



# BOARDS AND COMMISSIONS TRAINING HANDBOOK

BOARDS AND COMMISSIONS

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# WELCOME

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Welcome and thank you for your commitment to serving on one of Salt Lake City's boards and commissions. Your time, experience, and dedication are invaluable in helping us make Salt Lake City a great place to live, work, and play. We appreciate your willingness to contribute your talents to shaping the future of our community.

This handbook is a valuable resource to help you understand the general policies, guiding principles, and expectations for your role as a board or commission member. Whether you are new to civic service or have prior experience, this guide is designed to provide you with the foundational knowledge needed to navigate your responsibilities effectively.

While this handbook offers an overview of general policies and expectations, you will receive more detailed information from your specific board or commission manager. This additional information may include ordinances, policies, or bylaws relevant to your area of service.

Your work on Salt Lake City's boards and commissions will be both challenging and meaningful. Through your service, you will play a vital role in shaping policies and decisions that impact our city and its residents. We are grateful for your dedication to public service and look forward to the positive contributions you will make.

Thank you again for your commitment to Salt Lake City. We are excited to have you on board and appreciate your efforts to make our community stronger and more vibrant.



# SALT LAKE CITY

## GOVERNMENT STRUCTURE

Salt Lake City operates under a Mayor-Council form of government. This structure divides responsibilities between the elected Mayor, who serves as the city's chief executive, and the City Council, which functions as the legislative body. Together, they work to develop policies, approve budgets, and ensure the delivery of essential public services.

## 2025 Annual Plans (Mayor Mendenhall's Priorities)

### Capital Projects

The City is focused on enhancing public spaces and supporting community activation through updated policies and streamlined permitting for outdoor dining, entertainment, and events. Key projects include advancing urban design in the Ballpark area, marketing city properties for mixed-use development, improving park conditions through data evaluation, and completing design work for the Civic Campus as part of the Green Loop. Efforts also aim to establish a permanent location for the Downtown Farmers Market and promote commercial assistance programs to support local businesses.

### Livability

The City is committed to increasing housing safety and affordability by expanding rental inspections, improving tenant support programs, and exploring updates to the Good Landlord Program. Efforts also focus on encouraging family-sized housing development, preserving affordable rental units, and increasing access to homeownership through targeted funding and community partnerships.

### Resiliency

Salt Lake City is advancing environmental sustainability through initiatives that support clean energy, water conservation, and climate resilience. Key efforts include electrifying city and airport fleets, expanding renewable energy programs to achieve net-100% renewable electricity by 2030, and enhancing urban biodiversity through native plant partnerships and tree preservation programs. The City is also strengthening local food systems, improving water resource planning, and preparing for the 2034 Olympics. Other priorities include waste reduction, drought-hardy landscaping, and advocating for the protection of vital natural areas like the Wasatch Watersheds and Great Salt Lake.

### Organizational Efficiency & Well-Being

Salt Lake City is enhancing operational efficiency and employee wellbeing through initiatives that attract and retain top talent and ensure long-term financial health. Efforts include developing a competitive Total Rewards Package, implementing a citywide Program-Based Budgeting framework, and planning for the redevelopment of Station 8. Additionally, the City is updating water, sewer, and stormwater rate structures for FY 2026 to maintain financial resilience and support critical infrastructure.



## BOARDS AND COMMISSIONS

# BASICS

## WHAT'S IN THE NAME

Salt Lake City uses various terms to describe groups that serve the city through appointed or elected roles. Common names include board, commission, advisory group, authority, committee, and subcommittee. According to Salt Lake City's governing policies, these terms refer to any official body established to support and advise the city's government. While the names may differ, all such groups are classified under the broader category of boards and commissions. Throughout this guide, we will use the term "boards and commissions" to refer to all appointed groups serving Salt Lake City.

## PURPOSE

The primary purpose of Salt Lake City's boards and commissions is to engage community members in the decision-making process and provide informed recommendations to city leaders. These groups enhance transparency, encourage public participation, and ensure that a broad range of perspectives is considered when shaping city policies and programs.

Boards and commissions fulfill several key functions, including:

- ⇒ **Advising City Leadership:** Offering expert insights and community-based recommendations on policies, plans, and initiatives.
- ⇒ **Community Representation:** Ensuring diverse viewpoints and community needs are reflected in city decisions.
- ⇒ **Policy Development:** Assisting in the development and review of ordinances, regulations, and strategic plans.
- ⇒ **Public Engagement:** Facilitating dialogue between city government and the public, fostering open communication and trust.

By serving on a board or commission, you contribute to the democratic process and play a crucial role in shaping the future of Salt Lake City. Your voice and expertise help guide decisions that impact the quality of life for all residents.

## COMPOSITION

Salt Lake City's Boards and Commissions are composed of residents who volunteer their time and expertise to serve the community. With over 20 boards and commissions, these groups provide advice and recommendations to the Mayor, City Council and city departments on a wide range of topics.

Most boards and commissions are established by city ordinance or resolution and serve as advisory bodies. They offer information, analysis, and guidance to help shape decisions on issues related to their area of focus.



# LIST OF BOARDS AND COMMISSIONS

BOARD OR COMMISSION	DEFINED USE AND AUTHORITY
<p><b>Accessibility and Disability Commission*</b></p> <p><i>Term length: 4 years</i>  <i>15 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Mayor's Office</i></p>	<p>The commission advises on issues affecting people with disabilities and ways the city can improve and enhance accessibility and the experience of the disability community.</p> <p><b>Authority: Advisory to Mayor and City Council</b></p>
<p><b>Airport Board*</b></p> <p><i>Term length: 4 years</i>  <i>11 board seats available</i>  <i>Process: Advice &amp; Consent, Special</i>  <i>Managing Department: Airport</i></p>	<p>The board advises the operation and management of the airports owned by Salt Lake City Corporation focusing on methods that are in the public interest and are most likely to advance, enhance, foster and promote air transportation this includes overseeing planning, construction and expansion projects.</p> <p><b>Authority: Advisory to Mayor</b></p>
<p><b>Board of Appeals and Examiners</b></p> <p><i>Term length: 5 years</i>  <i>5 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Community &amp; Neighborhoods</i></p>	<p>The board reviews and directs matters concerning building construction, housing, abatement codes, and technical regulations.</p> <p><b>Authority: Quasi-judicial; hears appeals of building and enforcement decisions.</b></p>
<p><b>Bicycle Advisory Committee*</b></p> <p><i>Term length: 3 years</i>  <i>13 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Division: Transportation</i></p>	<p>The committee promotes, enhances, and preserves environments in which bicycling is recognized as an essential element of a clean and healthy community.</p> <p><b>Authority: Advisory to SLC Transportation Division, Mayor &amp; City Council</b></p>
<p><b>Business Advisory Board*</b></p> <p><i>Term length: 4 years</i>  <i>17 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Economic Development</i></p>	<p>The board helps direct city economic policy, promote small business growth, support local entrepreneurship, and encourage economic development .</p> <p><b>Authority: Advisory to Mayor and City Council</b></p>
<p><b>Citizens' Compensation Advisory Committee*</b></p> <p><i>Term length: 4 years</i>  <i>7 board seats available</i>  <i>Process: Special - 3 appointed by city council, 3 appointed by mayor, 1 appointed by other six members.</i>  <i>Managing Department: Human Resources</i></p>	<p>The committee evaluates the total compensation levels of city employees, recommends compensation strategy and wage practices, evaluates city benefits and pay levels, and advises on modifications to the compensation practices of the city.</p> <p><b>Authority: Advisory to Mayor and City Council</b></p>
<p><b>City and County Building Conservancy and Use Committee*</b></p> <p><i>Term length: 4 years</i>  <i>8 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Public Services</i></p>	<p>This committee advises the use, maintenance, preservation and modification of the City &amp; County Building and Washington Square.</p> <p><b>Authority: Advisory to Mayor</b></p>

\*Eligible for Compensation per Executive Order and outlined in Utah Code 2.07



# LIST OF BOARDS AND COMMISSIONS

BOARD OR COMMISSION	DEFINED USE AND AUTHORITY
<p><b>Community Development and Capital Improvement Programs Advisory Board*</b></p> <p><i>Term length: 3 years</i>  <i>11 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Departments: Finance &amp; Community and Neighborhoods</i></p>	<p>The board reviews HUD project proposals and recommend funding priorities for the Community Development Block Grant and Emergency Solutions Grant, and compiles a priority list for the city's Capital Improvement Program (CIP).</p> <p><b>Authority: Advisory to Mayor</b></p>
<p><b>Historic Landmark Commission*</b></p> <p><i>Term length: 4 years</i>  <i>11 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Division: Planning</i></p>	<p>The commission protects and preserves Salt Lake City's architectural and historical resources by reviewing changes to designated historic properties and districts to ensure development aligns with preservation goals.</p> <p><b>Authority: Advisory to Planning Commission, the Mayor &amp; City Council</b></p>
<p><b>Human Rights Commission*</b></p> <p><i>Term length: 4 years</i>  <i>9 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Mayor's Office</i></p>	<p>The commission focuses on eliminating discrimination in Salt Lake City by encouraging the vitality of diverse neighborhoods and businesses.</p> <p><b>Authority: Advisory to Mayor and City Council</b></p>
<p><b>Library Board</b></p> <p><i>Term length: 3 years</i>  <i>9 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Library</i></p>	<p>The board oversees the library system, guiding its policies, programs and strategic direction to serve the community.</p> <p><b>Authority: Advisory to Mayor and City Council</b></p>
<p><b>Parks, Natural Lands, Trails, and Urban Forestry Advisory Board*</b></p> <p><i>Term length: 3 years</i>  <i>11 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Public Lands</i></p>	<p>This board advises on the City's parks, natural lands, urban forestry and trails emphasizing strong stewardship, public education, and public involvement.</p> <p><b>Authority: Advisory to Mayor</b></p>
<p><b>Planning Commission*</b></p> <p><i>Term length: 4 years</i>  <i>11 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Division: Planning</i></p>	<p>The commission reviews and makes recommendations on land use policies, zoning, and development projects ensuring that growth and development aligns with the city's master plans and community vision.</p> <p><b>Authority: Advisory to Mayor and City Council</b></p>
<p><b>Public Utilities Advisory Committee*</b></p> <p><i>Term length: 4 years</i>  <i>9 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Public Utilities</i></p>	<p>The committee reviews department operations, maintenance budget and expenditures, water and sewer system capital improvements, and recommends proposed legislation relating to water and sewer.</p> <p><b>Authority: Advisory to Mayor</b></p>

\*Eligible for Compensation per Executive Order and outlined in Utah Code 2.07



# LIST OF BOARDS AND COMMISSIONS

BOARD OR COMMISSION	DEFINED USE AND AUTHORITY
<p><b>Racial Equity in Policing Commission*</b></p> <p><i>Term length: 2 years</i>  <i>15 board seats available</i>  <i>Process: Advice &amp; Consent</i>  <i>Managing Department: Mayor's Office</i></p>	<p>The commission examines SLCPD's policies, culture, budget, and related city policies by incorporating a group of people who represent the broad and diverse range of communities, expertise, and viewpoints in Salt Lake City.</p> <p><b>Authority: Advisory to Mayor</b></p>
<p><b>Salt Lake Art Design Board*</b></p> <p><i>Term length: 3 years</i>  <i>7 board seats available</i>  <i>Managing Department: Community &amp; Neighborhoods</i></p>	<p>The board oversees the city's public art program, designates funds to commission artwork for eligible construction projects, advises on public art policy, and is active in the artist selection process.</p> <p><b>Authority: Advisory to Mayor</b></p>
<p><b>Salt Lake City Arts Council Board*</b></p> <p><i>Term length: 3 years</i>  <i>25 board seats available</i>  <i>Managing Department: Community &amp; Neighborhoods</i></p>	<p>This board promotes public artistic programs, fosters cultural awareness, and supports the development of a citywide arts strategy while assessing artistic needs, encouraging art accessibility, and providing cultural development recommendations to city leadership.</p> <p><b>Authority: Advisory to City, recommendations to the Mayor</b></p>
<p><b>Salt Lake City Sister Cities Board*</b></p> <p><i>Term length: 4 years</i>  <i>8 board seats available</i>  <i>Managing Department: Economic Development</i></p>	<p>The board implements the goals of the Sister Cities program by fostering international relationships and promoting cultural, educational, and economic exchanges.</p> <p><b>Authority: Advisory to Mayor</b></p>
<p><b>Transportation Advisory Board*</b></p> <p><i>Term length: 3 years</i>  <i>15 board seats available</i>  <i>Managing Division: Transportation</i></p>	<p>The board reviews local and regional transportation issues, provides feedback on city transportation initiatives, makes recommendations on transportation master plans, promotes nonautomotive travel, and advises on funding priorities for transportation-related improvements.</p> <p><b>Authority: Advisory to Mayor</b></p>

\*Eligible for Compensation per Executive Order and outlined in Utah Code 2.07

## Additional Boards & Commissions:

Cultural Core  
Economic Development Loan Fund  
Food Microgrant Selection Committee  
Housing Trust Fund Advisory Board  
Mosquito Abatement Special Service District Board  
Utah Performing Arts Center Agency



## BOARDS AND COMMISSIONS

# ROLES & EXPECTATIONS

## MEMBER ROLES

Members of boards and commissions are typically appointed by the Mayor or City Council and serve to provide expertise, guidance, and recommendations. The number of members and their specific responsibilities are usually defined by the board's governing documents or applicable legislation. Members are expected to actively participate in meetings, contribute to discussions, and assist with the development of recommendations that align with the board's purpose.

## OFFICERS

Boards and commissions typically operate under bylaws or established rules of procedure that provide a framework for their operations and leadership roles. These bylaws outline the specific requirements for selecting officers and guiding the governance of the board.

In some cases, certain boards or commissions may have designated seats that require individuals to have professional expertise in specific fields relevant to the board's focus. This ensures that those who hold leadership positions possess the necessary qualifications to effectively guide the board's work. In other cases, members may be elected or voted into leadership roles based on the collective agreement of the board or commission.

Smaller boards may opt to have just one or two officer roles, streamlining leadership responsibilities. In contrast, larger boards or commissions may establish a full executive body, which could include positions like Chair, Vice Chair, Secretary, Treasurer, or additional roles to help distribute duties.



**BOARD CHAIR**

The board or commission chair is typically responsible for leading board meetings, setting the agenda in collaboration with the board manager and city staff, and ensuring that meetings run efficiently. The chair also serves as the primary spokesperson for the board, representing the board's decisions and recommendations to the City Council or other stakeholders.

**VICE CHAIR**

Shares responsibilities with board chair and steps in when the chair is unavailable.

**BOARD MANAGER**

A Salt Lake City Corporation employee responsible for supporting the functions and operations of a board or commission. Duties may include preparing and maintaining meeting agendas and minutes, coordinating member onboarding and offboarding, ensuring compliance with City policies and Open Meeting Laws, and serving as a liaison between the board and city departments. Board managers facilitate communication, provide administrative support, and help ensure the board operates effectively and aligns with its purpose and the city's objectives. Board managers may have support staff present to aid them in completing tasks.

**SUB-COMMITTEE**

Subcommittees may be formed to handle specific tasks or explore complex topics that require more in-depth attention outside of regular board meetings. When an issue is too detailed or extensive for the entire board to address, a subcommittee is established to conduct additional work, research, or discussions. The subcommittee then reports its findings and provides updates to the full board for further consideration or action.

**BOARD MEMBER**

Board members are appointed individuals who actively contribute to the board's mission by participating in discussions, reviewing proposals, and making informed decisions. They attend regular meetings, provide insight and expertise, and collaborate with fellow members to ensure the board fulfills its responsibilities. Board members are expected to adhere to city policies, uphold ethical standards, and engage with stakeholders as needed to support the board's objectives.

**ADDITIONAL MEMBERS**

In addition to voting members, some boards include non-voting members who contribute to discussions without casting votes. Ex-officio members may also be part of a board; they serve by virtue of their position—such as a city staff liaison or elected official—and may or may not have voting rights, depending on the board's bylaws. Understanding these roles helps clarify the expectations and contributions of each member within the board's structure.



# BASIC BOARD MEETING OPERATIONS

City boards and commissions play an important advisory or decision-making role in local government. To ensure fairness, transparency, and legal compliance, board members should understand the basics of meeting procedures. This page outlines what you need to know, based on **Robert's Rules of Order**.

## QUORUM: THE MINIMUM TO DO BUSINESS

A **quorum** is the minimum number of members required to conduct official business.

- ⇒ **Default Rule:** A majority (more than half) of appointed members constitutes a quorum unless otherwise specified in the board's bylaws or enabling ordinance.
- ⇒ **Without Quorum:** The board may not vote or take official action. Members may discuss topics, but no decisions can be made. *Meetings should be cancelled or rescheduled without a quorum. A meeting without a quorum does not fall under the requirements of the Open and Public Meetings Act (OPMA).*
- ⇒ **Your Role: Confirm your attendance in advance and make every effort to be present. Regular participation ensures your board can do its work effectively. If you're unable to attend, let your board manager know as early as possible.**

## MOTIONS: HOW DECISIONS GET MADE

A **motion** is how a board member formally proposes an action.

Here's how it works:

1. A member **makes a motion:** "I move that..."
2. Another member **seconds** the motion: "I second the motion."
3. The **chair states the motion:** "It has been moved and seconded that..."
4. The **board discusses the motion.**
5. The **chair calls for a vote.**
6. The **chair announces the result** of the vote.

**Amendments:** You can suggest changes to a motion. These amendments must be seconded and voted on before returning to the main motion.

## VOTING

**Types of Votes:** Voice vote, roll call vote, show of hands, or ballot (if necessary).

- ⇒ **Majority Rule:** Most actions require a **simple majority** (more than half of those present and voting).
- ⇒ **Conflict of Interest:** Members must recuse themselves from voting if they have a conflict of interest related to the motion.
- ⇒ **Abstentions** do not count toward the vote total but should be noted in minutes.
  - ⇒ Board members may abstain from voting when they have a conflict of interest or feel unprepared to make an informed decision.
  - ⇒ *In most cases, members may abstain from voting without reason, unless the board's bylaws, governing ordinance, or applicable laws require an explanation.*

**Your participation matters!** The strength of your board depends on consistent attendance, thoughtful discussion, and clear, fair decision-making.

Click to learn more about [Robert's Rules of Order](#).



# PREPARING FOR BOARD MEETINGS

Being prepared helps ensure meetings are productive, respectful of everyone's time, and focused on meaningful decisions. As a board member, your preparation is a key part of your responsibility to the community.

## REVIEW THE AGENDA AND MEETING MATERIALS

- ⇒ **Agenda:** The agenda outlines the topics that will be discussed and the order of business. Reviewing it ahead of time helps you understand the flow of the meeting and what decisions may be required.
- ⇒ **Meeting Materials:** Packets may be distributed by board managers ahead of time. These typically include background information, staff reports, previous meeting minutes for approval, proposals, and other relevant documents. Read through all materials carefully and highlight questions or concerns you may want to raise during the meeting.
- ⇒ **Request Clarification Early:** If something is unclear, consider contacting the board manager or board chair before the meeting.

## UNDERSTAND YOUR ROLE

- ⇒ **Be Objective:** Come prepared to evaluate issues based on facts and the best interests of the community—not personal preferences or outside pressures.
- ⇒ **Respect Boundaries:** Avoid discussing agenda items with a majority of other members outside of the meeting, as this could violate Open Public Meetings Act (OPMA) laws.
- ⇒ **Know the Decision Type:** Some agenda items are for discussion only, while others require formal action. Look for notes in the agenda to guide your preparation.

## ARRIVE READY TO PARTICIPATE

- ⇒ **Be On Time:** Arrive early or log-on a few minutes before the meeting starts to settle in and avoid delays.
- ⇒ **Bring Your Materials:** Whether printed or digital, make sure you have access to your agenda and meeting materials during the meeting.
- ⇒ **Take Notes:** Jot down thoughts, questions, or follow-up actions as the meeting progresses to help you stay engaged and informed.

**Remember:** Thoughtful preparation helps you ask better questions, make stronger contributions, and fulfill your duties as a board member more effectively.



# BEST PRACTICES

As a new member of a board or commission, it's important to understand the following best practices to ensure effective participation and help guide the board's work. These practices foster professionalism, accountability, and collaborative decision-making.

-  **UNDERSTAND THE BOARD'S PURPOSE AND SCOPE:** Know the board's mission, goals, and responsibilities by reviewing its bylaws and rules of procedure.
-  **STAY INFORMED AND PREPARED:** Read meeting materials in advance and stay current on issues relevant to the board's work.
-  **RESPECT CONFIDENTIALITY:** Keep sensitive information confidential and avoid discussing it outside meetings without authorization.
-  **ENGAGE ACTIVELY AND RESPECTFULLY:** Attend meetings regularly, participate in discussions, and listen to others' viewpoints with respect.
-  **FOLLOW PROCEDURE & CONDUCT:** Adhere to meeting procedures, including *Robert's Rules of Order* if applicable, to maintain professionalism and ensure accurate records.
-  **COLLABORATE AND BUILD CONSENSUS:** Work with fellow members to find common ground, engage diverse perspectives, and make cooperative decisions.
-  **MAINTAIN INTEGRITY AND OBJECTIVITY:** Make decisions in the community's best interest and recuse yourself if a conflict of interest arises.
-  **BE ACCOUNTABLE AND TRANSPARENT:** Honor commitments, follow through on tasks, and be open about decisions and potential conflicts.
-  **RESPECT THE CHAIR AND LEADERSHIP STRUCTURE:** Follow the Chair's guidance and support leadership in facilitating effective meetings.
-  **UNDERSTAND YOUR ROLE AND BOUNDARIES:** Act as a public representative within the board's scope and avoid exceeding your authority.
-  **FOCUS ON LONG-TERM GOALS:** Consider the long-term impact of decisions and align contributions with the board's strategic goals.
-  **MAINTAIN PROFESSIONALISM IN ALL INTERACTIONS:** Treat others with respect and use appropriate language in meetings and communications.
-  **SEEK ONGOING EDUCATION AND TRAINING:** Participate in training sessions and stay informed about laws and trends affecting the board's work.

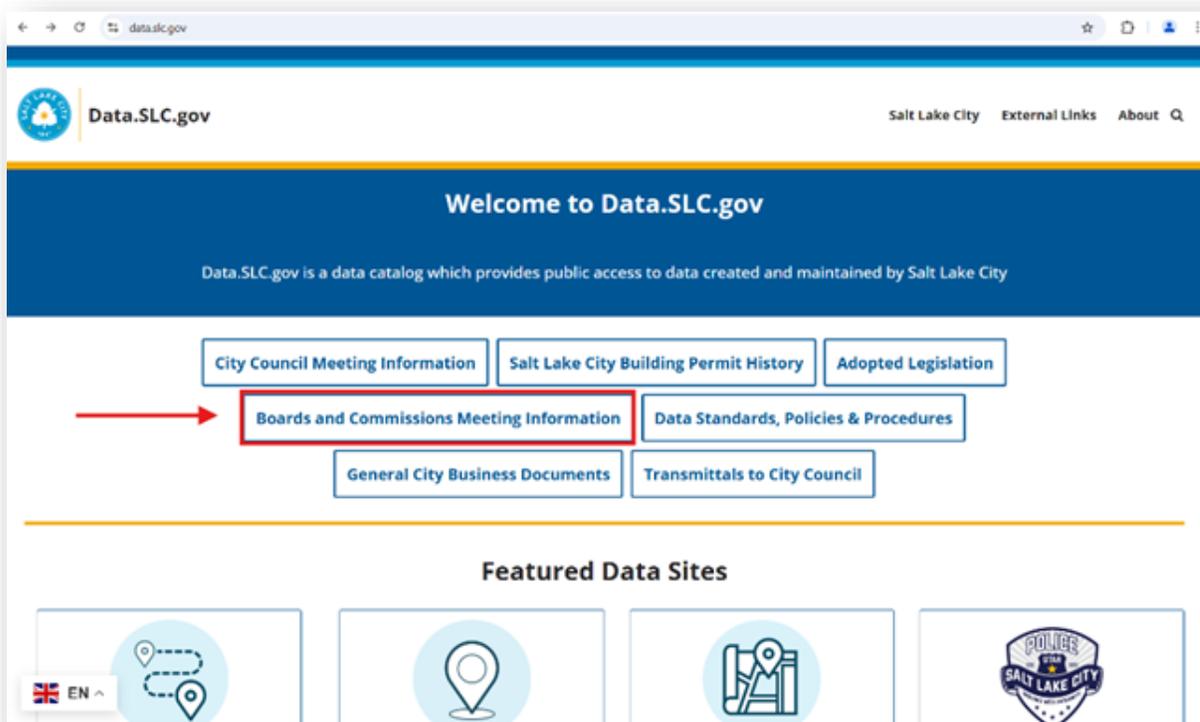


# ACCESSING DOCUMENTS

Data.SLC.gov is Salt Lake City's public data catalog, providing open access to data created and maintained by the city.

To view or access documents related to Boards and Commissions that have been received and published by the Recorder's Office, follow these steps:

1. Visit [data.slc.gov](https://data.slc.gov).
2. Scroll down until you find the section labeled "**Boards and Commissions Meeting Information.**"
3. Click on this section and select your specific board or commission to view available documents.



All documents on Data.SLC.gov are publicly accessible. You can easily share links to specific folders or records:

- ⇒ **To share a folder:** Navigate to the desired folder, then copy and share the URL directly from your browser.
- ⇒ **To share a specific record:** Right-click on the record and select "**Share Link**" to copy the direct link.

Feel free to share these links with others or post them for your board's reference.



## BOARDS AND COMMISSIONS

# LEGAL REQUIREMENTS

## TERM LENGTH

Board members are generally appointed to a **three or four-year term**, unless otherwise specified by city code or to fill an unexpired term due to a resignation, removal, or vacancy. Members may serve a maximum of **two consecutive terms or eight years**, whichever is longer. If a board member's term expires, they may continue to serve until a replacement is appointed.

[Code of Ordinances 2.07.050](#)

## ATTENDANCE

Board members are expected to attend all meetings. If a member is unable to attend, they should notify the staff liaison as soon as possible to ensure a quorum can be confirmed. If a member misses **two consecutive meetings without advance notice** in one calendar year, they may face **forfeiture of their membership** on the board, as outlined in the City Code (Ord. 67-13, 2013).

## OPEN PUBLIC MEETINGS ACT (OPMA)

Board members must comply with the **Utah Open and Public Meetings Act (OPMA)**, which ensures that all meetings of a public body are open and accessible to the public. This law requires proper notice of meetings, the availability of meeting agendas in advance, and transparency in discussions and decision-making processes.

Key provisions of OPMA include:

- ⇒ **Public Notice:** All meetings must be noticed in advance, including time, location, and agenda.
- ⇒ **Open Meetings:** Meetings must be held in a manner that allows the public to attend and participate.
- ⇒ **Minutes:** Meeting minutes must be recorded and made available to the public after each meeting.
- ⇒ **Closed Meetings:** Under specific conditions, such as personnel matters or legal discussions, boards may hold closed meetings, but these require a formal vote and detailed records.

Board members should always ensure compliance with OPMA to maintain transparency and accountability in their work.



# ETHICS

Board members are expected to act with the highest level of integrity, transparency, and accountability in all their actions and decisions. They must avoid any situation that may lead to a conflict of interest, which occurs when personal interests interfere with their duty to act in the best interest of the city and its residents.

City board members are subject to the [City's Conflict of Interest Ordinance](#) (Chapter 2.44) and the [Municipal Officers' and Employees' Ethics Act](#) (Section 10-3-1301 et seq., Utah Code Annotated, as amended, or its successor). These regulations are in place to ensure fairness, transparency, and ethical decision-making in all matters. Board members must disclose any potential conflicts of interest and recuse themselves from discussions or votes when necessary.

By following these ethical standards, board members help maintain public trust and the integrity of the city's boards and commissions.

## CONFLICT OF INTEREST

A conflict of interest occurs when a board member's personal interests interfere with their ability to make impartial decisions on behalf of the city. Specifically, a conflict of interest exists if:

-  The member is an officer, partner, or director of an entity that stands to benefit from the member's participation or vote on a specific matter.
-  The member owns, in whole or in part, a business entity that will benefit from their participation or vote on a particular issue.
-  The member, as an employee of an entity engaged in a contract or undertaking with the City, stands to receive a direct or indirect monetary or material benefit tied to their participation or vote on the matter related to that contract or undertaking.

Additionally, board members and their family members should not accept gifts valued at over \$50 if it could be perceived as an attempt to influence their vote or participation on a matter before the board. Members should also refrain from using their position or the city's resources for personal gain.

If a conflict of interest arises, the member must disclose it and recuse themselves from voting or participating in discussions related to the matter.



# PUBLIC RECORDS

The City Recorder's Office maintains and preserves the official records of Salt Lake City including the proceedings of the Salt Lake City Boards and Commissions. Additionally, the Recorder's Office maintains all ordinances and resolutions, keeps the Municipal Code, coordinates the Municipal Elections for Salt Lake City, and administers the City's Public Records Request Program.

The City Recorder's Office is located in City Hall, Suite 415.

**Contact:** [SLCRecorder@slc.gov](mailto:SLCRecorder@slc.gov)

## GRAMA

Under the **Utah Government Records Access and Management Act (GRAMA)**, documents created or received by board members in their official capacity are generally considered public records and are subject to public access. This includes paper, electronic records, emails, text messages, notes, and recordings related to board activities.

There are exceptions to this rule, including:

1. **Protected Records:** Certain documents are exempt from release, such as personal identifying information or legal records.
2. **Private Records:** Records with personal data, like medical or financial information, are typically not public.
3. **Confidential Records:** Some records, like attorney-client communications or law enforcement materials, are confidential.
4. **Exemptions:** Specific documents may be exempt due to national security, ongoing investigations, or other legal reasons.

### Best Practices:

- ⇒ Use personal email for non-board matters to avoid mixing public and private records.
- ⇒ Assume records related to board business may be public unless exempt.
- ⇒ When in doubt, consult with the staff liaison or legal counsel to ensure compliance.

Understanding GRAMA helps board members maintain transparency and comply with state law.



## BOARDS AND COMMISSIONS

# COMMUNITY ENGAGEMENT

## PURPOSE

Community engagement is a vital component of the work performed by Salt Lake City boards and commissions. It strengthens trust, promotes transparency, and ensures that city decisions reflect the diverse needs and values of our community. Boards and commissions serve as a conduit between city leadership and the public, providing an avenue for residents to share their insights, concerns, and aspirations. By fostering open dialogue and active participation, board members play a crucial role in shaping the policies and programs that affect daily life in Salt Lake City.

## PRINCIPLES OF EFFECTIVE ENGAGEMENT

**TRANSPARENCY:** Clearly communicate the board's purpose, meeting schedules, and decision-making processes to the public.

**ACCESSIBILITY:** Ensure that meetings and materials are easy to access, including providing accommodations for diverse language needs, physical abilities, and digital inclusion.

**INCLUSIVITY:** Actively seek input from all community members, especially underrepresented and historically marginalized groups, to ensure a wide range of perspectives inform decision-making.

**COLLABORATION:** Foster partnerships with local organizations, community leaders, and residents to amplify engagement efforts and create shared solutions.

**RESPONSIVENESS:** Listen to community feedback and incorporate it into board discussions and recommendations. Clearly communicate how public input influences decisions.



# RESPONSIBILITIES

**ACT AS AMBASSADORS:** Represent the board to the public, share information about its work, and encourage community involvement.

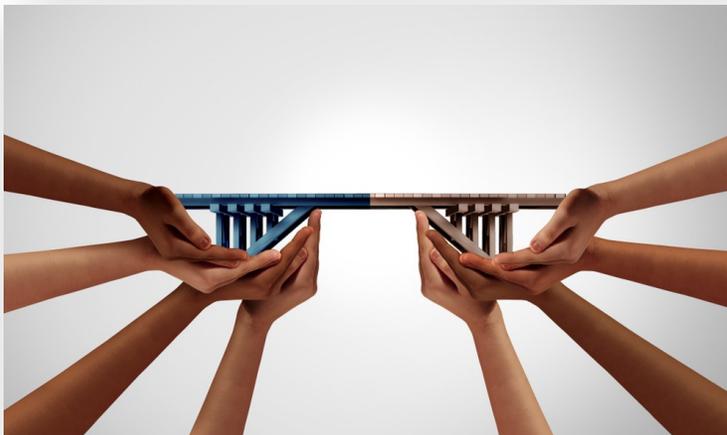
**BUILD RELATIONSHIPS WITH KEY STAKEHOLDERS:** Bring community perspectives to board discussions and ensure diverse voices are heard and considered. Board members should strive to connect with community groups, local organizations, and residents to foster partnerships and ensure a broad range of perspectives are considered in board discussions.

**INCREASE ACCESSIBILITY AND INCLUSIVITY:** Encourage diverse participation by identifying barriers to engagement and working to make meetings, outreach efforts, and materials more accessible to all community members, including non-English speakers and individuals with disabilities.

**REPORTING COMMUNITY FEEDBACK:** Board Managers and members should document community input received through meetings, surveys, and other engagement methods. This feedback should be shared with city leadership and incorporated into board recommendations and reports when appropriate. Providing clear summaries of public input helps to demonstrate how community voices shape decisions and enhances public trust in the board's work.

**SUPPORT BOARD EFFECTIVENESS:** Help maintain a productive and collaborative board culture by respecting different viewpoints, promoting open dialogue, adhering to meeting protocols, and assisting in leadership transitions when necessary.

**BALANCING BIG IDEAS WITH OPERATIONAL STEWARDSHIP:** As a new board member, it's natural to feel excited about the potential to make a big impact or spark meaningful change. That passion is one of the reasons you were appointed. But part of being an effective board member is recognizing the importance of balance. Alongside big-picture thinking, there's a responsibility to support the organization through steady, sometimes less glamorous tasks—like reviewing budgets, updating policies, and ensuring compliance. These foundational duties may not always feel urgent, but they create the stability and structure that allow bold ideas to succeed. By committing to both, you help the organization thrive in the short term and grow in the long term.



## BOARDS AND COMMISSIONS

# ONBOARDING

## WHAT TO EXPECT

Successful onboarding for Salt Lake City board and commission members requires completing essential administrative tasks. New members should check their email regularly for updates, meeting agendas, and training requirements. Submit all required forms to the Board Manager promptly and complete any tasks in Workday, such as acknowledging city policies. Staying organized and responsive ensures members are prepared to engage fully and meet service expectations.



## BOARD MEMBER COMPENSATION

Per executive order by Mayor Mendenhall, most board members now qualify for a stipend of \$40 per meeting, up to a maximum of \$500 per year. Once appointed, the Recorder's Office will enter you into the system.

- ⇒ You will receive an email from HR prompting you to input your information into Workday for payment processing. You may choose to opt out of the stipend - Reach out to your Board Manager or reference the B&C welcome email for the opt-out form. *If you do not complete Workday onboarding within a month, you will automatically be opted out.*
- ⇒ Meeting attendance is tracked by the Board Manager and stipends are paid quarterly.
  - ⇒ Q1: July 1-September 30
  - ⇒ Q2: October 1-December 31
  - ⇒ Q3: January 1-March 31
  - ⇒ Q4: April 1-June 30

*\*Board members receive wages (as defined for tax purposes) from Salt Lake City; however, are not considered employees. Wages are required to be reported for tax purposes and all board members will receive a W2 annually.*



# Onboarding Checklist

## REVIEW CITY POLICIES & PROCEDURES

- Review Board and Commission Training Handbook.
- Understand GRAMA, how public records are maintained and accessed, and your responsibilities regarding record retention and public transparency.
- Complete the **Compensation Opt-out Form** (if chosen), **Conflict of Interest Form** and **Civility Pledge** (if applicable) within **1-week of being appointed** and send to your board manager.

## OPEN AND PUBLIC MEETINGS ACT (OPMA) TRAINING

- Scan the QR Code to complete [OPMA training](#).
- Send your completion certificate to your Board Manager within 1-month of being appointed. *(This must be completed annually)*



## UNDERSTANDING YOUR ROLE

- Learn specific responsibilities and goals of your board or commission. Set up an in-person onboarding session with your Board Manager if necessary.
- Recognize the importance of representing the public and contributing to policy recommendations.
- Familiarize with [Robert's Rules of Order](#).

## ACCESS BOARD MEETING RESOURCES

- Familiarize yourself with the meeting schedule, agendas and past documents.

## BOARDS AND COMMISSIONS STIPEND

- Choose whether to accept or decline the Board and Commission stipend.
- Wait for email from Human Resources/Workday regarding the B&C stipend. Complete this information ASAP to be enrolled.
  - Opt-out of the stipend by completing a form sent by board manager. Failure to complete email instructions sent by HR will result in an automatic opt-out.*
  - If you have not received an email from Workday, please reach out to your Board Manager.*

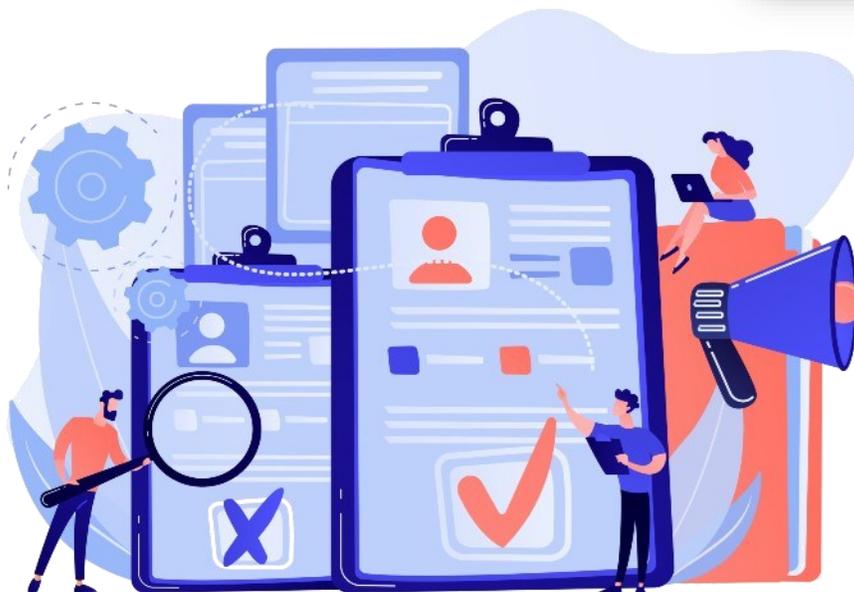


# Offboarding Checklist

If you're resigning or reaching the end of your term, we want to extend a sincere thanks for your time, service and dedication. Please follow the checklist below to help us complete the offboarding process smoothly.

## RESIGNATIONS & TERM ENDINGS

- ❑ **RESIGNATION—ALERT BOARD MANAGER OF FINAL DAY**
  
- ❑ **RESIGNATION—COMPLETE ONLINE FORM:** Please complete the online resignation form to help us accurately track board transitions, keep our records up to date, and ensure successful compensation for those opted in.
  - ⇒ Link available here or via your board manager.
  
- ❑ **RETRIEVAL OF OFFBOARDING EMAIL:** Board members can expect an email from the Recorder's Office with the following items...
  - ❑ **LINK TO EXIT SURVEY:** We'd love your feedback! Please take a few minutes to complete this exit survey—your insights will help us improve the experience for future board members and strengthen our onboarding, training, and support.
  - ❑ **CERTIFICATE OF SERVICE**
  - ❑ **FINAL COMPENSATION EXPECTATION DATE**



# Frequently Asked Questions

## **HOW MUCH NOTICE DO I NEED TO GIVE OF MY ABSENCE WITH AN UPCOMING MEETING?**

If you anticipate being absent from a meeting, it's important to notify the board manager as soon as possible. This allows for proper adjustments and ensures quorum requirements are met.

## **WHAT HAPPENS IF I MISS A MEETING?**

Regular attendance is crucial for the effective functioning of boards and commissions. If a member misses two consecutive meetings without advanced notice in one calendar year, they may face forfeiture of their membership on the board.

## **HOW DO I PREPARE FOR MEETINGS?**

- ⇒ **Review agenda materials:** Ensure you read all agenda items and supporting documents provided before the meeting.
- ⇒ **Understand procedures:** Familiarize yourself with the board's policies and procedures to participate effectively.
- ⇒ **Engage in Discussions:** Be ready to contribute to discussions and decision-making processes.

## **I'VE MISSED THE WORKDAY ONBOARDING DEADLINE OR CHANGED MY MIND ABOUT OPTING OUT OF COMPENSATION. CAN I STILL CHOOSE TO OPT IN?**

- ⇒ Yes, please contact your board manager. HR will send you a Workday onboarding email with instructions to complete the necessary steps.

## **CAN I DISCUSS BOARD BUSINESS OUTSIDE OF MEETINGS?**

To comply with open meeting laws, avoid discussing board business with a quorum of members outside of scheduled meetings. This ensures transparency and adherence to legal requirements.

- ⇒ A quorum is the minimum number of members required to conduct official business. A majority (more than half) of appointed members constitutes a quorum unless otherwise specified in the board's bylaws or enabling ordinance.
- ⇒ Without a quorum, the board may not vote or take official action. Members may discuss topics, but no decisions can be made.

## **I'VE MOVED OUT OF SALT LAKE CITY BOUNDARIES/I'M UNABLE TO CONTINUE WITH MY COMMITMENT AS A BOARD MEMBER.**

Most boards require members to reside within Salt Lake City limits and represent specific districts. In most cases, relocating outside of the city will necessitate stepping down from your position. If this applies to you, please contact your board manager to discuss next steps. Board members who are unable to continue their service for any reason may submit a formal resignation via email to their respective board manager.



## BOARDS AND COMMISSIONS

# COMMON TERMS

**ADMINISTRATIVE BOARD:** Boards responsible for implementing administrative functions, overseeing specific city programs, and managing funds to fulfill their objectives.

**ADVISORY BOARD:** Boards that provide recommendations to the Mayor and Salt Lake City Council on policies, programs, and community issues. These boards serve as a vital connection between residents and city government, helping shape both short- and long-term initiatives.

**AGENDA:** A formal outline prepared before each board meeting, typically by the Board Manager, that lists the items to be discussed. Agendas include standard components such as a call to order, approval of previous minutes, and both new and old business.

**AUTONOMOUS BOARD:** A board established under state laws or local ordinances that operates independently. While these boards are self-governing, they report to Salt Lake City Council and must follow city policies that directly impact their responsibilities.

**BOARD, COMMISSION, ADVISORY, COMMITTEE, SUB-COMMITTEE:** A City Board or Commission is a formally established group appointed by the Mayor, with the advice and consent of Salt Lake City Council, to provide specialized advice, oversight, or decision-making on matters affecting municipal governance and community services. These boards operate under city ordinances and must comply with laws such as the Open and Public Meetings Act. Members are typically city residents and serve limited terms, with the ability to recommend actions to city leadership and form committees for specialized work. In this guide, we'll use the term "boards and commissions" to describe all groups that serve as appointed members of any of these groups.

**BOARD CHAIR:** An officer elected to a leadership position to ensure meetings are conducted efficiently and in accordance with bylaws and evaluates the board's effectiveness in fulfilling its mission and responsibilities.

**BOARD MANAGERS:** A Salt Lake City Corporation employee responsible for supporting the functions and operations of a board or commission. Duties include preparing and maintaining meeting agendas and minutes, coordinating member onboarding and offboarding, ensuring compliance with City policies and Open Meeting Laws, and serving as a liaison between the board and City departments. Board Managers facilitate communication, provide administrative support, and help ensure the board operates effectively and aligns with its purpose and the City's objectives. Board Managers may have support staff present to aid in completing tasks.

**BOARD VICE-CHAIR:** An officer elected to a leadership position to share the Chair's responsibilities and presides over meetings in the Chair's absence.



# COMMON TERMS

**BYLAWS:** Governing rules adopted by each board or commission that outline its structure, meeting procedures, and member responsibilities. Bylaws must be reviewed and approved by the Salt Lake City Attorney's Office before being submitted to City Council for final approval.

**CITY CODE:** The Salt Lake City Code of Ordinances is the body of laws adopted by the Salt Lake City Council. Any changes to the code require formal council approval.

**CONFLICT-OF-INTEREST:** A situation where a board member's personal, financial, or professional interests could interfere with their duty to act impartially. Members must disclose potential conflicts and recuse themselves when appropriate to maintain public trust.

**MEMBER:** The term member shall mean any person appointed, reappointed, or confirmed as a member of a board.

**MINUTES:** Meeting minutes are the official written record of discussions, decisions, and actions taken during a board meeting. They are prepared by the board manager or designated support staff and serve as a permanent record of the meeting's proceedings. Meeting minutes will be reviewed and approved by the board at the following meeting to ensure accuracy. Once approved, the minutes will be posted to the public website for transparency and public access.

**OPEN AND PUBLIC MEETINGS ACT (OPMA):** A Utah state law that ensures the public's right to attend and observe meetings of public bodies. With limited exceptions, all official meetings of Salt Lake City boards and commissions must be open to the public.

**OFFICIAL MEETING:** Any gathering (including in-person, virtual, or by phone) where a majority of a board's members convene to discuss, deliberate, or vote on public business under the board's jurisdiction.

**OFFICERS:** Board members elected to leadership positions responsible for guiding the work of the board or commission and facilitating meetings.

**PUBLIC RECORD:** Any document, recording, or communication created or received by board members in their official capacity is considered a public record. These records are generally accessible to the public under Utah's Government Records Access and Management Act (GRAMA).

**QUASI-JUDICIAL BOARD:** Boards with the authority to make findings of fact and conclusions of law when reviewing appeals or enforcing the Salt Lake City Code. These boards must comply with due process requirements, and their decisions may be subject to judicial review. Some quasi-judicial boards may also serve an advisory role.

**QUORUM:** The minimum number of board members required to be present for a meeting to take official action. In Salt Lake City, a quorum typically consists of more than half the board's membership.

**ROBERT'S RULES OF ORDER:** A widely used set of guidelines for conducting orderly and efficient meetings. While not mandatory, many Salt Lake City boards and commissions adopt Robert's Rules of Order to manage meeting procedures and decision-making processes.

