

# Report on Citizen Advisory Committees & Boards Workshop

UNC-Chapel Hill School of Government

Results of the May 5, 2017 Course

*Working with Citizen Advisory Committees and Boards*

By John Stephens and Rick Morse

July 21, 2017



## Introduction

Twenty-eight participants from 22 local government jurisdictions participated in a workshop held at the School of Government on May 5, 2017. The diversity of roles and responsibilities for Citizen Advisory Committees and Boards (hereafter referred to as CABs) was impressive: elected officials, city and county clerks, program managers, a council of government official, a NCSU Cooperative Extension advisor, and appointed members of CABs. For the participant list, see Appendix A.

The workshop *Working with Citizen Advisory Committees and Boards* included presentations by School of Government (SOG) faculty and sessions of peer-learning. Some of the strengths and opportunities for improvement in working with CABs, were identified through a pre-workshop survey (see Appendix B). Appendix C presents the workshop agenda.

The workshop was designed to both present and create knowledge through a mutual learning design. This report, therefore, is an extension of the workshop, focusing primarily on the mutual or peer learning captured that day.

Specifically, this report:

- 1) Summarizes material presented by SOG faculty;
- 2) Captures the ideas and experiences from peer-learning sessions;
- 3) Lists a range of resources from participants who provided them subsequent to the workshop; and
- 4) Identifies relevant resources from SOG publications and online material

The UNC-Chapel Hill School of Government has a range of expertise and resources on different parts of public participation in local government. <sup>1</sup>The *Working with Citizen Advisory Committees and Boards* course was part of the SOG's mission of outreach and education of local government officials.

We hope this report supports various efforts by workshop participants – and others connected to the work of CABs – to learn and improve the functioning of CABs and related local government departments and officials.

---

<sup>1</sup> <https://www.sog.unc.edu/resources/microsites/citizen-surveys>



## Summary: Points of Good Practice

Before cataloging the knowledge shared at the workshop, we wish to first provide a few broad points of guidance drawn from both reviewing relevant research<sup>2</sup> and from the experiences and insights shared from workshop participants:

- 1) CAB members should have a clear understanding of the purpose of their committee/board and their role in providing community expertise/viewpoints.
- 2) Have a clear mechanism for policy-relevant outputs from a CAB to inform the work of the appointing elected board or the staff leaders of the relevant programs or service.
- 3) Elected officials who are designated liaisons to a CAB should have that role clearly defined.
- 4) Have an annual report from the CAB to the appointing elected board(s). It should cover:
  - a. a short list of the most important topics addressed or decisions made;
  - b. ongoing or upcoming topics for formulating advice;
  - c. a note about membership and connection to the community (including, as appropriate, diversity of members/representativeness of the CAB to the overall community)
- 5) Have a reference document for the operations of a CAB. It could include:
  - a. Meeting procedures (agenda, quorum, voting);
  - b. Meeting attendance rules;
  - c. Meeting notes/minutes (from draft to being made official);
  - d. Staff roles (appropriate communication and requests for staff support).
- 6) CAB members are volunteers who are involved due to different motivations or goals. Thus, have a variety of ways that show members that their CAB service is appreciated.
- 7) You cannot rely on current CAB members to recruit new members to assure or grow a diverse membership.

---

<sup>2</sup> It is somewhat of a paradox that while CABs are numerous, and cover a variety of services, programs and kinds of decisions made by local government elected bodies, research about their workings and measures of effectiveness are sparse.



## Key Dimensions of CABs: Purpose, Legal Framework, and Volunteer Motivations

A CAB consists of residents of a city or county<sup>3</sup> appointed by a local government elected body (most often school board, city council or county commission). Morning portions of the workshop included probing the question “Why have CABs at all?” Principles about open participation, and structured input from knowledgeable citizens, were reviewed and discussed. CABs can fulfill several roles and are usually a key component of local governments’ overall public engagement strategy.

Much of the framing of the workshop was to address challenges in working with CABs, which often focused on the investment of time and support from staff and other officials. Investments include:

- Elected board attention to identify and appoint members (with key work by clerks on recruitment, applications and preparation of members);
- Orienting CAB members to their responsibilities;
- Staff time to gather information, convey priorities from their department, and support CAB meetings;
- CAB output to the elected board: the kinds of action (e.g., planning board) or recommendations for policy or program change.

A summary of legal requirements and limitations on members, CAB meeting protocols, and other aspects was provided by Trey Allen,<sup>4</sup> a SOG expert on local government law, rules of procedures and open meetings and public records. Selected legal and procedural points are:

- The powers of county commissions and city councils to “create, change, abolish and consolidate” CABs (General Statutes 160A-146 and 153A-76)
- County commissions and city councils authority to determine size and membership qualifications of CABs. However, some appointed boards are subject to statutory membership requirements (e.g., planning boards)
- County commissions and city councils have broad authority to determine how CAB vacancies are filled (with some exceptions set by law). Appointment and removal decisions on CAB members must occur during open meetings

---

<sup>3</sup> In some instances, non-residents are appointed. One example of this is under planning rules for the “extra-territorial jurisdiction’ ETJ of unincorporated properties near a municipality, the city planning board includes residents of the ETJ for planning work.

<sup>4</sup> <https://www.sog.unc.edu/about/faculty-and-staff/trey-allen>

- How rules of procedures may be adopted by the appointing authority on behalf of a CAB. However, the default rule is that CABs may adopt procedural rules consistent with state law and general parliamentary principles
- Citizen advisory bodies are “public bodies” and must conform to laws on public notice, public access and minutes under the state open meetings law
- The work of citizen advisory bodies are generally covered by state public records law. Although CAB members are not employees, and thus do not have protection under personnel privacy exemptions from public records laws, a range of information collected about CAB members (e.g., Social Security numbers, drives license numbers) may not be released ([G.S. 132-1.10\(b\)\(5\)](#) & [14-113.20\(b\)](#)) but the following may be made public: Name, Address, Telephone/Cellphone number, E-mail address, Internet ID names.

Rick Morse<sup>5</sup> and Margaret Henderson<sup>6</sup> addressed structural needs for organizing the work of CABs, including how to align with organizational priorities and clarifying roles and responsibilities.

Margaret Henderson highlighted different motivations for volunteering. A framework was offered:

- Social/affiliation needs (I want to **belong**)
- Ego needs (I want to **matter**)
- Altruistic needs (I want to **give**)

Participants developed ideas for how to address the three basic kinds of motivations by focusing on two questions:

- What attracts you to one opportunity over another?
- What do you want to do once you join up?

The morning concluded with attention to the desire to seek alignment of policies, practices, and organizational capacity for CAB effectiveness.

---

<sup>5</sup> <https://www.sog.unc.edu/about/faculty-and-staff/ricardo-s-morse>

<sup>6</sup> <https://www.sog.unc.edu/about/faculty-and-staff/margaret-f-henderson>



## Afternoon: Topics and Peer Learning

Most of the afternoon consisted of peer-led learning sessions around topics of the participants' choosing. The topics were organized by participants' interests from an advance survey and their ideas from the morning.

The topics, which have many connections between them, were:

- 1) Recruiting, Solicitation and Application Processing
- 2) Representation & Diversity
- 3) Governing Board – CAB relations and alignment
- 4) Training – Education – Information Flow
- 5) Big Picture: Getting work done and staff support roles for CAB
- 6) How do we know we are doing a good job?

These summaries are drawn from the SOG teachers' and course organizers' notes, with some additions of relevant resources.

### Recruiting, Solicitation and application processing

This session included three participants who have had success in some areas of this “entry part” of CAB work: Cabarrus County, Transylvania County, and City of Charlotte.

General challenges identified were:

- Imbalance of interest – many more citizens wish to be on the planning board because it is important. For other participants, it is easy to recruit for the Parks and Recreation board. It is much harder to recruit for other boards.
- Ability to participate: people serving should have a say, but volunteering presents barriers for some parts of the community, especially the low-income families.
- Just getting folks to say “yes” to participation is hard. Parks and Rec board is saturated. We even offer transportation and they are not there.
- Concern about some people's commitment and follow through: We can solicit and recruit, but ongoing participation/commitment is a problem. Don't want to just be a resume builder. “Tell me what you commit.”
- New people feeling welcomed can be a problem: Getting new blood on CABs is tough. The same old group does not welcome new people; they can't see the benefits of having new members. Old timers don't want to give up their seats. New people leave because they are bullied. Thus, this raises a concern about relying on board members recruiting new members to their CAB. One participant noted that it rarely results in adding diversity to the CAB's membership.

- Getting the word out is a barrier. Some communities have only one newspaper, and (often) only 10% of population subscribes. How do we get the word out to more people? Civic organizations don't want to help get the word out.
- The ability to articulate the benefits of CAB service can be hard (See below)
- Gaining participation by younger and middle-aged residents can be difficult. Many participants noted that CAB recruits tend to be older people. However, Youth Councils can help in this area. One jurisdiction (Kernersville) did get wider participation by age, but it was mainly due to the increase of unemployed people who were bored. They left when they got a job.
- Challenge of working with the elected board to find people who can carry through on their CAB service: In my community the recruitment /placement is Council-driven. Happens in concentrated times of the year. Some board members are committed to the idea, but just can't get there. Haven't had a quorum four times in the last year. It is hard to go to the Council member and say you're putting the wrong kind of person on the board.

The participants from Cabarrus County, Transylvania County, and City of Charlotte related some of the ways they work on the challenges and difficulties of CAB recruitment. Their tips for success:

- Be sure your website has complete information. Consider having thorough descriptions, CAB rosters, members' terms, estimated time commitment, the schedule of meetings, locations of meetings, and staff liaisons. Encourage them to attend a meeting before committing. Thus, make sure people have info they need to make a good decision about commitment. Transylvania County produced a brochure about service and the list of CABs (See Resources). Other advice included: being careful and strategic about marketing strategies. Be accurate but don't use lots of words. Some recommended words: Impact. Community. Connections. How do we make government look fun or meaningful? We use our local TV station and YouTube channel. One jurisdiction posts vacancies year round.
- Who does the recruiting – separately or in partnership – varies. Some rely on the elected board, while others have the city/county manager, key staff and CAB members take the lead.
- Build a system for publicity and assistance in recruiting new CAB members. Neighborhood groups, faith-based organizations and others can help target certain segments of your population. While asking for recommendations from various groups, do not promise an appointment though. One community has business cards to promote inquiries to staff liaison about volunteering. Anyone can distribute the card.

- One option: having a system of alternates. In Cary, some advisory groups appoint alternates who can be used to make a quorum. These alternates are invited to all meetings and are the first to be appointed from the pipeline when openings occur.
- Fayetteville and Cumberland County uses various citizen academies and five leadership training groups as a pool for CAB applicants.
- Several participants noted that having prospective members attend the CAB meeting is useful. It gives them some real information and sense of who serves and the nature of the work.
- For showing the seriousness of CAB work, have a strict policy on attendance. For one jurisdiction, after two absences, the CAB member “gets a nice nasty letter.” A third absence means removal from the CAB. One form of reminder and accountability is naming members on the agenda as “failed attendance.” However, other participants noted concern about “firing” absentee members and being left with no members. This is especially important in small towns and rural communities. This led to discussion about other approaches to attendance rules: one approach is an “At the discretion of the committee....” policy about removing absent members. Another approach is allowing for “excused absences” (one participant noted this is especially relevant in military towns). For Charlotte, absent CAB members can offer a reason and ask to be excused, but the council takes it seriously and will reinstate members. There was concern about “hard line policies” which do not account for family illnesses or deaths/funerals.
- Place limits on service in order to have focus, energy and diversity: A person can only serve on two boards at one time and can only serve two terms in one jurisdiction.
- Review the number of CABs. It is important to help focus the elected board and assure a reasonable workload for the clerk. Transylvania County summarized their recent experience: New county commissioner formed a committee to redesign the CAB system (from 40-25 total CABs) two years ago. New policy took pressure off clerk and put it squarely on board. It does sound tedious/confusing but makes sense when it is calendared out. Backwards timeline for reporting and actions. For example, start working in January for appointments to be made in the 2<sup>nd</sup> quarter. Lays out number of upcoming vacancies. The clerk uses a color-coded Excel document that elected officials can easily read. Tracks ongoing vacancies. Gives a deadline for recommendations to be received by the clerk. The clerk uses the Excel document to draft the newspaper ad and to populate the board’s agenda. Also follows up about impending deadlines; useful for accountability with elected officials. They needed structure and to make it clear this is an ongoing responsibility for the board.



## Representation & Diversity

Almost all participants see outreach to assure diversity and strong representation of various segments of the community as an ongoing and important challenge for the value of CABs. The following summary of the discussion covers a wide range of experience and tips for local government officials to consider.

One common concern is how well members represent the community in various kinds of diversity. Some CABs require certain kinds of expertise. Others have a desire or practice of assuring various neighborhoods or parts of the community are reflected in the membership. Other diversity dimensions are

- age
- gender
- race/ethnicity
- length of time living in the community.

There can be several other ways to seek to be inclusive or give attention to other factors or dimensions of identity to assure diverse CAB participation.

As noted above, one general kind of “diversity” is simply having productive turnover of members so there is “new blood” and new perspectives.

How to show genuine interest and commitment to diversity in CAB membership was an important part of this discussion. For one community, the Town Council went through the Racial Equity Institute training on inclusion and diversity. “We have lots of white, educated, higher socio-economic volunteers, but need others.” This participant went to the resident meeting for public housing. This participant is in a position to invite and explain, but does not want to assume everyone would be interested. It is very important to not imply we are looking for token representation. One observation from a participant: “We don’t provide a lot of support to volunteers other than basic orientation. No meals/transportation/child care. Our meetings are not convenient. Most CAB meetings are at night.”

On gender, two communities had opposite experience in terms of many more men or women serving on their CABs as a whole.

A different experience comes from the operation of outreach and services to the elderly. The Land of Sky Regional COG participant’s duties involve going and volunteering where seniors gather, offering COG services/commitment to them, and then recruiting when a relationship is built. This made it easier to show a mutual benefit. The COG participant noted they have a

LGBTQ advocate for the elderly on their board, and make a significant investment in this relationship. They also provide gas cards and help with child care to encourage participation.

Some kinds of CABs can be seen, wrongly, as about or for only a segment of the community. Participants from the Fayetteville/Cumberland County Human Relations Commission (HRC) reflected that most people think of the HRC as a “black thing.” One county commissioner said the HRC does not reflect the community. The HRC member sees her challenge as teaching the elected officials how to vet the applicants to ensure diversity on the board. In this participant’s experience, the Latino community “stays to themselves.” While they do have leadership councils, the HRC is reaching out to them. HRC members put significant effort into recruiting.

Circling back to who does recruitment, one participant lamented how the task of recruitment falls to staff, and wishes that elected officials were more active. “As a staff member I feel the ‘burden’ of recruiting. Our elected officials are not doing as much. Our CABs do not look like our community. Hearing from elected officials, hearing an invitation from them, might feel different than hearing it from me or other staff.”

Discussion moved to more strategies for reaching out to specific populations:

- Geographic outreach – “I went to the community centers and talked with their staff. “
- Innovation – random calls: “We used random calls to inform people about opportunities. Many people don’t have the time.”
- New arrivals: Tapping people who recently move to the community – they might apply and be appointed, but then don’t attend.
- Involving other groups – “Reach out to faith-based organizations. Even ask them to appoint someone to apply.”
- Use leadership development and training as an entry point. The Cooperative Extension Service participant can offer leadership development training, originally for advocacy within school systems. We are reaching out to people who don’t understand our systems and try to build their comfort levels. Fayetteville has several city/county leadership development opportunities.<sup>7</sup> People are taught how to work on boards and commissions. All programs are free.
- Drawing out views and needs of particular populations: Land of Sky facilitates focus groups.

---

<sup>7</sup> <http://www.unitedway-cc.org/projects/leadership-development-program/> and <http://www.leadership4us.org/> and <http://www.faybiz.com/pages/LeadershipFayetteville1> and <http://www.cccommunicare.org/tmac.aspx>

- Think more broadly about civic engagement. CABs are just one way to be engaged. Not everyone is interested in doing that work. How else can local government people receive residents' ideas without holding to the position that it has to be via CAB membership? We do want to hear their voices. Creating liaison positions – to connect with particular populations - between CABs might be useful, to improve communication and hear voices from under-represented groups.

### Governing Board – CAB relations and alignment

This session focused on two aspects of how local government governing boards relate and align with CABs:

- Translating advising into policy.
- CAB expectations of the governing board and governing board expectations of CABs.

Thinking about advisements to policy, the following points were made:

- City (our county) strategic vision
  - Link recommendations to those goals/objectives
  - How to determine whether they align?
- Organize meeting of all CABs to develop that alignment
- Problems:
  - No clear purpose
  - Lack of organization
  - Need vision, purpose, strategic focus
- Chatham County experience<sup>8</sup>
  - Advisory committee policy (See resources)
  - Addendum – lists each committee, outlines their mission
  - All CABs give annual report to the board of commissioners

**IDEA:** A governing body should give each CAB an annual charge: “This is what we expect from you this year.”

Some specific, relevant experiences were shared, including:

- Gaston – PBB (priority-based budgeting) – staff develops ratings of programs, and the CABs are reviewing that work.
- Pilot Mountain experience: can't identify mission or goals
- Orientation and training can help ensure strategic alignment

---

<sup>8</sup> <http://www.chathamnc.org/government/appointed-boards-and-committees>



A key question for board members (and staff) is: What can a CAB do that we can't?

- One answer: Offer a level of transparency and legitimacy

Elected board liaisons w/ CABs

- Avoid having them too involved, steering the process too much
- Clearly identify roles and expectations for all roles, including board liaison
- One proposal: don't have a board liaison; just have staff person who essentially plays that role

Other points...

- Importance of having clear vision for CABs
- Minutes of advisory boards to be included in the elected board's packet each month
- All new appointed oriented by staff within certain amount of time

Two groups focused on this important relationship. The second discussion including the following insights:

- Discussion briefly noted the mechanics of how CAB work comes to the elected board for action. One participant said that often staff presents the recommendation. However, he is fine for the CAB chair to make the presentation, and even encourage them to do it.
- Another participant noted that for participatory budgeting, the Steering Committee's actions are immediately sent to City Council, but are drafted by staff.
- For the community partners board, (i.e., a CAB to review proposals to fund community nonprofits) they do a full memo about the proposed allocations and this goes to the city manager. The memo includes a rationale for each allocation. The city manager does not have to follow these recommendations in preparing an overall budget proposal. This participant also recommends that the community partners board share their memo with the city council members.

### Training – Education – Information Flow

This session addressed the kinds of welcoming, orientation and training of CAB members and chairs. There were several variations among participants about what they wish to accomplish, and what they do in their respective contexts. Participants have a range of experience and judgments about their work on training and information flow: some thought they do a good job with some of the needs, others saw many areas for improvement in their jurisdiction.

Three participants helped to lead the discussion because collectively they believe they have strengths in:

- Providing initial training for the role of an advisory board member, to include the expectations, do's and don'ts, etc.
- Keep them informed of programs and activities. Working well on advising and making decisions in the best interest of the community.
- Training and updating boards with new information.

One participant partnered with other communities to observe how their planning boards and Board of Adjustment managed their meetings. He was assisted by the staff liaisons in understanding how they developed particular procedures and how to train their planning boards. He was glad to see them as “experts,” even if they offer a less formal approach to educating their CAB members.

A second step in education of the Benson planning board and Board of Adjustment was having the City Council come to their meetings on a specific date (not multiple meetings and only by advance notice). The elected members were there to observe and understand what the CAB folks need to know.

Who provides the training? A couple participants mentioned sometimes have a School of Government person come to do refreshers or general education about a CAB (often for planning or zoning boards). A couple voices noted that separating staff from education efforts is a good idea because “[they – the CAB members] get tired of hearing from us.”

An outsider can help CAB members understand Legal duties and common procedures and practices of a CAB, based on its responsibilities and scope of work.

- Timing of appointments. Some people have CAB appointments all year round, while others have distinct time periods. This affects the when and how of orientation. Discussion noted that repetition is important, often informally. One noted, “[CAB] members forget; we have to keep reminding them of important information or procedures.”
- Learn about the CAB in advance of an appointment. Participants recommended that interested citizens first attend a meeting before applying for a CAB. This is the case even though some of the local governments have a good synopsis of each CAB.
- Training content
- One participant is from a jurisdiction that recruits CAB members twice a year. They provide rules of procedure, the code of conduct, and some other guidance, but no “real training.”
- Others do training more informally one-on-one.



A participant from Orange County summarized his jurisdiction's work.<sup>9</sup>

- Every couple of years support staff for all CABs meet with county clerk's office staff for an overview of the whole process
- We explain what terms of CAB members mean. For example: we have fixed term dates on all CAB positions. Details such as term length, fulfillment of a partial term, and designated contact people have to track the appointment terms are reviewed.
- We review the CAB application process, which includes an ethics portion when someone applies
- We bring in CAB chairs for similar training
- For quasi-judicial CABs, the county attorney does the training. This is mandatory training; a CAB member must complete training before she/he can vote on decisions (e.g. allegations of a dangerous animal).
- CAB orientation of their members
  - The clerk's office keeps track of all orientations. We require that each CAB has some kind of orientation. The clerk's office has collected the orientation materials for each of the board and have collected the various documents into one document.
  - Department director or staff liaisons conduct the training (even if just one or two people)

A Fayetteville participant noted "we provide new member orientation prior to their first meeting and we appoint only twice a year: April and September."

#### Big Picture: Getting work done and staff support roles for CAB

Participants with particular strengths in at least some of the topics in this area were from Greensboro, Asheville, and Benson.

The Greensboro participant supervises a group called the community partners board,<sup>10</sup> which advises the city council on funding for nonprofits in the areas of community service, arts and culture, economic development (e.g. Downtown Greensboro, Inc.; Greensboro Sports Commission). This level of community input was a change from a largely staff driven process which had to handle lots of last minute requests. This participant keeps the minutes of the community partners board, but they are more in the form of action items.

---

<sup>9</sup>

[http://www.orangecountync.gov/departments/board\\_of\\_county\\_commissioners/volunteer\\_advisory\\_boards\\_and\\_commissions/index.php](http://www.orangecountync.gov/departments/board_of_county_commissioners/volunteer_advisory_boards_and_commissions/index.php)

<sup>10</sup> <http://www.greensboro-nc.gov/index.aspx?page=4893>

He noted the city in 2015-16 also had a separate Participatory Budgeting process, including a 30 person steering committee; and reaching 400 volunteers voting on specific proposals.<sup>11</sup>

He noted it is hard to balance his regular job duties and expectations with the work of the community partners board and the Participatory Budgeting project.

The Asheville participant reported that as deputy clerk she does a lot of recruiting for CABs. She is also the point person for questions on procedures for CABs. She is about to take on training duties for CAB members, chairs and staff contacts. She is excited, but fairly new to her position and CAB work.

The Benson participant focused on the staff-CAB relationship. He noted Benson is making progress on communication steps. There are now weekly updates by staff liaisons to each CAB. He says this really helps information flow. A second part is his role is attending all City Council meetings, which provides a good conduit for how City Council discussion and actions fit with the work of the CABs. He takes proactive steps to get information and advice to CABs, based on his observation of the City Council. He does his own weekly update that goes to staff liaisons and chairs of CABs. The Benson participant attends many CAB meetings, and acknowledges that it is easier for him to do so in the Town of Benson as a smaller organization. There are nine CABs.

Discussion turned to staff roles in CAB meetings. The Benson participant reported that in advance of some CAB meetings, he will meet with the CAB chair. His goal: clarity on timelines and deadlines and coaching the chair in leading the meeting. The Greensboro participant agreed with this level of support and noted he shares his expertise and helps on the overall process. The Greensboro participant feels responsible to “help keep them on track.” Since the community partners board reviews funding request, this participant conducts the initial review of all the applications for funding.

All agreed that the goal – and challenge – is to balance staff input to the CAB while not having the staff direct the content of the work. The value is for the CAB chair and members to “take ownership.” The Benson participant emphasized: this is especially important for smaller towns – they have to take ownership, due to limited staff and resources. The Asheville participant added: “facilitate, do not participate” is my guidance to staff liaisons.

---

<sup>11</sup> Summary of Participatory Budgeting - <http://www.greensboro-nc.gov/index.aspx?page=4972>

CAB outreach to community beyond their regular meetings or activities. The Benson participant believes that his mainly informal efforts for outreach are fine. He cited the example of the police advisory commission.<sup>12</sup> They do a lot of community meetings and forums, often held in particular neighborhoods. Sometimes these gathering are related to a Neighborhood Watch program. Often times the gatherings are tied to a cook out or social events. This has created some new ideas and requests, such as better street lighting.

In Greensboro, there are board manuals for the community partners board and the Participatory Budgeting steering committee.<sup>13</sup> We allow CABs set their own procedures, within certain guidelines. He leads orientation and has one-on-one with new members of the community partners board.<sup>14</sup> We do not do a city-wide training for all members of CABs.

The Greensboro participant sees departments often guiding the work of the CABs, per department's knowledge of council priorities, broad work plans, and staff expertise. The clerk manages the appointments, but otherwise the CAB agenda and coordination with city council is the responsibility of staff.

Asheville is starting on better informing and aligning CAB work with the strategic plan adopted by the city council. The Benson participant noted that the CAB meeting space has the city council strategic priorities posted. City Council general principles are also posted.

On the longer-term, the Asheville participant said that each CAB will provide input for the 2036 comprehensive plan, and there is a separate committee for the comprehensive planning work.

Social media and CAB member activities? John Stephens<sup>15</sup> raised this question because it may be implicit, or made explicit, about an advisory board member speaking for the CAB or being seen as representing the jurisdiction on social media. The group had no limitations on CAB members' use of social media, just some points of guidance, such as "govern yourself accordingly" or be clear about identifying that these are your views and you are not speaking as a representative of the CAB.

---

<sup>12</sup> <http://www.townofbenson.com/2169/Police-Advisory-Commission>

<sup>13</sup> *General Boards and Commissions Handbook, May 2017* <http://www.greensboro-nc.gov/Modules/ShowDocument.aspx?documentid=1173>

<sup>14</sup> <http://www.greensboro-nc.gov/modules/showdocument.aspx?documentid=32602>

<sup>15</sup> <https://www.sog.unc.edu/about/faculty-and-staff/john-b-stephens>



### How do we know we are doing a good job?

This breakout session covered a wide array of experience and impressions. One piece of advice was to be sure that CAB goals are aligned with a strategic plan of the elected board, that there is clear guidance from governing board, and there are annual goals for the CAB.

One person recommended that CAB by-laws include a regular reporting standard. How to keep a CAB on track was discussed. One reflection: even if a mission statement is given to a CAB, it does not guarantee that everyone understands the mission the same way or keeps that in front of them. Thus, accountability may also rely on training and support for keeping focus on the mission.

Beyond this data, periodic check-in and feedback and other steps should clearly define accountability of the CAB to the governing board. One participant suggested CABs could have an annual report to demonstrate what they are accomplishing, just like you would for a funding body. Another person recommended an annual dinner meeting with the governing board.

One part of the discussion was whether CABs should have sunset dates, i.e., their existence should expire unless there is action by the governing board. There was no consensus on this question. One participant thought sunsets are a good idea, while another person noted many boards are created for some short-term need or situation, but they rarely sunset. Asheville representatives said they are examining the need for some boards. There was some discussion of doing an annual evaluation of all boards. For instance, just like a board does annual evaluation of their manager, they can do the same for their CABs. Develop an evaluation form, make it consistent and fair. Asheville participants said they sent out an evaluation to all CAB board members. But basically everyone said things are okay.

As for actions to close down CABs, there were three experiences from different jurisdictions.

- Morrisville recently disbanded one CAB and is considering discontinuing another one. The reasons are the CABs not being active, with low participation. Thus, it was not clear they were adding value.
- In another community, several boards were disbanded recently. In one case, the goal was to step back, take a break, and reassess what is best way to engage citizens (i.e., through a CAB or some other way).
- Transylvania County performed an inventory of all boards, including their history, by-laws, etc. A few CABs rose to top as in most need of re-examination. Some were duplicative, or not really needed because of a different situation for county public involvement. The lesson learned was to do an inventory first in order to identify CABs who need close attention and possible discontinuance.



## Closing Session (Late Afternoon of Workshop)

Two final parts of the afternoon were group and then individual activities. First, the teachers noted focused on evaluating CAB effectiveness. This topic was formulated as, *What counts as success? Or, How well is a CAB functioning?*

### Evaluating CAB effectiveness - Components

As an exercise to evaluate CAB effectiveness, participants identified their metrics for CAB success. Participants chose the role that fit them and placed post-it notes with brief phrases or sentences to answer the question, “What makes a CAB successful?”

One purpose of the exercise was to show different needs and goals for CABs, depending on a person’s connection to a CAB (i.e., as a member, or appointing authority, or different kinds of staff roles). For example, CAB board members identified “Involvement by all CAB members” and proper training of CAB members as key components. Clerks highlighted recruitment, a speedy process of filling vacancies and CAB member recognition as parts of effective CAB operations. The complete results are in Appendix D.

### Participants’ Action Steps

Most participants agreed to share their ideas of “next steps” on an individual CAB or several CABs (e.g., clerks and elected officials). SOG staff compiled the worksheets and found three topics as the most popular for attention (identified by between 3 and 6 people for each topic):

- Fill all vacant seats on Boards & Commissions/ Recruitment of diverse members (six people chose this area)
- Systematically evaluate our boards & committees (5 people)
- Orientation for new members (3 people)

The next most popular, with two people each, were:

- Increase awareness about advisory boards
- Improve attendance - strengthen ability to meet quorum
- Recognition and appreciation
- Everyone on CAB to understand the purpose of the CAB and their role on it.
- Set specific goals for CAB

There was a wide array of other topics and areas for improvement identified. Some of them may be related to the above topics, but are reported in the respondents’ words, for the most part, in Appendix E.

## Appendices

Appendix A. Participants in May 5, 2017 Workshop

Appendix B. Pre-Workshop Survey Results

Appendix C. Workshop Agenda

Participants received with their agenda and other materials a hard copy of [\*Creating and Maintaining Effective Local Government Citizen Advisory Committees\*](#) by Vaughn M. Upshaw, 2010.

Appendix D. Results of Exercise: “What makes a CAB successful?”

Appendix E. Summary of Participants’ Action Steps

## RESOURCES

These resources were shared through the workshop and in subsequent contacts with workshop participants. See: <http://tinyurl.com/ydh5rx3u>

# Appendix A

# Public Roster: 2017LDPS0005CR

Course Name: Working with Citizen Advisory Committees and Boards  
5/5/2017

Course Count: 27

---

Name	Job Title	Unit
Lisa Ann Alston	Human Resources Manager	Warren County
Gary Bell	Mayor Pro Tem	Town of Pilot Mountain
John Bonner	Advisory Board Member	Town of Benson
Donna Buff	Clerk to the Board	Gaston County
Sheila Cuffee	Fayetteville-Cumberland Human Relations Commission Chair	City of Fayetteville
Jon Decker	Budget and Management Analyst	City of Greensboro
Dara Bloom	Assistant Professor and Local Foods Extension Specialist	NC State College of Agriculture and Life Sciences
DiAnne Enoch	Town Clerk	Town of Elon
Thomas Freeman	Assistant to the Clerk, Board of County Commissioners	Orange County
Trisha Hogan	Clerk to the Board of Commissioners	Transylvania County
Deborah Holland	Interim Town Clerk	Town of Hope Mills
Keith Hooker	Town Clerk	Town of Kernersville
Erin Hudson	Town Clerk	Town of Morrisville
Virginia Johnson	Administrative Assistant	Town of Cary
Stephanie Kelly	City Clerk	City of Charlotte
Braston Newton	Assistant Town Manager/Planning Director	Town of Benson
Georgeanna Pickney	Human Relations Commission Member	City of Fayetteville
Lindsay Ray	Clerk to the Board	Chatham County
Pamela Reidy	Director of Parks and Recreation	Town of Mooresville
Linda Rocchetti	Staff Analyst	City of Raleigh
Paula Seamster	Clerk to the Board	Caswell County
Megan Smit	Clerk to the Board	Cabarrus County
Christie Starnes	Library Director	Town of Clayton
Stephanie Stewart	Aging Program Specialist	Land of Sky Regional Council, Area Agency on Aging
Sarah Terwilliger	Deputy City Clerk	City of Asheville
Beth Vazquez	Assistant Town Clerk - Advisory Board Support	Town of Chapel Hill
Keith Young	Council Member	City of Ashville

# Appendix B

# Pre-workshop Survey Report

May 2nd 2017, 9:19 am EDT

## Q1 - What is your job title? (For elected officials, your title as an elected official)

---

Assistant to County Manager/Clerk to the Board

---

Parks and Recreation Director

---

Asheville City Council

---

Aging Program Specialist

---

Human Resources Manager

---

Town Clerk

---

Mayor pro tem

---

Human Relations Commissioner

---

Town Clerk

---

Assistant Town Manager

---

Clerk to the Board of Commissioners

---

Interim Town Clerk

---

Library Director

---

Regulatory and Compliance Analyst

---

Town Clerk

---

Associate Professor & Extension Specialist

---

Assistant Town Clerk for Boards and Commissions

---

Fayetteville-Cumberland Human Relations Commission

---

Chair

---

Clerk to the Board

---

Director of Parks and Recreation

---

Clerk to the Board of Commissioners/PIO

---

Deputy City Clerk

---

City Clerk

---

Assistant to the Clerk, Orange County NC Board of Commissioners

Strategic Issues Analyst

---

Clerk to the Board and Assistant to the County Manager

---

**Q2 - What is your jurisdiction or organization where you work (or serve as an elected official)?**

Cabarrus County

---

Benson, NC

---

City of Asheville

---

Land of Sky Regional Council

---

Warren County

---

Elon

---

town of pilot mountain

---

Fayetteville-Cumberland Human Relations

---

Town of Cary

---

municipality

---

Transylvania County

---

Town of Hope Mills

---

Town of Clayton

---

City of Raleigh

---

Town of Morrisville

---

NC Cooperative Extension (statewide)

---

Town of Chapel Hill

---

Volunteer - City of Fayetteville, Human Relations

---

Fayetteville-Cumberland Human Relations Commission

---

Gaston County

---

Town of Mooresville, NC (population approximately 37,000)

---

Caswell County

---

City of Asheville

---

City of Charlotte

---

Orange County Government, NC located in Hillsborough, NC

---



City of Greensboro

---

Chatham County

---

**Q3 - How long have you worked there? (For elected officials, been in office?)**

---

6 years

---

18 years

---

1yr

---

2 years

---

3 1/2 years

---

15 years

---

6 years

---

3.5 years

---

3 years; 1 year as clerk

---

8 years

---

10 years

---

over 2 years

---

5 years 5 months

---

5 years

---

1 year, 10 months

---

25 years

---

4 months

---

3 years

---

1 yr

---

9 years

---

Three months

---

6 1/2 years

---

3 years

---

13 years

---

11 years

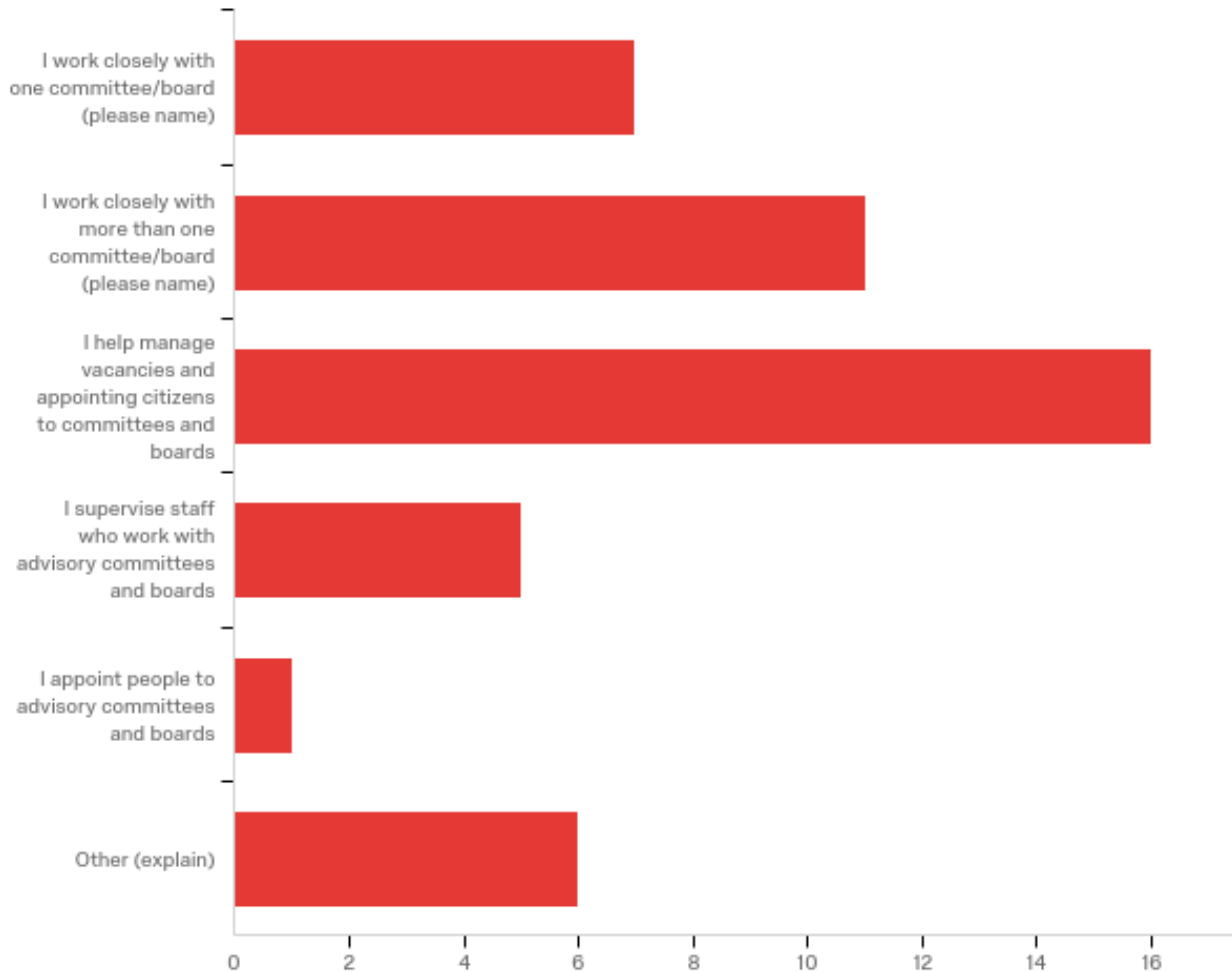
---

6 years

---

5.5 years

**Q5 - What best describes your relationship with advisory committees and boards? (Check all that apply)**



I work closely with one committee/board (please name)

Parks Advisory Board

Planning Board

Human Relations Commission

Recreation Advisory Board

Community Partners Board

I work closely with more than one committee/board (please name)

Citizens police advisory committee, Board of adjustments, Boards and commissions

Aging Advisory Board, LGBT Eldeder Advocates Board, WNC Fall Prevention Coalition

---

Board of Commissioners, Personnel Committee

---

7 advisory boards, 3 committees, 4 council committees

---

Planning Board, elected board

---

Lake Advisory Committee, Community Grant Foundation-HM Project, Nominating Committee

---

Library Board of Trustees, Friends of the Library Inc., NCPLDA

---

Community Design Commission, Planning Commission, Historic District Commission, Board of Adjustment

---

Greater Fayetteville United, Inc

---

Civil Service Board and Citizens' Review Board

---

### Other (explain)

---

work in cooperation with other board members in appointments to boards

---

Work with other organizations in the community

---

Member of committee reviewing various aspects of CACs/Boards

---

Serve as an internal consultant to 101 local Extension Centers with advisory councils and with 5 district councils and one state advisory council

---

Staff liaison, secretary, and work with some other boards

---

### **Q6 - What is one thing you or your organization does very well with citizen advisory committees and boards?**

---

Facilitate applicant appointments in a timely manner (previously, appointments were only considered quarterly, but for the past five years, we've considered them at the next regular meeting to get vacancies filled quicker)

---

Keep them informed of programs and activities. Work well advising and making decisions in the best interest of the community.

---

Schedule of appointments

---

Representation from a diverse array of stakeholders and community members

---

Notification

---

communication and regular updates are an important part of each committee

---

Provide advise and support to the City Council, and the Human Relations Director and Staff

---

Recruitment

---

Establishing an environment of collaboration.

---

As the Clerk to the Board, I make sure the Board is very much aware of upcoming appointments and vacancies. I compile quarterly and monthly reports and advertise on at least a quarterly basis.

---

Direct them in the guidelines of the committee.

---

Our Town assistant clerk record notes and post minutes in our CivicWeb portal.

---

Value the input of CACs

---

We have a couple of established, long-standing boards with strong membership

---

Identifies new partners or unserved audiences for involvement in advisory process

---

We advise City Council on situations that occur in the City and County that will bring resolution peace and safety to the citizens.

---

Strategic Planning

---

They frequently seek input on issues that impact citizens.

---

Providing initial training for the role of an advisory board member, to include the expectations, do's and don'ts, etc.

---

Keep the information flowing between the advisory committees and boards and the Board of Commissioners.

---

Training and updating boards with new information.

---

Our vacancy notification process is one of the things that we do especially well. We post on our website and also send, using an electronic subscription notification system, an extensive vacancy notice of upcoming vacancies. We also provide the vacancy notice to our staff advisors, who are our partners in administering boards and commissions. Citizens are then able to use our online application to apply for vacancies. Use of Granicus as the boards and commissions software has been very helpful in promoting transparency by streamlining the ways citizens access board information and apply to serve.

---

Solicit volunteers to serve on voluntary Advisory Boards and Commissions.

---

We provide timely and accurate information to the board. We also coordinate the logistics of the board's operations well.

---

I believe the Commissioners really consider CAB recommendations and input.

---

## **Q7 - What is most challenging for you in terms of working with citizen advisory committees and boards?**

There are too many of them. They end up acting like rogue nations, and many I suspect, aren't complying with open meetings law. There is also a disregard from elected and management levels for things like committee bylaws and our own appointment policy -- making it more difficult to enforce any sort of order over these boards and committees.

---

Getting active participation.

---

They do not know their scope or they do not adequately function

---

Commitment to the position

---

Meeting regularly

---

recruitment and interest to volunteer

---

cooperation and definitive results from members

---

Helping people see the importance of their spoken commitment

---

Helping staff understand their role with advisory board

---

Filling vacancies and achieving quorum.

---

Some citizen advisory councils are hard to recruit for and to maintain members. The other challenge is a lack of communication between the CAC facilitators/chairs. As the person that manages the appointments and vacancies for the Board, it is sometimes many weeks after the fact that I learn about a vacancy and sometimes that is just through happenstance.

---

Getting them to understand the guidelines of their committee.

---

Boards/Chairs do not communicate in between meetings via email, nor include thoughtful agenda items, if any. Also, their role as advocates is lost on many since they do not attend any events or meetings outside board meetings so generally don't understand the details of our services.

---

Recruiting new members Maintaining/engaging the members that we have

---

Retention and meeting attendance of council members; ensuring that local staff members understand how best to engage and empower council members in local programming efforts

---

Adequately training/orientating new members, particularly officers; recruiting a diverse pool of candidates that reflects our community

---

The most challenging is making sure the solutions bring unity in the community and transfer to the next generation.

---

Engaging all members

---

politics

---

Identifying the role of the Advisory Board and how to keep them updated on the operations of the Department while ensuring they do not begin to perceive that their role is to run the Department.

---

Finding new people to fill vacancies.

---

Recruiting diverse candidates. Lots of questions about communication flow.

---

One of the primary challenges in working with citizen advisory boards is in making sure the pool of applicants that our elected officials and City Manager have to choose from is diverse and represents every cross-section of the community. I wish we had the ability to better influence the selection of committee/board members so that the demographics of all boards are reflective of the entire Charlotte community.

---

Explaining how terms of positions operate. By this I mean Partial and Full terms.

---

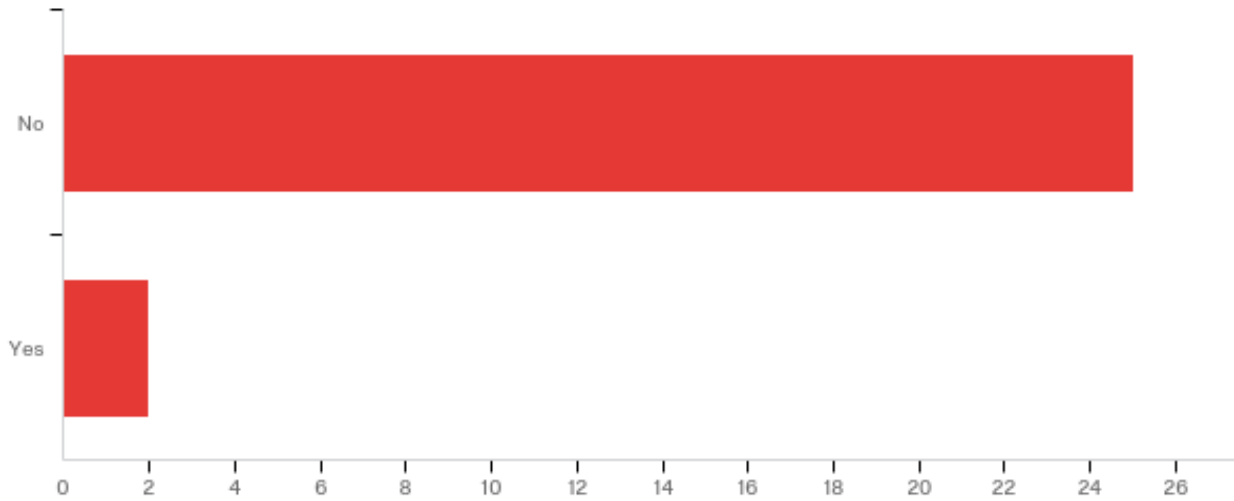
Keeping all members engaged and moving forward. Our board requires a large time commitment during our request review process, and not all appointed are equally committed.

---

We have a very hard time getting diversity on many of the boards. We especially struggle to get people from the Western part of the county and Hispanics.

---

**Q10 - For the committees/boards you work with, is there a process for evaluating their effectiveness?**



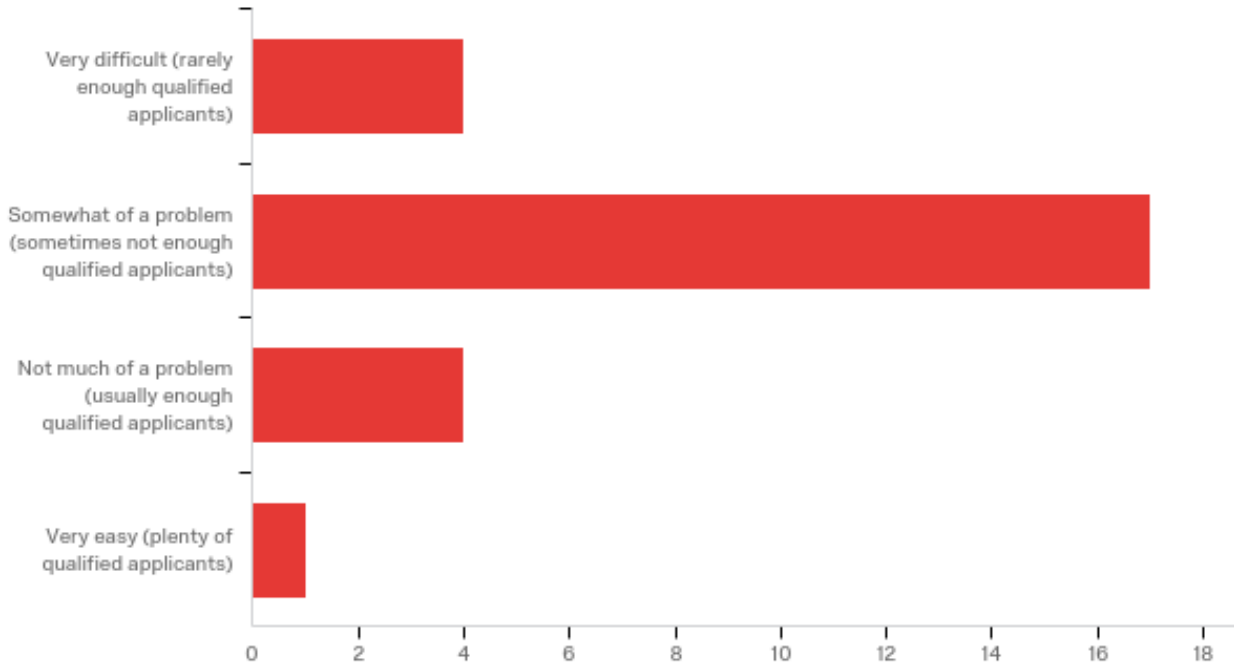
#	Answer	%	Count
1	No	92.59%	25
2	Yes	7.41%	2
	Total	100%	27

**Q11 - HOW do you evaluate their effectiveness?**

Functionality assessments for use by council members and for use by staff working with councils (paper form; loose criteria so not the most useful process)

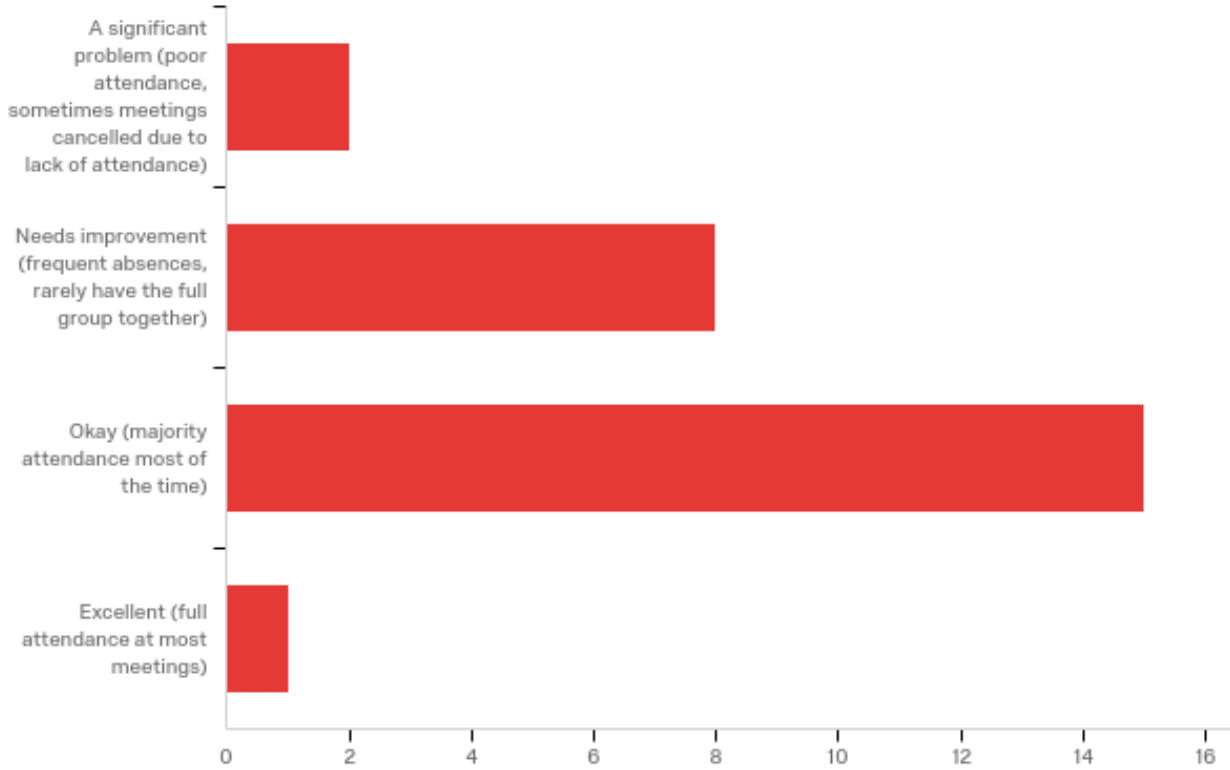
We have county staff members who attend all of the meetings as well commissioners who serve on a number of the Advisory Boards and Commissions.

**Q13 - For the committees/boards you work with, filling vacancies is...**



#	Answer	%	Count
1	Very difficult (rarely enough qualified applicants)	15.38%	4
2	Somewhat of a problem (sometimes not enough qualified applicants)	65.38%	17
3	Not much of a problem (usually enough qualified applicants)	15.38%	4
4	Very easy (plenty of qualified applicants)	3.85%	1
	Total	100%	26

**Q14 - For the committees/boards you work with, attendance at meetings is...**



#	Answer	%	Count
1	A significant problem (poor attendance, sometimes meetings cancelled due to lack of attendance)	7.69%	2
2	Needs improvement (frequent absences, rarely have the full group together)	30.77%	8
3	Okay (majority attendance most of the time)	57.69%	15
4	Excellent (full attendance at most meetings)	3.85%	1
	Total	100%	26



**Q15 - For the committees/boards you work with, by and large, how much do you agree with the following statements?**

#	Question	Completely Disagree		Somewhat Disagree		Neither Agree or Disagree		Somewhat Agree		Completely Agree		Total
1	Our meetings are successful in that staff provide the necessary information ahead of time and during the meeting.	0.00%	0	11.54%	3	15.38%	4	38.46%	10	34.62%	9	26
2	Our meetings are successful in that staff offer guidance, but do not control the discussion, agenda, or decisions.	0.00%	0	23.08%	6	0.00%	0	57.69%	15	19.23%	5	26
3	Our meetings are successful because the Chair facilitates the discussions well.	3.85%	1	11.54%	3	19.23%	5	46.15%	12	19.23%	5	26
4	Our meetings are successful in that people fully and freely participate in the discussions and decision-making.	0.00%	0	11.54%	3	26.92%	7	34.62%	9	26.92%	7	26
5	Our meetings are successful in that we are well-organized and meet the goals of the agenda most of the time.	0.00%	0	7.69%	2	15.38%	4	38.46%	10	38.46%	10	26
6	Our meetings are successful	7.69%	2	0.00%	0	23.08%	6	46.15%	12	23.08%	6	26

	in that we understand our charge and spend time on activities that enable us to accomplish what we are there to do together.											
7	Our meetings are successful in that we make decisions and move on, rather than re-hashing old business.	11.54%	3	11.54%	3	15.38%	4	42.31%	11	19.23%	5	26
8	Our meetings are successful in that when we adjourn, people are willing to continue working together.	0.00%	0	11.54%	3	15.38%	4	42.31%	11	30.77%	8	26

**Q16 - (Optional) Please share any observations you have about how you think about the effectiveness of your advisory committee/board meetings. What factors make the most difference?**

N/A I don't usually attend advisory committees or boards. My work with them is more distanced, suggesting options to interested applicants, updating the website, writing appointment items and supervising staff who process applications.

There is no diversity and some boards seem to have no real function other than facilitating community calamity

Facilitation

long term & new goals are never considered or discussed. most members of our committees have many short term ideas and repetitive of the same.

Collaboration is so important; the effectiveness of the pertinent questions asked to ensure the situations are reached at the level of understanding, and no second guessing after the meeting; need more diversity on the board will make a great difference.

As the Clerk to the Board, I do not attend CAC meetings and most of them have staff facilitators and very active dedicated members. Sometimes though the members are unsure of what the Board of Commissioners wants them to be doing.

There are many families within the community that serve on many boards and have lived in the community for a very long time. These members seem unwilling to allow any ideas of change to develop in order for progress and growth.

I don't think we adequately screen for qualified volunteers to serve on our boards/committees. Many, if not most members, have never served on a board of any sort before and do not understand rules of order and procedure. Many of them also do not have a basic understanding of how government functions, nor of their role in the process (which is to help provide recommendations and participate in the process, but not necessarily make decisions). We need more guidance on appropriately training/orienting the members that Town Council appoints to ensure they have the tools they need to lead their board/committee appropriately, with the assistance of Town staff. We are also working on some training of staff in similar matters so they can be a resource to the board/committee.

Our most effective advisory councils function because staff members value council member involvement in programming beyond the council meetings -- finding ways to engage the council members in other volunteer efforts, in staff meetings, in hiring interviews (when appropriate), and generally offering guidance but not control of the members and their engagement.

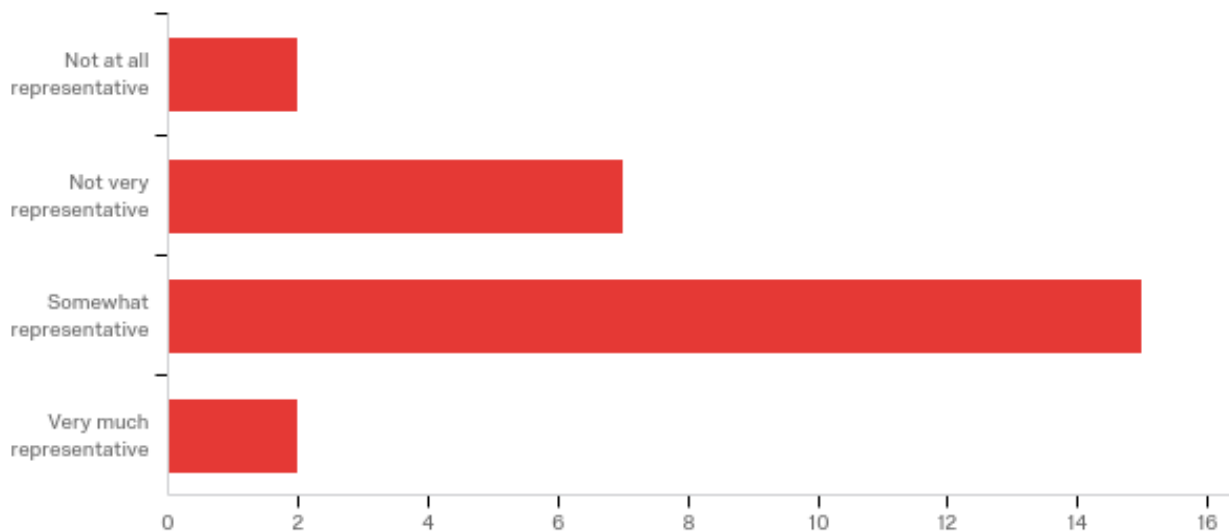
The believe the effectiveness of our advisory committee/board meets are facts provided and conversation openness.

The Chair maintaining order makes a big difference.

I think by and large the involvement of the appointed members makes a huge difference. Recruitment of new members for example is a great help when current members spread the word looking for qualified new applicants. Regular interaction with the Board of County Commissioners offers a wealth of information.

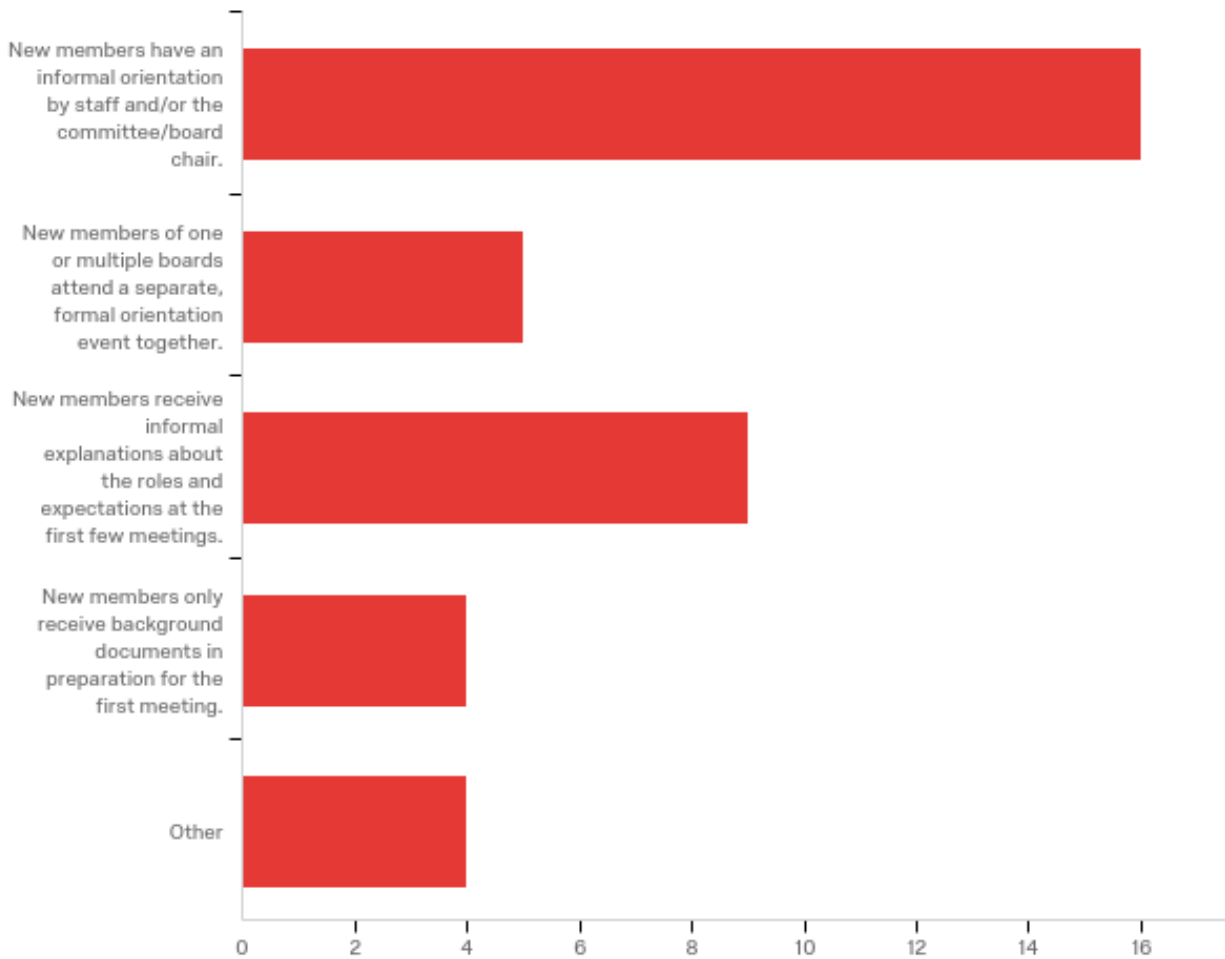
Our board operates effectively, but due to a lack of all members fully participating, some members dominate the discussion and decision making.

**Q17 - For the committees/boards you work with, to what extent would you say membership is representative of the broader community (age, sex, race/ethnicity, education levels, neighborhoods/geography)?**



#	Answer	%	Count
1	Not at all representative	7.69%	2
2	Not very representative	26.92%	7
3	Somewhat representative	57.69%	15
4	Very much representative	7.69%	2
	Total	100%	26

**Q18 - For the committees/boards you work with, what kind of orientation do new members receive? (check all that apply)**



#	Answer	%	Count
1	New members have an informal orientation by staff and/or the committee/board chair.	61.54%	16
2	New members of one or multiple boards attend a separate, formal orientation event together.	19.23%	5
3	New members receive informal explanations about the roles and expectations at the first few meetings.	34.62%	9
4	New members only receive background documents in preparation for the first meeting.	15.38%	4
5	Other	15.38%	4
	Total	100%	26

## Other

---

I would say any orientation or materials varies from committee to committee -- there is not formal orientation from the county and each committee acts differently.

---

Our clerks give the orientation to the board

---

know of no orientation or qualifications needed

---

Chair and members are available to new members to walk them through

---

## Q19 - What would you most like to get out of the workshop?

Best practices -- something I can take back with me in order to improve the organization and effectiveness of our sitting committees -- as well as some best practices (perhaps orientation) that will help us keep the current volunteers we have.

---

Making the most of board's time and efforts.

---

How to reshape and rebuild and reevaluate our boards and what should they be doing. Also, how to build new boards for specific functions and make them work for the betterment of the whole community. Basically I want to know how to give our system an overhaul.

---

General Guidance on how to establish new Boards, as well as legal liability information

---

I would like to learn how to make our committees and boards more inclusive. I would also like to learn how to get people more interested in serving.

---

how to recruit, retain and utilize board and commission members

---

Everything I can!

---

Tools that will allow the board to move forward effectively and creatively

---

How to fully engage commission members and educate them appropriately.

---

We have done a lot of work over the last 2 years to revamp our policies and procedures. We've implemented quarterly and monthly reporting so that we stay on top of appointments. What's lacking is the next steps of communications between the governing board and CAC, and many times the lack of communication of CAC facilitators/chairs to the governing board and clerk (for managing appointments, vacancies, etc.). I'd like to know what others are doing to keep those lines of communication open and to implement reporting requirements and how to track them. I want to hear about others' successes and determine if they'll work for us.

---

Better understanding of role for me in the committees as a liaison.

---

recruitment strategies for diversity and how to implement evaluation of member activity.

---

Better understanding of authority for CAC creation; evolving nature throughout the state; key factors that indicate success for those boards/CACs; process of communication between those groups and others within municipalities

---

I would like additional tools on training and orientation options for new, or even current members, particularly those in leadership roles, so they can serve most effectively. I also hope to learn methods for measuring effectiveness of our boards/committees. Within my first four months in this position, Council disbanded one committee and there is likely to be a recommendation to disband a second within a few months. It is becoming more clear as projects are defined, and as membership dwindles that certain boards/committees are almost obsolete because staff completes the work. We need to revisit the roles of our boards/committees.

---

Strategies for assessing effectiveness; ideas for advisory council engagement in larger programming efforts; successful strategies to "release" council members who are not contributing to the larger group effort

---

Guidance/strategies around recruiting a more diverse pool of applicants; strategies for orienting new members and training board officers

---

Effective tools that provide increase knowledge and understanding that will help the committee/board to move forward.

---

Ideas to better engage members who have not been fully committed.

---

Looking for any ideas that we can implement to help improve inefficiencies and potentially the citizens experience. To see what other jurisdictions are doing that maybe we could consider.

---

Discussions about the necessity of boards outside of advocacy and fund-raising.

---

Anything that would make our advisory committees and boards for efficient.

---

Hear how others are working with advisory boards, get new ideas.

---

I would like to come away with information on best practices for administering the nominations and appointments to advisory boards process more efficiently. In addition, I'm also interested in learning ways various jurisdictions handle recognition and appreciation of board members whose terms are expiring.

---

I would hope to gain knowledge of what the latest trends are in not only tracking Advisory Boards, but also what efficiencies are out there that would be of help in managing the process.

---

How to lead the group as a staff member without directing their decisions, developing full engagement.

---

I would like to work on recruitment of volunteers and reaching a larger audience.

---

# Appendix C





# Working with Citizen Advisory Committees and Boards

May 5, 2017

UNC School of Government

## Friday, May 5

<b>8:30</b>	Registration and light breakfast	
<b>9:00</b>	Introductions and framing <ul style="list-style-type: none"><li>• Review learning objectives</li><li>• Why CABs?</li></ul>	Morse & Stephens
<b>9:45</b>	Legal framework for CABs	Allen
<b>10:00</b>	Organizing the work <ul style="list-style-type: none"><li>• Aligning w/ organizational priorities</li><li>• Clarifying roles and expectations</li></ul>	Altman
<b>10:45</b>	Break	
<b>11:00</b>	Motivations for volunteering (exercise and discussion) <ul style="list-style-type: none"><li>• Dynamics of recruitment and support of volunteers</li><li>• Assess capacity to manage different interests</li></ul>	Henderson
<b>11:30</b>	Policies, practices, and capacity <ul style="list-style-type: none"><li>• Introduce CAB system framework</li><li>• Diagnose opportunities for strengthening system</li></ul>	Henderson
<b>11:45</b>	Identify topics for afternoon mutual learning sessions	Stephens
<b>12:00</b>	Lunch	
<b>1:00</b>	Mutual learning sessions (2) <ul style="list-style-type: none"><li>• Discuss key issues as determined by participants</li><li>• Identify promising practices for addressing those issues</li></ul>	All
	<Breaks in-between sessions 1 and 2 and at end of activity>	
<b>3:00</b>	Evaluating CAB effectiveness <ul style="list-style-type: none"><li>• Various lenses</li><li>• Activity and lessons learned</li></ul>	Stephens
<b>3:30</b>	Identifying next steps/action items <ul style="list-style-type: none"><li>• Policies, practices, capacity</li><li>• Post-workshop report</li></ul>	Henderson Morse
<b>4:00</b>	Adjourn	

# Appendix D

## Closing Exercise – “CAC Success”

RE: May 5<sup>th</sup> workshop

Toward the end of the workshop, participants were asked to briefly identify “What makes a CAC successful?” via a post-it exercise.

Different categories of roles in relation to CACs were specified and participants wrote their views on success on post-its and placed them under a category where they “fit” [Compiled by Stephens, May 10, 2017]

<b>Elected Board member</b>	<b>Clerk</b>	<b>CAC members</b>	<b>Department Director</b>	<b>Staff liaisons</b>	<b>Stephanie S. Councils on Aging</b>	<b>City or County Manager (CEO)</b>
Aggressive recruitment	Aggressive recruitment <ul style="list-style-type: none"> <li>• Fill all vacancies [being able to fill vacant CAB positions promptly]</li> <li>• Help elected recruit for vacancies</li> <li>• Town received enough applications to fill all vacancies on all boards with qualified candidates x 2</li> <li>• Receiving qualified applications during recruitment period x 2</li> </ul>	Goals/purposes are clear  Clear charges/understanding of role	Support his/her commission with no outside interferences – hands and sight on facts	Providing meaningful input and feedback on city policies	Development of clear expectations for board members	Recommendations consistent with strategic plan
Clear understanding of the process	Clear understanding of the process	Progress being made (strategic steps) forward towards accomplishing goals	Quorum each meeting	Adopted recommendation by end of March	Utilization of members’ expertise beyond routine meeting processes	Civic Engagement

## Closing Exercise – “CAC Success”

Attendance and monitoring	Attendance and monitoring [Members attend meetings regularly]	Involvement by all CAC members	Public kudos from the mayor and commission	CAC handle issues so Council doesn't have to (or at least as much)		Ownership by CAB
Recognition	Recognition	Properly trained board	Specific goals set and achieved annually <ul style="list-style-type: none"> <li>• [clear results]</li> <li>• [results in line with strategic plan]</li> </ul>	No one on CAC feels uninformed		Provide ideas and support to departments
Boards want what I want	Vacancies are filled x 2	Diverse/engaged citizens/board members		Their purpose is clear and the steps to get there are discussed and agreed upon		
	Strong applicant pipeline	City/County elected/managers acknowledged				Stay within budget

## Closing Exercise – “CAC Success”

		ement through their engagement				
Every CAC working together for betterment of community	Willingness to serve 2 <sup>nd</sup> term	Success is collaborative efforts to accomplish community goal – especially effectively satisfying the majority – positively				
Making pertinent advisement to relation to city’s goals	<ul style="list-style-type: none"> <li>• CACs post minutes to web</li> <li>• Action minutes are posted with a reasonable timeframe after every CAB meeting</li> </ul>	A team → staff, director and commissioner being able to be open to all /take part/ community concerns and provide them with tool to the community to perform				
Giving clear and constant communication about rising	Get goals from Board and committees to BOCC					

### Closing Exercise – “CAC Success”

and current subjects						
You attend reg [regularly]	Diversity – age younger and men					
	Comply with reporting requirements					
	Comply with NCGS (OML, minutes, etc.)					
	Staff liaisons have the resources they need to orient/on-board new members					
	Help develop a meeting schedule for the year					
	Orientation for new committee [members?] with guidelines (goals) of committee					
	Members have clear understanding of roles					
	Members are ambassadors of city and have a good experience					

# Appendix E

# Appendix E

## Plans to Strengthen Citizen Advisory Committees and Boards

### *Summary of Similar Kinds of Change/Projects*

#### Most Popular Topics or Needs

- Fill all vacant seats on Boards & Commissions/ Recruitment of diverse members (Six people chose this area)
- Systematically evaluate our boards & committees (5 people)
- Orientation for new members (3)
- Increase awareness about advisory boards (2)
- Improve attendance - strengthen ability to meet quorum (2)
- Recognition and appreciation (2)
- Everyone on Board to understand the purpose of the Board and their role on it. (2)
- Set specific goals for Board (2)

#### Topics Identified by one participant each

- Clear big picture to inform tasks & actions
- Ownership of the board's processes and products
- Encourage by-laws, policies, mission, procedures reviews on a qtrly bases
- Aligning City strategic plan with appointed boards & committees
- Board Chairs come together for annual training
- More participation on CACs. What the boards & committees do.
- Better communication and direction from the governing body
- Formalized system for recognizing participation of CAB
- Reporting requirements from CACs to Clerk, then Board
- Communication from each CAC.
- Educational workshop for existing members.
- CAC members to take ownership in their role. Actively participate in effecting change through their involvement with CAC.
- Realization of the true importance of committees & boards in participative governance.
- Long range planning



- Step up the Citizens Academy next year