County.	BOC Commissioners	4 years	9	5	4	100%



<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Certificate Review Board</b>	Reviews denials of applications for adult entertainment permits. Requirements Membership: Deputy Public Works Director for Development; Chief of Police or Deputy; Chief of Police; Fire Rescue Director; Director of Health; and Director of Human Resources.	No authority listed; Code 15-413(b)(5) referenced	N/A	5	0	5	100%
<b>Charter Review Commission</b>	Description not listed	Not listed	Not listed	17	5	0	29%
<b>Citizen Oversight Committee for SPLOST Revenues and Expenditures</b>	The Citizen Oversight Committee for SPLOST Revenues and Expenditures will provide accountability and transparency to all DeKalb citizens. It will build public trust in DeKalb County which will be essential if future SPLOST referendums must be approved by voters.	District BOC Commissioners	N/A	9	2	1	33%
<b>Community Council Board</b>	The community councils are created to review applications for rezonings, land use plan amendments, special land use permits and text amendments, and to report their recommendations to the planning commission.	District BOC Commissioners	N/A	75	7	61	90%
<b>Community Development Advisory Board</b>	Develop and promote for the public good and welfare, commerce, industry, and employment opportunity in DeKalb county.	CEO nomination BOC confirmation	N/A	8	1	0	13%
<b>Community Service Board</b>	Provide mental health, developmental disability, and addictive diseases services at its facilities in DeKalb County, GA.	CEO nomination BOC confirmation Appointed Positions	N/A	12	2	5	58%

<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Decide DeKalb Development Authority</b>	Decide DeKalb is a one-stop shop for business recruitment, retention and expansion for Georgia's third largest county: DeKalb County. Thousands of businesses and more than 700,000 residents stake their claims here for a first-class place for business and a high-quality way of life.	CEO nomination BOC confirmation	4 years	8	1	7	100%
<b>Development Disabilities Planning &amp; Coordinating Council/Behavior al Health &amp; Developmental Disabilities - Region 3</b>	To provide effective services to the developmentally disabled citizens of DeKalb County.	BOC appointees with prescribed guidelines	N/A	14	4	6	71%
<b>Division of Family and Children Services (DFACS)</b>	Created for the efficient performance of county welfare services.	CEO nomination BOC confirmation	N/A	7	1	3	57%
<b>East Metro DeKalb Community Improvement District Board</b>	Commercial property owners have agreed that south DeKalb needed a CID to serve as an economic development tool to bolster improvements in the area. The CID's primary areas of focus are: beautification, public safety, and transportation improvements Note: No defined term length - members with expired dates shown as still active.	Predetermined BOC/CEO concurrence	N/A	9	0	0	0%

<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Film, Music, and Digital Entertainment Commission</b>	The Film, Music, and Digital Entertainment Commission will work closely with DeKalb County and Decide DeKalb to help market and attract film, music entertainment production and supporting industries.	Varied entertainment organizations	2 years	11	0	11	100%
<b>Fulton-DeKalb Hospital Authority (Grady Health System)</b>	The Fulton-DeKalb Hospital Authority (the "Authority") is a public body, corporate and political, created by the General Assembly of the State of Georgia under the Hospital Authorities Law, originally set forth in Georgia Laws 1941, p. 24-1 et. seq., as amended, and now in O.C.G.A. * 31-7-70 et. seq., as amended, and activated by like resolutions of Fulton and DeKalb Counties. It was created for the following purposes: (1) to acquire and operate hospitals and other healthcare facilities in and for said counties; (2) to minister to the sick residents of said counties; (3) to assume the care and treatment of the indigent sick of said counties; and (4) to care for those sick or injured in emergency cases where the accident or emergency occurred within either of the counties. The Authority was created by Resolution of the Board of Commissioners, August 6, 1941, to oversee the operations of Grady Memorial Hospital and other public health facilities with a nine (9) member board. At a call meeting February 10, 1945, a motion was made to approve increasing the membership to ten (10).	Fulton/DeKalb Commissioners	4 years	10	1	7	80%



<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Greater Conley CID</b>	Consent of the commercial property owners within this district, provides evidence of a need for improvements to (1) street and road construction and maintenance, (2) parks and recreational areas and facilities, (3) storm water and sewage collection and disposal systems, (4) development, storage, treatment, purification, and distribution of water, (5) public transportation, (6) terminal, dock facilities and parking facilities, and (7) other such services and facilities appropriate for creation and improvement by a community improvement district in the proposed area of the Conley CID. Creation of this community improvement district will raise revenues sufficient to provide a solution to these needs in the area without having a negative impact on DeKalb County's revenues or resources.	Not listed	N/A	7	7	0	100%
<b>Historic Preservation Commission</b>	To establish a uniform procedure for the protection, enhancement, perpetuation, and use of places, districts, sites, buildings, structures, objects, landscape feature and works of art having special historical, cultural or aesthetic interest, or value.	CEO BOC Confirmation	N/A	7	0	0	0%
<b>Hospital Authority</b>	DeKalb County Hospital Authority There is a public need in DeKalb County, Georgia for the erection of a hospital project and the creation of a hospital authority to properly operate such project.	CEO nomination BOC confirmation	5 years	9	5	3	88%

Boards/ Commissions	Brief Description	Appointing Authority	Term Length	# of Total Members	# of Member Vacancies	# Member Expired Terms	% Membership Vacant or Expired
<b>Housing Authority</b>	The housing authority was created to address the unsanitary and unsafe inhabited dwelling accommodations that exist in DeKalb County. In addition, there is a shortage of safe and sanitary accommodations for low income individuals. 5 (+1 or 2**) Note: The extra members are authorized if the Housing Authority enacts a resolution authorizing one or two additional board members, of whom at least one is directly assisted by the public housing authority in such county and is known as a resident commissioner. O.C.G.A. §8-3-50(b)	5 members - CEO nomination BOC confirmation (2).	N/A	7	1	6	100%
<b>Initiative for a Green DeKalb Advisory Council</b>	Advise, advocate, and establish a vision for an integrated greenspace system in DeKalb County consistent with and within the guidelines of the state initiative. Recommend and communicate the policies to the council and board of commissioners. Monitor implementation of the plan and provide information to the public.	BOC	Varies	18	11	4	83%
<b>Keep DeKalb Beautiful</b>	Keep DeKalb Beautiful, Inc., functions as an extension of KDB programming and outreach. Each year, KDB must secure financial support to strengthen the organization as DeKalb's leading resource for community improvement and environmental stewardship. Keep DeKalb Beautiful, Inc. Annual Sponsors and members are key community partners that help make what we do possible.	The KDB Board does not have appointed people on it. The board is it's own 501©3. Every member on the board is voted on the board by the directors/officers of the board. The KDB, Inc. non-profit board of directors gets its status from the parent organization Keep America Beautiful.	Varies	7	0	0	0%



<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Expired or Vacant</b>
<b>Library Board</b>	The purpose of the DeKalb County Library Board shall be to furnish library service to the people of the county under the regulations governing public libraries as set forth by the State of Georgia.	CEO / BOC / DeKalb County Executive Assistant	N/A	13	1	7	63%
<b>Magistrate Court Judge, Senior, (FT/PT)</b>	There is created the office of senior magistrate. Subject to the approval of the governing authority, any chief magistrate of this state may appoint to the office of senior magistrate any retired chief magistrate, magistrate, or judge who prior to retirement served at least eight consecutive years as chief magistrate or magistrate, or a combination of such offices, or served eight consecutive years as a judge of a court of record or juvenile court, or a combination of such offices. A senior magistrate need not be a member of the State Bar of Georgia, unless required by local law. The term of an appointment made pursuant to this Code section shall not exceed the current term of the appointing officer.	CEO / BOC / Chief Magistrate	4 Years	22	0	22	100%
<b>MARTA Board</b>	An Act known as the "Metropolitan Atlanta Rapid Transit Authority Act of 1965," approved March 10, 1965 (Ga. L. 1965, p. 2243), as amended, is amended by revising Section 6 as follows: (a) Then On and after January 1, 2017, the Board of Directors of the Authority shall be reconstituted and composed of 11 voting members and two nonvoting members.	CEO (13A) / Fulton County / City of Atlanta / Clayton County  1 of 4 DeKalb appointees is appointed by caucus of city Mayors	N/A	11	0	1	9%



<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Merit System Council</b>	It shall be the duty, function, and responsibility of the merit system council to represent interests of the public in the improvement of personnel administration and the selection of qualified personnel. Review appeals pertaining to disciplinary actions of permanent classified employees for cause.	CEO	N/A	5	5	0	100%
<b>Parks Bond Citizen Advisory Committee</b>	Advise the board of commissioners on land acquisition and other matters and to review the use of bond proceeds.	BOC	N/A	10	4	3	70%
<b>Partnership for Community Action</b>	Develop education and employment opportunities, engage in economic development activities, work for decent housing that is affordable to low and moderate-income persons, and aim to improve human performance, motivation and productivity.	Seven Public Official Directors shall be appointed from the three counties that make up the PCA service area. The number of Public Sector Directors shall be four from DeKalb County, two from Gwinnett County, and one from Rockdale County. Public Sector Directors shall be approved by the Board of Directors.	5 Years	21	14	7	100%

Boards/ Commissions	Brief Description	Appointing Authority	Term Length	# of Total Members	# of Member Vacancies	# Member Expired Terms	% Membership Vacant or Expired
<b>Pension Board</b>	Review the pension fund's financial status and investments choices. This board will also administer the pension fund and pay the benefits as set out in the pension Act. <a href="http://dekalbpension.com">http://dekalbpension.com</a>	<p>Membership/Appointment: Post 1: The Chief Executive officer of Dekalb County Posts 2-3: BOC Appointment <input type="checkbox"/> Official action of the BOC <input type="checkbox"/> an affirmative vote of four commissioners. <input type="checkbox"/> Two 920 members shall be elected by the Board of commissioners of the County <input type="checkbox"/>.</p> <p>Posts 4: Director of Finance of Dekalb County (non-voting members) Posts 5: Director of the Merit System of Dekalb County (non-voting members).</p> <p>Post 6-7: Officers, employee or deputies of Dekalb county (elected by Dekalb employees and officers).</p> <p>Posts 8: A retired officer, employee or deputy of Dekalb county (elected by retired participants in the County pension plans). Posts 9: Appointed by the voting members and shall be experienced in business or professional work. Requirements of membership: No department or agency shall be represented by more than one (1) officer, employee, or deputy employed in such department, office or agency.</p>	N/A	9	0	9	100%

<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Perimeter Community Improvement District</b>	This district is created for the provision of the following governmental services and facilities: (1) Street and road construction and maintenance, including curbs, sidewalks, street lights, and devices to control the flow of traffic on streets and road; (2) Parks and recreational areas and facilities; (3) Public transportation, including but not limited to services intended to reduce the volume of traffic or to transport two (2) more persons in common vehicles or conveyances; (4) Terminal and dock facilities and parking facilities.	# of Members: 7 (2 appointed by governing authority) Membership: 13A Appointment <input type="checkbox"/> CEO Nomination/BOC Confirmation. <input type="checkbox"/> Two board members shall be appointed by the governing authority of DeKalb County. <input type="checkbox"/> See CODE of DeKalb County, GA. APP. B 1265 Requirements of Membership: Board members, including appointed board members, shall be taxpayers/owners of real property within the district.	N/A	7	4	0	57%
<b>Planning Commission</b>	It shall be the function and duty of the county planning commission to review and/or recommend such careful and comprehensive surveys and studies of existing conditions and probable future developments and to review and/or recommend such plans for physical, social, and economic growth as will best promote the public health, safety, morals, convenience, prosperity, or general welfare as well as efficiency and economy in the development of its political jurisdiction	CEO / BOC	N/A	9	0	0	0%
<b>Private Hospital Authority</b>	To provide adequate and proper health facilities in DeKalb County, thereby promoting the general welfare of the citizenry, as the same is more specifically set out in O.C.G.A. Section 31-7-73.	CEO	N/A	7	0	6	86%



<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Public Safety and Judicial Facilities Authority</b>	To acquire, construct, improve, modify, operate, maintain, or repair county judicial, detention, or public safety facilities.	CEO	N/A	5	1	4	100%
<b>Recreation, Parks, and Cultural Affairs Citizens Advisory Board</b>	The DeKalb County Recreation, Parks and Cultural Affairs Citizens Advisory Board is an 11-member advisory body appointed by the Chief Executive Officer, Board of Commissioners, Board of Education, DeKalb Municipal Association and Legislative Delegation. The Board provides advice on the types of activities, necessary facilities, general direction and assists the Recreation, Parks and Cultural Affairs Department in their efforts to provide leisure services to all citizens of DeKalb County. Provide advice and recommendations regarding activities, facilities, and general direction of the parks and recreation program.	Posts 1-8: CEO Nomination or Commissioner Nomination/BOC Confirmation. <input type="checkbox"/> Each county commissioner and chief executive officer shall nominate one member. The nomination will be confirmed for appointments by majority vote of the board of commissioners. <input type="checkbox"/> See DeKalb County, GA. Board of Commissioners, Resolution <input type="checkbox"/> Recreation, Parks and Cultural Affairs Advisory Board, 01/22/1985. Posts 9-11: The DeKalb County Delegation, the Board of Education and the DeKalb Municipal Association shall each recommend the appointment of one active member or designee of the respective organizations.	4 Years	11	1	7	73%
<b>Residential Care Facilities for the Elderly Authority</b>	Acquire, construct, lease, equip, improve, modify, expand, modernize, and remodel new or existing residential care facilities for the elderly located or to be located the area of operation of the authority.	CEO / BOC	N/A	7	0	5	71%

<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Stone Mountain Community Improvement District</b>	To ensure the provision of the following governmental services and facilities: (1) street and road construction and maintenance, including curbs, sidewalks, street lights, and devices to control the flow of traffic on streets and roads; (2) parks and recreational areas and facilities; (3) public transportation, including but not limited to services intended to reduce the volume of traffic or to transport two (2) or more persons in common vehicles or conveyances; (4) terminal and dock facilities and parking facilities.  It shall be the duty of the county board of tax assessors to investigate diligently and to inquire into the property owned in the county for the purpose of ascertaining what real and personal property is to subject to taxation in the county and to require the proper return of the property for taxation.	Pursuant to 13A of the Organizational Act where <input type="checkbox"/> The chief executive shall nominate a person by sending a written notice to the commission, <input type="checkbox"/> for appointment to the Stone Mountain Community Improvement District (CID). Members of the CID board serve at the will of the DeKalb County governing authority and are not bound by term limits.	N/A	2	0	0	0%
<b>Tax Assessors</b>	It shall be the duty of the county board of tax assessors to investigate diligently and to inquire into the property owned in the county for the purpose of ascertaining what real and personal property is to subject to taxation in the county and to require the proper return of the property for taxation.	CEO	6 Years	5	0	0	0%
<b>Taxi Board</b>	To hear appeals of the finance department that adversely affects or aggrieves any vehicle for hire applicant or licensee.	CEO	N/A	5	5	0	100%
<b>Technical Board of Appeals</b>	The board shall have the following powers: To hear appeals of decisions and interpretations of the development director ( <input type="checkbox"/> director <input type="checkbox"/> ); to hear appeals of the director's decision related to the use of alternative material, designs, methods of construction, equipment and appliances; to hear appeals of the director's decision related to unsafe conditions; to hear and	CEO / BOC	N/A	9	4	3	78%

<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
	grant applications for pre-qualification of alternate registered engineers, as well as remove pre-qualification status from alternate registered; and to review proposed amendments to the land development and technical codes and provide recommendations on such amendments to the governing authority.						
<b>Veterans Affairs Advisory Board</b>	Assist in enhancing Dekalb County's knowledge and appreciation of the contributions and sacrifices of its veterans. Advise and make recommendations to the chief executive officer on a variety of education and commemorative activities designed to elevate the public's knowledge of and to preserve the historical contributions of veterans. Develop and implement veteran memorial services, erect veteran monuments and establish veteran museums in Dekalb County. Research and recommend other activities and ceremonies designed to educate the public on the contributions of veterans.	CEO	N/A	16	0	0	0%



<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Watershed Capital Improvement Programs (CIP) Advisory Group</b>	Mission. To provide informed professional and citizen participation in the Watershed Management Department's ("Watershed") Capital Improvement Program, the implementation of the County's consent decree with the Environmental Protection Agency ("EPA") and the education of community members so the County makes the most effective use of available resources while ensuring DeKalb County's waters meet all federal and state water quality standards for the benefit of all residents and visitors.	CEO / BOC / Watershed Advocate	2 Years	11	2	6	73%
<b>Watershed Customer Service and Billing Advisory Board</b>	Mission. To provide informed professional and citizen input concerning customer service and billing for the Watershed Department, to ensure timely response and appropriate review of billing errors, compliance with existing policies dealing with water billing, customer service, field work related to meters/meter replacement and repair, and installation of new meters.	CEO / BOC / DeKalb Municipal Association	N/A	9	0	6	67%
<b>Workforce Investment Board</b>	Provide policy guidance for and exercise oversight with respect to a local workforce in vestment system conducted under the workforce Investment Act.	CEO	N/A	14	0	0	0%

<b>Boards/ Commissions</b>	<b>Brief Description</b>	<b>Appointing Authority</b>	<b>Term Length</b>	<b># of Total Members</b>	<b># of Member Vacancies</b>	<b># Member Expired Terms</b>	<b>% Membership Vacant or Expired</b>
<b>Zoning Board of Appeals</b>	The zoning board of appeals shall have the power and duty to hear and decide appeals where it is alleged by the appellant that there is error in any final order, requirement, or decision made by an administrative official based on or made in the enforcement of the zoning ordinance.	BOC	4 Years	7	0	6	86%
<b>Total Appointments</b>				<b>513</b>	<b>95</b>	<b>244</b>	

### Summary

**Total Boards and Commissions- 49**

**# Boards with no vacancies/expired terms - 9 (18%)**

**# Boards with 100% vacancies/expired terms - 15 (31%)**

**# Boards with 50% + vacancies/expired terms - 20 (41%)**

**# Boards with < 50% vacancies/expired terms - 5 (10%)**

## Exhibit B: DeKalb County Government: Board Application

DeKalb County Government, Georgia

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### Profile

Prefix First Name Middle Initial Last Name Suffix

Email Address

Street Address Suite or Apt

City State Postal Code

Primary Phone

Employer Job Title

---

Which Boards would you like to apply for?

None Selected

---

### Interests & Experiences

Are you a resident of DeKalb County?

☐ Yes ☐ No

Why are you interested in serving on a board or commission?

Do you meet the minimum qualifications to be appointed to this board?

☐ Yes ☐ No

What experience do you possess that will make you an ideal candidate for this board?

Are there any extenuating circumstances that would prevent you from serving on this board in the future?

Upload a Resume



---

**Demographics**

Ethnicity

---

None Selected

Political Party

---

None Selected

Gender

---

None Selected

Sexual Orientation

---

None Selected

---

Date of Birth

## **Exhibit C: DeKalb Organizational Act and Code: Section 13(A) – Appointments to Public Office**

### **DEKALB**

#### **Sec. 13A. - Appointments to public office.**

- (a) (1) Whenever any other law of this state authorizes or requires a county governing authority, including any such law which refers to a local governing body with the intention of including a county governing authority, to appoint or elect a person to fill a post or vacancy in any public office or as a member of any public authority, board, commission, or other body or agency, such post or vacancy shall be filled as follows:
- (A) The chief executive shall nominate a person by sending a written notice to the commission, and such notice shall specify the post or vacancy to be filled, the date such post or vacancy is to be filled, the qualifications, if any, which must be possessed by a person filling the post or vacancy, and the name of the person nominated by the chief executive;
  - (B) Within twenty (20) days after the date the notice described in subparagraph (A) of this subsection is received, the commission, either at a regular or called meeting, shall confirm or reject the nominee of the chief executive;
  - (C) If the first nominee of the chief executive is rejected by the commission, the chief executive shall make a second nomination in writing to the commission within ten (10) days after the date of such rejection;
  - (D) Within fifteen (15) days after the date the second nomination of the chief executive is received, the commission, either at a regular or called meeting, shall confirm or reject the second nominee of the chief executive; and
  - (E) If the second nominee of the chief executive is rejected by the commission, the commission shall, within fifteen (15) days after the date of such rejection, either at a regular or called meeting, elect a qualified person to fill the post or vacancy without the necessity of a nomination by the chief executive.
- (2) When the need to fill a post or vacancy is known by the chief executive at least sixty (60) days in advance of the date on which the post or vacancy should be filled, the chief executive shall initiate the procedures provided by paragraph (1) of this subsection far enough in advance to permit such post or vacancy to be filled at the proper time. In all other cases, the chief executive shall initiate such procedures as soon as practicable after learning of the need to fill the post or vacancy.
- (b) When a law described in subsection (a) of this section authorizes a person elected or appointed to fill a post or vacancy to be removed from office by a county governing authority, such power of removal may be exercised by the affirmative vote of at least four (4) members of the commission, exclusive of the presiding officer, or by the affirmative vote of three (3) members of the commission and the presiding officer. Such power of removal may be exercised by the commission without the concurrence of the chief executive, but the chief executive may recommend such removal to the commission.
- (c) Whenever any other law of this state authorizes or requires the chairman of the board of commissioners of a county or the elected chief executive officer of a county, by whatever name designated, to hold another office or to serve as a member of any public authority, board, commission, or other body or agency, such law shall be construed to grant such authority or apply such requirement to the chief executive.
- (d) Whenever any other law of this state refers, for purposes other than those described in subsection (c) of this section, to the chairman of the board of commissioners of a county or to the elected chief executive officer of a county, by whatever name designated, such law shall be construed to refer to the chief executive.

(Acts 1986, p. 4107, § 3)