Ventura Housing

CITY WIDE RESIDENT ADVISORY BOARD (CWRAB)

Formation, Governance, Operational and Budget Protocols

Updated September 2026

1. PURPOSE AND GOAL OF RESIDENT PARTICIPATION

Ventura Housing recognizes that meaningful resident participation contributes to the creation and maintenance of safe, healthy, well-managed, and vibrant housing communities. Resident participation can improve the physical condition and maintenance of housing, community safety, energy efficiency, operating effectiveness, communication, resident services, and the overall quality of the living environment.

To support meaningful resident participation across its housing programs and communities, Ventura Housing has established the City Wide Resident Advisory Board (CWRAB).

The CWRAB is intended to provide a representative forum through which residents can:

- Provide input regarding Ventura Housing policies, programs, services, and priorities;
- Participate in the development and review of Ventura Housing's Annual Plan and significant amendments or modifications, as applicable;
- Review and provide resident input regarding Ventura Housing's annual operating budget;
- Communicate resident concerns, priorities, and recommendations to Ventura Housing staff and leadership;
- Receive information regarding Ventura Housing programs, initiatives, and operations; and
- Promote broader resident engagement throughout Ventura Housing communities.

The CWRAB should not limit its resident engagement activities to formal CWRAB meetings. The CWRAB is encouraged to develop additional methods of obtaining resident input, which may include surveys, listening sessions, community meetings, focus groups, property visits, electronic communications, and other appropriate outreach efforts.

The CWRAB should serve as a communication bridge between Ventura Housing residents and Ventura Housing staff and leadership - a forum both for residents to learn about Ventura Housing and for Ventura Housing to hear directly from the residents it serves.

2. CWRAB MEMBERSHIP

A. Seven-Member CWRAB Board

The CWRAB shall be governed by a seven-member resident board ("CWRAB Board").

CWRAB Board members are appointed by Ventura Housing's Chief Executive Officer (CEO) following an open and transparent resident application and selection process.

The CEO shall make appointments in consultation with an Applicant Review Committee consisting of:

- Ventura Housing's Community Services Manager; and
- Two current CWRAB Board members, when available.

Ventura Housing and the CWRAB shall collaborate to ensure that recruitment is broadly publicized and provides eligible residents throughout Ventura Housing's programs and portfolio a reasonable opportunity to apply.

Vacancies shall be publicly announced through appropriate resident communication channels.

B. Eligibility

To serve on the CWRAB Board, an individual must:

- Be at least 18 years of age;
- Be an eligible Ventura Housing resident or participant, including an adult household member participating in the Housing Choice Voucher Program or residents from across Ventura Housing's portfolio, including Public Housing and RAD-converted properties.
- Be a household in good standing with Ventura Housing at the time of appointment; and
- Agree to comply with these Protocols and execute the CWRAB Member Memorandum of Understanding.

For purposes of these Protocols, "good standing" shall be determined by Ventura Housing using reasonable and consistently applied standards.

C. Representative Membership

In making appointments, Ventura Housing should seek a CWRAB Board that, collectively, reflects the diversity of the residents and communities served by Ventura Housing.

To the extent reasonably possible, representation should include residents from different housing programs, properties, household types, ages, and circumstances, including:

- Residents of RAD-converted properties;
- Public housing residents;
- Housing Choice Voucher participants;
- Families with children;
- Senior residents;
- Residents with disabilities; and
- Residents from different geographic areas and Ventura Housing communities.

These considerations are intended to promote broad representation and shall not establish quotas or guarantee representation by any particular group.

D. Terms

CWRAB Board members shall serve three-year terms.

The initial terms under these Protocols shall begin in 2027, with regular appointments occurring every three years thereafter.

A member may serve a maximum of two consecutive three-year terms, subject to reappointment following the regular appointment process.

Service for the remainder of a partial term resulting from a vacancy shall not constitute a full term for purposes of the two-term limitation.

E. Vacancies

If a vacancy occurs before the expiration of a member's term, the CEO, in consultation with the Applicant Review Committee, shall appoint an eligible resident to serve the remainder of the vacant term.

Ventura Housing should use the same open recruitment process for vacancies whenever reasonably practical.

F. Resignation and Removal

A member may resign at any time by providing written notice to the CWRAB Chair and the CEO of Ventura Housing.

A member may be removed by the CEO for good cause, including:

- Loss of eligibility;
- Repeated unexcused absences;
- Misuse of CWRAB funds or property;
- Material violation of the CWRAB MOU or these Protocols;
- Conduct that materially disrupts the ability of the CWRAB to perform its functions;
- Harassment, threats, discrimination, or other serious misconduct towards other members of the CWRAB, other residents, or Ventura Housing staff; or
- Misrepresentation of the member's authority to act on behalf of Ventura Housing or the CWRAB.

Except where immediate action is reasonably necessary, the member should receive notice of the concern and an opportunity to respond before removal.

G. Attendance

Regular participation is an important responsibility of CWRAB Board membership.

A member who misses three consecutive regular meetings without reasonable justification may be considered for removal.

The CWRAB and Ventura Housing should make reasonable efforts to address barriers to participation before recommending removal based upon attendance.

3. CWRAB OFFICERS

The CEO appoints members to the CWRAB Board; however, the CWRAB Board shall select its own officers from among its appointed members.

The officers shall be:

- Chair;
- Vice Chair; and
- Secretary/Treasurer.

The remaining members shall serve as Members-at-Large.

Officers should be selected at the first regular meeting following appointments and thereafter as determined by the CWRAB Board.

A. Chair

The Chair serves primarily as the meeting facilitator and shall:

- Preside over CWRAB meetings;
- Develop meeting agendas in coordination with Ventura Housing and other CWRAB members;
- Promote orderly, timely, and productive meetings;
- Ensure reasonable opportunities for members to participate;
- Encourage respectful discussion and differing viewpoints;
- Maintain basic knowledge of meeting management procedures;

- Coordinate with Ventura Housing regarding required CWRAB business;
- Serve as the primary CWRAB contact for administrative matters; and
- Work with the Secretary/Treasurer and Ventura Housing regarding CWRAB expenditures and financial reports.

B. Vice Chair

The Vice Chair shall:

- Perform the duties of the Chair in the Chair's absence;
- Assist the Chair as requested;
- Maintain working knowledge of meeting procedures; and
- Perform other duties assigned by the CWRAB Board consistent with these Protocols.

C. Secretary/Treasurer

The Secretary/Treasurer shall:

- Record meeting start and adjournment times;
- Conduct or document roll call;
- Prepare or coordinate preparation of meeting minutes;
- Assist with meeting notices and announcements;
- Maintain CWRAB records in coordination with Ventura Housing;
- Monitor expenditures against the approved annual CWRAB budget;
- Review financial activity and supporting documentation;
- Present quarterly financial reports to the CWRAB; and
- Coordinate financial reporting and reconciliation with Ventura Housing.

Meeting minutes should provide an accurate summary of the proceedings and actions taken but are not intended to be a verbatim transcript.

4. PARTICIPATION OF VENTURA HOUSING RESIDENTS

The seven appointed members constitute the governing CWRAB Board. However, the CWRAB exists to represent and engage the broader Ventura Housing resident community.

All eligible Ventura Housing residents and participants are encouraged to:

- Attend CWRAB meetings and activities;
- Learn about the purpose and work of the CWRAB;
- Provide comments, concerns, ideas, and recommendations;
- Participate in surveys, listening sessions, committees, and other engagement activities;
- Communicate issues to CWRAB Board members; and
- Assist the CWRAB in identifying resident priorities.

Participation in CWRAB activities does not require appointment to the seven-member CWRAB Board unless an individual seeks to vote or otherwise exercise authority reserved to appointed Board members.

5. MEETINGS

A. Regular Meetings

The CWRAB shall hold at least four regular meetings each calendar year, generally on a quarterly basis.

Additional meetings may be held when reasonably necessary to accomplish the CWRAB's responsibilities.

Before the beginning of each calendar year, the CWRAB should establish an annual meeting schedule.

Regular meetings should generally occur at predictable times to encourage participation. Meeting locations may rotate among Ventura Housing communities or other accessible locations to increase resident access.

Remote or hybrid participation may be provided when appropriate and reasonably feasible.

B. Quorum

A quorum consists of a majority of the seven appointed CWRAB Board positions.

When all seven positions are filled, four members constitute a quorum.

Unless otherwise provided in these Protocols, an action of the CWRAB requires the affirmative vote of a majority of Board members present at a meeting at which a quorum exists.

C. Special Meetings

A special meeting may be called by:

- The Chair; or
- A majority of the appointed CWRAB Board members.

A special meeting should be limited to the matter or matters identified in the meeting notice.

D. Meeting Notices and Agendas

An annual CWRAB meeting schedule shall be posted on the Ventura Housing Website and individual meetings shall be posted at least 7 calendar days in advance to encourage resident participation.

Ventura Housing and the CWRAB should use multiple communication methods when reasonably available, including:

- Ventura Housing's website;
- Notices at Ventura Housing properties and community spaces;
- Resident newsletters; and
- Other appropriate resident communication channels.

Meeting agendas should clearly identify the principal matters expected to be discussed.

Each regular meeting agenda should include a designated opportunity for residents to raise issues, concerns, or suggestions that are not otherwise listed on the agenda.

E. Meeting Conduct

CWRAB meetings should promote open, respectful, and constructive resident participation.

The Chair may establish reasonable rules regarding speaking time, order of discussion, disruptive conduct, and other matters necessary to conduct an orderly meeting, provided those rules are applied fairly and consistently.

F. Minutes

Minutes shall be prepared following each regular and special CWRAB meeting.

Minutes should include, at minimum:

- Date, time, and location;
- Members present and absent;
- Confirmation of quorum;
- Major matters discussed;
- Actions or votes taken; and
- Meeting adjournment time.

Draft minutes should be presented at the next regular meeting for review and approval and should be provided to Ventura Housing staff to post on the website no later than one month following the meeting itself.

Approved minutes shall be maintained by Ventura Housing and made reasonably available to residents.

6. RESIDENT ENGAGEMENT

The CWRAB should actively seek resident input beyond attendance at formal meetings.

Each year, the CWRAB should consider undertaking resident engagement activities such as:

- Resident surveys;
- Community listening sessions;
- Property-based meetings;
- Outreach at resident events;
- Meetings with resident groups; and
- Other activities designed to reach residents who may not regularly attend CWRAB meetings.

The CWRAB should periodically report to Ventura Housing regarding significant themes, concerns, recommendations, and priorities identified through these activities.

7. RELATIONSHIP BETWEEN VENTURA HOUSING AND THE CWRAB

A. CWRAB Protocols Acknowledgement

Following appointment, each CWRAB Board member shall sign a copy of the CWRAB Protocols as evidence that they have ready and accept the terms and this signed copy shall be provided to the CEO of Ventura Housing.

B. Status and Authority

The CWRAB is a resident advisory body established to represent resident perspectives and promote meaningful resident participation.

The CWRAB shall have independence in discussing resident issues, developing recommendations, and communicating resident perspectives to Ventura Housing.

However, the CWRAB is not authorized to:

- Enter into contracts on behalf of Ventura Housing;
- Incur obligations or liabilities on behalf of Ventura Housing;
- Direct Ventura Housing employees;
- Represent that it has authority to establish Ventura Housing policy;
- Make commitments on behalf of Ventura Housing; or
- Otherwise bind Ventura Housing unless expressly authorized in writing.

Nothing in these Protocols creates an employment, partnership, agency, or joint venture relationship between an individual CWRAB member and Ventura Housing.

C. Ventura Housing Participation

Ventura Housing and the CWRAB should maintain a collaborative working relationship while respecting the CWRAB's responsibility to provide candid resident input.

Each regular CWRAB agenda should generally include an opportunity for a Ventura Housing update.

The CWRAB shall cooperate with Ventura Housing in scheduling matters requiring resident review, consultation, or comment, including Annual Plan matters and other items for which resident participation is required.

D. Staff Support

The CWRAB members lead their activities; however, Ventura Housing staff may provide limited support, based on other duties and capacity, to facilitate the work of the CWRAB, including assistance with:

- Meeting locations;
- Notices and communications;
- Printing;
- Translation and interpretation;
- Accessibility accommodations;
- Financial administration;
- Training;
- Annual Plan information; and
- Other reasonable logistical needs.

Staff support does not diminish the CWRAB's ability to express independent resident opinions or recommendations.

8. CWRAB ANNUAL BUDGET

A. Annual Appropriation

Ventura Housing shall establish an annual CWRAB budget as part of Ventura Housing's annual budget approved by the Ventura Housing Board of Commissioners.

Funding levels may vary from year to year based upon available resources, applicable requirements, and the approved Ventura Housing budget.

The availability of a CWRAB budget does not create an entitlement to funding in future years.

B. Annual Spending Plan

At or near the beginning of each budget year, the CWRAB should develop an annual spending plan identifying anticipated uses of CWRAB funds.

The spending plan should prioritize expenditures that:

- Increase resident participation;
- Reduce barriers to attending CWRAB meetings;
- Improve communication with residents;
- Support surveys, listening sessions, and other engagement activities;
- Provide appropriate resident education or training; and
- Otherwise advance the purposes of the CWRAB.

Approved and prohibited expenditures are further described in Attachment A - CWRAB Allowable and Prohibited Expenditures.

C. Stipends

The annual CWRAB budget may provide reasonable stipends for appointed CWRAB Board members if approved as part of the annual spending plan and permitted by applicable requirements. This stipends are limited to a maximum of $100 per CWRAB member per quarter (three month period).

The CWRAB is not required to provide member stipends and may instead determine that available resources should be prioritized for broader resident engagement.

Any stipend program shall be administered consistently and pursuant to written requirements established by Ventura Housing.

D. Financial Administration

CWRAB funds remain Ventura Housing funds and shall be used solely for authorized CWRAB purposes.

Ventura Housing shall establish appropriate procedures for access to and expenditure of CWRAB funds.

If Ventura Housing provides a reloadable or controlled debit card for authorized CWRAB expenditures:

- The card shall remain the property of Ventura Housing;
- The card shall be issued to an authorized CWRAB officer;
- It may only be used for approved CWRAB expenditures;
- It may not be used for personal expenditures or cash withdrawals unless expressly authorized;
- Receipts and supporting documentation must be maintained for every expenditure and submitted to Ventura Housing staff (within what timeframe?);
- The card may not be shared with unauthorized individuals; and
- Ventura Housing may suspend or revoke the card if financial controls are not followed.

The Chair and Secretary/Treasurer should jointly review expenditures whenever practical.

E. Quarterly Financial Reports

The CWRAB shall prepare a quarterly financial report identifying:

- Beginning available balance;
- Funds received or made available;

- Expenditures during the quarter;
- Purpose of material expenditures;
- Year-to-date expenditures; and
- Remaining available balance.

The quarterly financial report shall be included on a CWRAB meeting agenda and submitted to Ventura Housing.

F. Documentation and Reconciliation

Receipts, invoices, attendance records when relevant, and other appropriate documentation shall be provided to Ventura Housing.

Ventura Housing may review, audit, or reconcile CWRAB expenditures at any time.

CWRAB members shall cooperate with reasonable requests for financial documentation and provide timely records of expenditures.

G. Unused Funds

Unused CWRAB funds at the end of a fiscal year shall remain with or revert to Ventura Housing unless Ventura Housing expressly authorizes the funds to carry forward.

H. Misuse of Funds

CWRAB funds may not be used for personal purposes or expenditures unrelated to legitimate CWRAB activities.

Suspected misuse of funds shall be reported promptly to Ventura Housing.

Ventura Housing may suspend access to CWRAB funds while a financial concern is reviewed.

Misuse of CWRAB funds may result in repayment obligations, removal from the CWRAB Board, and any other action required or permitted by law or Ventura Housing policy.

9. CONFLICTS OF INTEREST AND STANDARDS OF CONDUCT

CWRAB Board members are expected to act in the interests of the broader Ventura Housing resident community rather than for personal financial benefit.

A member should disclose any personal or financial interest that could reasonably affect the member's impartiality regarding a matter before the CWRAB.

When appropriate, the member should refrain from participating in a decision involving a direct personal financial interest.

CWRAB members shall:

- Treat residents, fellow members, and Ventura Housing staff respectfully;
- Avoid harassment, discrimination, threats, and intimidation;
- Protect confidential resident information obtained through their CWRAB role;
- Use CWRAB resources only for authorized purposes; and
- Accurately represent the scope of their authority.

11. TRAINING AND ORIENTATION

New CWRAB Board members should receive an orientation addressing:

- The purpose and responsibilities of the CWRAB;
- Ventura Housing's major housing programs;
- The Annual Plan process;
- Roles of CWRAB officers;
- Meeting procedures;
- Financial controls and allowable expenditures;
- Conflicts of interest and confidentiality;
- Resident engagement strategies; and
- The respective roles of the CWRAB, Ventura Housing staff, CEO, and Board of Commissioners.

Periodic refresher training should be provided when appropriate.

12. ANNUAL WORK PLAN AND REPORT

At the beginning of each calendar year, the CWRAB should identify several resident engagement priorities for the upcoming year.

At least annually, the CWRAB should provide Ventura Housing with a brief report summarizing:

- Meetings held;
- Resident engagement activities conducted;
- Major resident concerns and priorities identified;
- Recommendations provided to Ventura Housing;
- Use of CWRAB funds; and
- Priorities for the following year.

The report is intended to promote accountability and demonstrate the value of resident participation.

13. AMENDMENTS AND PERIODIC REVIEW

These Protocols should be reviewed every three yearsby Ventura Housing in consultation with the CWRAB.

The CEO may recommend amendments when necessary to improve CWRAB operations, respond to regulatory changes, strengthen financial controls, or otherwise advance resident participation.

Material changes to the CWRAB's structure, responsibilities, or financial procedures should be discussed with the CWRAB before implementation whenever reasonably practical.

Nothing in these Protocols supersedes applicable federal, state, or local law or controlling HUD requirements.

ATTACHMENT A

CWRAB ALLOWABLE AND PROHIBITED EXPENDITURES

A. Generally Allowable Expenditures

Subject to the approved annual CWRAB budget and Ventura Housing financial procedures, CWRAB funds may generally be used for:

- Resident outreach and communication;
- Meeting supplies and materials;
- Printing and copying;
- Resident surveys and engagement activities;
- Reasonable refreshments for resident meetings and engagement events;
- Reasonable CWRAB Board member stipends if included in the approved spending plan; and
- Other expenditures approved by Ventura Housing that directly advance CWRAB purposes.

B. Prohibited Expenditures

CWRAB funds shall not be used for:

- Personal purchases;
- Cash advances or unauthorized cash withdrawals;
- Loans to residents or CWRAB members;
- Alcohol;
- Political campaign activity;
- Contributions to candidates or political organizations;
- Gifts primarily benefiting individual members rather than furthering a legitimate CWRAB purpose;
- Fines, penalties, or personal legal expenses;
- Expenses unrelated to CWRAB activities;
- Contracts or financial commitments entered into without required Ventura Housing authorization; or
- Any expenditure prohibited by law, HUD requirements, or Ventura Housing policy.

C. Preapproval

Ventura Housing may establish dollar thresholds or categories of expenditures requiring advance approval.

When a CWRAB member is uncertain whether a proposed expense is permissible, approval should be obtained from Ventura Housing before the expenditure is incurred.