

Priority #1 Organizational Needs

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This committee was tasked with making recommendations to the board addressing the #1 priority emerging from the strategic planning meeting held November 14, 2023. Below is a list of issues that board members, staff and consultants felt needed to be improved or addressed.

1. Build communication.
2. Clarify Board:
 - a. Organization
 - b. Responsibilities
 - c. Tasks
 - d. Person (staff or board) assignments
3. Organization & communication plan
4. More transparent communication
5. Clarify staff:
 - a. Organization
 - b. Responsibilities
 - c. Tasks
 - d. Person (staff or board) assignments
6. Plan to decrease board time

This committee met on January 10, 2024. Issues were divided into 3 general topics.

1. The need for a clear, efficient, and effective organizational structure and executive process with clarity on:
 - a. Board Responsibilities
 - b. Staff Responsibilities
2. The need for clear and effective communication between executive committee, board, staff, and consultants.
3. A need to decrease the unproductive use of board time, while affecting stronger board engagement.

We respectfully submit the following recommendations to the board for consideration in addressing these needs.

1. Allocate budget for at least a 30 hour/week Executive Director whose responsibilities will include: (See Addendum A for full draft of job description)
 - a. Assist the development and implementation of a strategic plan to advance the organization's mission and goals, with a focus on promoting tourism, preserving cultural heritage, and supporting sustainable tourism practices.
 - b. Provide leadership and guidance to the organization, including managing staff, contractors, volunteers, and partnerships, to ensure the effective delivery of programs and services.

- c. Build and maintain relationships with key stakeholders, including government agencies, local businesses, community organizations, and tourism industry partners, to foster collaboration and support for the organization's initiatives.
 - d. Oversee the development and execution of marketing and promotional strategies to attract visitors, raise awareness of local attractions, and showcase the unique experiences our communities offer.
 - e. Collaborate with local businesses and tourism industry stakeholders to develop and promote sustainable tourism practices that protect the environment, preserve cultural heritage, and benefit the local community.
 - f. Monitor industry trends, market conditions, and regulatory changes impacting the tourism sector, and adapt the organization's strategies and programs accordingly.
 - g. Manage the organization's budget, financial resources, and reporting requirements, ensuring transparency, accountability, and compliance with applicable regulations.
 - h. Represent the organization at industry conferences, community events, and public forums to advocate for tourism initiatives and engage with stakeholders.
 - i. Stay updated on best practices, innovations, and emerging trends in the tourism industry, and leverage this knowledge to enhance the organization's programs and services.
2. Allocate in budget 10-15 hours a week for administrative assistance to a part-time Executive Director. Example tasks from current admin position.
- a. Posts board meeting agendas, takes minutes, and posts minutes in compliance with the Brown Act
 - b. Maintains online storage system (Google Shared Drive) for documents, photos, and communications in compliance with the Brown Act.
 - c. Administers the microzone grant program, including digital form development, receipt of grants, getting approvals, completing grant agreement process, monitoring timeliness of grant reports, and keeping microzone grant files up to date.
 - d. Organizes policies and procedures
 - e. Picks up mail and forwards invoices to Board Treasurer
 - f. Assists ED with quarterly stakeholder e-newsletters
 - g. Creates and sends monthly visitor e-newsletters with input from Board, ED, and Marketing contractor
 - h. Assists ED with plumascountry.org website updates including events, businesses' updates, seasonal and revised photos
 - i. Maintains and updates featherrivertourism.com website including agendas, minutes, financials, grant information
 - j. Maintains photography folder and assists with selecting photos for marketing requests

- k. Assists with organization and displays at tabling events and stakeholder appreciation events
 - l. Creates digital presentations as needed
- 3. Adopt the Organizational structure presented in Addendum B.
- 4. Adopt the Board of Directors Roles & Responsibilities in Addendum C.
- 5. Keep communications to the board to the following:
 - a. Committee members funnel all updates on activities through an Executive Director's Update that comes out to the board either once or twice a month on a scheduled day.
 - b. Communicate with board members outside of the update, committee and board meetings only when strategically necessary.
- 6. Schedule board meetings for the entire year on a set day of the month and time. Work toward moving meetings to a quarterly basis once organizational efficiency has been established.
- 7. Set the last meeting of each year with the recurring agenda item: Strategic Direction for Next Year.
- 8. Facilitate training in 2024 for the board and staff in Brown Act requirements. See Summary of Requirements in Addendum D.

Addendum A. Executive Director Position

Job Description
FRTA Executive Director
Draft 1/14/23

The Feather River Tourism Association is a 501(c)(6) corporation managing the Feather River Tourism Marketing District in association with the lodging providers of the Lake Almanor Basin, Indian Valley, Feather River Canyon, Quincy and Bucks Lake to improve and develop the tourism economy of our communities.

The vision of the Feather River Tourism Association is to realize our area's full potential as a travel destination — to improve the quality of life of the people of our communities through an improved economy while preserving our natural resources, and drive a new era of development, growth, and opportunity for our residents and business community.

Our mission as a District is to increase visitation to lodging businesses in our district by providing results-oriented marketing, advertising, and tourism resources. We are committed to:

- Working collaboratively across regions, businesses, organizations, and agencies of the County
- Seeking equitable opportunities for growth and development across these regions and businesses
- Communicating clearly and frequently with businesses, organizations, and agencies
- Validating our goals, strategies and decisions against our desire to either enhance or sustain the quality of life of individuals in our communities.

We are seeking a visionary and experienced Executive Director to lead the Feather River Tourism Association. The Executive Director will be responsible for overseeing all aspects of the organization's operations, including strategic planning, program development, and community engagement. The Executive Director will be instrumental in promoting tourism, fostering economic growth, and enhancing the visitor experience in our community.

Responsibilities:

- Assist the development and implementation of a strategic plan to advance the organization's mission and goals, with a focus on promoting tourism, preserving cultural heritage, and supporting sustainable tourism practices.
- Provide leadership and guidance to the organization, including managing staff, contractors, volunteers, and partnerships, to ensure the effective delivery of programs and services.
- Build and maintain relationships with key stakeholders, including government agencies, local businesses, community organizations, and tourism industry partners, to foster collaboration and support for the organization's initiatives.
- Oversee the development and execution of marketing and promotional strategies to attract visitors, raise awareness of local attractions, and showcase the unique experiences our communities offer.

- Collaborate with local businesses and tourism industry stakeholders to develop and promote sustainable tourism practices that protect the environment, preserve cultural heritage, and benefit the local community.
- Monitor industry trends, market conditions, and regulatory changes impacting the tourism sector, and adapt the organization's strategies and programs accordingly.
- Manage the organization's budget, financial resources, and reporting requirements, ensuring transparency, accountability, and compliance with applicable regulations.
- Represent the organization at industry conferences, community events, and public forums to advocate for tourism initiatives and engage with stakeholders.
- Stay updated on best practices, innovations, and emerging trends in the tourism industry, and leverage this knowledge to enhance the organization's programs and services.

Requirements

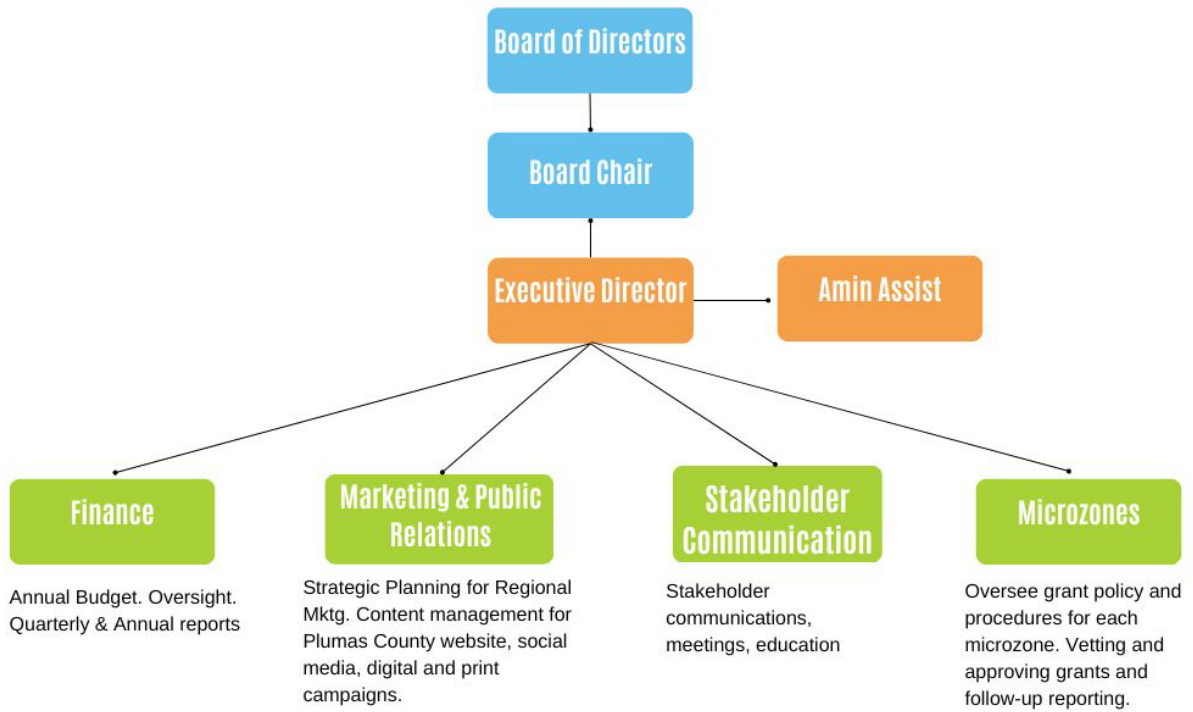
- Bachelor's degree in tourism management, business administration, nonprofit management, or related field preferred.
- Experience in a senior leadership role within the tourism industry, nonprofit sector, or a related field.
- Knowledge and understanding of the tourism industry, including trends, best practices, and sustainability principles preferred.
- Experience in strategic planning and program development.
- Proven leadership and management skills, with the ability to inspire a team, build collaborative relationships, and drive results.
- Good communication and interpersonal skills, with the ability to engage and influence stakeholders at all levels.
- Experience in budget management and financial reporting.
- Ability to think creatively, adapt to changing circumstances, and identify opportunities for growth and innovation.
- Proficiency in using technology and digital tools to enhance marketing and communication efforts.
- Commitment to the organization's mission and values.

If you are a dynamic and visionary leader with a passion for promoting economic development through tourism and enhancing visitor experiences, we invite you to apply for the Executive Director of the Feather River Tourism Association. Together, we can make a lasting impact on our community and create a vibrant and responsible tourism destination.

Addendum B.



FRTA ORGANIZATIONAL CHART



Addendum C.

The following are proposed roles and responsibilities of the Board of Directors of the Feather River Tourism Association.

- I. **Governance:** Set the strategic direction, goals, and policies of association and district.
- II. **Decision-Making:** Approve budgets, contracts, and major decisions related to the association and district's operations.
- III. **Financial Oversight:** Monitor the association and district's financial health, review financial reports, and ensure compliance with financial regulations.
- IV. **Public Representation:** Serve as a liaison between the association and the public, representing the district's interests and addressing public concerns.
- V. **Stakeholder Engagement:** Collaborate with community members, government agencies, and other stakeholders to identify needs and develop solutions.
- VI. **Performance Evaluation:** Evaluate the association and district's performance, assess the effectiveness of programs and services, and make necessary improvements.
- VII. **Compliance:** Ensure compliance with all applicable laws, regulations, and ethical standards.
- VIII. **Advocacy:** Advocate for the district's needs and interests at the local, and state level.
- IX. **Board Development:** Participate in training and professional development opportunities to enhance governance skill.
- X. **Committee Service:** Serve on one committee of the association.

Addendum D. Brown Act Requirements

Below is a summary of Brown Act requirements. Self-training is available at https://www.crma4.org/apps/pages/index.jsp?uREC_ID=368744&type=d&pREC_ID=826937

The Ralph M. Brown Act-at-a-Glance

"The people of this State do not yield their sovereignty to the agencies which serve them. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is good for them not to know. The people insist on remaining informed so that they may retain control over the instruments they have created."

The Ralph M. Brown Act, California Government Code § 54950.

The Brown Act or "Open Meeting Law" is officially known as the Ralph M. Brown Act and is found in the California Government Code § 54950 et seq. 1. The Brown Act was enacted in 1953 to guarantee the public's right to attend and participate in meetings of local legislative bodies, and as a response to growing concerns about local government officials' practice of holding secret meetings that were not in compliance with advance public notice requirements. The Brown Act is pivotal in making public officials accountable for their actions and in allowing the public to participate in the decision making process.

Who is governed by the Brown Act?

The Brown Act governs local agencies, legislative bodies of local government agencies created by state or federal law and any standing committee of a covered board or legislative body, and governing bodies of non-profit corporations formed by a public agency. Examples of these would be city council, county board of supervisors, special district, school boards, standing committees, and even some types of Home Owners Associations (if they were created by a public entity and constituted as some sort of public district.)

What is a "Meeting?"

A meeting, as defined by the Brown Act, is "any congregation of a majority of the members of a legislative body at the same time and place to hear, discuss or deliberate upon any item that is within the subject matter jurisdiction of the legislative body" (§ 54952.2 (a)). For instance, when the quorum for a Board of Supervisors reaches the number necessary to be a majority (i.e. 5 out of 7), that is considered a meeting under the Brown Act. Also, when the same or a greater number of supervisors are attending a social gathering, for which no meeting notice was given, and they start discussing business under the jurisdiction of their legislative body, that would be considered a meeting that falls under Brown Act regulations. The key elements for a meeting are quorum and discussion, hearing or deliberation of issues; the meeting needs not to be formally convened in order to be subject to the act. That means that "informal", "study,"

“discussion,” “informational,” “fact-finding,” or “pre-council” gatherings of a quorum of the members of a board are within the scope of the Act as meetings.

Exceptions (Meetings Not Covered by the Brown Act)

Conferences and retreats, other public meetings, meetings of other legislative bodies, social or ceremonial events are exempt from the Brown Act provided that legislative members follow certain rules such as limiting the discussion to the agenda in the conference; or that legislative members do not discuss amongst themselves business of their legislative body. Regulations for these exceptions to meetings are contained in § 54952.2(c). Also excluded from the application of the Brown Act are individual contacts or conversations between a member of a legislative body and any other person (§ 54952.2(c) (1)). Any other person is defined as a non-staff or non-board member.

Serial Meetings

The Brown Act explicitly prohibits the use of “direct communication, personal intermediaries, or technological devices that is employed by a majority of the members of the legislative body to develop a collective concurrence as to action to be taken on an item by the members of the legislative body” (§ 5495.2(b)). Serial meetings involve communication between members of a legislative body that are less than a quorum, but when all participants are considered, it constitutes a majority. “For example, a chain of communications involving contact from member A to member B who then communicates with member C would constitute a “serial meeting” ... Similarly, when a person acts as the hub of a wheel (member A) and communicates individually with the various spokes (members B and C), a serial meeting has occurred. In addition, a serial meeting occurs when intermediaries for board members have a meeting to discuss issues. For example, when a representative of member A meets with representatives of members B and C to discuss an agenda item, the members have conducted a serial meeting. In *Stockton Newspapers, Inc. v. Redevelopment Agency* (1985) 171 Cal.App.3d 95, the Court concluded that a series of telephone conversations conducted by the agency's attorney as an intermediary constituted a meeting within the scope of the Brown Act. (See also, 65 Ops.Cal.Atty.Gen. 63 (1982); 63 Ops.Cal.Atty.Gen. 820 (1980)).”³ Thus, the use of email to create consensus among the legislative members might be in violation of the Brown Act.

Teleconference Meetings

The Brown Act allows teleconference meetings if they comply with the following specifications:

- The teleconference location is accessible to the public and it is noted in the agendas;
- The meeting is useful to the public and the legislative body;
- All votes are taken by roll call, and;
- At least a quorum of the members of the legislative body are located within the boundaries of the territory over which it exercises jurisdiction (§ 54953(b)).

Closed Sessions

The Brown Act allows closed sessions under the scope of a regular meeting. It stipulates that they shall comply with agenda posting and be held within the jurisdiction of the legislative body (§ 54954), which shall include a description of the items to be discussed (§ 54954.2). In addition, prior to holding any closed session, the legislative body shall disclose, in an open meeting, the item or items to be discussed in the closed session (§ 54957.7). Items that can be discussed by the legislative body are according to § 54954.5:

- License or permit determination (§ 54956.7)
- Conference with real property negotiators (§ 54956.8)
- Conference with legal counsel regarding existing or anticipated litigation (§ 54956.9)
- Liability claims (§ 54956.95)
- Threat to public services or facilities (§ 54957(a))
- Public employee appointment, employment, performance evaluation, discipline, dismissal or release (§ 54957(b))
- Conference with labor negotiators (§ 54957.6)
- Case review or planning (§ 54957.8)
- Report involving trade secret or hearings (§ 54956.87, California Health and Safety code §§1461,32106 and 32155; or California Government Code §§ 37606 and 37624.3)
- Charge or complaint involving information protected by federal law (§ 54956.86).

The legislative body should publicly report actions, along with the vote and abstention count, taken as result of a closed session (§ 54957.1). Documentation relative to the reports should be available to any person on the next business day following the meeting (§ 54957.1(c)).

Special Meetings

Either the presiding officer or the majority of members of the legislative body may call special meetings at any time by delivering each of its members a written notice and by notifying the media (which has previously requested notification of special meetings): the notice shall be received at least 24 hours in advance before the meeting. Special meetings notice shall be also posted at least 24 hours prior to the meeting and it should be held in a location that is freely accessible to members of the public. The discussions at the special meeting are limited to the issues posted in the agenda. No other business shall be considered (§ 54956).

What Rules Must a Meeting Follow?

Local agencies, in order to comply with the Brown Act, shall:

Hold open and public meetings (§ 54953 (a)). In addition, no legislative body shall conduct any meeting in a facility that prohibits the admittance of any person(s) on the basis of: race, religion, color, national origin, ancestry, sex; or that is inaccessible to

disabled persons, or where the public, in order to gain access to the facility, needs to pay or purchase something (§ 54961 (a)).

- Vote publicly, no secret ballots are allowed (§ 54953 (c)).
- Comply with the protections and prohibitions of Section 202 of the Americans with Disabilities Act of 1990 (§ 54953.2).
- NOT require public registration, as a condition for attendance; the public is not required to register, provide any other information –such as self-identification--, or fulfill any condition precedent to its attendance. If an attendance list is circulated, it shall clearly state that the signing, registering, or completion of the document is voluntary (§ 54953.3)
- Allow recording of the proceeding (video tape, audio tape) provided that recording is done in an unobtrusive way (§ 54953.5)
- NOT prohibit or restrict broadcasting unless there is a finding that this would be disruptive to the proceedings (§ 54953.6)
- Post notice of meetings, information shall include specified time and location, except for advisory or standing committees (§ 54954 (a))
- Post agendas at least 72 hours in advance of the meeting and it shall contain a brief general description of each item of business (§ 54954.2(a))
- NOT take action or discuss any item not appearing on the posted agenda except under certain conditions (§ 54954.2(a), conditions appear on subsection (b)) \
- Hold meetings in the jurisdiction of the legislative body (§54954 (b))
- Allow and honor any person's request to provide and mail a copy of the agenda at the time the agenda is posted (at least 72 hours in advance) or of all the documents of the agenda packet of any meeting (§ 54954.1)
- Provide an opportunity for comment from members of the public to directly address the legislative body on any item of interest to the public on every agenda for regular meetings (§ 54954.3(a))
- Allow public criticism of the legislative body (§ 54954.3(c))
- Hold at least one public meeting, allowing for public comment, before adopting any new or increased general tax or increased assessment, and
- the legislative body shall provide at least 45 days public notice of such meeting (§ 54954.6)5
- Not charge fees for the attendance to a meeting or for carrying out any provision in the Brown Act (§ 54956.6). The only exception is when legislative bodies are allowed to charge a fee that covers the cost of mailing an agenda or agenda packet (§ 54954.1). A related requirement is found on § 54961(a) that prohibits meetings in a place where the public needs to pay or purchase something
- Disclose to the public agendas of public meetings and any other writings, when distributed to all, or a majority of all, of the members of a legislative body of a local agency. In addition, under the California Public Records Act these documents shall be made available upon request and without delay (§ 54957.5)
- Preserve the order in meetings. Moreover, if a group willfully interrupts a meeting and the order can only be restored by the removal of disruptive individuals, then the legislative body may order the meeting room to be cleared. The session might be reinitiated and representatives of the media shall be allowed to stay and attend the session. The legislative body may also establish a procedure for readmitting

individual(s) not responsible for the disruptive conduct that caused the meeting room to be cleared (§ 54957.9).

Violations of the Brown Act

Each member of a legislative body who has taken action in violation of any provision of the Brown Act, and where there was willful deprivation of information to the public, is guilty of a misdemeanor (§ 54959). Civil remedies (injunction, mandamus, declaratory relief and voiding past actions of the body) are provided in case of violation of the Brown Act (§§ 54960 and 5490.1) pursuant to §§ 54953, 54954.2, 54954.5, 54954.6, 54956, and 54956.5 (that is, for violations to requirements for: general open meeting, agenda posting, closed sessions, tax and assessment, special meetings and, emergency meetings). A court may award court costs and reasonable attorney fees to the plaintiff in an action brought pursuant to §§ 54960 and 5490.1.

In order to correct a violation to the Brown Act, a complaint to cure and correct has to be filed by the interested party:

- within 30 days of the date the action was taken during an open meeting and in violation of agenda requirements
- Within 90 days of the date the action was taken for all other cases
- Once the legislative body has received the complaint, it has 30 days to cure or correct the challenged action, if it fails to do so, a person then may file suit to void the action (§ 54960.1.)