

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



**ITEM: 3.26
(ID # 29952)**

MEETING DATE:
Tuesday, June 23, 2026

FROM : HOUSING AND WORKFORCE SOLUTIONS

SUBJECT: HOUSING AND WORKFORCE SOLUTIONS / COMMUNITY ACTION PARTNERSHIP (HWS/CAP): Adopt the Amended Bylaws of the Community Action Commission - Riverside; All Districts. [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Adopt the Amended Bylaws of the Community Action Commission-Riverside.

ACTION: Consent




Michael J. Webb
Assistant Director of Housing & Workforce Solution

5/18/2026

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Gutierrez, seconded by Supervisor Medina and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Medina, Spiegel, Washington, Perez, and Gutierrez
Nays: None
Absent: None
Date: June 23, 2026
xc: HWS/CAP, Commission, COB/CF

Kimberly A. Rector
Clerk of the Board
By: 
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 0	\$ 0	\$ 0	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: N/A			Budget Adjustment:	No
			For Fiscal Year:	25/26

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The Riverside County Community Action Commission (CAC), established in 1979, serves as the advisory board for anti-poverty services funded through the County’s Community Services Block Grant (CSBG). The fifteen-member Commission represents the public, low-income, and private sectors, with a mission to elevate the needs of low-income residents, guide anti-poverty programming, and promote upward mobility in the region.

At its Special Meeting on November 13, 2025, the CAC reviewed proposed Bylaw revisions. In alignment with Board Policy A-21, the Commission approved the revisions on January 15, 2026, including:

1. Adoption of Attendance Standards policy:
 - o Commissioners with three consecutive unexcused absences may have their seat declared vacant.
 - o Criteria and procedures for determining excused absences were clarified.
2. Travel and participation support for Low-Income Representatives updated to gas card assistance.
3. Clarifications to ad hoc committee operations.

On April 16, 2026, additional revisions were presented to incorporate items not included in November:

1. Updated office address.
2. Replacement of “gas card” with “stipend” to allow greater flexibility in reimbursement for eligible commissioners.

Staff recommend approval of these updates to ensure continued compliance with Board policy and CSBG requirements. County Counsel has reviewed and approved the revised Bylaws as to form.

SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA

ATTACHMENT:

- Bylaws of the Community Action Commission (Adopted May 2026)

Stacey Pena _____ *Amrit Dhillon* _____
Stacey Pena, EO Management Analyst 6/16/2026 Amrit Dhillon 6/5/2026

Aaron Gettis _____
Aaron Gettis, Chief Deputy County Counsel 6/10/2026



HWS HOUSING AND
WORKFORCE
SOLUTIONS
ENGAGE. ENCOURAGE. EQUIP.

Commission Bylaws

Correction as of February 2026, for Approval by

**Community Action Commission Riverside County
Board of Supervisors**

3403 Tenth Street, Suite 300, Riverside, CA 92501 | www.capriverside.org | Established 1979

FORM APPROVED COUNTY COUNSEL

BY: Amrit P Dhillon
for Paula Salcido

6/3/2025
DATE

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Article I – Community Action Commission

Section 1 – Name

The name of the entity is the Community Action Commission (CAC). The Community Action Commission is in Riverside, California.

Section 2 – History

The County of Riverside as a political subdivision of the State of California designated itself as a Community Action Agency on July 1, 1979.

Section 3 – Purpose

The Community Action Partnership of Riverside County (CAP Riverside) has been designated as the Community Action Agency (CAA) for Riverside County to serve as the County's anti-poverty agency. CAP Riverside is a public agency which is responsible for planning, developing, and executing the Community Action Program in the County of Riverside in order to alleviate poverty and promote self-sufficiency. In accordance with Riverside County Board of Supervisor's Policy A- 21, Advisory Boards, Commissions and Committees, the CAC advises the Riverside County Board of Supervisors (Board of Supervisors) consistent with the Delineation of Powers Agreement between Governing Board and the Community Action Commission.

Section 4 – Organization

The Community Action Agency is comprised of the Board of Supervisors, as the Governing Board and the designating officials, the Community Action Commission as an advisory board, and the paid staff.

Article II – Commission Composition

The CAC is a tripartite board composed of a minimum of fifteen (15) members representing three sectors.

Section 1 – Public Sector Members

One-third (1/3) of the tripartite board members shall represent the Public Sector and shall be appointed by the Board of Supervisors. Public Sector members may be a Riverside County Supervisor, or their representative, or an elected public official, or their representative, holding office on the date of selection. The Public Sector members shall represent each Riverside County supervisorial district.

Section 2 – Low-Income Sector Members

One third (1/3) of the tripartite board members shall be low-income individuals or shall be representatives of the low-income community representing each Riverside County supervisorial district. Each Low-Income Sector Member will have an alternate representing the same Riverside County supervisorial district. The Low-Income Sector Member (and their alternates) shall be democratically elected pursuant to the Policy on Election of Low-Income Representatives.

Section 3 – Private Sector Members

One third (1/3) of the tripartite board shall represent the Private Sector as members of business, industry, labor, religious, human services, education or other major groups and interests in the community served. The Private Sector members shall represent each Riverside County supervisorial district and shall be appointed by the Board of Supervisors.



Article III – Commission Selection Procedures

Members of the Commission are selected in a manner as to ensure that they speak and act on behalf of the group or organization which they represent.

Section 1 – Selection Procedure for Public Sector Commissioners

The Board of Supervisors has the sole power to appoint members to the Public Sector. Each member of Board of Supervisors may serve on the CAC or appoint one representative, who may be an elected official, or their representative. When a vacancy occurs within the Public Sector, the appropriate Supervisor will nominate to the Board of Supervisors a representative to fill the vacancy. The City of Riverside will hold one (1) permanent seat as required by the original charter for CAP Riverside.

Section 2 – Selection Procedure for Low-Income Sector Commissioners

The representatives of the low-income sector shall be low-income individuals or shall be representatives of the low-income community from each supervisorial district chosen in accordance with the democratic selection procedures set forth in the Policy on Election of Low-Income Representatives adequate to assure that these members are representative of low-income individuals and families in the neighborhood served; reside or work within the district served; or can participate actively in the development, planning, implementation, and evaluation of the program. An alternate will be selected using the same procedures. Each alternate is expected to appear and participate in all regular meetings as if they were a member. Each alternate has the right to vote at a regular meeting in the absence of their supervisorial district primary members. Each low-income sector member and alternate shall represent their designated supervisorial district.

- a. Candidate for the Low-Income Sector must meet the following requirements:
 - Be at least 18 years of age.
 - Reside in the supervisorial district where the vacancy exists.
 - Submit a completed application to the CAP Riverside staff liaison by the publicly announced deadline.
 - Candidates are not required to be low-income; however, preference shall be given to individuals who meet low-income criteria.
 - Candidates may not be County of Riverside staff, a member or immediate family of Community Action Partnership of Riverside County staff, a current Community Action Commission (CAC) member, or a member of the Board of Supervisors.
 - Individuals who have previously been removed from the Community Action Commission or any other public commission/board are ineligible to apply for candidacy or election
 - The Community Action Commissioner role is subject to the County of Riverside Code of Ethics and the Community Actions Commission Code of Ethics. Any person in violation of either code in whole or in part, shall be deemed ineligible to serve.
- b. Once the low-income sector member and the alternate are elected in accordance with the democratic selection process set forth in the Policy on Election of Low-Income Representatives, the name of the elected low-income sector member and alternate shall be submitted to the Board of Supervisors for appointment. If a low-income sector member or alternate is not appointed by the Board of Supervisors, the democratic selection procedure set forth in the Policy on Election of Low-Income Representatives shall be followed again.

Section 3 – Selection Procedure for Private Sector Commissioners

The Board of Supervisors has the sole power to appoint members to the Private Sector. Private Sector



Members are selected to ensure that the CAC will have broad community involvement. Everyone shall be required to disclose any affiliation or potential conflict of interest. The Board of Supervisors shall determine the type of private sector representation among business, industry, labor, religious, human services, education or other major groups and interests in the community served to ensure broad community involvement.

Article IV – Terms

Section 1 – Public Sector Commissioner

The term shall be four (4) years. If the Commissioner is an elected official, the term may be equal in duration to their term as the Public Official, or four (4) years, whichever is less. The Public Official, or their designated representative, shall serve only while the Public Official continues to hold public office.

Section 2 – Low-Income Sector Commissioner

The term shall be two (2) years. A Low-Income Sector Commissioner shall only continue to serve so long as they reside in the area they represent.

Section 3 – Private Sector Commissioner

The term shall be two (2) years. A Private Sector Commissioner shall serve only while they continue to be associated with the private sector organization that they are affiliated with.

Section 4 – Term Limits

To encourage varied citizen participation, the Board of Supervisors and CAP Riverside shall generally seek new appointees to replace members who have served for a total of two (2) terms. A Supervisor retains the discretion to reappoint Public Sector and Private Sector Commissioners regardless of the length of time served on the CAC.

Section 5 – Staggering Terms

Appointments and Terms for the Private Sector and Low-Income Sector may be staggered to provide for continuity.

Article V – Vacancies and Resignations

The Board of Supervisors shall take steps to ensure that vacant seats are filled in a timely manner.

Section 1 – Public Sector Vacancies

When a vacancy occurs within the Public Sector, the appropriate Supervisor will nominate to the Board of Supervisors a representative to fill the vacancy.

Section 2 – Low-Income Sector Vacancies

The alternate will assume the vacancy for the remainder of the term so long as they continue to meet the low-income sector requirements. Failure to assume the vacancy is considered a resignation. If there is not an alternate, when a vacancy occurs within the Low-Income Sector, Policy on Election of Low-Income Representatives shall be followed to fill the vacancy.

Section 3 – Private Sector Vacancies

When a vacancy occurs within the Private Sector, the appropriate Supervisor will nominate to the Board of Supervisors a representative to fill the vacancy.

Section 4 – Resignations



Any member of the CAC may resign at any time by so stating in writing to the appropriate Supervisor, CAC Chairperson, and the Executive Director. Resignation is automatic upon verification of death or loss of residence requirements of an incumbent.

Section 5 – Attendance Standards

When a member of the CAC fails to attend three consecutive meetings of the commission without an excused absence, the CAP Riverside may declare a position vacant. An approved absence is one that is communicated to CAP Riverside staff or the Chair of the Community Action Commission (CAC) in advance of the scheduled meeting and is due to circumstances such as illness, family emergency, work-related obligations, or other unavoidable conflicts. Requests for an excused absence should be submitted as soon as practicable prior to the meeting date. The Chair or CAP Riverside representative shall determine whether the absence qualifies as excused and ensure that such determinations are documented in the meeting minutes during roll call. One member has been deemed non-compliant with attendance standards; the Commission shall vote to formally remove the member.

Article VI – Powers of the Commission

Section 1 – Delineation of Powers Agreement

The powers of the CAC are set forth in California Government Code Section 12752.1 and the Delineation of Powers Agreement. The Delineation of Powers between the Board of Supervisors and Community Action Commission is attached hereto as Exhibit A and is incorporated herein by this reference.

Section 2 – Board of Supervisors Policy A-21

All provisions of Board Policy A-21 shall apply to the CAC. Board Policy A-21 is incorporated herein by this reference as it exists or as otherwise amended in the future.

Article VII – Officers and Elections

Section 1 – Officers

The five (5) officers shall be a Chairperson, a Vice-Chairperson, a Secretary, the Ex-officio member, and a Low-Income Representative. Elected officers shall be Commission members in good standing based on the CAC Code of Ethics. Officers shall be elected by a majority vote of the CAC.

Section 2 – Terms

Officers shall hold office for a period of one (1) year in the same position.

Section 3 – Duties of Officers

- a. Chairperson: The Chairperson shall preside over all meetings of the CAC. The Chairperson shall provide the initiative and leadership necessary for their proper functioning, with the assistance of the Executive Director. The Chairperson will serve as the CAC's point for communications with the Board of Supervisors and the principal point for communicating the CAC's recommendations to the Executive Director regarding CAP Riverside. The Chairperson shall meet with CAP Riverside prior to Commission meetings to review agenda items and conduct necessary business between meetings of the full CAC.
- b. Vice-Chairperson: The Vice-Chairperson shall serve in the absence of the Chairperson. The Vice-Chairperson shall carry out the other duties as requested by the Chairperson.
- c. Secretary: The Secretary shall be delegated to CAP Riverside and shall be responsible for ensuring those minutes of each official meeting of the Commission are recorded, and that any errors in the



minutes are presented to the Commission for correction. The Secretary shall be the official signatory of documents and records of the CAC.

- d. Low-Income Representative: The Low-Income Representative is responsible for ensuring that decisions made serve the best interest of the low-income residents. The Low-Income Representative shall serve in the absence of both the Chairperson and the Vice-Chairperson. The Low-Income Representative shall carry out the other duties as requested by the Chairperson.
- e. Ex-Officio Member: *"A Commission representative may be elected to serve by the CAC to serve for a period of up to one (1) year. This representative will be a former member of the CAC and will serve in a non-voting capacity. The Ex-Officio Member will contribute to the CAC, having served as a past member of the CAC, by providing continuity of knowledge and historical context. A vote will take place to fill the Ex-Officio seat when the seat is vacated"* and elected during the regular meeting held in October of each year except for the reconstitution year of 2022. Officers shall be elected by a majority vote of the Commission with a quorum present. Officers shall take office and assume their duties in January or at the next regularly scheduled meeting after the election, whichever occurs first.

Section 4 – Vacancies

- a. The officers move up the slate. The appointment to fill a vacant office shall be for the unexpired term.
- b. If the office of the Chairperson and Vice-Chairperson become vacant simultaneously, the CAC shall elect a successor from its membership to fill the unexpired term at the next regular meeting with a quorum present.

Section 5 – Removal of an Officer

Officers of the CAC may be removed under the following process:

- a. The officer shall be given notice of the intent of removal in a manner determined by the CAC.
- b. The officer shall be given an opportunity to respond.
- c. Officers serve at the pleasure of the remaining members. Removal of an officer requires a majority vote of the Commission present at the regular meeting with a quorum present.

Section 6 – Resignation

Any officer may resign at any time by so stating at a duly held meeting with a quorum present, or in writing if unable to attend.

Article VIII – Committees and Duties

Each committee serves as a working extension of the CAC in its consideration of issues, opportunities and plans in the committee's particular interest. As such, the committee shall receive assignments from and report findings and recommendations to the CAC.

Section 1 – Ad-hoc Committees

Ad-hoc committees may be formed as needed by a majority vote of CAC members present. All ad-hoc committees shall be composed of CAC members. Ad-hoc committee membership shall fairly reflect the composition of the CAC to the extent possible. The Chairperson of each ad-hoc committee shall be selected by a majority vote of CAC members present. The CAC operates with special (ad-hoc) committees as the need arises. The ad-hoc Committee shall be composed of at least three but less than a quorum of current CAC members. The purpose of the ad-hoc committee must so be stated in the creating motion. When the ad-hoc committee's purpose has been achieved, the committee shall be dissolved.



Article IX – Meetings of the Commission and Committees

Section 1 – Meetings

CAC meetings shall be conducted in accordance with the Ralph M. Brown Act (Brown Act).

Section 2 – Meeting Rules

The CAC and each committee of the CAC shall conduct their meetings and discharge their duties in accordance with the rules, procedures, and meeting calendar which the Commission and committee sets for itself during a regular meeting.

Section 3 – Notification of CAC Meetings

Written notice of the time, date, location, and agenda of each meeting shall be given pursuant to the Brown Act.

Section 4 – Rules of Order and Procedure for Conduct of Meetings

The Robert's Rules of Order will serve as the guidelines for the conduct of CAC meetings and for parliamentary procedures within each meeting, except when they conflict with these bylaws, the CAC bylaws shall prevail.

Section 5 – Quorum

A quorum must be present while the CAC meeting is in session. A quorum of the CAC shall consist of fifty-one percent (51%) of the voting membership, not counting vacant seats. Attendance shall be taken and filed by CAP Riverside. The affirmative vote of 51% of those members present shall be required to act on a matter of regular business.

- The only business the CAC shall transact in absence of a quorum is to:
 - Take measures necessary to obtain a quorum.
 - Fix the date and time to which to adjourn.
 - Adjourn to take a recess, and/or
 - Continue the entire agenda to the next meeting.

Section 6 – Canceling Meetings

The CAC may dispense with any regular meeting by an affirmative vote of a quorum of the CAC made at any preceding regular meeting or as otherwise authorized by law.

Section 7 – Minutes

Written minutes shall be kept for each meeting and shall include the following information: (1) The date and place of the meeting; (2) The kind of meeting held (such as special or regular); (3) A record of votes on all CAC motions; (4) Whether the minutes of the previous meetings were approved; and (5) The time the meeting started and adjourned.

- The minutes of previous meetings shall be sent to all CAC Commissioners at least three (3) days before the meeting.
- The minutes shall be made available for public inspection.
- The CAC Secretary shall sign the official minutes upon approval.

Section 8 – Proxy Voting

Voting by proxy is not permitted.



Section 9 – Special Meetings

Special meetings of the Commission may be called at any time by the Chairperson or by a quorum of the Commission. The notice of the special meeting shall specify the time, place, and business to be transacted, and no other business shall be considered unless in accordance with, and under the provisions of the Brown Act.

Article X – Compensation and Expenses

Section 1 – Compensation and Expenses

Each member shall serve without compensation or reimbursement of expenses unless otherwise provided in accordance with statute, grant, ordinance, or resolution authorizing the same and specifying the details thereof.

Section 2 – Travel and Participation Support for Low-Income Representatives

Low-income representatives serving on the CAC may request a transportation stipend to support attendance at official CAC meetings. Eligibility for this stipend shall be limited to members who meet the income requirements established under the Community Services Block Grant (CSBG) program. Stipends shall be issued in accordance with CAP Riverside's fiscal policies and procedures and are subject to verification of meeting attendance and the availability of CSBG funds. The stipend will be calculated based on the actual mileage to and from the meeting, using the IRS mileage reimbursement.

Article XI – Conduct

Section 1 – Code of Conduct

CAC members shall conduct themselves in accordance with the County of Riverside Code of Ethics and the CAC Code of Ethics.

- Ethics Training: CAC members shall attend and complete an ethics training program every two (2) years pursuant to Board of Supervisors Policy. Newly appointed members must complete their initial ethics training within one (1) year of appointment.

Section 2 – Conflicts of Interest

Each Commission member shall certify in writing they are not in conflict of interest in accordance with applicable state or local requirements.

- Commission members may not vote or participate in discussion on matters involving recommendations for funding of an organization if:
 - The Commissioner or an immediate family member is employed by the proposed delegate agency or organization. "Immediate family members" means spouse, parents, grandparents, children, grandchildren, brothers, sisters, mother-in-law, father-in-law, and adopted and stepfamily members.
 - The Commissioner sits on the board of a proposed delegate agency or organization.
- Neither Commissioners nor members of their immediate family shall be employed by CAP Riverside or receive a salary from programs funded by CAP Riverside.

Section 3 – Removal of a CAC Commissioner

In accordance with Board Policy A-21, members of the CAC serve at the pleasure of the Board of Supervisors. Notwithstanding a specified length of a term for a Commissioner, the Board may remove a commissioner at any time for any reason.

Article XII – Amendment of Bylaws



Section 1 – Notification for Bylaws Changes

Every Commissioner of the CAC must be notified at least ten (10) days in advance of any meeting at which the CAC is to consider proposed amendments to the bylaws. Every member of the CAC will be provided a copy of the proposed amendments to the bylaws at least ten (10) days prior to the meeting.

Section 2 – Voting on Recommended Amendments

An affirmative vote of a quorum of the CAC is required to recommend proposed bylaws amendments to the Board of Supervisors.

Section 3 – Bylaws Amendments Require Approval by the Board of Supervisors

Upon an affirmative vote of a quorum of the CAC, the recommended proposed amendments to the bylaws will be submitted to the Board of Supervisors for approval. All amendments to the bylaws require Board of Supervisors approval.

Section 4 – Copy to CSD

A copy of CAC bylaws and all amendments shall be submitted to the California Department of Community Services and Development in accordance with CSBG Regulations (California Government Code Section 12752.1).

Article XIII – Public Access to Records

Any person who wishes to inspect or copy CAC records maintained by CAP Riverside may do so after making a request to CAP Riverside. Information will be provided pursuant to the California Public Records Act and any other applicable laws.

Exhibit A – Delineation of Powers

Between Governing Board and Community Action Commission.

1



Delineation of Powers

Between Governing Board and Community Action Commission

It is the desire of the Board of Supervisors of the County of Riverside in their capacity as the Governing Board of the Community Action Agency (CAA) to maintain relationships with the Community Action Commission (CAC), and other organizational elements of the CAA and community, which are harmonious and most conducive to effective performance of the Community Action Programs in Riverside County. The following delineation of powers between the Governing Board and the CAC recognizes that certain responsibilities exist which the Governing Board, under the State of California Community Services Block Grant (CSBG), cannot delegate. This specifically includes responsibility for proper use of funds and the continued viability of the program of the CAA.

I. Powers of the Governing Board (Board of Supervisors)

The Governing Board, within the framework of the CSBG regulations, California Government Code Sections 12750-12763, Board Policy No. A-21, and other applicable funding sources, shall:

- a. After consideration of the recommendations of the CAC, approve program plans and priorities;
- b. Appoint and remove Commissioners of CAC in conformance with Board Policy No. A-21;
- c. Determine and approve all personnel policies;
- d. Determine and approve all fiscal policies and budgets;
- e. Determine and approve all administrative policies and procedures;
- f. Delegate selection of the CAA Executive Director to the appropriate Department Head and provide for the participation of the tripartite board in the selection of the executive director of the CAA;
- g. Approve the Riverside County Community Action Plan;
- h. Receive and file an annual report and conduct an annual meeting or Governing Board Workshop with the CAC;
- i. Approve the bylaws for CAC as outlined in California Government Code Section 12752.1 and any amendments thereto; and
- j. Retain authority to expand or contract, alter, or amend any of the powers or responsibilities delegated to the CAC.

II. Powers of the Community Action Commission (CAC)

The Community Action Commission shall have the following duties and responsibilities in accordance with CSBG regulations and California Government Code Section 12752.1:

- k. Assume those powers and responsibilities which are expressly delegated to the Commission by the Governing Board;
- l. Determine governing rules and procedures, select officers, and determine the date, time and location of meetings, except as otherwise provided in Board Policy No. A-21;
- m. Provide input to the CAA Executive Director and Governing Board on CAA's program plans and policies;
- n. Oversight of CSBG funded programs, administrative and financial policies and procedures adopted by the Governing Board for the implementation of the Community Action Programs;
- o. Approve the Annual Report, the Community Action Plan, and the Community Needs Assessment prior to the submission for the Governing Board approval;
- p. Participate in the selection of the CAA Executive Director;

- q. Advocate for the participation of low-income community members in the programs of the CAA; and
- r. Make recommendations to the Governing Board concerning the exercise of any of the Governing Board's powers.

The Board of Supervisors as the Governing Board will give the members of the CAC sufficient advance notice of any actions the Governing Board contemplates taking concerning the CAA Programs to allow the CAC an opportunity to make recommendations and provide input to the decision-making process. The CAC shall be a continuous and effective mechanism for securing broad community involvement in the programs implemented under the Community Action Program.

The term "oversight" in Part II, Section d above shall be defined as the delegation of the authority to periodically review, investigate and evaluate adherence of the staff of the CAA and subcontractors (e.g., delegate agencies) to the policies and procedures established by the CSBG and by the Board of Supervisors of the County of Riverside for the implementation of the Community Action Programs. It is recognized that authority for the day-to-day supervision of CAA and the Community Action Programs is vested in the Executive Director of the CAA; however, the CAC may request that the Executive Director provide them with timely and detailed reports on the implementation of the Community Action Programs and any other assistance the CAC may require to carry out the duties and responsibilities specified in Part II.