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City of Gainesville Policy Program Preliminary Research & Analysis

TOPIC: Subcommittee Usage in Municipal Government

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DATE: January 31st, 2022

REQUESTED BY: Commissioner Hayes-Santos

OBJECTIVE

A review of how of subcommittees can be utilized in local government and an analysis of the advantages and disadvantages of using subcommittees to advance policy discussions.

EXECUTIVE SUMMARY

Subcommittees are standing committees organized around a specific policy field, typically composed of 2-3 commission members per subcommittee along with any staff members relevant to the policies and programs being discussed. These subcommittees discuss specific policies and create recommendations on how to move the issue forward. Those recommendations are then heard by the full commission to decide whether the city will move forward with the policy. Subcommittees are frequently referred to as either standing committees or committees.

With the exception of two standing subcommittees (the Audit and Finance Committees), the City of Gainesville primarily utilizes the General Policy Committee (GPC) model to advance policy discussions rather than utilizing the subcommittee model. The General Policy Committee model has been in place since 2016, with subcommittees preceding it. With the General Policy Committee, the commission meets as a full body twice a month as the General Policy Committee to have more nuanced policy discussions and to instruct staff on items they would like to move forward in the policy process. Potential advantages to returning to a subcommittee structure include increased

oversight of city departments and providing more time for staff to discuss the commission's intended direction on policies with select commissioners. However, challenges in adopting this structure include increased time commitments for commissioners and staff, decreased manager purview, and potential issues of fairness in regards to which commissioners are able to influence certain policies.

Alternatives to subcommittees that could supplement the GPC model may be the implementation of additional ad hoc committees or advisory boards, and/or implementing workshop sessions before GPC or Commission meetings.

HISTORY/BACKGROUND INFORMATION

Definitions

Within local government, subcommittees serve as standing committees that tackle ongoing policy issues in a specific field.¹ They allow for the discussion and examination of issues that are intended to eventually be brought forward to the entire governing body of the municipality. Typically, subcommittees create a group unified under one predetermined field - such as parks and recreation, health and safety, or administration and finance. Subcommittees are generally made up of two to three members of the municipality's legislative body along with staff members from departments relevant to the policy issues at hand. Subcommittees are typically created for the purpose of providing increased oversight of city departments and issues while allowing extended time for commissioners to discuss their intended policy direction with staff and the public. Note that the terms subcommittees and committees are sometimes used interchangeably.

Ad hoc committees are committees designed for the express purpose of solving a clearly defined issue and they operate on a predetermined, limited time frame. These committees are defined as committees "formed for a limited period of time to address a specific need" and are dissolved once the work is complete.²

Advisory boards or committees are made to provide advice from a citizen perspective to the mayor and commission on issues raised to the legislative body.³ These boards may conduct independent research and hear public comment to formulate their recommendations.

Previous Usage of Subcommittees in Gainesville

Prior to the dissolution of the majority of the City of Gainesville's standing subcommittees in early 2016, there were 8 committees which generally met monthly. These committees included the Regional Utilities Committee, which was governed by four commissioners; the Recreation, Cultural Affairs, and Public Works Committee, which was governed by two commissioners; the Equal

¹ <https://mrsc.org/Home/Explore-Topics/Governance/Legislative-Organization-Meetings-and-Process/Council-Committees.aspx>

² https://www.asaecenter.org/resources/articles/an_plus/2015/december/the-basics-of-board-committee-structure

³ <https://www.accgov.com/7516/Advisory-Committee-Roles-and-Expectation>

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Opportunity Committee, which was governed by two commissioners; the Community Development Committee, which was governed by two commissioners; the Public Safety Committee, which was governed by two commissioners; the Audit and Finance Committee, which was governed by the mayor and one commissioner; the Legislative and Organizational Policy Committee, which was governed by the mayor and one commissioner; and the Economic Development and University Community Committee, which was governed by three commissioners. Additionally, the General Policy Committee was formed in 2014, which met monthly and was governed by all six commissioners and the mayor.⁴

Ultimately, this process was disbanded and all committees except for the General Policy Committee and Audit and Finance Committee were repealed due to several concerns with the process:

- There were 9 committee meetings monthly, which required significant commission and staff time to prepare for and attend.
- Committees were comprised of 2-3 commissioners, who may hold the minority opinion on an issue.
- Committee recommendations were then brought to the commission to be heard again, taking up more staff time.
- Referral lists became long, and it often took items months before they could be discussed by a committee which led to items becoming stale and forgotten.
- Items were not analyzed to determine feasibility during the committee meetings.
- The committee meetings were not designed to allow for prioritization of issues.⁵

Currently, the only remaining standing subcommittees in Gainesville are the Audit and Finance Committees. Prior to 2022, the Audit and Finance Committee was a single committee, however, on January 1st, 2022 that committee separated into the Audit Committee and the Finance Committee.⁶ Under the revised structure, the Audit Committee is governed by two commissioners and one subject matter expert, and the Finance Committee is governed by three commissioners.⁷ While the General Policy Committee remains in place, it is not considered a subcommittee for the purposes of this report since all six commissioners and the mayor serve on the committee.

Current City of Gainesville Process

In place of most permanent standing subcommittees, the City of Gainesville currently operates as a General Policy Committee (GPC) where the entire commission meets twice a month as the General Policy Committee to discuss and deliberate over policies that are not yet ready for action by the City Commission as a body. According to the City of Gainesville's Policy Process, if the General Policy

⁴ <https://gainesville.legistar.com/Calendar.aspx>

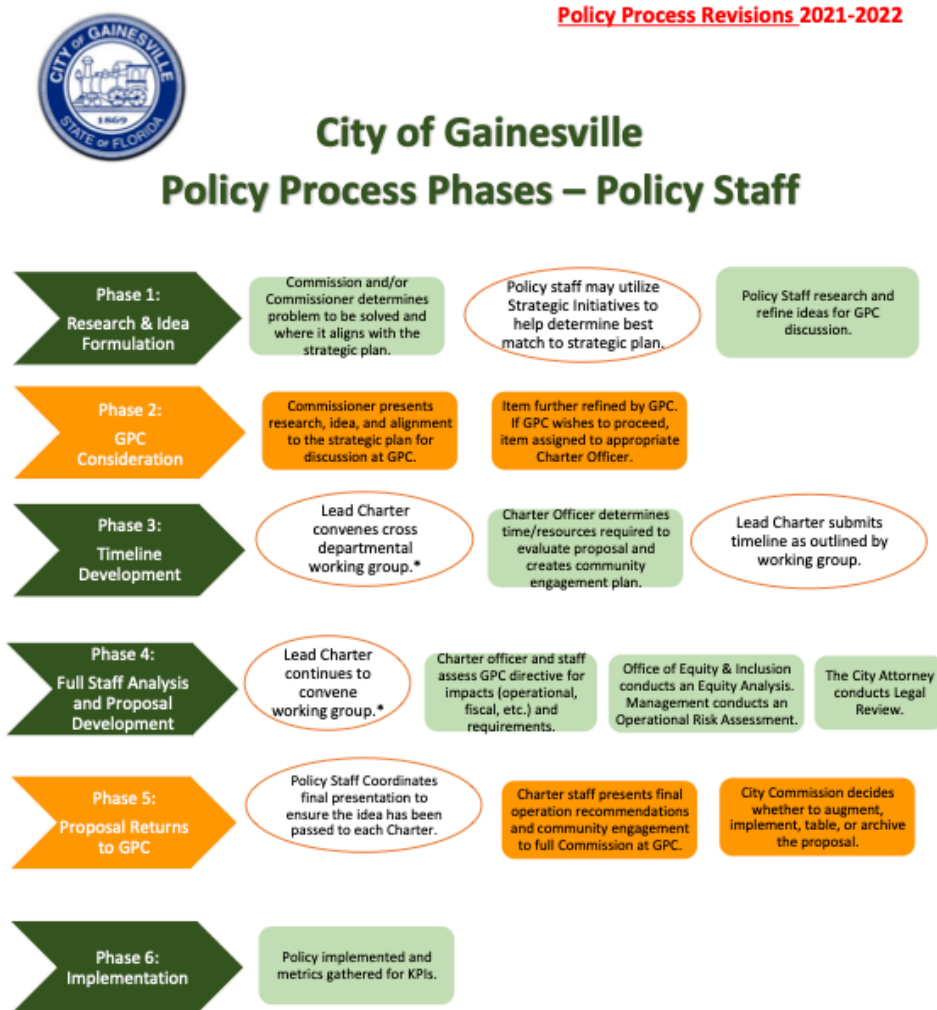
⁵ <https://gainesville.legistar.com/MeetingDetail.aspx?ID=480407&GUID=BF888E4D-3E0A-4C6C-B364-FC985DDDF5F8D&Options=info&Search=>

⁶ https://legistar.granicus.com/Gainesville/meetings/2021/12/12239_A_City_Commission_21-12-02_Meeting_Agenda.pdf?id=dfdeba08-b14d-4e01-9d51-a039cdd560f1 Item 210655

⁷ https://legistar.granicus.com/Gainesville/meetings/2021/12/12239_A_City_Commission_21-12-02_Meeting_Agenda.pdf?id=dfdeba08-b14d-4e01-9d51-a039cdd560f1 Item 210655

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Committee decides to advance past a preliminary discussion of a policy at a GPC meeting, the item will be assigned to a charter officer and staff to discuss the resources and timeline needed to implement the policy. The current policy process was updated at a General Policy Committee on August 12, 2021⁸, and is as follows:



*Working groups will always have presence from the Policy staff, Strategic Initiatives & Legal. Consultation from the Office of Equity and Inclusion and the Auditors Office will be given on an as needed basis.

Clerk's Office Policy Research Team
August 12, 2021

⁸ https://gainesville.granicus.com/AgendaViewer.php?view_id=9&clip_id=4364, General Policy Committee, 8/12/21

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The City of Gainesville additionally has several advisory boards. They are only open to members of the public only and they include:⁹

- Bicycle Pedestrian Advisory Board
- Board of Trustees of the Consolidated Police Officers' and Firefighters' Retirement Plan
- Citizens Advisory Committee for Community Development
- City Beautification Board
- City Plan Board
- Development Review Board
- Fire Safety Board of Adjustment
- Gainesville Art in Public Places Trust
- Gainesville Community Reinvestment Area Advisory Board
- Gainesville Cultural Affairs Board
- Gainesville Human Rights Board
- Historic Preservation Board
- Nature Centers Commission
- Pension Review Committee
- Policy Advisory Council
- Public Recreation and Parks Board
- Regional Transit System Advisory Board
- School Planning Advisory Committee
- SHIP – Affordable Housing Advisory Committee
- Student Community Relations Advisory Board
- Tree Advisory Board
- Tree Board of Appeals
- Utility Advisory Board
- Wild Spaces Public Places Citizen Oversight Committee

The subcommittees currently within the City of Gainesville operate as ad hoc committees, are composed of commissioners, and include:

- Zero Waste Subcommittee
- Digital Access Subcommittee

Upon completion of its designated purpose, these subcommittees will dissolve. For example, prior subcommittees that were dissolved after their completion were the Race & Equity and Rental Housing Subcommittees. However, as stated above, there are still two standing committees in place like the Audit Committee and the Finance Committee.

Advantages and Disadvantages to Subcommittees

Subcommittees are typically used to provide the city commission with greater oversight of city departments and larger policy issues. Commissioners are able to track the progress of the policy

⁹ <http://www.cityofgainesville.org/ClerkOfTheCommission/AdvisoryBoardsCommittees.aspx>

more closely due to monthly meetings which allow committee members to discuss details over a greater period of time, and more frequently, compared to a general policy meeting structure. This can help prevent staff members from diverging from the commission's original direction when they are determining details of the policy or program they were tasked with creating. Another primary advantage with subcommittees is that they offer platforms for discussion on topics early in the policy process with staff and the public rather than at the end. These subcommittees are used to refine recommendations and thoroughly discuss implications before they are presented before the full council.

However, there can be challenges when applying subcommittees. The Florida Sunshine law grants public access to the governmental proceedings at the state and local levels.¹⁰ According to Dr. Bob Lee of the Center for Florida Local Government Excellence, a challenge when structuring subcommittees in a city commission is maintaining transparency as any meeting between two commissioners must occur at a publicly noted meeting.¹¹ During a conversation with Dr. Lee, who has 26 years of experience in city management and over 10 years of experience in academia, he stated this is one of the primary reasons that many Florida cities choose to not have subcommittees. Another potential challenge is the issue of diversifying responsibility too greatly. Due to the nature of subcommittees, only a few commission members will receive information and be able to provide direction on a particular topic, while other members will not have input on the topic until the issue comes to the full body. Having all commissioners receive information at the same time may instead be the best practice to ensure fairness and minimize undue influence on policy creation. Additionally, subcommittees could demand greater time responsibilities from commissioners and staff, as they would be expected to meet at least once a month with their subcommittees. Subcommittees also increase staffing responsibilities as each meeting for each subcommittee would need to be scheduled and posted for the public. Finally, subcommittees can weaken the role of the city manager as it could transform the role of the commission away from a legislative body and into an executive one.¹² Under the council-manager system, the manager is expected to analyze departments and bring forth ideas regarding policy implementation to the commission. With subcommittees, certain commissioners would have greater oversight of certain departments which may interfere with the manager's purview.

Alternatives to Subcommittees

Instead of subcommittees, it is more typical for council-manager jurisdictions to use advisory boards made up of local businesses and citizens which inform the city commission on an assigned issue. A city commissioner may decide they are responsible for a particular advisory committee and serve as a liaison to the rest of the commission. Upon conversation with Dr. Lee, Executive Director of the Center for Florida Local Government, he cautioned commissioners sitting in on advisory board meetings as it may affect the outcome of the meetings and unjustly influence results. Instead, it is

¹⁰ <https://myfloridalegal.com/pages.nsf/Main/DC0B20B7DC22B7418525791B006A54E4>

¹¹ Personal conversation with Dr. Bob Lee, Executive Director, Center for Florida Local Government Excellence

¹² Personal conversation with Lynn Tipton, Director, Florida League of Cities University

better to use advisory boards to provide recommendations to the entirety of the commission at the same time, as is the case with the City of Gainesville's advisory boards. Advisory boards can provide recommendations within their subject or outside of it; recommendations from varying advisory boards can provide different, broader perspectives on certain topics.¹³

The City of Gainesville already has many advisory boards and committees in place. While discussing the subject with Lynn Tipton, Director of the Florida League of Cities University with 25 years of experience at the Florida League of Cities, she noted that Gainesville is often referenced for other cities looking to diversify their boards and committees. These boards and committees may provide a cross section of established meetings with public input. However, a few potential expansion opportunities related to advisory boards include health and safety, economic development and planning, and administration and finance.

Ad hoc committees are another method to address oversight and detailed discussion. They would meet over a predetermined, limited period of time to find a solution to a specific issue. The purpose of these committees is to address short term needs with stronger recommendations. The city can make these committees time sensitive and focused on a narrow scope. Currently, the Zero Waste and Digital Access Subcommittees found in the City of Gainesville are ad hoc committees as they are created for a limited period of time to achieve an explicit purpose. It is important that these committees clearly identify solutions to a proposed problem rather than identifying further issues. This can be addressed by ensuring the scope of the committee is narrow and specific.

Lynn Tipton of the Florida League of Cities additionally referenced workshops as an alternate solution to subcommittees. They serve as a meeting for the commission where commissioners can discuss topics without voting or taking official action. She has noted that cities that workshop effectively have a better understanding of the goals and priorities of each commissioner. It acts as less of a time commitment and would not change the government structure. A challenge may be incorporating more time into commissioner schedules, but workshops would minimize the need to coordinate subcommittee meetings and agendas.¹⁴ In the City of Tacoma, study sessions operate similarly to workshops and allow councilmembers to discuss different policies without pressure to decide on them. Study sessions allow for increased communication between councilmembers and the public on policy issues.¹⁵

PRELIMINARY RESEARCH AND FINDINGS

Overall, Florida cities with a council-manager structure typically do not utilize subcommittees. The following section will share the structures of several similarly situated municipalities in Florida, and will also share how cities that do utilize subcommittees operate.

¹³ Personal conversation with Dr. Bob Lee, Executive Director, Center for Florida Local Government Excellence

¹⁴ Personal conversation with Lynn Tipton, Director, Florida League of Cities University

¹⁵ Personal conversation with Claire Goodwin, City Council Assistant, City of Tacoma

Tallahassee, FL

Tallahassee follows a council-manager government and the mayor acts as a “leadership mayor,” overseeing city commission meetings and serving as the head of the City in regards to civil processes and executing legal documents.¹⁶ The mayor has no veto power and represents a single vote on the commission. Regular city commission meetings occur twice a month. Tallahassee utilizes citizen advisory boards like the Senior Citizens Advisory Board and Parks and Recreation Advisory Board, but does not utilize standing subcommittees.

The city also utilizes workshops before general commission meetings where the commission discusses issues, usually ones brought up at the next scheduled commission meeting, without voting.¹⁷

Lakeland, FL

Lakeland is a council-manager government where the commission meetings occur twice a month.¹⁸ They do not utilize a subcommittee structure, but do have boards and committees. Members vary from commission-appointed members to citizen members who are selected by staff.¹⁹ The only boards with commission members include the Airport Advisory Board and the Community Redevelopment Area Advisory Board. Additionally, the one committee with complete council membership, including the mayor, is the Utility Committee.

Port Saint Lucie, FL

Port Saint Lucie utilizes a council-manager form of government and the mayor has a vote in the city council.²⁰ The City Manager handles “daily business affairs.” Port Saint Lucie does not use subcommittees, but has advisory committees and boards.²¹

Cape Coral, FL

Cape Coral is a council-manager government.²² The city utilizes advisory boards and ad hoc committees. They describe these committees as “an important function in providing expertise in certain areas of city concern” which allow citizens to participate in recommendations to the council.²³ There are 21 of these committees. These advisory boards and committees focus on special issues like Parks and Recreation and waterways. The Transportation Advisory Committee is for council members only and the Selection Advisory Committee is for city staff only.

¹⁶ <https://www.talgov.com/cityleadership/city-commission.aspx>

¹⁷ Personal conversation with Lynn Tipton, Director, Florida League of Cities University

¹⁸ <https://www.lakelandgov.net/departments/city-clerk/city-commission-agendas/>

¹⁹ <https://www.lakelandgov.net/departments/city-clerk/municipal-boards-committees/>

²⁰ <https://www.cityofpsl.com/government>

²¹ <https://psl.granicus.com/boards/w/bb0248ce372cf721>

²² <https://www.capecoral.gov/search.php?q=committees>

²³ https://www.capecoral.gov/department/clerk/boards_and_committees2.php

Pembroke Pines, FL

Pembroke Pines is a council-manager government. They do not utilize subcommittees, but have ad hoc citizen advisory boards.²⁴ An example is the Ad Hoc Citizens' Committee on Hurricane Preparedness. There was also an ad hoc committee for Social Media conduct for municipal use.

Fort Lauderdale, FL

Fort Lauderdale has a commission-manager form of government.²⁵ They do not utilize subcommittees and instead use advisory boards, committees and authorities. There are 35 boards, committees and authorities.²⁶

Miramar, FL

Miramar is a council-manager government where the manager is appointed by the city commission.²⁷ They use advisory boards and ad hoc committees which are composed of appointed members and staff liaisons, and they do not have any subcommittees. There are 15 boards/committees and the composition of membership in a board or committee varies depending on the ordinance which established it.²⁸ Members are expected to volunteer their time and there is no compensation for being a board member.

Hollywood, FL

Hollywood is a commission-manager government.²⁹ There are 21 committees composed of members with specific qualifications.³⁰ The City Clerk's Office confirmed that no commissioners serve on these boards and committees as only citizens sit on the committees.³¹

Orlando, FL

Orlando utilizes a strong mayor, elected at-large, system. The mayor participates in city council meetings which occur twice a month. There are no standing committees or subcommittees. Instead, there are Citizen Advisory Boards and Mayor's Committees that encourage citizen participation to inform the mayor and council on specialized issues.³²

²⁴ <https://www.ppines.com/109/City-Boards>

²⁵ <https://www.fortlauderdale.gov/government>

²⁶ <http://fortlauderdale.granicus.com/boards/w/535c460f8191bab3>

²⁷ <https://www.miramarfl.gov/254/Government-Structure>

²⁸ <https://www.miramarfl.gov/375/Advisory-Boards>

²⁹ <https://www.hollywoodfl.org/27/Government>

³⁰ <https://www.hollywoodfl.org/155/Boards-Committees>

³¹ Personal conversation with City Clerk's Office, City of Hollywood

³² <https://www.orlando.gov/Our-Government/Records-and-Documents/Citizen-Advisory-Boards?BestBetMatch=advisory%20boards|d13b95b2-5146-4b00-9e3e-a80c73739a64|4f05f368-ecaa-4a93-b749-7ad6c4867c1f|en-US>

Jacksonville, FL

Jacksonville, Florida does utilize subcommittees in their government structure. However, Jacksonville differs from Gainesville as it is a city/county municipality and operates in conjunction with Duval County.³³ Standing committees in Jacksonville include the Finance Committee; Land Use and Zoning Committee; Neighborhoods, Community Services, Public Health and Safety Committee; Rules Committee; and the Transportation, Energy and Utilities Committee. Additionally, there are special committees that address specific issues like the opioid epidemic and downtown development.³⁴ Each standing committee has two councilmembers, a Chair and Vice Chair.

St. Petersburg, FL

St. Petersburg is structured with a strong mayor form of with 8 city council members. Under their boards and committees, there are 8 city council committees composed of 4 city council members with 1 additional alternate member. One of these committees is a Committee of the Whole that encompasses all councilmembers. There is a committee chair and a committee vice-chair for each committee, and the council members serving as committee chair and committee- vice-chair vary depending on the committee.³⁵ Meeting dates vary depending on the committee ranging from meeting twice a year to 9 times a year. These meetings operate similarly to standing committees and include the following committees: Budget Finance and Taxation Committee; Co-Sponsored Events Committee; Committee of the Whole; Health, Energy, Resiliency and Sustainability Committee; Housing, Land Use and Transportation Committee; Legislative Affairs Intergovernmental Relations Committee; Public Services and Infrastructure Committee; and the Youth and Family Services Committee. The St. Petersburg City Clerk, clarified that these city council committees do not include the mayor.³⁶ An issue will be proposed to the proper committee where members will deliberate over the topic in committee meetings. Once a decision is made in the committee, it will move forward to the full city council as a recommendation. Although city council members with voting power are selected by the chair of the committee, any council member can attend the meetings.³⁷ Once recommendations are finalized, they are presented before the full council, including the mayor.

Tacoma, WA

Tacoma utilizes a council-manager form of government with a mayor and eight council members. They utilize standing committees to “explore new policy recommendations and develop recommendations to the full city council.”³⁸ There are five subcommittees, or Council Committees: Committee of the Whole; Community Vitality and Safety; Economic Development; Government

³³ <https://www.coj.net/about-jacksonville/government>

³⁴ <https://www.coj.net/city-council/standing-committees>

³⁵ https://www.cityoftacoma.org/government/city_council/CouncilCommittees

³⁶ Personal conversation with Chan Srinivasa, City Clerk, City of St. Petersburg

³⁷ Personal conversation with Chan Srinivasa, City Clerk, City of St. Petersburg

³⁸ https://www.cityoftacoma.org/government/city_council/CouncilCommittees

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Performance and Finance; and Infrastructure, Planning, and Sustainability. Each Council Committee has four council members and an alternate, appointed by the mayor and approved by the council. The Chair and Vice-Chair are selected within the committee. The Committee of the Whole, the only committee not united for a specific purpose, acts similarly to full commission meetings. They determine the issues presented in front of standing committees, which includes the City Manager's proposed issue assignments. These meetings also allow the council to review progress reports from the standing committees. The city council meets every Tuesday with study sessions occurring before each meeting. These study sessions operate similarly to workshops where no formal action or public comment is taken. The meeting times of the committees varies. The Committee of the Whole meets once a month and the Community, Vitality and Safety Committee; Economic Development Committee; Government Performance and Finance Committee; Infrastructure, Planning, and Sustainability meet twice a month.³⁹

The City Council Assistant at the City of Tacoma explained how committees are mobilized. Council meetings are held Tuesday nights with study sessions held Tuesday afternoons. Standing committees allow for critical analysis on topics brought forth and allow discussion to take place on topics not covered during study sessions.⁴⁰ Study sessions serve as an alternative to subcommittees allowing for the discussion of policy without needing to make formal decisions.⁴¹ The committees act as a middle ground for policies that are not addressed at a general meeting. The city noted that a main consideration when pursuing subcommittees is the staff capacity needed to organize committee meetings and agendas. In Tacoma, four councilmembers share a policy assistant and an administrative assistant. The City Council Assistant suggests analyzing the maximized efficiency subcommittees would have before turning to the committee structure, and ensuring subcommittees have a clearly defined need and purpose along with objectives.⁴²

Augusta, GA

Augusta is a mayor-commission-administrator government, a combination of the mayor-council and commission-administrator format. This is the result of a government consolidation of Augusta and Richmond County which occurred in 1995.⁴³ Augusta operates with standing committees.⁴⁴ The commission meetings occur twice a month with committee meetings occurring between commission meetings. Each committee has two commission members in the position of chairman and vice chairman. There are five committees and eleven commissioners, including the mayor. The mayor does not have a position on the committees.⁴⁵ There are four members total on each committee. Committees include:

- Administrative Services Committee
- Engineering Services Committee

³⁹ <https://cityoftacoma.legistar.com/Calendar.aspx>

⁴⁰ Personal conversation with Claire Goodwin, City Council Assistant, City of Tacoma

⁴¹ Personal conversation with Claire Goodwin, City Council Assistant, City of Tacoma

⁴² Personal conversation with Claire Goodwin, City Council Assistant, City of Tacoma

⁴³ The University of Georgia. (2011). *A Review and Comparison of Georgia's Three Largest Consolidated Governments*.

⁴⁴ <https://www.augustaga.gov/601/Standing-Committees>

⁴⁵ <https://www.augustaga.gov/601/Standing-Committees>

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- Public Safety/IT Committee
- Finance Committee
- Public Services Committee

Scottsdale, AZ

Scottsdale operates as a council-manager government.⁴⁶ The council is composed of the mayor and six councilmembers, including the vice mayor. The council meets twice a month and holds work study sessions to provide direction to staff and discuss City issues. Work study sessions occur after the general city council meeting and include public comment.⁴⁷ There are three standing subcommittees: the Audit Committee, the Council Subcommittee on Education, and the Economic Development Subcommittee.⁴⁸ The Audit Committee has three councilmembers and two staff contacts.⁴⁹ The Council Subcommittee on Education membership includes the mayor, vice mayor, councilmember and one staff contact.⁵⁰ The Economic Development Subcommittee includes three councilmembers and two staff contacts.⁵¹ Scottsdale also utilizes advisory boards and committees in addition to subcommittees.

Bend, OR

Bend has a council-manager government with a mayor, mayor pro-tem and five councilors. City council meetings occur twice a month and subcommittee meetings occur once a month. There are two subcommittees, the Community Building Subcommittee and Stewardship Subcommittee, with three councilors and representatives from relevant advisory boards and committees.⁵² These subcommittees allow preliminary policy guidance to staff with input from advisory boards and committees, which then provide recommendations to the council as a whole.

PRELIMINARY ADVANTAGES/DISADVANTAGES ANALYSIS

Disadvantages

- Increased time responsibility for staff
- Decreased manager purview
- Listing new subcommittee meeting dates in accordance with Florida Sunshine Law
- Possible information bias as some commissioners receive information and make decisions on topics before others

Advantages

- Increased oversight of city departments

⁴⁶ <https://www.scottsdaleaz.gov/council/charter>

⁴⁷ https://www.scottsdaleaz.gov/events/City_Council_-_Regular_and_Work_Study_Session_Meeting_-_01-11-22_s_p30742?EventMode=View&EventOccurrence=0 , City Council Meeting, 1/11/222

⁴⁸ <https://www.scottsdaleaz.gov/council/council-subcommittees>

⁴⁹ <https://www.scottsdaleaz.gov/council/council-subcommittees/audit-committee>

⁵⁰ <https://www.scottsdaleaz.gov/council/council-subcommittees/council-subcommittee-on-education>

⁵¹ <https://www.scottsdaleaz.gov/council/council-subcommittees/economic-development-subcommittee>

⁵² <https://www.bendoregon.gov/government/city-council/council-subcommittees>

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- Ability to track policy progress more closely
- Increased communication between commission members and staff

PRELIMINARY AND ILLUSTRATIVE LIST OF POTENTIAL STAKEHOLDERS

- Lynn Tipton, Director of FLC University at the Florida League of Cities
- Dr. Bob Lee, Executive Director at the Center for Florida Local Government Excellence
- Gainesville City Commission
- Gainesville City Manager
- Gainesville City Clerk

RECOMMENDED POINTS FOR FURTHER RESEARCH/DISCUSSION

- How much time will commissioners further dedicate outside of current responsibilities to possible subcommittees or advisory boards?
- How will subcommittee assignments be made? What will be taken into account when making these assignments?
- What will be made a subcommittee and will they include participation from certain advisory board members?

ADDITIONAL RESOURCES

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