

## **ADVISORY COMMISSION ON AGING**

### **General Session Agenda**

**Monday, March 13, 2023**

**9:15am – 11:45am**

**Maxwell Park Conference Room  
6955 Foothill Blvd. Suite 137  
Oakland, California 94605**

**TELECONFERENCING GUIDELINES:** FOR TELECONFERENCED COMMISSION MEETINGS, MEMBERS OF THE PUBLIC MAY OBSERVE AND PARTICIPATE IN MEETINGS BY FOLLOWING THIS LINK: [ZOOM LINK](#) DIALING IN: +1 669 900 6833 US (San Jose). Meeting ID: 899 2454 4024| Passcode: 839169

Public participation at Commission meetings is encouraged. We request that individuals limit their comments on any single item on the agenda to two minutes. The chosen spokesperson for a group may speak for four minutes.

<b>Agenda Item</b>	<b>Material Provided</b>	<b>Presenter</b>	<b>Time</b>
Call to Order/Roll Call		Watters	9:15—9:20
Review Agenda		Watters	9:20 – 9:25
Approve Minutes		Committee	9:25 – 9:30
Comments from the Public for Items not on the agenda		General Public	9:30 – 9:45
Comments from the ACA Chair	<a href="#">Attachment</a>	Watters	9:45 – 10:00
AAA Director's Report		Jennifer Stephens-Pierre	10:00– 10:15
Nomination/Election of Chair		Chair/Committee	10:15 – 10:30
Brown Act Changes <ul style="list-style-type: none"> <li>In-Person Requirement</li> <li>Meeting locations/access</li> </ul>	<a href="#">Attachment</a>	Commission and Staff	10:30—10:40
<ul style="list-style-type: none"> <li>Bylaws Update</li> </ul>	<a href="#">Attachment</a>	Watters/Committee	10:40—11:00
County-wide Area Plan Update Questions and Answers	<a href="#">Attachment</a>	Jennifer Stephens-Pierre/County Staff	11:00—11:30
Commission Committee Reports <ul style="list-style-type: none"> <li>Executive</li> </ul>		Committee Members	11:30—11:40

<ul style="list-style-type: none"> <li>▪ Legislative Advocacy</li> <li>▪ Public Relations/Senior Update</li> <li>▪ Recruitment</li> <li>▪ No Wrong Door (NWD)</li> <li>▪ Effectiveness</li> <li>▪ MPA/CWAP</li> <li>▪ Budget and Funding</li> </ul>	Attachment		
Oral Communications/Announcements		Commissioners, Staff, Public	11: 40—11:45
Adjourn		Chair	

**Next Committee meeting is scheduled for Monday, April 10, 2023, from 9:15am—11:45pm**  
Check website [Advisory Commission on Aging \(alamedacountysocialservices.org\)](http://alamedacountysocialservices.org) for update.

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### Notes

## ACA Chair Report for March 2023

I wish to take a few minutes to consider some advice based on lessons learned over my 21 months as a commissioner. I do so with the sole intention of identifying opportunities for improvement...which should be the sole intention of any advice.

Interesting concept, that of giving advice. Advice defined: a recommendation regarding a decision or course of conduct. When you get advice from your doctor or attorney you usually take it; advice from friends and family is generally at least respectfully listened to and considered. But, advice from a total stranger about your work...well, that's hard to stomach. It is always seen as criticism by someone who doesn't know what they are talking about.

I came into the Advisory Commission on Aging taking the word "advisory" quite seriously. Nobody told me what I was supposed to be doing. It was just show up for meetings and be quiet. I thought the meetings would be open discussions with commissioners seriously involved. What I discovered was, in fact, the opposite: commissioners were expected to listen to presentations and go away satisfied.

So I decided to train myself. I opened a conversation with the then chairperson, Howard Kirsch and discovered that he, and as it turned out, many of our colleagues were dissatisfied with their involvement in the commission. I researched the laws and bylaws and codes that established the commission. I found what I considered a large gap between what those chartering documents said and what was happening in practice.

This gap is based on a fundamental difference in the view of the scope and mission of the commission.

The commission takes its mission from the laws. For example, the Older American Act says the commission shall advise the county relative to "Reviewing and commenting on all community policies, programs and actions which affect older persons with the intent of assuring maximum coordination and responsiveness to older persons."

The county takes a different view. Recently Ms Battles said, "this is my commission and it will remain so while I'm in this office."

I have spent 21 months trying to listen to the commissioners and work with them to set up procedures and tools to achieve their objectives. What I heard and responded to was a serious desire to spend time among the seniors of the county questioning and listening, and bringing back to the representatives of the county government the voice of their constituency. All anyone on the commission wanted was an opportunity to help...to do the job they had been appointed to do.

Specifically, this Advisory Commission on Aging wants to:

- Spend time in the community listening to our constituents.
- Determine for ourselves which issues are most pressing.
- Convene committee meetings at which commissioners and subject experts discuss the issues.
- Be involved as work is ongoing and our advice can have some impact.
- Offer advice on priorities and practices.
- Document our opinions and make them available to the public.
- Report committee findings to the commission.
- Maintain plans and objectives to ensure progress.
- Report to the Board of Supervisors.

Sounds so simple. Everything that I or a majority of the commissioners have advocated and worked toward has been aimed at making that vision work.

I was very naive. The staff of the Social Services Agency, the Area Agency on Aging, and the Alameda County Counsel are intransigent in their objection to this commission taking a position on anything. In the commission's efforts to bring democracy and order to our work we have been lied to multiple times, blindsided by material presented at meeting with no opportunity to preview it, evaded with promises made but never kept, put off by long lectures on how everything is already all for the good, and obstructed through administrative connivance, failures, and unproductive suggestions.

A recent example in dealing with amendments to the bylaws is typical and instructive of the of the culture this commission must deal with.

The history of our bylaw amendments: I won't rehash the lies about, for example, only the Board of Supervisors being able to create our committees, or the endless obstructions during discussions, or the fact that the county chose not to participate in the work when given the opportunity; most of the commission are familiar enough with those.

What I do want to look at is what has happened since the commission voted to install the new bylaws in November and see what we can learn.

First, and most obvious, is that county admin has chosen to ignore the express vote of the commission. The bylaws available on the ACA website are not those approved by the ACA.

Then, at the January ACA meeting, county admin presented a version of the bylaws annotated with comments and asked the commission to review and approve it. The document had not been made available prior to being displayed at the meeting. When it became obvious that the commissioners did not want to consider the comments without having time to review them the suggestion was made to have the Effectiveness Committee hold the review and make a recommendation to the commission. Two meetings were held.

The first went fairly well but did provide some good examples of the tendency of county staff to lecture commissioners.

For example, when I suggested that the metrics used in the countywide area plan could be improved to measure outcome, rather than simply output, county counsel took some time to inform me that such measurements were nuanced and intricate and should be left to the experts. Here we had a lawyer...Ms Wu...teaching a mathematician...me... about statistics. The possibility that I might have anything to contribute never was considered. I was simply dismissed as naïve and uninformed.

At another point I suggested the commission had an obligation to look decades into the future when the demographics of seniors is anticipated to change. I was informed, again by county counsel, that such considerations were already being made at levels of the county government not privy to me or the commission and that I didn't need to be concerned.

Such patronizing lectures dominate the discussions between the county and the commission. Of interest is that neither of these discussions had any legal basis. That county counsel would even take the time to voice such opinions...completely out of her responsibility or expertise...is indicative of the culture that permeates the county admin in regard to the ACA: patronizing and dismissive.

Prior to the second meeting the committee took into consideration the county's concern of having too many committees, and re-wrote that section of the bylaws proposing to reduce the number from 9 to 6. On February 6 the document with the new definitions was passed to AAA along with the agenda to be distributed for the upcoming meeting. At the beginning of the meeting on February 15 it became clear that the document had not been distributed so the reviewers were of course not prepared to discuss the new committee definitions. Rather than postpone and delay again due to this administrative oversight, I, as chairperson, decided to engage in a discussion about the charter and scope of the commission as viewed by the county, since this is the key to their comments made about committees. As I will report later this discussion was very helpful in making clear the gulf between the county view and that of the commission. The discussion did, however, cause the meeting to run a minute or two overtime. Ms Battles said she wanted the meeting to end, that she had agreed to 90 minutes only because Howard Kirsch suggested it, and that we were supposed to be reviewing the bylaws and were getting off track into meaningless

debates. When I attempted to point out that we could not discuss the proposal because it hadn't been distributed by her staff, and to see if another meeting was required, Ms Battles began yelling at me to stop over and over and over so that I could say nothing but "meeting adjourned."

This behavior is inexcusable. It disrespects the commission, its officers, and its attempts to get serious work done. It shows a continuing disregard for any form of meaningful dialog. It is the behavior of an autocrat who will brook no impediment to their intentions and actions, but will continue to silence any perceived disparagement.

The recent episode with the Executive Committee where meeting invitations were sent to all of the members except the chair is instructive. I won't go into the exchange of emails that finally ended in Ms Battles declaring that the county would not respond anymore.

What I do want to observe is this: Because of my autism I frequently enlist my wife to give me advice when I am having problems with interpersonal relations. It's become a standing joke after outings when I ask, "OK...what did I do wrong this time?" Being privy to most of the episodes over the past year, her advice is simple: "They want you gone. These are not accidents or mistakes. You are a threat to their power. And it is taking a toll on your health physically and emotionally. I don't know why you are still involved."

So, what is my advice to this commission? I don't really have any. After nearly 2 years of beating against a brick wall I am too old and infirm to keep trying to find ways to represent my constituency with this administration. As a commissioner I will continue to ask questions, but I expect no meaningful answers. I will offer opinions, but I expect them to continue to fall on deaf ears. This commission has not been allowed to make any difference since I joined, and probably before, and I see nothing changing. All I can say is it is up to you my colleagues...each of you...have a vision and actively pursue it.

ACA's freedom to conduct unfettered research and express the opinions and wishes of the seniors of Alameda County must be worked for. The past has shown such freedom is not going to be given to you easily.

What is my advice to SSA/AAA? Simply this, depending on your objectives. If your goal is to maintain power, hubris is an effective style. However, if you have any sense of obligation toward the seniors of Alameda County humility coupled with a sensitivity to disabilities and diversity wins out every time.

# TELECONFERENCE MEETINGS

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JANUARY 31, 2023

# “Teleconference”

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For almost three years, Board has met via “teleconference” pursuant to simplified rules applicable during a proclaimed state of emergency. Governor Newsom announced plans to lift the COVID-19 State of Emergency on February 28, 2023. Once that happens, participation via “teleconference” will be governed by:

- (1) the *pre-pandemic* “traditional” rules for “teleconferencing”; or
- (2) the new rules that took effect January 1, 2023, that allow teleconferencing for “just cause” or in case of “emergency circumstances”.

# “Teleconference” Defined

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The Brown Act defines “teleconference” as follows:

“Teleconference” means a meeting of a legislative body, the members of which are in different locations, connected by electronic means, through either audio or video, or both.

Whether a meeting is a teleconference is defined by the location of the members of the legislative body, not how the public accesses the meeting.

The Brown Act prescribes specific requirements for noticing and attending meetings if any members of the body will be allowed to participate through teleconferencing.

This presentation reviews the options for conducting meetings as a “teleconference” after the state of emergency is lifted.



## Traditional (Pre-Pandemic) Teleconference Rules

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- Each teleconference location must be identified in the notice and agenda
- Agendas must be posted at each teleconference location
- Each location must be accessible to the public
- Public must be allowed to speak at each location
- A quorum must be located within the jurisdiction of the body (here, County of Alameda), although all may attend via teleconference
- All votes must be taken by roll call
- The body must “conduct teleconference meetings in a manner that protects the statutory and constitutional rights of the parties or the public appearing before the legislative body of a local agency”

# NEW TELECONFERENCE OPTIONS

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- At least a quorum (3 BOS members) must meet in person at the same physical location within the body's jurisdiction (the County). The physical location must be accessible to the public.
- Members can participate via teleconference for a limited number of times **if** either "just cause" or "emergency circumstances" exist
  - Notification/request process to participate via teleconference
  - Must attend using both video AND audio technology
  - Must announce if there is anyone 18 years or older with the member and identify that person and their relationship to the member
- Effective January 1, 2023

## “Just Cause”

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- Defined as:
  - (1) childcare or caregiving for a child, parent, grandparent, grandchild, sibling, spouse, or domestic partner that requires remote participation;
  - (2) a contagious illness that prevents the member from attending in person;
  - (3) a need related to a disability not otherwise accommodated; or
  - (4) travel while on official business of the legislative body or a state or local agency.
- Can be used for no more than *two meetings in a calendar year*
- Approval by the legislative body is not required.
- The reason for teleconferencing must be disclosed on the record
- The request must be made “at the earliest opportunity” including at the start of the meeting.



# “Emergency Circumstance”

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- Defined as a physical or family medical emergency that prevents a member from attending in person
- Not limited to two uses, but subject to the annual cap
- **Request to be made “as soon as possible” and must be approved** by the legislative body as an action item. *Separate request must be made for each meeting.*
- A request can be added to an agenda at beginning of meeting if needed and must be acted on at the beginning of the meeting.
- The member must provide a general description of the emergency
- The description need not exceed 20 words and shall not require the member to disclose any medical diagnosis or disability, or any personal medical information exempt under existing law

# Additional Just Cause and Emergency Circumstances Conditions

- **Annual Cap:** each member is limited to no more than three consecutive months of teleconferencing and no more than 20% of the meetings per calendar year under the “just cause” or “emergency circumstances” conditions. If the legislative body holds fewer than 10 meetings per calendar year, then a member may only teleconference twice per calendar year.
- Agendas do not need to be posted at a member’s remote location.
- The published agenda must list the means by which the public may access the meeting and offer comment.
- Local agencies must provide at least one of the following:
  - A two-way audiovisual platform; **and/or**
  - A two-way telephonic service and live webcasting of the meeting
- The public must still be able to attend in person at the physical meeting site

## Technology Required Teleconference Participation Due to Just Cause or Emergency Circumstances

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- To facilitate remote participants to interact during the public meeting, AB 2449 requires either:
  - A two-way audiovisual platform (defined to mean an online platform that provides participants the ability to participate thru an interactive video conference and a two-way telephone function)
  - Or
  - A two-way telephonic service and live webcasting of the meeting (defined to mean a telephone service that does not require internet access, is not provided as part of a two-way audiovisual platform and allows participants to dial a telephone number to listen and verbally participate).
- Zoom, Teams or similar commercial services provide a compliant audiovisual platform



# QUESTIONS?

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# Alameda County Advisory Commission on Aging

## Effectiveness Committee

### Report on Bylaw Review

At meetings held on 2/2/2023 and 2/16/2023 the Effectiveness Committee met with county counsel and representatives of SSA/AAA to consider comments made by the county on the ACA bylaws. The version of the Bylaws dated 2/18/2023 (distributed separately) represents the committee's proposed amended version of the existing bylaws version 10/7/2022. Amendments have been highlighted. There continues to be objections by the county. These stem from two county opinions. First, that the commission bylaws define its role as too active as opposed to only advisory. The committee's opinion is the nothing in the bylaws permits or advocates any but an advisory role. If any action in the future is considered to overstep the advisory role, the county should deal with that action. There is no need to revise the bylaws. Second, that the scope of the commission is strictly limited to whatever AAA says it is. This gulf is well identified and the difference can only be resolved by the Board of Supervisors. Until then the bylaws state the commission's view. The committee recommends approval of the 2/18/2023 version of the ACA bylaws by the commission.

Following is a summary of key points made during the meetings and taken in to consideration by the committee:

- The version that was reviewed by the county was at least two generations older than the version approved by the commission. This is due to the county deciding to proceed with the review on their own and contrary to published plans indicating when commission approval was planned.
- In discussing Article VI.I Minutes county counsel stated that if AAA staff could not support the item then the item was a suggestion rather than a requirement. The committee considers the implication of this to be giving AAA veto power over commission bylaws. The committee recommends stating the bylaws as what is expected, and dealing with the repercussions outside the context of the bylaws.
- At several points county counsel objected to the use of the word "monitor" as implying too active a role on the part of the commission. Both AAA staff and county counsel continued to emphasize that the commission's role is "only advisory". The dictionary definition of monitor is, "observe and check the progress and quality of something over a period of time." The committee's opinion that this is precisely the role of the commission.
- In preparation for the second meeting the committee took into consideration the county position that there are too many committees. A proposed redefinition of the committees, reducing the number from 9 to 6 was submitted to AAA as material for the meeting. As requested by AAA all material is submitted to [AAA@acgov.org](mailto:AAA@acgov.org) for distribution to the involved staff. Unfortunately, this material did not get distributed to the county staff. Since all that remained to be reviewed at the second meeting were comments on Article VII, and county had not reviewed the material the ensuing discussion could not focus on the particulars, but only on general concepts of scope.
- The discussion of scope was very productive in identifying a broad gulf between the position advocated by the committee and that taken by the county. Basically, the committee takes the Federal, State, and County laws and code at face value and accepts the commission charter as being the primary eyes, ears, and voice of the senior community in everything that affects that community. The county limits the scope to advising AAA only on whatever AAA is doing. For example, county counsel suggested that the commission had no authority to review the RFP funding cycle since it came under Finance and not AAA, and that ADRC was out of scope because it was no longer under AAA. It is the committee's opinion that this creates bureaucratic silos when the charter of the commission is to break through such silos. Our constituents should not have to consider "whose job is it" nor should the commission.
- The second meeting ended in an unfortunate incident of verbal reaction from Ms Battles that precluded formal closure. Rather than agreeing on a next step...since we had been unable to review the new committee definitions...the Chairperson recommended that the county review the new material and submit their comments to the committee. No such review has been received.



### **Article I. Name**

The name of this organization shall be the Alameda County Advisory Commission on Aging.

### **Article II. Mandate**

- A. The Advisory Commission on Aging, which is mandated by the Older Americans Act to oversee the Area Agency on Aging and reports to the Alameda County Board of Supervisors, acts in a collaborative and advisory role to further the Area Agency on Aging's mission of developing and coordinating community-based systems of services for older adults in Alameda County. Nothing in these Bylaws may override or conflict with the Alameda County Admin Code, or other applicable rules and regulations.

### **Article III. Objectives**

- A. To act as an independent advocate for older persons as mandated by the Older Americans Act, and the Mello-Granlund Older Californians Act by taking positions on matters pertaining to federal, state and local policies, programs and procedures, and any legislation affecting older persons.
- B. To actively seek to uniformly represent the diversity of seniors including racial, cultural, language, sexual orientation, disability, and economic status.
- C. To actively seek advice from community councils on aging, senior advocacy organizations, local aging commissions, elected officials, and

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the general public for the purpose of advocating for and making formal presentations on issues of concern to older persons.

- D. To inform local senior advocates and organizations on specific legislation pending before local, state and federal governments.
- E. To disseminate information of interest and concern to older persons, and to actively work to ensure that seniors and disabled are supported by easily accessible, well integrated, support systems and services designed to support the diversity of the community served.
- F. To serve as advisor to the Area Agency on Aging.
- G. To be actively involved in the development, implementation, and monitoring of the Countywide Area Plan.
- H. To hold public meetings or hearings as necessary to determine the needs and priorities for services of older people and to hold annual public hearings on the area plan.
- I. To be actively involved in the implementation and monitoring of the California Department of Aging plans and policies, the Master Plan for Aging, and the Aging and Disability Resource Connection.
- J. To monitor the disbursement of tax funds to service providers to ensure equity, efficiency, and efficacy in the use of those funds.
- K. To be actively involved in understanding and planning for future opportunities for the delivery of services, taking advantage of developing

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technologies, potentials for efficiencies from synergy and standards across delivery organizations, and integration with peer organizations.

- L. To serve as the advice and consent medium to the Area Agency on Aging in the matter of biennial elections of delegates to the California Senior Legislature.
- M. To be nonpartisan in the conduct of its duties and functions.
- N. To prepare annually a report that gives its recommendation for improving the lives of older persons, and a summary of its activities for the previous year. The report shall be made available to its Area Agency on Aging, the Alameda County Board of Supervisors, the California Department of Aging, the California Commission on Aging, the Senate and Assembly Committees on Aging, and, insofar as resources permit, to all other interested parties that seek a copy of the report.

## **Article IV. Membership of the Commission**

- A. Rules governing Commission Membership, Membership Composition, Chairperson, Meetings, Quorum, Duties, and Members' Terms are set forth in the Alameda County Admin Code Chapter 2.72.
- B. Duties and Responsibilities
  - 1. Attendance
    - a) Commissioners are expected to be actively involved in the Commission. They must be familiar with charter documents, bylaws, and Robert's Rules of Order to be able to provide leadership when necessary. They must be familiar with the organization and operations of agencies and institutions **that provide services to the seniors of Alameda County.**
    - b) Commissioners shall be in attendance at the hour appointed for each regular, **or special meeting.**
    - c) A Commissioner may be excused from attendance with a valid reason subject to review by the Executive Committee.

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- d) In the event a Commissioner is absent without a valid reason for three meetings during a calendar year, the matter shall be referred to the Executive Committee for appropriate action.
- e) The Executive Committee will review attendance every six months of Commissioners to ensure compliance with these Bylaws.

## 2. Involvement

- a) Each Commissioner shall, in addition to the responsibilities of the full Commission, serve on one or more of the committees. The Commissioner can choose which committees they would like to serve on or shall be appointed by the Commission Chairperson.
- b) Each Commissioner will be the channel of communication between the Advisory Commission on Aging and the "grassroots" individuals in the community, including identifying prospective candidates for Committee membership and potential candidates for Commission appointment.

## 3. Removal of commissioners

A commissioner can be removed from membership by majority vote of the commission and declaration of the Board of Supervisors under the following circumstances:

- a) More than 3 consecutive absences or 3 unexcused absences.
- b) Failure to adhere to limitations regarding lobbying.
- c) Declared unsound by order of the court, convicted of a felony.

## 4. Conflict of Interest

No officer, member, or employee of County and no member of their governing bodies shall have any pecuniary interest, direct or indirect, in any Agreement of the Department of Adult and Aging services. No Contractor nor any member of Contractor's family shall serve on a County board, committee, or hold any such position which either by rule, practice or action nominates,

recommends, supervises Contractor's operations, or authorizes funding to any Contractor.

## **Article V. Officers**

### **A. Number and Term**

The Officers of the Commission shall be a Chairperson and a Vice-Chairperson. The term of the Officers shall be two years, beginning in July.

### **B. Election of Officers**

1. A nominating committee shall be appointed by the Chairperson at least one month preceding the election. The election shall take place at the regular meeting of the Commission in June. The nominating committee shall present two candidates for each office after ascertaining the willingness of each to serve. Nominations from the floor shall also be sought. The Officers shall be elected by a majority of Commissioners present and voting.
2. Officers may be reelected for one additional term following the above procedure.
3. Should the office of the Chairperson become vacant due to the resignation or death of the incumbent, the Vice-Chairperson shall temporarily assume the office. They shall immediately appoint a nominating committee, which shall meet and report back to the next regularly scheduled commission meeting on its nominees to fill the unexpired term of the vacated office. Nominations may also be made from the floor. The Commission shall by majority vote of those present at this meeting fill the vacancy.
4. Should the office of the Vice-Chairperson become vacant due to the resignation or death of the incumbent, the Chairperson shall immediately appoint a nominating committee, which shall meet and report back to the next regularly scheduled commission meeting on its nominees to fill the unexpired term of the vacated office. Nominations may also be made from the floor. The Commission

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shall by majority vote of those present at this meeting fill the vacancy.

## C. Duties of Officers

1. The duties of the Chairperson are:
  - a) To preside at all meetings of the Commission.
  - b) To appoint the Chairperson of each committee.
  - c) To decide all points of order subject to reversal by the Commission.
  - d) To serve as Chairperson of the Executive Committee and as an ex-officio officer of all committees.
  - e) To see that members of the public have an opportunity to speak on agenda items at the appropriate time.
  - f) To perform all other duties necessary or incidental to the office.
  - g) Participate in Area Agency on Aging Council of California in Sacramento, CA.
2. The duties of the Vice-Chairperson shall be to carry out the above duties in the event of the Chairperson's absence or inability to act.

## D. Removal of Officers

1. A motion for removal of either the Chairperson or Vice-Chairperson may be raised by any commissioner during any regular commission meeting.
2. The motion requires a positive vote of 2/3 of active commissioners to pass.
3. If passed, the motion becomes effective immediately and the remaining officer assumes the Chairperson.
4. If passed, an election to replace the officer must be scheduled.
5. Removal of an officer does not affect their position as a commissioner.

## **Article VI. Commission Meetings**

### **A. Regular Meetings**

1. All meetings of the Commission shall be open to the public. The Commission shall hold a regular meeting on the second Monday of each month unless the Chairperson determines that a date change is justified, and notice is given to the Commission at least 72 hours in advance. If the regular meeting day falls on a legal holiday, the Chairperson may fix another day therefore.
2. Unless previously noticed by the Chairperson of the Commission, the regular meeting place remains the office of the Area Agency on Aging.
3. In case of emergency the Commission, by resolution, shall designate some other place to meet temporarily, specifying the time.

### **B. Order of Business**

1. The agenda of each meeting of the Commission shall be delivered personally or by email to Commissioners at least 1 week prior to the meeting.
2. The order of business, ordinarily, shall be as follows:
  - a) Introduce support staff
    - (1) Individual to take roll, keep minutes, and count votes.
    - (2) Individual to manage technical and recording support.
  - b) Roll call
  - c) Approval of agenda
  - d) Approval of minutes
  - e) Communications and correspondence.
  - f) Report of Director of Area Agency on Aging.
  - g) Reports of committees.
  - h) Unfinished business.
  - i) New business.
  - j) Oral communications - public and commissioners

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## C. Non-Member Attendees

1. Anyone not an appointed Commissioner is a non-member.
2. Non-members shall be provided with a copy of the agenda.
3. Non-members shall be given a copy of such of these rules as are applicable to them.
4. Non-members are accorded an opportunity to speak during discussion periods specifically identified on the agenda. Non-members who are specifically identified as speaking on an agenda item may speak and answer questions so long as they adhere to the time limitations on the agenda. Any non-member attendee may request to make a comment by raising their hand. When acknowledged by the Chairperson non-members shall identify themselves by name, address and (if any) the organization represented. They may then comment or ask questions but must limit their time to 2 minutes and must not open new topics. During their comments they may request more time which the Chairperson may allow at their discretion. Non-member comments may be interrupted by any commissioner who wishes to raise a point of order.

## D. Special Meetings

Special meetings of the Commission shall be called by order of the Chairperson or by a majority of the Commission by delivering written notice to each Commissioner. Such notice shall be delivered personally or by email at least 24 hours before the time of such meeting, as specified in the notice. The call and notice shall specify the time and place of the special meeting and the business to be transacted. No other business shall be considered at such meeting by the Commission.

## E. Verbal Discussion Requirements

All speakers must be recognized by the Chairperson. Unless otherwise approved by the Chairperson, speakers must communicate verbally. Features such as Zoom chat must not be used to engage in debate or make comments on any subject.



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## F. Voting Requirements

Every Commissioner must be present in person to vote, and no proxies are to be recognized. A Commissioner may, at any time, explain his vote or file in writing an explanation of such vote, after the result of the voting has been announced and recorded.

## G. Quorum

A quorum for the transaction of official business shall consist of a majority of the currently appointed Commissioners.

## H. Action Items and Requests for Information

1. All requests for information or action must be made during a commission or committee meeting, with the exception that reminders or status checks may be made outside of meetings.
2. When, during discussion or debate any party commits to taking any follow-up action, the Chairperson will clarify that such a commitment exists as an action item, and it will be entered into the minutes as such.
3. A permanent log of requests for information and/or actions items will be maintained as an addendum to the minutes.
4. This log will serve as a review vehicle for discussing unfinished business.

## I. Minutes

1. The Assistant Director of the Area Agency on Aging shall cause the keeping of minutes and the recording of all Commission meetings.
2. A copy of the minutes and a recording of the meeting shall be delivered to commissioners personally or by email no later than two weeks following the meeting.
3. Minutes shall be permanently available. Recordings shall be made available to the public for at least one year and to the Commission for at least two years.

## **Article VII. Committees**

### **A. Executive Committee**

#### **1. Membership of Executive Committee**

- a) The Executive Committee shall consist of the Chairperson and Vice-Chairperson of the Advisory Commission together with the Chairpersons of all standing committees.

#### **2. Duties of the Executive Committee**

- a) The Executive Committee shall meet at least 1 week prior to a regularly scheduled meeting of the Commission to set an agenda for the meeting. The proposed agenda shall become official upon a majority approval of the Executive Committee. The Agenda shall be distributed at least 6 calendar days prior to the Commission meeting.
- b) As appropriate, recommend the establishment of committees (ad hoc or standing), by the Commission.
- c) Serve as the action point (for either final action or recommendation for final action, as appropriate) in the matter of unexcused absences and/or unacceptable behavior by a Commissioner.
- d) Work to ensure that the ACA is effective: in its operations, its relationships, and its structure.
- e) Work to recruit and orient new commissioners.
- f) Weigh, take action (as may be appropriate), or make recommendations to the next level of consideration regarding such matters brought before it by the Chairperson or any Commissioner. The Executive Committee shall report all actions in the form of recommendations to the full Commission at the first available opportunity.

### **B. Standing Committees**

- 1. The Standing Committees of the Advisory Commission on Aging shall be composed of Commissioners and other persons who may be selected to serve as members. The Chairperson of the Commission shall appoint a Commissioner as the Chairperson of each Standing Committee. The Chairperson of each Standing

Committee shall, in consultation with the Chairperson of the Commission, select Commissioners and other persons to serve as Committee members. The Committee may select its own Vice-Chairperson and other officers.

2. Standing Committees are intended to set the objectives, establish plans, and do the detail work of the Commission.
3. Each committee shall report its progress relative to its objectives and plans at each regular meeting of the commission
4. Committees are assigned specific subject area responsibility. In addition to the Executive Committee, the Standing Committees shall be:

a) **Services Delivery**

The Services Delivery committee works with the community-based organizations, NGOs, and other institutions that deliver services to seniors to monitor the services, evaluate issues, and serve as an emissary between the commission and these institutions. The committee is the primary eyes and ears of the commission to these institutions.

b) **Public Relations**

The Public Relations committee serves as an emissary between the commission and the public, seeking to both inform and listen to seniors and their families and care givers. The committee is the primary eyes and ears of the commission to the public.

The committee also works with the SSA expert in legislation to identify any legislative initiatives that would, or wouldn't benefit older adults in Alameda County, and advocate for or against that legislation.

c) **No-Wrong-Door**

The No-Wrong-Door committee works to promote and provide easy, uniform, and streamlined access to a broad array of services, support, and advocacy for senior and disabled individuals, their care takers, and their community seeking services, and information about resources.

# Alameda County Advisory Commission on Aging Bylaws

Version Date: 2/18/2003

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d) MPA/CWAP

The MPA/CWAP committee monitors and advises on the application of the California Master Plan on Aging (MPA) to all areas of support for seniors. The committee is especially involved in the development and monitoring of the Countywide Area Plan (CWAP), including recommendation to the commission regarding CWAP approval.

e) Budget and Funding

The Budget and Funding Committee works to provide oversight in developing and monitoring the budget and processes for allocating funds to seniors.

C. Ad Hoc Committees

Ad Hoc Committees may be established to perform specific tasks or address specific issues as deemed necessary by the Executive Committee. Ad Hoc Committees will be disbanded when their purpose is completed.

D. Duties of Standing and Ad Hoc Committees

1. No member of Alameda County government staff or contractor shall serve as a voting member of any committee.
2. Non-Commissioners may serve on committees. They may vote on committee matters but may not vote on Commission motions.
3. Each Committee shall provide leadership in its program area for developing new projects, improving existing services and identifying problems for Commission and/or Department resolution.
4. The agenda for Committee meetings shall be prepared by the Chairperson of the Committee.
5. Each Committee will consider any matters presented by a member of the Committee or referred to it by the Chairperson of the Commission.
6. The recommendation of the Committees may be based on a consensus where such exists, or on the presentation of majority and minority points of view.
7. Each committee will maintain an active list of current objectives together with a plan for their accomplishment. A committee's

objectives should be developed to support meeting the bylaws' objectives. This plan shall be the basis for reporting to the Commission.

8. Each committee will prepare a yearly report of accomplishments and/or missed objectives. Reports to be presented to the Commission meeting in June of each year.

### **Article VIII. Commission Reports and Public Statements**

All reports of the Commission ordinarily shall be delivered personally or by email in draft form to each Commissioner, prior to the date of the meeting at which such report is proposed for consideration and action thereupon by the Commission.

Approval of any report or public statement of the Commission shall require the affirmative vote of the quorum.

None of the above shall preclude any Commissioner from communicating his own opinions or recommendations to any outside party, when acting solely as an individual.

### **Article IX. Adoption, Suspension, Amendment of Bylaws**

#### **A. Adoption**

The adoption of Bylaws shall be by motion and shall require an affirmative recorded vote of a majority of the currently appointed Commissioners. When adopted, such Bylaws shall remain in effect unless suspended or amended as herein.

#### **B. Suspension**

Any of these Bylaws may be suspended by the affirmative recorded vote of a majority of all currently appointed Commissioners at two consecutive meetings. A motion to suspend the Bylaws is debatable.

- C. Amendments to the Bylaws may, after two weeks notice, be adopted by the affirmative recorded vote of a majority of all currently appointed Commissioners at a regular or called meeting. Notice of any proposed amendment together with a copy of the proposed amendment shall be

delivered personally or by email to each Commissioner at least two weeks in advance of the meeting at which time the amendment is to be considered.

### **Article X. Reimbursement for Commissioner Expenses**

Commissioners shall be reimbursed for expenses in performing Commission functions in accordance with administrative practices as approved by the Board of Supervisors.

# 2024-2028 AREA PLAN TIMELINE

## **October 2022 - December 2022**

Pre-Planning

## **January 2023 - February 2023**

Development

## **March 2023 - September 2023**

Older Adult Survey Implementation

## **July 2023 - October 2023**

Focus Group / Community Forum Implementation

## **November 2023 – December 2023**

Writing The Plan

## **January 2024**

Present Plan to Advisory Commission on Aging (ACA)

## **February 2024**

Public Hearing for Plan during ACA

## **March 2024**

Present Plan to ACA for Approval to submit to CDA

## **April 2024**

Present Plan to BOS for Approval to submit to CDA

## **May 2024**

Submitting The Plan: Area Plan is due to CDA May 1, 2024

# **ACA Effectiveness Committee**

## **Pending Items Transfer to Executive Committee**

### **Commission Charter**

- See document, “ACA Charter”
- Committee suggests formal acceptance of this document and incorporation into the Orientation Guide.

### **Strategic path forward**

- See document, “ACA Strategic Path Forward”
- Committee suggests formal acceptance of this document and incorporation into the Orientation Guide.

### **Bylaws recommendation**

- To be presented at March meeting
- Committee suggests formal acceptance of this document and incorporation into the Orientation Guide.

### **Institutional Memory**

- See document “ACA Institutional Memory”
- Committee recommends working with county admin and IT to implement a library

### **Meeting action log/unfinished business**

- See document “ACA Institutional Memory”
- Committee recommends working with county admin to implement an action log

### **Commission identity**

- ACA must establish its own identity. It must, for example, be able to set up tables in senior centers and be recognized and acknowledged for our purpose. To help we need:
  - An agenda format that has an ACA letterhead. We are not the SSA’s commission and Faith Battles is not the chair.
  - Business cards and name badges for each commissioner
  - Promotional material and flyers in our name
  - A website that is under the BOS boards and commissions rather than AAA.

### **Meeting scheduling procedure**

- The burden for scheduling meeting has completely devolved to ACA to administer. We have no staff. We need to be able to draft an agenda and the parameters for a meeting and have confidence that it will be set up by AAA support staff.

### **Committee planning guidelines**

- Each committee should publish and maintain goals and a plan with specific deliverables and at least approximate dates. This plan should form the basis for reporting at regular ACA meetings.



## **Format of website for meeting materials**

- See document “Proposal for Making Meeting Materials Available”
- Work with the county to redesign the website to be more flexible.

## **Commissioner onboarding procedures**

- ACA must have its own onboarding procedures. If the Board of Supervisors provides a proforma or standard, this, of course must be followed and perhaps added to.

## **Orientation Guide**

- The ACA Orientation Guide does not maintain itself. It must be assigned as someone’s responsibility and kept up to date and useful. It must be required reading for every commissioner.

# Alameda County Advisory Commission on Aging

## Discussion Paper

### Advisory Commission on Aging Charter, 8/15/2022

#### Summary

The challenge for the Effectiveness Committee is to agree on a purview that allows setting specific objectives and plans that achieve the expectations of those government units that have defined and sanctioned ACA. From the Federal, the California, the County governments to the AAA organizational unit, to the SSA/AAA management staff the spectrum of assigned or assumed purviews is quite broad.

A review of commission mandates as defined in authorizing laws and codes reveals a charter that is expansive and comprehensive in its intent, and in no way restrictive.

The Effectiveness Committee accepts the broader scope. We also are desirous of following the thinking behind No Wrong Door (NWD). Having rigidly constrained commissions creates bureaucratic silos, with the inevitable result that some things...persons, ideas, opportunities...fall through the cracks. We conclude it is ACA's responsibility to concern itself with all aspects of senior life, and to reach out to other commissions. We cannot break down the silos, but we can help integrate and coordinate, seeking synergy and cooperation.

These conclusions have guided us in setting the objectives in the newly proposed bylaws.

#### Issues

The Advisory Commission on Aging is defined in several documents and websites. The ACA purview is open to question depending on which document is used. It also depends on the definition of exactly who ACA is chartered to advise and exactly on whose behalf. In order to set realistic objectives ACA must fully understand its charter.

#### ACA Discussion

This discussion is divided into two sections:

- **Guiding Conclusions:** conclusions drawn that were used to set ACA objectives.
- **Charter Documents:** background/reference material on ACA's charter to advise and inform.

### Guiding Conclusions

The challenge for the Effectiveness Committee is to agree on a purview that allows setting specific objectives and plans to achieve the expectations of those government units that have defined ACA. From the Federal, the California, the County governments to the AAA organizational unit, to the SSA/AAA management staff the spectrum of assigned or assumed purviews is quite broad. At one end is a scope limited to only what the AAA organizational unit and its management is specifically involved in. At the other end is a vision of a council whose purview is seniors...regardless of government organizations or other silos.

It is interesting to note in reviewing the charter documents that are presented below, working with AAA is always specified as a responsibility but never as a limitation; that is, working with AAA is not the only responsibility of ACA. Likewise, the responsibilities identified and nowhere stated as limiting or restrictive.

The Effectiveness Committee accepts the broader scope. We also are desirous of following the thinking behind No Wrong Door (NWD). Having commissions (Alameda County has 102 listed on their website) creates silos, with the inevitable result that some things...persons, ideas, opportunities...fall through the cracks. We feel it is ACA's responsibility to reach out to other commissions. We cannot break down the silos, but we can help integrate and coordinate.

These conclusions have guided us in setting the objectives in the newly published bylaws.

# Charter Documents

Following are excerpts from cited documents and websites. Some highlighting has been added for emphasis of salient points.

## OLDER AMERICANS ACT: TITLE III REGULATIONS

Sec. 1321.57 Area agency advisory council.

(a) Functions of council. The area agency shall establish an advisory council. The council shall carry out advisory functions which further the area agency's mission of developing and coordinating community-based systems of services for all older persons in the planning and service area. The council shall advise the agency relative to:

- (1) Developing and administering the area plan;
- (2) Conducting public hearings;
- (3) Representing the interest of older persons; and
- (4) Reviewing and commenting on all community policies, programs and actions which affect older persons with the intent of assuring maximum coordination and responsiveness to older persons.

(b) Composition of council. The council shall include individuals and representatives of community organizations who will help to enhance the leadership role of the area agency in developing community-based systems of services. The advisory council shall be made up of:

- (1) More than 50 percent older persons, including minority individuals who are participants or who are eligible to participate in programs under this part;
- (2) Representatives of older persons;
- (3) Representatives of health care provider organizations, including providers of veterans' health care (if appropriate);
- (4) Representatives of supportive services providers organizations;
- (5) Persons with leadership experience in the private and voluntary sectors;
- (6) Local elected officials; and
- (7) The general public.

(c) Review by advisory council. The area agency shall submit the area plan and amendments for review and comment to the advisory council before it is transmitted to the State agency for approval.

## Federal Social Security Act (Website: <https://www.law.cornell.edu/cfr/text/45/1321.57>)

§ 1321.57 Area agency advisory council.

**(a) Functions of council.** The area agency shall establish an advisory council. The council shall carry out advisory functions which further the area agency's mission of developing and coordinating community-based systems of services for all older persons in the planning and service area. The council shall advise the agency relative to:

- (1) Developing and administering the area plan;**
- (2) Conducting public hearings;**
- (3) Representing the interest of older persons; and**

**(4) Reviewing and commenting on all community policies, programs and actions which affect older persons with the intent of assuring maximum coordination and responsiveness to older persons.**

## **From Mello–Granlund Older Californians Act**

9400 (c) Each area agency on aging shall maintain a professional staff that is supplemented by volunteers, governed by a board of directors or elected officials, and whose activities are reviewed by an advisory council consisting primarily of older individuals from the community.

9402. The Legislature hereby declares and recognizes each area agency on aging advisory council as a principal advocate body on behalf of older individuals within a planning and service area. Area agency on aging advisory councils shall operate in conformance with applicable federal requirements. The local advisory councils shall meet regularly and provide advice and consultation on issues affecting the provision of services provided locally to older individuals.

9403. To the extent provided for in paragraph (2) of subdivision (a) of Section 18773 of the Revenue and Taxation Code, the Legislature hereby recognizes the Area Agency on Aging Advisory Council of California, comprised of the chairs of the local advisory councils.

## **County Admin Code**

### **Chapter 2.72 – ADVISORY COMMISSION ON AGING**

Sections:

2.72.010 - Recognition.

There is in the county an advisory commission on aging, hereinafter in this chapter referred to as the commission.

2.72.020 - Commission membership.

The commission consists of twenty-one (21) members who shall serve on the commission for a fixed term of four years.

A. The board of supervisors appoints ten commissioners. Each term will expire and commence according to the current schedule of appointments. Each member of the board nominates two commissioners.

B. The Alameda County mayors' conference appoints eight commissioners evenly divided between north and south county cities. The terms of the two existing positions will expire and commence according to the current schedule of appointments. The six additional positions shall have terms each two of which shall initially expire on June 30, 1983, June 30, 1984, and June 30, 1985, respectively.

C. For a total of three commissioners, each of the three nutrition project councils appoints one commissioner. These appointments shall first be made upon the expiration of the terms of the two existing positions presently filled by the health care services agency and social services commission. In the interim, one commissioner will continue to be appointed by the three councils on an annual rotating basis.

D. The department on aging will provide pertinent information to the appointing bodies regarding the characteristics of the commission's membership so that broad representation and specific compliance with the Older Californians Acts may be taken into consideration in future appointments. All appointments shall be processed through the clerk of the board of supervisors.

2.72.030 - Membership composition.

The commission will consist of representatives of program participants and the general public, including low income and minority older persons at least in proportion to the number of minority older persons in the area. Furthermore, at least one-half of the membership of the commission shall be made up of actual consumers of services under the county's area plan for programs on aging.

2.72.040 - Chairperson.

The commission shall annually select one of its members to serve as chairperson, who shall preside at the meetings of the commission, and one of its members as vice-chairperson, who shall preside in the absence of the chairperson.

2.72.050 - Advisory commission on aging—Meetings.

The commission shall meet at least ten times a year. The commission shall encourage public attendance.

2.72.060 - Quorum.

A majority of the members currently appointed to the commission shall constitute a quorum.

2.72.070 - Rules and regulations.

The commission shall adopt rules and regulations for the conduct of its business which rules and regulations shall be published and made available to the public.

#### 2.72.080 - Staffing.

The human relations department shall provide staff for the commission.

#### 2.72.090 - Duties.

The commission shall advise and assist the board of supervisors on all matters relating to the development and administration of the county's area plan for programs on aging under Title III of the Older Americans Act of 1965 and the operations conducted thereunder. The commission shall also carry out those duties and responsibilities assigned to it by the terms of the area plan, insofar as those duties and responsibilities are consistent with the Older Americans Act of 1965.

#### 2.72.100 - Members' terms.

Each member shall be appointed for a four-year term and shall serve until his or her successor is appointed and qualified, except that the board of supervisors shall initially stagger the terms as follows:

A. Four of the members' terms shall be for one year, four shall be for two years, four shall be for three years, and five shall be for four years from the date of passage of the ordinance codified in this section.

B. The board of supervisors shall determine by lot which members are to have the one, two, three and four year terms.

The board of supervisors shall determine by lot which members are to have the one, two, three and four year terms.

C. After the expiration of these initial terms, all subsequent terms shall be for four years. A person appointed to fill any vacancy shall serve for the unexpired term of the person he or she succeeds.

### California Master Plan on Aging

#### GOAL ONE: HOUSING FOR ALL STAGES & AGES

We will live where we choose as we age in communities that are age-, disability-, and dementia-friendly and climate- and disaster-ready.

#### GOAL TWO: HEALTH REIMAGINED

We will have access to the services we need to live at home in our communities and to optimize our health and quality of life.

#### GOAL THREE: INCLUSION & EQUITY, NOT ISOLATION

We will have lifelong opportunities for work, volunteering, engagement, and leadership and will be protected from isolation, discrimination, abuse, neglect, and exploitation.

#### GOAL FOUR: CAREGIVING THAT WORKS

We will be prepared for and supported through the rewards and challenges of caring for aging loved ones.

#### GOAL FIVE: AFFORDING AGING

We will have economic security for as long as we live.

### County Boards, Commissions, and Committees Website

#### TYPE

Regular

#### OBJECTIVE

To act as an independent advocate for older persons as mandated by the Older Americans Act, and the Mello-Granlund Older Californians Act by taking positions on matters pertaining to federal, state and local policies, programs and procedures, and any legislation affecting older persons.

#### ESTABLISHED

Jul 2, 1994

#### AUTHORITY

42 U.S.C. 3126 SEC 306 (a) (b) (G)Section 1321.57 Older American's Act (federal); County Admin Code section 2.72 (Title2 sec 72) (old sec 5-50) Resolution #154924 Bylaws amended 9/26/06 Ag, F21393, #22

#### AGENCY

Social Services Agency

#### LOCATION

6955 Foothill Blvd Suite #300 Oakland CA 94605 QIC: 24550

#### STAFF PERSON

Jennifer Stephens-Pierre Work: (510) 577-1966

#### TERM (SEATS)

4 years, and not to exceed 2 four-year terms. Appointments to fill vacancies shall serve for the unexpired term of the person

#### MEETINGS

Monthly, 2nd Monday, 9:30 a.m.

#### QUALIFICATIONS

Members shall be older individuals who are participants or who are eligible to participate in programs assisted under this Act, representatives of older individuals, local elected officials, and the general public, to advise continuously the area agency on all matters relating to the development of the area plan, the administration of the plan and operations conducted under the plan.

#### APPOINTMENTS

The Advisory Commission shall consist of 21 Commissioners, appointed in the following manner: Each member of the board nominates two commissioners, one being a low income and/or minority. 8 Commissioners shall be appointed by the Alameda County Mayors = Conference (4 from north county and 4 from south county). 3 additional Commissioners shall be appointed at large by the Board of Supervisors from any of the following: (1) representatives of the Nutrition Project Councils funded by the Area Agency on Aging; (2) unpaid volunteers who work with service providers who serve a thousand or more older citizens; or (3) volunteers from the general public who have demonstrated an interest in serving on the Commission.

Recommendations for these three appointments will be made by the Commission and forwarded to the Board of Supervisors. Paid personnel of service providers who are funded by the Area Agency are excluded from membership. A person appointed to fill any vacancy shall serve for the unexpired term of the person he or she succeeds.

### **Website: [www.alamedacountysocialservices.org/about-us/Adult-and-Aging-Services/advisory-commission-on-aging](http://www.alamedacountysocialservices.org/about-us/Adult-and-Aging-Services/advisory-commission-on-aging)**

The Alameda County Advisory Commission on Aging (ACA) advises and provides information to the Board of Supervisors and the Area Agency on Aging (AAA). The commission is made up of representatives concerned about the needs and interests of elders in Alameda County. The commission works in concert with the staff of the AAA to develop, plan, and administer, programs designed to assist elders and their caregivers in the county.

The ACA reviews requests for funding from local community-based organizations and provides recommendations for funding to the Board of Supervisors. The commission also reviews and recommends the AAA's countywide area plan and year-end reports. Each commissioner serves on one of the following committees: Health & Safety, Public Relations, Legislative Advocacy, or Aging and Disability Resource Connection (ADRC) Advisory.

### **Website: [www.acgov.org/bc/aca/](http://www.acgov.org/bc/aca/)**

**Objective:** To act as an independent advocate for older persons as mandated by the Older Americans Act, and the Mello-Granlund Older Californians Act by taking positions on matters pertaining to federal, state and local policies, programs and procedures, and any legislation affecting older persons.

**Authority:** 42 U.S.C. 3126 SEC 306 (a) (b) (G) Section 1321.57 Older American's Act (federal); County Admin Code section 2.72 (Title 2 sec 72) (old sec 5-50) Resolution #154924 Bylaws amended 9/26/06 Ag, F21393, #22

### **Website: National Association of Area Agencies on Aging (n4a)**

Given the many overlapping responsibilities of boards of directors and advisory councils, most of the guidance provided here applies to both of these important groups.

Under the Older Americans Act, AAAs are directed to establish an Advisory Council. The Advisory Council is charged with furthering the agency's mission of developing and coordinating community-based systems of services for all older persons in the planning and service area. However, as the name suggests, the Council advises—it does not govern. For example, a government-based AAA may have an Advisory Council, but governance resides with the elected Board of Commissioners.

What are boards' and advisory councils' key responsibilities? Many experts have outlined the various duties, using slightly different terms. The essence of the role breaks down something like this:

1. Governance (legal and fiduciary) – Ensuring high quality oversight, ethical and responsible decision-making, accountability and transparency (Note: While this responsibility falls exclusively on boards, the following roles apply to advisory councils as well.)

2. Ambassador to community – Enhancing the AAA's visibility, expanding the circle of friends

3. Advocacy – Championing and representing the interests of the AAA and the clientele it serves

4. Development and fundraising – Ensuring adequate resources to carry out the AAA's mission

5. Strategic advising – Providing strategic support, leadership and expertise to further the AAA's goals

## **ACA Recommendation for Follow-up Action (add to Action Log)**

<<Specify recommendation for action>>

## **Commissioner Dissent**

<<Any commissioner may submit a differing opinion>>

## **Agency Discussion**

<<SSA/AAA may offer an opinion>>

## **ACA Discussion Update <<date>>**

<<An update of any resulting action that modifies the opinion.>>



# **Alameda County Advisory Commission on Aging**

## **Discussion Paper**

### **ACA Strategic Path Forward, 1/28/2023**

#### **Summary**

ACA has determined that changes are needed in the way it conducts its business. It has begun to put in place new bylaws as well as tools and procedures aimed at making the commission more effective and responsive in serving the seniors of Alameda County. In summary the new approach is to establish committees with responsibility for specific subject areas, establish clear, precise plans and agendas for each committee, schedule meetings with clear agendas giving committee members and subject experts an opportunity for an honest exchange of ideas, report committee findings to the commission, report commission findings to the Board of Supervisors. This paper presents an overview of the strategy.

#### **Issues**

Since the Fall of 2021 the ACA has undertaken an evaluation of its effectiveness as a representative of the seniors of Alameda County, seeking means of improving commission awareness and involvement in efforts to improve the lives of our constituents. The ongoing result is a transition away from what the commission perceived as a passive role with the program set by the county, to a proactive role set by the commission. As with any organizational transition many questions have been raised and much discomfort exists in many of the individuals involved. This paper seeks to make the strategy as clear as possible, recognizing that it is still being implemented, and with the hope that an understanding of the strategy will gain tolerance and support for the commission efforts.

#### **ACA Discussion**

The situation in the summer of 2021 was, as it had been for as long as anyone could remember, this: once a month there was a meeting of the commission with an agenda in effect set by the county administrative staff. There were presentations and reports from the county. The commissioners were, for the most part, quiet and acquiescent. There was never any advice sought or offered. The decisions and actions of the county staff were presented as accomplished fact. New commissioners received no introduction or training. They were merely admitted and expected to attend meetings. A survey taken that Fall revealed general dissatisfaction among the commissioners with their role and their ability to understand, much less affect county services to seniors. An ad hoc Effectiveness Committee was established and chartered to make recommendations.

Based on a back-to-basics understanding of the commission's charter as specified in Federal, State, and County laws and codes the committee updated the commission bylaws. The intent was:

- Create a more democratic organization.
- Establish a more active membership who take responsibility for the commission.
- Identify objectives that promote the broad mission of supporting seniors in all aspects of their lives, and preparing the county and the community for the future.
- Recognize that involvement at the detail level of county operations requires a significant commitment in time. An organization where detail research and advice is done in committees dedicated to specific subjects, and where the monthly ACA meetings are mostly for summary reporting by the committees, allows commissioners to focus the involvement on subjects of most interest to them.
- Establish a commission that understands its own commitments and requirements and acts accordingly.

Additionally, the Effectiveness Committee began submitting standardized tools and procedures aimed to support these goals and to make commission operations more efficient and formal. Many of these components are just being put in place. From the perspective of the commissioners their aim is to bring standardization and structure so that the work of the commission can proceed with a minimum of administrative overhead. These include:

- A shared library in which the historic memory of the commission may be housed.
- A shared calendar for meetings and other activities.
- Standard formats for documenting the research, comments, and opinions of the commission.
- Specific plans for each committee aimed at supporting the objectives stated in the bylaws.
- An open-items log to keep track of actions and questions pending results.
- Standard procedures for setting up meetings.
- Standard procedures and media for documenting meetings.
- A quarterly report to the Board of Supervisors.
- An Orientation Guide, onboarding procedures, and other training materials for commissioners.

The commission recognizes that this transition is particularly difficult for our county partners. Seeking to be involved sufficiently to understand and offer opinions on county business requires a much closer working relationship. However, the commission feels this is a fact that has been overlooked in the past. The county must recognize that simply doing its work requires the commission to proactively conduct research and to do so in a manner that meets commission requirements and expectations. The commission represents the seniors of Alameda County and reports to the Board of Supervisors. It is the commission's responsibility to understand the needs of our constituents and to determine the degree to which the county meets these now and plans to meet these needs into the future, and to report our analysis to the Board of Supervisors. Our sole mission in all our actions is to make the lives of the county seniors better.

The commission wishes to collaborate with county staff as a partner, but, as stated above, must assume responsibility for its own success. In working with the county staff, the commission will:

- Schedule committee meetings based on the needs of the committee in completing its plans and meeting its objectives.
- Notify the county of all meetings.
- Notify the county of special requirements for subject experts to be available for meetings.
- Clearly identify the expectations for staff support of general and committee meetings.
- If county staff is unable to host a meeting either virtual or in person, it will be hosted by the ACA Chair or the Committee Chair.
- Collaborate with the county in setting up public forums or meetings, while reserving the right to do so independently if the co-hosted meeting does not meet the needs of the commission.
- Fully report the facts of commission success or lack of success to the Board of Supervisor with an analysis of the causes and recommendations for improvement

The commission intends 2023 to be the transition year. Working together with county administration the new bylaws, tools, and procedures should simply become the way commission business is done. Our success will be measured on its impact on our community; our success depends on everyone involved.

### **ACA Recommendation for Follow-up Action (add to Action Log)**

<<Specify recommendation for action>>

### **Commissioner Dissent**

<<Any commissioner may submit a differing opinion>>

### **Agency Discussion**

<<SSA/AAA may offer an opinion>>

### **ACA Discussion Update <<date>>**

<<An update of any resulting action that modifies the opinion.>>

# **Alameda County Advisory Commission on Aging**

## **Discussion Paper**

### **ACA Institutional Memory, 2/22/2023**

#### **Summary**

The ACA suffers from memory loss. This is especially evident in two areas. First, each meeting starts anew with no formal mechanism to carry over continuing discussions or follow up on commitments and promises. Second,

The ACA is a source of documents that should be available to the public. Most substantive material is currently found in meeting minutes or materials distributed for meetings, making it very difficult to locate information on any particular subject. The purpose of ACA is to research and debate issues affecting seniors and to offer advice for improvement. To be effective, the resulting material must be readily available. Efforts have been made to research creating a shared document library, but administrative policies have made that approach difficult to achieve. The ACA website is currently the location for meeting minutes, bylaws, and introductory material. It should be expanded to hold published documents for sharing with the public.

#### **Issues**

Each ACA meeting is currently presented as a standalone event. Presentations, maybe questions, an occasional promise to follow up on something but no mechanism for continuity between meetings. Even motions made and passed are not followed through to implementation.

New commissioners are seated with no introduction or explanation of why they are there or what they are meant to do.

Material created by ACA is meant to be useful to the Board of Supervisors, the county agencies, organizations serving seniors and the general public. To be useful it must be available, organized, and searchable. Currently all such material is available only in material distributed at meetings or emails. It is neither available, organized nor searchable.

#### **ACA Discussion**

Two tools are needed.

#### **Action Log/Record**

A log or record of open items to be followed up should be maintained and reviewed at each meeting. This log should specify:

- The date the item is identified
- Definition
- Person responsible for response
- Date of expected response

#### **Shared Library**

Material produced by ACA should be available in a document library that provides for the material to be organized by subject and searchable by keyword. Currently the material is available only in meeting materials or emails that are organized by date. For example, if one were to try to find what the commission has had to say about “elder abuse” one would need to go back through all meeting and read or do a word search document by document. In effect this renders the information practically useless.

Technically there are two basic approaches to providing a shared document library:

##### **Use a platform specifically designed for the purpose, such as Microsoft Teams**

Teams, and the underlying SharePoint system are specifically designed for collaborative document development and sharing. The organization and search features are robust. However, establishing a library for ACA would require an investment in county resources as ACA commissioners, not being county employees, are precluded from hands-on development. Perhaps sometime in the future the advantages of such an environment can be explored.

##### **Use an existing shared environment such as the ACA Website**

The existing ACA website already houses shared material such as meeting minutes and bylaws. Following a well designed organization and interface other material can be made available on the same platform. Adding a customized, local search engine will facilitate finding specific information.

What documents should be included?

- Committee Objectives and Plans
- Discussion Papers and Discussion Papers Index
- Orientation Guide
- Action Log
- Meeting agendas, minutes, recordings

### **ACA Recommendation for Follow-up Action (add to Action Log)**

Work with the county to design and implement a means of tracking items to follow up.

Work with the county to redesign the website and transfer documents. Also, to establish procedures and policies for adding new documents. Document these in the ACA Orientation Guide.

### **Commissioner Dissent**

<<Any commissioner may submit a differing opinion>>

### **Agency Discussion**

<<SSA/AAA may offer an opinion>>

### **ACA Discussion Update <<date>>**

<<An update of any resulting action that modifies the opinion.>>

# Alameda County Advisory Commission on Aging

## Discussion Paper

### Proposal for Making Meeting Materials Available, 11/23/2022

#### Summary

ACA is chartered to give advice to county officials and staff on subjects affecting seniors. What has not been made clear is how that advice is to be arrived at and shared effectively. Formal procedures for conducting research, debating pros-and-cons, and publishing opinions as advice must be defined.

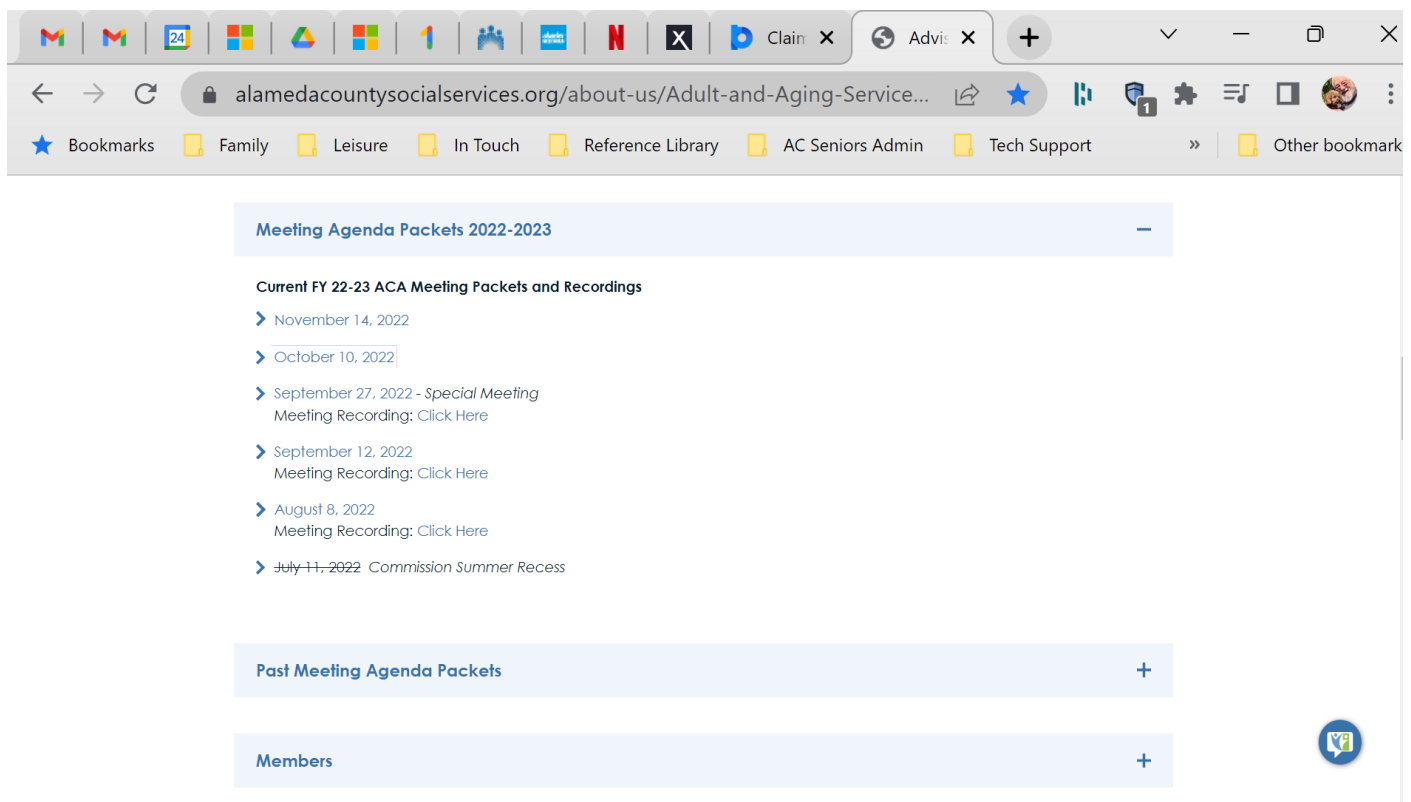
#### Issues

There is no consistent design or policy for making meeting materials available on then ACA Website.

#### ACA Discussion

Meeting materials include agendas, minutes, recordings, and packet materials. Currently these, except recordings, are appended into one long document. This is very cumbersome and makes searching for a particular item difficult. A table of contents is provided, and it helps, but still requires a great deal of scrolling. The timing of posting is also inconvenient as the minutes of the previous meeting are not posted until the full document of the upcoming meeting is posted. Further, the materials of committee meetings are included in the regular meeting document rather than having their own packet.

The recommendation is that the ACA Website that currently provides access to meeting materials (see following image).



A tabular presentation allows anyone to quickly access a particular item for any meeting.

Meeting Unit	Date	Agenda	Minutes	Meeting Materials	Recording
Commission	nn/nn/nnnn	<a href="#">Link to agenda</a>	<a href="#">Link to minutes</a>	<a href="#">Link to materials</a>	<a href="#">Link to recording</a>
Recruitment Committee	nn/nn/nnnn	<a href="#">Link to agenda</a>	<a href="#">Link to minutes</a>	<a href="#">Link to materials</a>	<a href="#">Link to recording</a>

This will allow publication of any one item as soon as it is available, rather than waiting to put together the current long document.

### **ACA Recommendation for Follow-up Action (add to Action Log)**

Make motion for discussion and follow-up action.

### **Commissioner Dissent**

<<Any commissioner may submit a differing opinion>>

### **Agency Discussion**

<<SSA/AAA may offer an opinion>>

### **ACA Discussion Update <<date>>**

<<An update of any resulting action that modifies the opinion.>>