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TO: Ald. Vance, Chair, Long Range Planning Committee

FROM: Ald. Parker *KRP*

DATE: January 31, 2007

RE: Board of Aldermen Survey Results

CC: Full Board
Mayor Cohen

Hi Verne,

Per your request, attached please find a complete set of results of the Aldermanic Survey conducted by the Long-Range Planning Committee (through our informal subcommittee). We received forty-four responses to the survey. Of those forty-four, twenty-three provided their address and the other twenty-one were submitted anonymously. Included among the attached documents, please find (1) a summary of all forty-four responses; (2) a summary of the twenty-three responses that included addresses, and (3) complete text of all of the answers received to open-ended questions.

In reviewing the responses, I noticed two interesting patterns:

1) Respondents generally indicated that they thought the Board of Aldermen should continue to do what it does now and should add additional duties and responsibilities, while many also indicated a desire to see a reduction in the size of the Board. There is an obvious contradiction inherent in this set of opinions: how are fewer Aldermen to do more work?

2) Many of the comments indicate a frustration with the Board's responsiveness to the public, including our communication and our independence from the Mayor.

The distribution of responses was very similar in both sets (all responses or those with addresses). In terms of Aldermanic priorities, the three highest in both samples were:

- Advocating on behalf of constituents;
- Questioning and when necessary standing up to the Mayor; and
- Informing constituents of important developments

The lowest priority items in both samples were:

- Assisting constituents in dealing with City Departments; and
- Solving neighborhood problems through facilitation and mediation.

The highest response rate for a given answer to any question was that a large majority of respondents (82% of those providing addresses and 70% overall) rated the Board's role in setting the City budget as being "very important."

The answers to open-ended questions include a number of suggestions for improving Board communication and effectiveness that we may want to consider.



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1. Responsibilities of the Board

1. The Board of Aldermen serves as the legislative branch of Newton's government and is therefore responsible for passing laws to protect the quality of life of Newton residents. In recent years, the Board has enacted legislation to protect trees, to prohibit smoking in public places, and to limit light pollution.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	50% (11)	23% (5)	5% (1)	5% (1)	18% (4)	22
Effectiveness (1 = very effective; 5 = totally ineffectual)	11% (2)	6% (1)	33% (6)	28% (5)	22% (4)	18
					Total Respondents	22
					(filtered out)	16
					(skipped this question)	6

2. As Newton's legislative branch, the Board of Aldermen is also responsible for passing laws to regulate parking and traffic. In recent years the Board has passed many two-hour parking limits and enacted other restrictions.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	27% (6)	27% (6)	27% (6)	5% (1)	14% (3)	22
Effectiveness (1 = very effective; 5 = totally ineffectual)	10% (2)	14% (3)	33% (7)	14% (3)	29% (6)	21
					Total Respondents	22
					(filtered out)	15
					(skipped this question)	7

3. The Board of Aldermen is also Newton's zoning and special permit granting authority, responsible for setting land use policy. The Board has passed ordinances to limit construction of "monster homes" in Newton and has granted special permits for projects like the Terraces and the Residences at Chestnut Hill. Please rate the Board's work in this area.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	52% (11)	24% (5)	5% (1)	5% (1)	14% (3)	21
Effectiveness (1 = very effective; 5 = totally ineffectual)	10% (2)	14% (3)	24% (5)	38% (8)	14% (3)	21
					Total Respondents	21
					(filtered out)	14

(skipped this question) 9

4. Another of the Board's responsibilities is oversight over the City budget. While the Mayor must initiate spending requests, the Board of Aldermen has the authority to approve, to reject, or to cut the Mayor's appropriation request. The Board also has fiscal oversight of other financial operations of the City. For example, during this year's budget process, the Board of Aldermen passed resolutions asking the Mayor to restore the following proposed cuts: a 37.7% reduction in funds for maintenance of public buildings, a reduction of two police officers, and an information technology position, as well as asking that the library book purchasing account that the Mayor has level-funded for three years get an inflation increase.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	82% (18)	0% (0)	5% (1)	0% (0)	14% (3)	22
Effectiveness (1 = very effective; 5 = totally ineffectual)	0% (0)	25% (5)	30% (6)	20% (4)	25% (5)	20
Total Respondents						22
						(filtered out) 15
						(skipped this question) 7

5. Another fiscal responsibility of the Board of Aldermen is approving taxes and fee increases. The Mayor recently requested a \$25 per household fee for doing work on the City's storm drains, which was approved by the Board of Aldermen. In addition, the Board has voted to tax commercial properties at a higher rate than residential properties each year. Please assess the Board's work in this area.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	43% (9)	14% (3)	14% (3)	10% (2)	19% (4)	21
Effectiveness (1 = very effective; 5 = totally ineffectual)	15% (3)	20% (4)	25% (5)	10% (2)	30% (6)	20
Total Respondents						21
						(filtered out) 16
						(skipped this question) 7

2. Priorities and Other Roles of the Board

6. Each member of the Board must set his or her own priorities for the amount of time spent working on neighborhood issues, acting as a communication conduit with City departments, and advocating on behalf of constituents. Please rank the following Board activities with respect to whether Board members should be spending more or less time on them.

	Very Important - Much More Time and Effort Needed	Important - Somewhat More Time and Effort Needed	Of Moderate Importance - No Change Needed	Somewhat Unimportant - Spend Less Time on this	Not Important - Don't Waste Time on this at all	I have no idea	Response Average
Assisting constituents in dealing with City Departments	39% (9)	22% (5)	22% (5)	9% (2)	4% (1)	4% (1)	2.14
Organizing and attending neighborhood meetings	52% (12)	13% (3)	30% (7)	0% (0)	4% (1)	0% (0)	1.91
Developing ideas to help City government run more efficiently	57% (13)	13% (3)	22% (5)	4% (1)	0% (0)	4% (1)	1.73
Questioning and when necessary standing up to the Mayor	65% (15)	9% (2)	17% (4)	0% (0)	4% (1)	4% (1)	1.64
Advocating on behalf of constituents	64% (14)	27% (6)	5% (1)	0% (0)	0% (0)	5% (1)	1.38
Informing constituents of important developments	65% (15)	22% (5)	9% (2)	0% (0)	0% (0)	4% (1)	1.41
Solving neighborhood problems through facilitation and mediation	50% (11)	18% (4)	18% (4)	5% (1)	5% (1)	5% (1)	1.90
Total Respondents							23

(filtered out) 12
 (skipped this question) 9

7. What is the Most Important thing that the Board currently does and should continue to do?

[View](#) Total Respondents 10
 (filtered out) 3
 (skipped this question) 31

8. What is the Most Important thing that the Board currently does not currently do but should start doing?

[View](#) Total Respondents 16
 (filtered out) 6
 (skipped this question) 22

9. What is the Least Important thing that the Board currently does that should be discontinued?

[View](#) Total Respondents 10
 (filtered out) 4
 (skipped this question) 30

10. What would you like to see the Board of Aldermen do differently to help improve the operation of Newton's government?

[View](#) Total Respondents 13
 (filtered out) 5
 (skipped this question) 26

11. Please provide us with any other thoughts or ideas that you would like to share.

[View](#) Total Respondents 10
 (filtered out) 1
 (skipped this question) 33

3. Demographic Information

12. Do you currently have a child/children in the Newton public schools?

	Response Percent	Response Total
Yes. 	30.4%	7
No, I do not have school-age children. 	52.2%	12
No, I have school-age children, but I choose to send them to private/parochial school.	0%	0
View Other (please specify) 	17.4%	4
Total Respondents		23
(filtered out)		0
(skipped this question)		21

13. To make sure that only Newton residents are answering the survey, please provide your name and address.

View	Total Respondents	23
	(filtered out)	0
	(skipped this question)	21

14. If you would like to be informed about future surveys on issues facing the City of Newton, please provide your email address (optional).

View	Total Respondents	5
	(filtered out)	0
	(skipped this question)	39

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1. Responsibilities of the Board

1. The Board of Aldermen serves as the legislative branch of Newton's government and is therefore responsible for passing laws to protect the quality of life of Newton residents. In recent years, the Board has enacted legislation to protect trees, to prohibit smoking in public places, and to limit light pollution.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	46% (17)	22% (8)	3% (1)	11% (4)	19% (7)	37
Effectiveness (1 = very effective; 5 = totally ineffectual)	13% (4)	10% (3)	29% (9)	32% (10)	16% (5)	31
Total Respondents						38
(skipped this question)						6

2. As Newton's legislative branch, the Board of Aldermen is also responsible for passing laws to regulate parking and traffic. In recent years the Board has passed many two-hour parking limits and enacted other restrictions.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	28% (10)	25% (9)	28% (10)	6% (2)	14% (5)	36
Effectiveness (1 = very effective; 5 = totally ineffectual)	6% (2)	9% (3)	36% (12)	18% (6)	30% (10)	33
Total Respondents						37
(skipped this question)						7

3. The Board of Aldermen is also Newton's zoning and special permit granting authority, responsible for setting land use policy. The Board has passed ordinances to limit construction of "monster homes" in Newton and has granted special permits for projects like the Terraces and the Residences at Chestnut Hill. Please rate the Board's work in this area.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	43% (15)	29% (10)	6% (2)	6% (2)	17% (6)	35
Effectiveness (1 = very effective; 5 = totally ineffectual)	6% (2)	13% (4)	29% (9)	29% (9)	23% (7)	31
Total Respondents						35
(skipped this question)						9

4. Another of the Board's responsibilities is oversight over the City budget. While the Mayor must initiate spending requests, the Board of Aldermen has the authority to approve, to reject, or to cut the Mayor's appropriation request. The Board also has fiscal oversight of other financial operations of the City. For example, during this year's budget process, the Board of Aldermen passed resolutions asking the Mayor to restore the following proposed cuts: a 37.7% reduction in funds for maintenance of public buildings, a reduction of two police officers, and an information technology position, as well as asking that the library book purchasing account that the Mayor has level-funded for three years get an inflation increase.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	70% (26)	5% (2)	8% (3)	5% (2)	11% (4)	37
Effectiveness (1 = very effective; 5 = totally ineffectual)	0% (0)	19% (6)	32% (10)	23% (7)	26% (8)	31
Total Respondents						37
(skipped this question)						7

5. Another fiscal responsibility of the Board of Aldermen is approving taxes and fee increases. The Mayor recently requested a \$25 per household fee for doing work on the City's storm drains, which was approved by the Board of Aldermen. In addition, the Board has voted to tax commercial properties at a higher rate than residential properties each year. Please assess the Board's work in this area.

	1	2	3	4	5	Response Total
Importance (1 = very important; 5 = irrelevant)	43% (16)	16% (6)	8% (3)	5% (2)	27% (10)	37
Effectiveness (1 = very effective; 5 = totally ineffectual)	12% (4)	19% (6)	19% (6)	16% (5)	34% (11)	32
Total Respondents						37
(skipped this question)						7

2. Priorities and Other Roles of the Board

6. Each member of the Board must set his or her own priorities for the amount of time spent working on neighborhood issues, acting as a communication conduit with City departments, and advocating on behalf of constituents. Please rank the following Board activities with respect to whether Board members should be spending more or less time on them.

	Very Important - Much More Time and Effort Needed	Important - Somewhat More Time and Effort Needed	Of Moderate Importance - No Change Needed	Somewhat Unimportant - Spend Less Time on this	Not Important - Don't Waste Time on this at all	I have no idea	Response Average
Assisting constituents in dealing with City Departments	37% (13)	20% (7)	26% (9)	9% (3)	6% (2)	3% (1)	2.24
Organizing and attending neighborhood meetings	46% (16)	20% (7)	26% (9)	3% (1)	6% (2)	0% (0)	2.03
Developing ideas to help City government run more efficiently	49% (17)	23% (8)	20% (7)	3% (1)	3% (1)	3% (1)	1.85
Questioning and when necessary standing up to the Mayor	63% (22)	14% (5)	14% (5)	0% (0)	6% (2)	3% (1)	1.68
Advocating on behalf of constituents	64% (21)	24% (8)	6% (2)	0% (0)	3% (1)	3% (1)	1.50
Informing constituents of important developments	59% (20)	21% (7)	15% (5)	0% (0)	3% (1)	3% (1)	1.64
Solving neighborhood problems through facilitation and mediation	47% (15)	25% (8)	16% (5)	3% (1)	6% (2)	3% (1)	1.94
Total Respondents							35
(skipped this question)							9

7. What is the Most Important thing that the Board currently does and should continue to do?

[View](#) Total Respondents 13

(skipped this question) 31

8. What is the Most Important thing that the Board currently does not currently do but should start doing?

[View](#) Total Respondents 22

(skipped this question) 22

9. What is the Least Important thing that the Board currently does that should be discontinued?

[View](#) Total Respondents 14

(skipped this question) 30

10. What would you like to see the Board of Aldermen do differently to help improve the operation of Newton's government?

[View](#) Total Respondents 18

(skipped this question) 26

11. Please provide us with any other thoughts or ideas that you would like to share.

[View](#) Total Respondents 11

(skipped this question) 33

3. Demographic Information

12. Do you currently have a child/children in the Newton public schools?

	Response Percent	Response Total
Yes.	30.4%	7
No, I do not have school-age children.	52.2%	12
No, I have school-age children, but I choose to send them to private/parochial school.	0%	0
View Other (please specify)	17.4%	4
Total Respondents		23
(skipped this question)		21

13. To make sure that only Newton residents are answering the survey, please provide your name and address.

[View](#) Total Respondents 23

(skipped this question) 21

14. If you would like to be informed about future surveys on issues facing the City of Newton, please provide your email address (optional).

[View](#) Total Respondents 5

(skipped this question) 39

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Wednesday, January 31, 2007

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What is the Most Important thing that the Board currently does and should continue to do?

1. Spend money wisely
2. discuss and disagree about topics
3. Budget Oversight
4. Discuss important issues relating to maintainance and safety of city streets, sidewalks, and streetlights.
5. I object to the choice of language in #6. The language "Not Important - Don't Waste Time on this at all" is very biased. My opinion is not that they should not "waste their time" on this, but that this is not appropriate use of their authority. In the first question, it can certainly be useful for an alderman to advocate on behalf of a citizen, but I don't think it contributes to a strong, effective, positive form of government. Citizens need to work directly with city departments if they have a problem, and it is disruptive to have Aldermen interfering all the time. If a citizen is having difficulty, they can contact their aldermen, who should notify the Mayor that the department is not working effectively with the citizens. The Mayor can then discuss the concern with the department head. This is the APPROPRIATE channel to resolve a problem. In the forth question "Questioning and when necessary standing up to the Mayor" again, it is not that I think it is a waste of time, I consider it inappropriate and ineffective for aldermen to "Stand up to the mayor," but the only option the survey gives me is to choose "Not Important - Don't Waste Time on this at all." This is not the opposite of "Very Important - Much More Time and Effort Needed."
6. Check on city spending and Mayor's misuse of CPA funds.
7. taking control of hte school budget and re doing the newtonnorth HS as a renovation
8. approve site plan 5a for nnhs
9. I can't think of one this body does well.
10. Make the mayor responsible for his actions
11. Scrutinize the Mayor's budget proposals, requests for transfer of funds during the FY, and monitor the spending requests for the Newton School budget.

- 12.** I am not in favor of removing ANY of the responsibilities of the Board. If anything the Board members need to have more accountability to the constituents.
- 13.** Communicate directly with the citizens regarding the Newton North H.S. project. Appoint a Project Manager with a fixed budget and full decision making authority. Citizens who object to decisions made by the Project Manager would have to settle their objections in court. Put the "Go-NoGo" decision before the citizens of Newton in a citywide election.

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What is the Most Important thing that the Board currently does not currently do but should start doing?

1. Stop funding the Mayors pet projects. Knock the crown off his head and make him work with the board.
2. Individual Aldermen should make serious and effective efforts to inform their constituents on their respective activities and successes or failures at the aldermanic meetings. Letters could be sent out on a quarterly basis and /or via email.
3. Act indepenedently of the Mayor. Several Aldermen seem to be "owned" by the Mayor-Schnipper, Baker, Gentile, Hess Mahan, Burg Samuelson, and Weisbuc. It is frustrating to talk to these people and know that they will vote as they are told.
4. Questioning the Mayors efforts on Behalf of the citizens and employees of the city
5. improve the quality/maintennance of our buildings
6. Consider reducing the size of the board to a more reasonable size.
7. I think the board is doing fine-my alderman is wonderful, she tries!!! Unfortunately it's the city employess and department and agencies resposible for enforcing the laws and following through that fall short! For instance what good are zoning laws if they are not enforced? What good are overnight parking bans if no one is ticketed? ETC!!! Newton is not the city it used to be that is for sure (Lifelong resident).
8. start getting on the mayor to negotiate outstanding contracts.stand up to the mayor
9. Respect the voters wish, as they have voted for the board to be cut down in size.
10. The board has done an abysmal job communicating with residents on construction projects that affect them. I live very close to the Woodland T stop and had absolutely no warning of the huge construction project there. Calling City Hall about it got me details on zoning and pretty much nothing else. Certainly not the best way to keep your constituents informed and involved.

- 11.** I can't speak for the entire Board but I know that my alderman is not controlling traffic or road and sidewalk upkeep in my neighborhood. The intersection at Center and Walnut is a mess. There should be a left arrow at the light when traveling north on Center and you can see the road lines. Even after they are painted they are pathetic in quality to other towns.
- 12.** cost of retirement and health care over time - what are the long term trends and costs better govt - this stupid form, which is poorly designed is an example; the total lack of expertise and control over school cap funding projects (mr parnell seems to be, to put it charitably, inept) actually make the city work
- 13.** cut the board
- 14.** zoning enforcement
- 15.** Keep your eye on our shifty Mayor
- 16.** Needs to be smaller, needs to be involved in reigning in school spending and promoting accountability in the school administration, recuse itself from consistent, troubling conflicts of interest. i could go on and on.....
- 17.** Insure enforcement of the city's laws
- 18.** Listen to citizen's concerns about the new Newton North High School and force the architects to come up with a redesign for a scaled down version that addresses neighborhood concern about traffic flow.
- 19.** The BOA should start working for the people and not for Mayor Cohen. Too many members of the board follow what the mayor wants and ignores constituents. The board should question Mayor Cohen on many of his questionable practices---from forcing NNHS down people's throats to not giving timely info about his election commissioner.
- 20.** Actively proposing items to include or change in the Mayor's proposed Budget, before he submits it to the Board.
- 21.** Listen to the people of Newton. The Board members tend to deliver on their own personal agendas. They should be held more accountable to the needs and desires of the tax payers. There is absolutely no accountability.
- 22.** Initiate proceedings to reduce the number of alderman to 16: 8 ward aldermen elected by citizens of their ward and 8 ward aldermen elected by citywide vote.

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What is the Least Important thing that the Board currently does that should be discontinued?

1. Funding for, and providing office space for, the bogus Newton Human Rights commission.
2. Vote on national and international issues.
3. Light Ordinance
4. resolutions-ineffective and a waste of time
5. Members of the board should encourage city employees to do their job without interference from the aldermen. The board should be more respectful of the professionals that have been hired by the city and should not try and tell them how to perform their job.
6. Nothing.
7. to much time on an issue
8. arguing
9. Pass resolutions about national/world events.
10. Promoting the reelection of candidates both inside and outside the city. stop issuing on issues they have nio control over.
11. They waste taxpayer dollars and time by pontificating for hours on the chamber floor. Too much talk not enough action.
12. Allowing individual aldermen to take up time at Public Hearings before the Board, the Parks and Rec Commission, the Conservation Commission, etc. while the "public" has to sit there and listen to aldermen! At a "public hearing" aldermen should sit there and LISTEN... not take up the time supposedly reserved for public input to elected officials. Aldermen have voluntarily run for and been elected to do their jobs, and are paid for it. Members of the public should be given priority to participate during evening meetings when they wish to speak, so they can go home at a reasonable hour and get up and go to work the next day.

13. If you are going to parcel out tasks to other committees, these committees need to be elected officials. The idea of giving, say, the Traffic Council, the power to vote in or pass on proposals will only work if the Traffic Council becomes an elected body. I am not in favor of giving individuals/local government branches more power than they currently have.

14. No response.

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What would you like to see the Board of Aldermen do differently to help improve the operation of Newton's government?

1. Have 2 ward alderman and 1 at large alderman per ward.
2. Provide a summary reprise of main aldermanic decisions to respective constituents. these could be sent at little cost via email.
3. Stand up to the Mayor. Run for Mayor/
4. Facilitate the change in the City Charter to have each School Committee member be elected from their Ward instead of city wide, so they better represent the concerns of the schools in their districts
5. Take a stronger stand when you disagree with the mayor
6. All the aldermen should do a better job listening to concerns of citizens. Frequently they have their own agenda and if it is different from that of the citizens that have elected them they are not interested in spending time to hear the arguments of those who hold a different opinion.
7. Follow up and make sure the laws are enforced...of course that's the mayors job isn't it? SO MUCH FOR COHEN!
8. stand up to the mayor
9. Help make it smaller. We voted to cut down the size of the board of alderman. Respect our wishes and this democracy.
10. reduce its size
11. Keep your eye on our shifty Mayor
12. shrink itself or scale back the lifetime health benefits that ten year or longer members enjoy. do a better job of watching where housing developments spring up and advocate for students in those areas. give themselves less incentive to hang around long term.
13. Reduce its size

- 14.** Decrease the number of Aldermen
- 15.** They should change direction on the NNHS project. They should require the Gund architects to develop a new plan that is less expensive, less grandiose, and less intrusive to the neighbors. A plan that utilizes Lowell Ave for flow traffic as much as Walnut St.
- 16.** Less talking, more listening and more action on behalf of their constituents.
- 17.** 1. Listen to people 2. Respond to concerns 3. Legible website with easy to find information 4. Post the results of all votes 5. Take on more leadership 6. Stop pushing personal agendas and acting out of their own personal financial benefit 8. Allow some time for the public to speak at Aldermanic meetings - like Selectmen meetings 9. Read the proposals that are on the agenda and research things that you don't understand
- 18.** Do more work in the committees. Each committee should bring to the full board truly completed work having a clear idea of its chances for enactment.

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Please provide us with any other thoughts or ideas that you would like to share.

1. The Newton Democratic Committee is a dangerous left wing organization that no credible politician should belong to.
2. The mayor has to go! The aldermen as they behave now as his lackeys are irrelevant.
3. The board is too large. The city should find a way to make it a more reasonable size, as almost every other community in MA has done. Newton does not benefit from a board this size.
4. I think you get some serious alderman that want to do a good job. Like anything--some people take on positions they cannot handle. No matter how good the alderman is, no matter how many laws they get passed, no matter how much they advocate for their neighborhoods, if the city does not do their job---it's all a waste of money!
5. Sickened by the Alderman's refusal to cut down the size of the board. Its too big. Also more noise should be made against the Mayors gross attempts to misuse CPA funds for the plastic turf at Newton South High.
6. Overall, communication between the city and school board and the citizens is poor
7. The board is too large and therefore it becomes complicated to get things done within the City. We are a large City we need a board that will address OUR concerns not those of the insiders. The School Committee and the Education Center need to remember who they work for and stop granting themselves pay raises when school buildings at every level are fall down around them.
8. One party(DEMOCRATIC) Board representation has resulted in many people in this city being ignored or marginalized. The poor outcomes and downward spiral of the city(crumbling schools, fire houses, Needham St, parks and streets are the result of too big a legislative body spending too much time debating and not enough time acting. many of the aldermen are long time members. they have no one but themselves to blame. they know it and in coming weeks, months, and years, it will become apparent to anyone else who has'nt bothered to pay attention.
9. Both Mayor Coehn and the BOA have lost the trust of the Newton public. It is time for the BOA to act on behalf of residents and taxpayers and not for their political gain or favor with the mayor and the school committee.

10. I think this city has a very big problem with enforcement issues. I had to check 4 and 5 on a number of items, because there is absolutely no evidence that a number of things that may have passed the Board of Aldermen have actually happened. Take the question concerning trees - what did they pass? There have been a number of blights in the past few years that have either killed off or are killing off trees. None of them have been replaced and the city took no action whatsoever.

11. Proceedings of the Board should be available on the city's web site.

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