The purpose of this document is to provide guidance on the management and operation of the Community Development Block Grant (CDBG) Redesign Working Group (RWG). This is a living document and subject to revisions as needed by the Redesign Working Group.

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1. **Purpose**  
The Redesign Working Group (RWG) will work together to redesign the CDBG Program to better serve local non-entitlement jurisdictions, while streamlining the Department’s workload and meeting federal requirements within available resources.

Through this process, the RWG is to identify issues and find solutions to reflect the optimum balance among competing local interests while working together to develop the best options to implement statewide.

2. **Members**  
RWG members represent the diversity of California’s non-entitlement jurisdictions and organizations that work with and in those jurisdictions, including geographic diversity, as well as knowledge of CDBG (at a minimum the areas of economic development and housing activities), community development, Tribal affairs, Colonias, State government, advocacy, legislative interests, Department of Housing and Urban Development (HUD) requirements, and California Department of Housing and Community Development (HCD). A list of RWG members is attached to this Charter.

3. **Goals and Timelines**  
The primary goal of the RWG is to assist HCD in redesigning the CDBG Program, by providing a broader stakeholder and community perspective on key considerations, acting as a sounding board for alternative strategies, and providing ongoing input into project deliverables.

The RWG will collaboratively work toward consensus about the desired redesign alternative and the development of guidelines through the following tasks and projected deadlines:

- First RWG meeting August 28, 2017. The RWG Charter will be reviewed and adopted.
- RWG will work toward agreement on the redesigned program model and complete the CDBG Program Redesign Paper by December 31, 2017.
- After development of, and comments on, the CDBG Program Redesign Paper describing the redesigned program model, the RWG will begin work on guidelines by January 2018 (to include any changes to process included in the revision to Economic Development Chapter of the Grant Management Manual).
- Completed guidelines will be ready for review by the public by May 1, 2018.
- After comments are received in response to public comment sessions, HCD will adjust guidelines, review with the RWG, and send to DOF for approval.
- HCD will inform the Joint Legislative Budget Committee.

4. **Project Outcome**  
The process will be considered a success if:

- The RWG establishes clear, consensus-based recommendations on the best prospective alternative for the redesign;
- The members of the RWG are engaged in a meaningful way in evaluating the proposed alternatives and in reviewing and commenting on the CDBG Program Redesign Paper and the draft guidelines;
• The redesign schedule makes the most effective use of limited available time by RWG members;
• Appropriate staff are involved throughout the process to avoid surprises that lead to delays; and
• The redesigned CDBG Program better serves local jurisdictions, while also streamlining HCD’s workload and meeting federal requirements within available resources.
• The redesigned CDBG Program is consistent with legislative mandates.

5. Supporting Resources
The RWG meetings and ongoing work will be staffed by HCD: Harrison Anixter, Jeri Amendola, Diane Moroni, and Chris Webb-Curtis. Niki Dhillon, Branch Chief of the Program Design and Development Branch, and Ginny Puddefoot, Assistant Deputy Director for the Division of Financial Assistance, will also actively participate in the RWG. Additional HCD staff may be consulted and may participate on an as-needed basis. In addition, the RWG members will be called upon or may volunteer to assist in drafting documents or doing research for use in the redesign process. HCD leadership is available when necessary to assist in the event of any issues that arises.

6. Constraints
The work will be constrained by the availability of key data and the resource and workload constraints of all RWG members. Additionally, the work is constrained by the requirement that the redesigned CDBG program be implementable within existing HCD resources. The work may also be constrained by the recommendations that result from the work of the HUD TA consultant, who will be evaluating the CDBG program during the same time frame as the RWG does its work.

7. Terms of Membership
Members agree to attend meetings and review materials in advance in order to participate in the meeting discussions and to make the best use of the limited time available. Meetings may take place in person or through remote meeting technology, so that members may participate as fully as possible over the duration of the redesign process.

If a member can no longer participate, HCD will seek a replacement to represent the member’s perspective.

8. Operating Guidelines
Convening of Meetings
• Meetings will be held at the time chosen by the RWG in the course of their meetings.
• It is anticipated that there will be frequent meetings initially until the proposed alternatives for the redesign have been discussed adequately and the members have reached a consensus—or as close to consensus as possible.
• HCD will continue to convene meetings to work on the development of guidelines to reflect the redesign changes. Because some of this work can be communicated electronically, the frequency of meetings may be less.
- The meeting schedule will be developed in collaboration with the RWG and a reminder will be sent to members by e-mail in advance of each meeting.

**Communication**
- The RWG documents will be made available three working days in advance of each meeting to the extent possible in a single e-mail.
- E-mail discussions should be copied to all members whenever appropriate.

**Meeting Expectations**
- If a member is unable to attend a particular meeting, a substitute attendee is discouraged, because consistent participation is necessary in order to ensure continued flow of the work of the group.
- Meetings will end with a clear understanding of expectations and assignments for next steps.
- Meetings are expected to be at least four hours in length with appropriate breaks.
- Notes will be taken to capture a record of meeting attendees, key issues raised, and actions required. Comments from individual members will generally not be attributed and a verbatim record of the meeting will not be prepared.
- The previous meeting record will be shared with members in advance of the next meetings to the extent possible. Otherwise, the meeting record will be shared at the meeting to ensure common understanding.
- To the extent possible, members will notify HCD at least 72 hours in advance of a meeting if unable to attend and/or to indicate the member would like to participate by telephone.

**Meeting Ground Rules**
- Speak one at a time and refrain from interrupting others.
- Wait to be recognized by facilitator before speaking.
- If member is participating by phone, ask to be placed in queue and identify self each time.
- Facilitator will call on people who have not yet spoken before calling on someone a second time for a given subject.
- Ensure that all members who wish to have an opportunity to speak are afforded a chance to do so.
- Maintain a respectful stance toward all participants.
- Listen to others' points of view and try to understand others' interests.
- Share information openly, promptly, and respectfully.
- If requested to do so, hold questions to the end of each presentation.
- Remain flexible and open-minded, and actively participate in meetings.

**9. Roles and Responsibilities**
The RWG is an advisory group to HCD:

**Members agree to:**
- Provide specific CDBG Program expertise, including identifying emerging local issues that would be helpful in the redesign;
- Review meeting materials in advance of meetings;
• Attend all meetings;
• Sustain an atmosphere of trust and treat information shared as confidential to allow for candid discussion; and
• Maintain a focus on solutions that benefit CDBG non-entitlement-eligible jurisdictions’ needs, comply with federal requirements, facilitate success of the Program, and address the budgetary and staffing constraints of HCD.

HCD agrees to:
• Effectively manage the project;
• Keep members informed of progress;
• Meet with the Director of HCD to keep him informed of progress and to clarify and resolve any issues;
• Produce written materials and share with members at least three working days in advance of each meeting;
• Provide e-mail notification of meetings;
• Manage logistics for meetings;
• Sustain an atmosphere of trust and treat information shared as confidential to allow for candid discussion;
• Discuss with members and assess critically the HUD report when received; and
• Discuss with members necessary deviations from any agreed-upon working group recommendations.

10. Decision Making
The RWG is tasked with developing a Program redesign and guidelines to be used to operate the redesigned CDBG Program. In those areas where the RWG makes recommendations with regard to how the Program will operate, members will strive to reach agreement by consensus at a level that indicates all partners are willing to “accept” the proposed recommendation. Members will strive to work expeditiously and try to avoid revisiting recommendations once made. HCD retains decision-making authority.

11. Conflict Resolution
When an issue arises that cannot be easily resolved, the RWG members agree to:
• Remember that the intent of all parties is to resolve issues so the redesign can result in the best possible outcomes throughout the State,
• Determine if the issue should be resolved within or outside of the RWG and participate however appropriately, and
• Invite the appropriate decision makers to the table to resolve the issue or seek a resolution to be shared back with the group.