

**City of Hayward
Citizens Advisory Commission - Regular Meeting**

**Hayward City Hall – Room 2A
777 B Street, Hayward, California
Wednesday, December 17, 2008
6:30pm**

Agenda

- I. Call to Order**
- II. Pledge of Allegiance**
- III. Attendance**
- IV. Public Comments:** *(The Public Comments section provides an opportunity to address the Citizens Advisory Commission on items not listed on the agenda. The Commission welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Commission is prohibited by State law from discussing items not listed on the agenda, your item will be taken into consideration, and may be referred to staff. Speakers will be limited to 5 minutes each.)*
- V. Approval of Summary Notes of the November 19, 2008 Regular CAC Meeting**
- VI. Presentation: Update to the Housing Element of the City's General Plan**
– Erik Pearson, Senior Planner – City of Hayward
- VII. Review of Recommended Minor Changes to the Citizens Advisory Commission Bylaws**
– Commissioner Nathaniel Bruno
- VIII. Appointment of Application Review Committee (ARC) Members**
– Commissioner McDermott
- IX. Liaison Reports:**
 - A. Women on the Way – Commissioner Reliford
 - B. Seventh Step – Commissioner McDermott
 - C. FESCO – Commissioner Steinberger
 - D. Eden I & R – Commissioner Burks
 - E. Hope for the Heart – Commissioner Delgado
- X. Staff Report (Oral Non-Action Items):**
 - A. CDBG-Related Announcement / Advisories
 - B. Programmatic Announcements / Advisories
 - C. Housing Rehabilitation Program Updates
 - D. Hayward After-School Tutoring Program
 - E. Brief re: City Center Development Project

XI. Future Agenda Items:

XII. Adjournment

Please do not wear scented products. Persons with environmental sensitivities may be in attendance. Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Please request the accommodation at least 72 hours in advance of the meeting by calling (510) 583-4250, or by calling the TDD line for those with speech and hearing disabilities at (510) 247-3340.



Materials related to an item on this Agenda, submitted to members of the Citizens Advisory Commission (CAC) after distribution of the Agenda packet, are available for public inspection in the Neighborhood Services Division Office of the Library and Neighborhood Services Department, 777 B Street, Hayward CA 94541, during normal business hours. Such documents are also available on the City of Hayward's website at hayward-ca.gov subject to staff's ability to post the documents before the meeting.

**City of Hayward
Citizens Advisory Commission
Regular Meeting
November 19, 2008**

6:30pm

Summary Notes

- I. Call to Order:** Commissioner Lamnin called the meeting to order at 6:31pm.
- II. Pledge of Allegiance:** The Pledge of Allegiance was recited.
- III. Attendance:** Commissioners in attendance signed the Attendance Sheet.

Note: Record of attendance is kept from June 2008 through May 2009.

Commissioners	Present This Meeting	All Meetings ¹ Year to Date		Regular Meetings Year to Date	
		Present	Absent	Present	Absent
Diane Balloue	X	3	1	3	1
Nathaniel Bruno	X	4	0	4	0
Shelia Burks ²	X	3	0	3	0
Miguel Delgado	0	2	2	2	2
Peggy Guernsey	X	4	0	4	0
Robert Imazumi (Parliamentarian)	X	4	0	4	0
Tom Kersten ²	X	3	0	3	0
Sara Lamnin (Vice-Chair)	X	4	0	4	0
Lynnette Linnen	X	3	1	3	1
Dianne McDermott (Chair)	X	3	1	3	1
Liz Morales-Contreras ²	X	2	1	2	1
Beverly Reliford	0	3	1	3	1
Gary Steinberger ²	X	3	0	3	0
Robert Topete	X	3	1	3	1

¹ - Includes Special CAC Meetings and the Funded Agency Tour(s).

² - Appointment effective July 2008. Newly appointed Commissioners attended their first meeting in September 2008.

Staff in Attendance: David Korth, Neighborhood Services Manager
Anne Culver, Social Services Planning Manager
Shauna Darwin, Secretary

City Council Member Barbara Halliday was also in attendance.

Guests in attendance signed the Guest Sign-In Sheet.

IV. Public Comments:

- Commissioner Linnen announced that Women on the Way will be holding its Annual Christmas Dinner and Fundraiser for its residential program on Tuesday, December 9, 2008 at the Marina Community Center in San Leandro, CA. Flyers were passed out to the Commission.
- Commissioner Morales-Contreras announced the Salvation Army will be holding its annual Christmas dinner at Centennial Hall in which is expected to feed 2,400 people this year. There will be 350 volunteers serving dinner, and Polaroid pictures with Santa Claus will be available and can be picked up the following year. Those interested in sponsoring a dinner for a table of 10 for the cost of \$60, or those who want more information about the event, are encouraged to call 510-581-6444.
- David Korth announced that anyone looking to participate in volunteer activities over the holidays can call Donna Fitzwater, Volunteer Coordinator for the City, HUSD and HARD, can call her at 510-888-0102.
- The City's annual *Light Up the Season* event is scheduled for Thursday, December 4, 2008.
- Council Member Halliday briefly spoke about the plans that are in place to replace Centennial Hall, the development of a new Safeway in South Hayward, and the Joe Montana development projects.

V. Approval of the October 15, 2008 CAC Regular Meeting Summary Notes: Commissioner Topete made a motion to approve the Summary Notes as submitted. Commissioner Bruno seconded the motion, which was approved unanimously.

VI. Discussion: Fall Agency Tour: The Commission discussed the fall tour of funded agencies. Commissioners Steinberger, Bruno, Balloue, Reliford and Guernsey participated in the tour. The Commission members were very impressed with the good work being done by the agencies that receive funding from the City.

VII. Make a Difference Day, October 2008 (Discussion): Several Commission members participated in the Commission's Make a Difference day event by helping out the Hayward Public Library. The Commission's efforts were greatly appreciated by the Library staff, and the Commission members that participated enjoyed the experience. It was suggested that the Commission consider participating in similar activities in the future.

VIII. Review and Discussion: CAC Bylaws: Earlier in the year, Chairperson McDermott requested that Commissioner Bruno review the CAC's current Bylaws and present his recommendations for changes that would more accurately reflect the City's new organizational structure and current practices. At the October 15, 2008 Commission meeting, Commissioner Bruno distributed documents that included extensive additions and deletions to the Commission Bylaws. He also submitted recommended changes another official document of the Commission entitled: *Rules and Regulations of the Citizens Advisory Commission*.

A Bylaws Committee was formed including Commissioners Burks, Kersten, Guernsey, and Topete at the Commission's meeting in October. All Commission members were asked to review both of the documents submitted by Commissioner Bruno, and submit any additional comments/recommended changes that they might have to the Bylaws Committee before the November 19th Commission meeting. The Committee would then work to incorporate the comments and suggestions received, and re-present the recommended changes to these documents at the Commission's November 19th meeting. Staff indicated that the recommended changes submitted by Commissioner Bruno would also be shared with the City Attorney's office for review and comment.

Neighborhood Services Manager Korth shared comments made by the City Attorney's office. In summary, the changes recommended by Commissioner Bruno fall into one of two categories: A) Minor "housekeeping" type of changes that were not substantial in nature; and B) More substantive changes that went beyond the authority of the Commission to change on its own. These more substantive changes to sections of the Bylaws, and Rules and Regulations, would need to be reviewed more carefully to determine the degree to which they are governed by the City's Charter and/or Municipal Code. It was noted that City Council action would be needed for these changes to go into effect.

Commissioner McDermott indicated that it was not her intent to substantially change the purpose, powers and duties of the Commission, but rather to simply update where minor changes were needed to more accurately reflect when and where the Commission meetings take place, the name of the City Department responsible for providing staff support to the Commission, and other such "housekeeping" type changes.

After much discussion, Commissioner Linnen made a motion requesting that Commissioner Bruno have an editorial consult with the City Attorney's office, and re-present recommended changes to the Citizen Advisory Commission Bylaws, and the Rules and Regulations of the Citizens Advisory Commission, at a future date to be later determined. The motion was seconded by Commissioner Kersten, and passed with 11 ayes and 1 abstention (Commissioner Imazumi). Commissioner Bruno agreed to do this. He also offered to re-submit a simplified version of recommended changes for the Commission's consideration in the near future, so that there would not be a long delay in making the minor changes needed to update both documents so that they both more accurately reflect current practices.

Commissioner Bruno expressed his appreciation to Commissioners Burks and Morales-Contreras for submitting and discussing their respective perspectives on the two documents, and to the other Commissioners that volunteered to serve on the Bylaws Committee. The entire commission also expressed its gratitude to Commissioner Bruno for his extensive work and commitment to this project.

X. Community Development Block Grant (CDBG) Funding Process Update: Ms. Culver passed out a draft of the revised CDBG Request for Proposals (RFP) for Fiscal Year 2009-2010. Suggestions for any revisions and additions to the new application will be taken from Commission members up until Sunday, December 7, 2008. Commissioners were encouraged to submit their comments to: Anne Culver, Social Services Planning Manager, Hayward City Hall, 777 B Street, Hayward, California. Telephone: (510) 583-4238; or Email: Anne.Culver@hayward-ca.gov.

XI. Update: COH Housing Element – Announcement of Public Meetings: On Tuesday, December 9, 2008 a joint Planning Commission / City Council meeting will take place to consider the Housing Element of the City's General Plan. On Monday, December 15, 2008 a community meeting is also scheduled so that members of the public can learn about and participate in the process of updating the Housing Element. Mr. Erik Pearson, Senior Planner with the City of Hayward is also scheduled to make a presentation to the Citizens Advisory Commission at its December 17, 2008 meeting.

XII. FY 2008-09 Funded Agency Liaison Reports:

- **Habitat for Humanity:** Commissioner Lamnin report is being rescheduled for the spring.
- **Day Labor Center:** Commissioner Imazumi gave a power point presentation on the Day Labor Center, which is the largest in the East Bay, serving 568 day laborers. Copies are available upon request in the Neighborhood Services Department, Hayward City Hall, 777 B Street, Hayward, California; (510) 583-4250.
- **Hope for the Heart:** Commissioner Delgado was not in attendance and his report has been rescheduled for December.
- **Bay Area Youth Centers:** Commissioner Balloue gave her report and provided a written report to the commission. Staff and Commission discussed the need for Adult Advocates for young adults transitioning out of the foster system; 5 adults to provide resources. Copies are available upon request in the Neighborhood Services Department, Hayward City Hall, 777 B Street, Hayward, California; (510) 583-4250.

- **Emergency Shelter Program:** Commissioner Guernsey gave her report and provided a written report to the commission. Copies are available upon request in the Neighborhood Services Department, Hayward City Hall, 777 B Street, Hayward, California; (510) 583-4250.
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XIII. Staff Report (Oral Non-Action Items):

- A. CDBG Related Announcements / Advisories:** Ms. Culver reported that the City will be applying for over a million dollars to address the foreclosure crisis.
- B. Programmatic Announcements/Advisories:** No announcements were made.
- C. Housing Rehabilitation Program Updates:** Ms. Culver described ways in which the program is being updated to not only address the needs of low-income households, seniors and persons with disabilities, but also address recently adopted City Council Priorities, City Initiatives community concerns that typically involve code enforcement.

XIV. Future Agenda Items:

- A.** Review and Discussion of the Commission Bylaws (TBD – per Commissioner Bruno)
- B.** Appointment of Application Review Committee (ARC) members (December)
- C.** City of Hayward Housing Element
- D.** Liaison Reports (December)
- E.** Convention Center –(Halliday)

XV. Adjournment: 9:57pm

CITY OF HAYWARD
CITIZENS ADVISORY COMMISSION

BY-LAWS

ARTICLE I
PURPOSE

SECTION 100. The purpose of this Commission is to advise the City Council on the social aspects of physical planning, to draw upon the experience and skills of community leaders to supplement the work of local government officials, to support community improvement goals, to help solve community problems, and to serve as the citizens' review mechanism on federally financed or aided projects.

SECTION 101. The principle responsibilities of this Commission are advisory to the City Council in community development. The Commission shall make policy recommendations regarding, but not limited to, Community Development Block Grant allocations and advocate improved planning methods of community development delivery and resource allocation.

ARTICLE II
POWERS AND DUTIES

SECTION 200. The Citizens Advisory Commission ("CAC") as an advisory body to the City Council shall have to power and duty to:

(1) Adopt rules and regulations for the conduct of its business and, for the time and place of its meetings. A, ~~and~~ any such rules and regulations shall be published and ~~be~~ made available to the public.

- (2) Inform themselves of their community's renewal activities.
- (3) Assist in developing objectives and goals.
- (4) Inventory community resources for accomplishing these objectives.
- (5) Learn and pursue the methods of achieving the goals.
- (6) Serve as a medium for bringing private resources into the program.
- (7) Perform other related duties as directed by Council.

SECTION 201. FUNDING RECOMMENDATION RESPONSIBILITY

- (1) Solicit proposals for Community Development Block Grant ("CDBG") funding by announcement of the availability of funds, development of application guidelines, and publication of policies and criteria (Commission and staff recommend, Council approves).
- (2) Review criteria used to make funding recommendations.
- (3) Establish funding levels of applicant programs.
- (4) Prepare and submit priority recommendations to City Council (staff prepares, Commission reviews and approves).
- (5) Commission also reviews staff recommendations prior to making their-its own final recommendations.

SECTION 202. EVALUATION RESPONSIBILITY

- (1) Review all evaluation reports.
- (2) Question issues raised in reports.
- (3) Request evaluations if special conditions apply
 - imminent defunding and no previous supportive evaluation
 - possible new funding based on quality of programs
- (4) Apply the evaluation information based on the liaison visit, staff liaison contact and monitoring reports in order to formulate funding decision.
- (5) Hear reports, presentations and appeals from programs.

SECTION 203. LIAISON GOALS

- (1) Gain familiarity with programs.
- (2) Gain familiarity with the program's objectives, services and client profile (does not include examination of program records).
- (3) Gain familiarity with the program's operational procedures to include: project initiation, delivery of service, project completion, service delivery levels and any other appropriate information.
- (4) Attend Board meetings as observer if desired.
- (5) Observe program office at work if appropriate (focusing on program activity level and program environment).

ARTICLE III
MEMBERS

SECTION 300. The Hayward CAC shall consist of fifteen (15) members, who have shown themselves qualified, by evidence of previous experience and involvement in the social aspects of physical planning. In nominating and appointing said members, the City Council shall make every reasonable effort to insure that a wide cross section of community groups and/or interest areas are represented:

SECTION 301. In order to be eligible for appointment to the Commission, a person shall be a qualified elector of the City of Hayward. The members of the Commission shall be appointed by the City Council.

SECTION 302. By City Resolution 73-235 C.S. the City Council established a policy of a limitation of not more than two and one-half (1/2) consecutive full terms of four years apiece on any one board or commission for service thereon by members thereof.

SECTION 303. In City Resolution 87-323 C.S. the City Council repeated and implemented Section 905 of the City Charter:

(1) DECLARING VACANCIES. If a member of a board or commission absents himself from three consecutive regular meetings of such board or commission, or is convicted of a crime involving moral turpitude, or ceases to be a qualified elector of the City, his office shall become vacant and shall be so declared by the Council.

(2) EXCUSED ABSENCE. Boards and commissions shall not excuse or otherwise grant permission to their members to be absent from any regular meeting of the board or commission.

(3) ATTENDANCE. The City Council shall review the attendance records of all board and commission members in May of each year. Unless extraordinary conditions exist, the City Council shall remove all board or commission members who have not attended at least 75 percent of the meetings of the board or commission upon which they serve which are subject to the Brown Act.

If a Commissioner misses two consecutive meetings, the Community and Economic Development Department will notify the City Clerk of said absences. The City Clerk will notify the Commissioner in writing (per Council direction) reminding them of the two consecutive meetings missed and that one more meeting missed will result in automatic removal from the board or commission.

After three consecutive absences or in the event attendance at 75 percent of meetings is not maintained, the Community and Economic Development Department will notify the Mayor either of the automatic vacancy or recommending the Commissioner's office be

declared vacant because of attending less than 75 percent of meetings and requesting that an appointment be made to fill the vacant office.

ARTICLE IV
OFFICERS

SECTION 400. The Commission will elect the Chairperson and Vice-Chairperson at the June meeting and install them at the July meeting of every year to serve a term of one year or until their successors have been elected. Elected officers may succeed themselves once.

SECTION 401. The Chairperson shall appoint a Parliamentarian at the July regular meeting. The Parliamentarian shall have the duty to advise the Chairperson on points of parliamentary law, and give similar advice to the Commission when they requested it.

SECTION 402. The Chairperson shall appoint an Historian at the July regular meeting. The Historian shall have the duty to advise the Chairperson on points of past Commission recommendations, policy and actions. The Historian shall document any points of practice by Commission Summary Notes or other reliable source.

ARTICLE V
DUTIES OF OFFICERS

SECTION 500. The Chairperson shall preside at the regular and special called meetings of the Commission and shall report directly to the City Council on all recommendations of the Commission. He or she shall perform all duties incident to his or her office and such other duties as may be required by the Hayward City Charter, Hayward Municipal Code, City Council Resolutions, and these By-Laws. The Chairperson shall appoint all committees and shall be an *ex officio* member of all committees.

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SECTION 501. The Vice-Chairperson, in the absence of the Chairperson, or in the event of the Chairperson's ~~his or her~~ inability or refusal to act, shall perform all the duties of the Chairperson, and when so acting shall have all the powers of, and be subject to all the restrictions on, the Chairperson.

SECTION 502. In the absence of the Chairperson and Vice-Chairperson, the Parliamentarian shall preside at the regular or special meeting.

ARTICLE VI
MEETINGS

SECTION 601. The regular meetings of this Commission shall be held on the ~~fourth~~^{third} (3rd 4th) Wednesday of every month, ~~except in the months of November and December when the Commission shall meet the third Wednesday of the month.~~ All agendas for the CAC shall be

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posted at least seventy-two (72) hours before each regular meeting ~~at the place designated by City Council in the manner set forth in the Rules and Regulations of the CAC.~~

SECTION 602. The annual dinner meeting of the Commission shall be held on the ~~fourth-third~~ (3rd4th) Wednesday of June each year.

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SECTION 603. SPECIAL MEETINGS; CALL; NOTICE. A special meeting may be called at any time by the presiding officer or a majority of the Commission by delivering personally, or by mail, a written notice. All members shall be notified at least forty-eight (48) hours prior to the Special Meeting. The call and notice shall specify the time and place of the Special Call Meeting and provide a copy of the agenda. All agendas for Special Call Meetings shall be posted at the place designated by City Council.

SECTION 604. The affirmative or negative vote of a majority of the entire membership of this Commission shall be necessary for it to take any action, except to adjourn. Each member of the Commission shall be entitled to one vote on all matters brought to a vote during a regular or special meeting at which the member is present. The quorum for a regular or special meeting shall be a majority of the entire membership of this Commission.

ARTICLE VII AMENDMENT

SECTION 701. Proposed amendments of these By-Laws may be submitted in writing by any Commission member at a regular or special meeting. A copy of the proposed amendments shall be furnished to each Commission member at least 45 days prior to adoption or rejection. Approval by a two-thirds (2/3) affirmative vote shall constitute adoption of the amendment.

ARTICLE VIII COMMITTEES

SECTION 801. The Forum Committee shall coordinate with staff the CAC's annual outreach event. This committee will consist of all new Commission members and those members whom the Chairperson deems necessary to serve.

SECTION 802. The Application Review Committee ("ARC") shall consist of five Commissioners. The duties of the ARC are reviewing the applications for CDBG funds, interviewing all applicants, and developing recommendations of funding for the CAC.

SECTION 803. The Dinner Committee shall consist of one ~~person~~Commissioner. More Commissioners may be appointed if the Chairperson deems necessary. The ~~Dinner~~ Committee shall present to the Commission location and menu options, make the reservations, and arrange for payment.

SECTION 804. The Nominating Committee shall consist of three Commissioners. The Nominating Committee shall present to the Commission its recommendations for Chairperson and Vice-Chairperson for the next fiscal year.

SECTION 805. As deemed necessary, other Ad Hoc Committees may be appointed. These committees shall consist of three to five Commissioners.

Amended: 10/23/85
Approved: 10/23/85

Amended: 9/12/86
Approved: 12/17/86

Amended: 1/28/87
Approved: 4/22/87

Amended: 1/9/91
Approved: 1/23/91

[Amendments Submitted:](#)
[Approved:](#)

RULES AND REGULATIONS OF THE
CITIZENS ADVISORY COMMISSION

Adopted to Implement Certain Requirements of the Brown Act

1. Agendas of the Citizens Advisory Commission shall be posted at least 72 hours before each regular meeting at the office of the Hayward City Clerk located on the fourth floor of Hayward City Hall, 777 B Street, Hayward, CA, 94541, as well as in the book of public notices maintained at the public information desk located in the lobby on the ground floor of Hayward City Hall, 777 B Street, Hayward, CA, 94541, and on the City of Hayward's Web site at www.hayward-ca.gov~~the doors to the Council Chamber, 22300 Foothill Boulevard, Hayward CA.~~

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2. A log indicating the time each agenda was posted shall be kept by the Neighborhood Services Division Office of the Library and Neighborhood Services Department~~Department of Community and Economic Development.~~

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3. All persons wishing to address the Citizens Advisory Commission during the public input portion of its meetings shall limit their comments to three minutes.

4. The total time devoted to the public input portion of the meetings of the Citizens Advisory Commission shall not exceed fifteen minutes. Any person wishing to speak at a meeting but unable to do so because of the limit set forth above shall be accorded first right to address the Citizens Advisory Commission at its next meeting.

5. Consistent with the Brown Act, the Citizens Advisory Commission shall take no action on any matter not appearing on its posted agenda unless it makes one of the findings authorizing it to do so. Thus, unless an emergency exists or the need to take action arose after posting the agenda the Citizens Advisory Commission will not discuss or vote on any item raised by any member of the public or any of its own members unless the item appears on its posted agenda. An item raised during a meeting of the Citizens Advisory Commission that does not appear on its posted agenda will automatically be referred to staff for any action staff regards as necessary and placed on its next agenda for action.

6. Any person, including any member of the public or of the Citizens Advisory Commission, may request that an item be placed on the agenda for the next meeting by writing to the Neighborhood Services Division Office of the Library and Neighborhood Services Department~~Department of Community and Economic Development, Hayward City Hall, 777 B Street, Hayward, CA, 94541~~Room 615, 22300 Foothill Blvd., Hayward, CA 94541 in a manner reasonably calculated to arrive~~;~~ no later than 5:00 p.m. on the sixth~~seventh~~ day preceding the next regularly scheduled meeting. Items are placed on the agenda at the discretion of the Chairperson.

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7. The regular meeting of the Citizens Advisory Commission shall ordinarily be held on the fourth~~third~~ Wednesday of each month at 6~~7~~:30 p.m. and shall be held in Room 4132~~City~~

~~Center, 22300 Foothill Blvd., Hayward~~2A located on the second floor of Hayward City Hall, 777 B Street, Hayward, CA, 94541, but the precise dates for regular meetings shall be those shown in the notice provided by the Neighborhood Services Division Office of the Library and Neighborhood Services Department~~Department of Community and Economic Development~~ in July of every year or as the Commission may later revise from time to time during the year. The most current notice of the fiscal year calendar of the Commission is available from the Hayward City Clerk or the Neighborhood Services Division Office of the Library and Neighborhood Services Department~~Department of Community and Economic Development~~.

Citizens Advisory Commission Best Practices

This document is a list of the "best practices" of the City of Hayward's Citizens Advisory Commission (CAC). It is not meant to be complete or comprehensive. Nor is it meant as a set of hard and fast rules by which future Commissions must abide. Rather, the intent is to record some of the practices which CAC members have found effective.

This document was first created in 2004 by the CAC in the hope of passing on some experience and wisdom to future Commissions. It is hoped that future Commissions will add to this document so that, over time, it will become a repository of institutional knowledge that is passed from "generation to generation."

The recommendations are arranged in chronological order starting with the beginning of the fiscal year in July.

Mentoring New Commissioners

At the beginning of each year, new Commissioners are appointed to the CAC and go through an orientation session with the staff before their first meeting. Each new Commissioner can also be assigned a "mentor" by the Commission – a veteran Commissioner who volunteers to help the new member get up to speed. The mentor should be available to answer questions before, during and after meetings.

Liaison Assignments

Assign agency liaisons early in the year so that Commissioners have plenty of time to schedule their visits. The July meeting is a good time to make assignments because it is the first one after new members have been added to the Commission. Each Commissioner should serve as liaison to a different agency each year.

Schedule the liaison reports at a rate of four per month, beginning in September. Leave some slots empty in the last month to accommodate delayed reports. This schedule allows the CAC to complete the liaison reports before the busiest portion of the funding cycle. It also gives new Commissioners a chance to become familiar with most of the agencies before they begin reading proposals.

Annual Tour

Hold two tours each year. This provides Commissioners a greater opportunity to be introduced to the funded agencies. Two short tours (as opposed to one long tour) makes it more likely that each Commissioner will be able to attend a tour; and it makes for a shorter and ultimately less tiring day.

The semi-annual tours should not count as regular meetings for attendance purposes.

Citizens Advisory Commission Best Practices

Sample Application Review

The CAC should schedule a "practice review" of at least one funding application from a previous year before receiving the current year's batch of proposals. This practice proposal can be distributed in a regular monthly meeting packet with instructions to review it as though it were a real application. At the next monthly meeting, Commissioners can share their review techniques, insights, questions and remarks about the proposal.

This exercise is extremely valuable to new Commissioners who have never reviewed a proposal because it gives them an opportunity to absorb ideas from the veteran members. It is also of significant value to veterans, who can learn from each other and get fresh insights from the new Commissioners.

Funding Forum

The Annual Funding Forum, organized by the staff for potential applicants, is held each fall. The Commission should appoint a few of its members to the Funding Forum Committee. This group will attend the Funding Forum and be prepared to answer questions from applicants about the Commission's role in the funding process. The committee will report back to the full Commission at the next regular meeting.

New members may want to join the committee to help them better understand the application process. Some veteran members should also join the committee so that they are available to answer questions from the applicants.

Collecting Proposal Questions

After reviewing all the proposals, the Commissioners should meet and submit their follow-up questions for applicants to the staff verbally as a group, rather than submitting questions in writing. Reviewing the proposals one at a time and listening to other Commissioners' questions is valuable for the following reasons:

1. Hearing others' questions may cause Commissioners to see things they had overlooked when reviewing the applications on their own. It helps get the juices flowing and often results in a more thorough list of questions.
2. Commissioners will listen to others' questions and expand on them. This enables staff to compile a clearer and more concise list of questions with less duplication.
3. Because ARC members hear all of the questions and concerns of the full CAC, they are better able to follow up on those issues when meeting with the applicants.
4. It gives ARC members a chance to identify which applications caused the greatest concern to the CAC as a whole versus ones which were clearly understood by all. This enables ARC members to identify applicants who may need to be questioned in more detail during the ARC interviews.

Citizens Advisory Commission Best Practices

Application Review Committee (ARC)

Each year the CAC Chair appoints a panel of five Commissioners (plus two alternates) for the purpose of conducting CDBG applicant interviews. This panel is called the Application Review Committee (ARC).

Applicant interviews with the ARC are scheduled to take place in March at an all-day Saturday meeting. During the interviews, each applicant is given the opportunity to briefly respond to ARC members' follow-up questions pertaining to that applicant's proposal for CDBG funding. After the interviews, the ARC develops initial recommendations to be presented to the CAC. The entire CAC is responsible for developing the CAC's Final Recommendations for CDBG Funding.

ARC Selection Process

The ARC process is considered an excellent way for Commissioners to gain insight into the variety of programs funded through the CDBG program. To this end, Commissioners who have recently been appointed to the CAC are encouraged to participate in the ARC.

The Chair will give first priority for ARC positions to newly-appointed Commissioners. Second priority will be given to Commissioners who did not serve on the ARC during the previous funding cycle. Commissioners who did serve on the ARC during the previous funding cycle but would like to serve again, will be given third priority. These priorities notwithstanding, the Vice-Chair of the CAC will be appointed to the ARC and will serve as the Chair of the committee.

ARC All-Day Session

The following suggestions apply to the ARC's all-day session.

1. Prior to the meeting, the ARC should identify applicants for which the CAC had an unusually long list of questions and consider scheduling extra time for these applicants. This will help to keep the session on schedule.
2. On the day of the ARC, each ARC member should come to the meeting with at least one question written down for each applicant. Having a few questions ready can help get the conversation started and help get to the heart of what needs to be addressed in the shortest amount of time. It also eliminates the awkward silence following introductions.
3. It should be made clear to the applicants (before the meeting) that they will not be expected to make a presentation to the ARC. The applicants need only be ready to answer questions about their proposals.
4. (For the ARC Chair) Keep the meeting running on time. The ARC is a long day for everyone. Keeping to the schedule, while challenging, will make it much more likely that ARC members and staff will have a little bit of brain

Citizens Advisory Commission Best Practices

power left when it is time to formulate the recommendations. At the same time, the Chair should use his/her discretion to allow extra time for some applicants if needed.

5. After meeting with all applicants, the ARC and staff should formulate their preliminary recommendations before leaving for the day.
6. The City Council is best served by two sets of recommendations reflecting the views of the commission and staff. The recommendations do not have to be the same, but it is best to eliminate minor differences so that the Council can focus on the major differences. With that in mind, consider following these steps when developing the preliminary funding recommendations:
 - a. The staff, while refraining from sharing their recommendations with the ARC, should do their best to share any late-breaking information they have regarding the applicants. The goal is for both groups to formulate their recommendations based, to the extent possible, on the same information.
 - b. The ARC and the staff then formulate their Public Services funding recommendations independently of each other. Start with Public Services because the amount allocated for this category is capped.
 - c. The ARC and staff then share their recommendations with each other. They discuss the differences and the reasoning behind those differences.
 - d. Both the ARC and staff should consider adjusting their recommendations if they find the other group's arguments more compelling. Both groups should work together to attempt to eliminate minor differences so that only the major differences remain.
 - e. Repeat steps a-d for all of the non-Public Services applications.

Following these steps allows both the staff and the ARC to have their own unfiltered input into the final recommendations (which is, after all, the point of having both staff and commission recommendations). Simultaneously, this process will eliminate most of the minor differences between the two sets of recommendations, thus allowing the full CAC and the City Council to focus on the major differences.

7. ARC members who disagree with any of the preliminary recommendations should come to the full CAC ready to present their case. The full CAC will get the most value from the recommendations if they are informed of any dissent.

Citizens Advisory Commission Best Practices

Funding Recommendations - City Council

The following recommendations have proven effective in fully informing the City Council of the thinking behind the Commission's recommendations. The staff is extremely knowledgeable and always does a superb job of presenting their recommendations. And it is incumbent upon the Commission to demonstrate a command of the details in order for their recommendations to be given the weight they deserve.

At the City Council Work Session

1. Commissioners may wish to speak to members of the City Council before the City Council Work Session to emphasize key points and answer questions.
2. All Commissioners should attempt to attend the City Council Work Session at which the CAC and staff recommendations are presented. A strong attendance by the Commissioners helps to demonstrate how seriously the CAC takes its responsibilities.
3. At the City Council Work Session, the ARC Chair serves as spokesperson for the CAC regarding its funding recommendations. The ARC Chair should briefly present the Commission's case for the most controversial items during public comments. The ARC Chair should also inform the Council (either before the meeting or during public comments) that s/he would like to be given a chance to respond (briefly) to any questions that are raised by the Council during the work session.

At the City Council Public Hearing

1. Commissioners may wish to speak to members of the City Council before the City Council Public Hearing to emphasize key points and answer questions.
2. All Commissioners should attempt to attend the Public Hearing.
3. At the City Council Public Hearing, the CAC Chairperson will serve as the CAC's spokesperson. Like the work session, the Chair should summarize the Commission's argument for the more controversial items. The Chair should then invite questions from the City Council and offer to come back up to the podium if they have questions later.

Following these suggestions ensures that the Commission's viewpoint will be conveyed to the council. Whether the Council ultimately agrees with the CAC or not, the Commission will have given the City Council the information it needs to make a final decision.

Citizens Advisory Commission Best Practices

End of Year Debrief

At the end of each year (in the Spring after the funding process), the Commission should hold a “debrief” – a discussion of the past year. The purpose of the conversation is to talk about what worked well and what could be improved. It is an opportunity to introduce new ideas and make suggestions for modifying existing processes.

That discussion should include, but should not be limited to, the following topics:

Encouraging New Applicants

- What can be done in the coming year to encourage new applicants?
- How can the City reach out to groups that have never applied for CDBG funds before?
- What can the City do to encourage more applications in the categories that were underutilized this year?

Improving the Application Process

- What can be done to improve the application process?
- Should the Funding Forum be changed?
- Should the funding calendar be modified?
- Could the documentation provided to applicants be improved?

Update the “Best Practices”

Review the CAC Best Practices (this document) to discuss potential revisions. Are the items that should be added? Removed? Revised?

Other

Conversations focused on the specific topics listed above are probably a good idea as they are recurring themes that should be reviewed each year. But also allow some time for general brainstorming. As Commissioners, we learn new things every year. Try to discuss those lessons and consider whether any of them suggest changes that should be made.