

# Goals/Governance Board Committee – Meeting Agenda

Upper Yampa Water Conservancy District  
Monday, July 29 @ 12:30pm – 3:30pm, UYWCD District Office

---

## **Purpose of the meeting**

- Refine Mission/Goals document: working from goals to draft objectives/tasks
- Clarify goals/topics/format for 8/22 Board session + plan for getting staff input
- Frame discussion of District governance issues + integration with Mgmt needs

## **Welcome and preliminaries (12:30-12:40)**

- Debrief 7/24 Board meeting; confirm goals for today

## **Clarify goals/plan for 8/22 Board strategic planning session (12:40-12:55)**

- Areas for Board input/agreement: ‘responsibilities/opportunities’; nexus of District activities to storing/selling water; criteria for determining this annually
- Brainstorming Objectives for each Goal, using Committee’s strawman ideas
- Mission/Vision

## **Confirm next steps for draft strategic plan, following 8/22 Board session (12:55-1:15)**

- Committee to finalize draft Objectives + overall strategies (early Sept)
- Staff to help develop/populate Tasks (Sept)
- Committee to compile into draft to share w/ Board + staff for input (early Oct)
- Staff to use draft for retreat follow-up and in 2020 work plan/budget (Oct)
- Refined draft circulated for public input (November?)

## **Refine Mission-Goals document (1:15-2:45)**

- Incorporate recent input from Board
- Finish brainstorming ‘sample’ objectives, using District work plan – to lay framework for 8/22 Board exercise

## **Plan for Governance Issues (2:45-3:15)**

- Why is this important; how it relates to strategic planning and District Mgmt
- Ryan to share preliminary ‘Issues’ chart
- Topics (and homework) for 8/13 meeting

## **Wrap Up, Next Steps, Actions Items (3:15-3:30)**

- Confirm next steps and timeframe
- *Confirm September meeting schedule: Tues 9/3, Mon 9/16, Mon 9/30?*

## UYWCD Goals for 2019

This list is organized by “departments” in line with the UYWCD budget. It does not represent the full list of items undertaken by the District staff, but lists the active projects to be discussed with the Board or its subcommittees as a work plan for 2019

### Facilities – Manage by “Enterprise”

- **Ensure safe, efficient, operations**
- Ongoing Operations
  - Daily adjustments and visual inspection, (ie plowing, access, public safety)
  - 24 hour on call coverage,
  - Parks and CPW Communication/DE/Users/Coordination
- Capital Maintenance
  - Engineering project design, contracting and inspection
  - Procurement and Billing

Stagecoach Power –

Turbine Repairs- Replace Wear Rings, Wicket Gate (2019)  
Stem Guide Repair (2018- 2019)

Stagecoach Water –

Stem Guide Repair  
Bank Erosion/Willow Planting

Yamcolo and Five Pine Ditch –

- **Contract negotiations for Yamcolo Water, Includes: YIA, “Individual Irrigators” (formerly “exchange contracts”), and Five Pine Ditch users.**
- **Work with Division Engineers office, other reservoir owners, and water users on administration of the Bear River through Yamcolo reservoir**

Berar River Measurement  
Butterfly Valve Repair  
Flow Measurement at 5-Pine Ditch  
Rip Rap replacement

## **“General Fund” Departments**

### Administration

- **Office Space – Complete construction and move office.**
- **Business Operations Review (i.e. augmentation plan administration, customer service standards)**

### Board of Directors

- **Additional monthly Board/subcommittee Meetings**
- **Contract Negotiations – Continue**
- **Liaisons with other Boards – Continue (expand past City of SS)**

### External Affairs

#### **Hire new person to aid in this department**

- **IBCC negotiations**
- **Round Table – Yampa River Integrated Management Plan**
- **Yampa Water Fund**
- **West Slope Risk Study**
- Compact Compliance Study
- **Water Bank – DCP**
- **Upper Yampa River Watershed Group**
- Watershed Assembly
- Colorado Water Congress
- WeCO
- Forest Health Initiative
- **Stream Management Plan**

### Finance

- **Financial Policies – Work with Board to develop.**
- **Long Term Financial Planning – dependent on outcome of contract negotiations, develop as negotiations are completed**

### Legal

- **Water Cases Review/departmental management**
- General Matters

- **Renegotiations -Continue**
- **Finalize standard new water contract language**
- **Elk River Augmentation Plan Policies/contracting**
- **CPW Stagecoach Lease**
- **Response to “Call on Yampa”**

### Planning

- **Stagecoach Firming - Finish task 1, Move to task 2?**
- **Augmentation Plans**
  - **Administrative Procedures -Implemented during call**
  - **Elk Augmentation Plan Policies/Pricing/Sales/Application Review**
- **(Strategic Plan ?)**

### Grants and Public Information

#### **Hire new person to aid in this department**

- **Develop/Implement communication plan**
  - **website overhaul**
  - **Augmentation Application procedures**
- **Grant Program**

## UPPER YAMPA WATER CONSERVANCY DISTRICT MISSION, POLICIES & GOALS

### Mission

*To lead water resource management within the District's boundaries by responsibly conserving, protecting, developing, providing and enhancing the water ~~resources~~ security of the Upper Yampa River Basin. ~~The District will initiate and participate in works and projects that embody and promote the protection of water rights, provide broad benefits to District constituents and develop works and projects that provide responsible conservation, responsible growth, beneficial water storage and usage, and public awareness within the Upper Yampa Water Conservancy District.~~*

[Placeholder for possible Vision Statement]

*Ideas include, e.g.: An Upper Yampa Basin with safe, secure water storage for its customers that benefits [multiple/all/diverse?] beneficial uses in the Basin*

The Board of Directors believes the Districts' mission is reflected in the following policy statements, as informed by guidance from the Upper Yampa District's 2017 community survey and 2019 stakeholder assessment report. Some of these policy statements reflect the District's responsibilities and core mission, while other policy statements reflect values and opportunities the Board sees embodied in carrying out its mission.

The statements and goals are not currently listed in order of priority. They are temporarily numbered for purpose of internal cross-referencing.

**Policy Statements** (note these may be simply included as 'Whereas' statements)

1. The Board acknowledges as an integral part of its vision, policies, and goals, the legislative declaration of the Colorado Water Conservancy Act (the "Act") under which the District was created, as set forth in Colo. Rev. Stat. Ann. §37-45-102. In addition, the Board acknowledges and seeks to prudently interpret and integrate the more recent federal and state mandates, statutes, policies, and regulations into the modern functioning of the District. [\[Consider moving into a Preamble section.\]](#)
2. The Board supports the concept that the Upper Yampa River Basin and the healthy functioning of its reservoirs, rivers and streams are essential to the District's agricultural, environmental, municipal, commercial, industrial, domestic, and recreational cultures, and, thus, its economic future.
3. The Board acknowledges that climate change should be considered in planning.
4. The Board considers irrigation, municipal, commercial, domestic and industrial uses, and opportunities to support environmental values and water-based recreation, to be important matters for the District and the public it serves, and seeks to achieve balance among uses of water within the District.

5. The Board affirms the importance of maintaining the structural integrity and protecting the water rights of the District's Yamcolo and the Stagecoach reservoirs.

6. The Board supports the District's collaboration in partnerships that protect the healthy functioning of reservoirs, rivers and streams, and the riparian and upland ecosystems and hydrology supporting such rivers and streams, where such participation advances the District's mission.

7. The Board supports ranching and irrigated agriculture in the District for its economic, socio-cultural values, aesthetic, and environmental contributions to the community.

8. The Board recognizes that prudent industrial uses, such as energy development and production, may require direct flow and storage water and support the economic welfare of the District.

9. The Board supports planning and development of long-term water supply strategies for future municipal uses to ensure a vibrant, diverse, and resilient economy within the District.

10. The Board affirms its support for water-based outdoor recreational activities in the District.

11. The Board supports land use policies by local governments that protect the Upper Yampa Basin's water resources and are compatible the District's ability to manage and develop the water resources within its boundaries.

12. The Board supports science-based programs related to monitoring, protection, and restoration, as appropriate, in order to maintain the chemical, physical, biological, and aesthetic integrity of the reservoirs, rivers, and streams within the District.

13. The Board believes the District should participate in local and statewide processes to address co-occurring challenges such as climate, environmental, social, political, legislative, administrative and economic changes.

14. The Board recognizes the need for collaborative efforts with partners to monitor, and, if warranted and specifically directed by Board action, to support or oppose legislation, regulations, litigation, or administrative actions that could impact the District's mission.

15. The Board opposes any new transfers of stream flow or storage water from the Upper Yampa River and its tributaries to other basins, because such transfers would interfere with existing beneficial uses of water, damage economic stability, may diminish flows supporting the Colorado River Compact and reduce environmental quality of stream flow within the District.

16. The Board supports providing water-related information to the public through Districts programs and partnerships.

17. The Board values a two-way exchange of ideas and information with our community regarding the District's programs and priorities.

18. The Board should continue to prudently seek to evaluate and develop financially viable water works within the District where appropriate for beneficial uses and conservation of water within the District.

19. The Board is committed to ensuring the financial viability of the District into the future consistent with the District's statutory responsibilities.

20. The Board recognizes the District is a taxpayer supported, public entity and is committed to being responsive to and engaged with our community and constituents.

#### **District Goals**

*The goals below collectively represent the District's vision. The Board believes they capture and advance the policy statements listed above.*

#### **Goal 1 Protect Upper Yampa River Basin from the adverse effects of transmountain, transbasin or other legal transfers of water out of the District.**

##### **Example Objectives**

- 1) Actively monitor and oppose water court activities that propose transmountain, transbasin, or other legal transfers of water out of the District
  - a. *Tasks include: legal counsel monitoring monthly filings and providing standing reports at monthly Board mtgs; monitoring activities for staff; Board members bringing issues/concerns to Board for discussion*

#### **Goal 2 Prudently operate, maintain and improve the District's existing infrastructure.**

##### **Example Objectives**

- 1) Ensure compliance with regulatory requirements
  - a. *Tasks include implementing requirements of FERC, dam safety, other regulatory agencies*
- 2) Allocate funds to maintain and/or improve our infrastructure

- a. *Tasks include: budgeting for O&M activities necessary to maintain and/or improve our water infrastructure (including Chief Engineer developing/annually updating 5-year capital improvement plan)*
- 3) Maintaining Stagecoach State Park
  - a. *Task: Develop a term sheet in anticipation of possible renegotiating lease of Stagecoach with CPW*

**Goal 3 Promote and pursue water management that balances environmental and recreational uses of the Upper Yampa River along with the District's traditional role of protecting historic agricultural, municipal, commercial, domestic, and industrial uses.**

**Example Objectives**

- 1) Improve efficiency of ditch diversions /constituent infrastructure
  - a. *Strategies may include: administer/increase grants program*
- 2) Maintain and/or increase level of partnering with entities that may want to purchase District water for environmental and recreational uses (e.g., Water Fund, FOTY, Yampatica, SBS)
- 3) Clarify District policy priorities and positions regarding District water management
  - a. *Tasks: develop pricing policy; clarify use (or non-use) of District general fund \$ to advance specific policy priorities*
  - b. *Invite relevant groups to present; schedule Board discussions*
- 4) Promote District's augmentation plan

**Goal 4 Represent Upper Yampa Basin water interests at the local, regional and statewide levels on relevant policy, legislative, administrative, regulatory and judicial matters.**

**Example Objectives**

- 1) Ensure representation of District interests on the IBCC, Basin Roundtable, Colorado River District, and CWCB
- 2) Convey District's message through developing/clarifying District policies in collaboration with Roundtable partners (e.g., Yampa Doctrine, equitable apportionment/percentage of native flow/post-Compact proportional sharing, DCP/demand mgmt)

**Goal 5 Anticipate and plan for future water needs in the District in anticipation of changing climate conditions, demographic shifts, population changes, and other relevant changes.**

**Example Objectives**

- 1) Maintain District's Water Model
- 2) Board to stay informed of relevant climate, demographic, modeling scenarios, and other potential changes relevant to the District



- a. Tasks could include: standing item on agendas for Board to share and receive relevant updates; guest speakers*
- 3) Increase engagement with partners and constituents regarding long-term Basin water needs
- 4) Anticipate and respond to changes in water contracts.

**Goal 6 Study, address and promote water quality concerns, consistent with the District's role and responsibilities.**

**Example Objectives**

- 1) Support existing monitoring efforts – and, where relevant, respond to concerns that arise, consistent with District's mission
  - a. Tasks may include: annually fund USGS (and County long-term monitoring?); continue support for Watershed Group*
- 2) Work with CDPHE regarding current and future needs and role of District in addressing water quality, consistent with District's mission.

**Goal 7 Create and support public education programs concerning water resources in the District.**

**Example Objectives**

- 1) Increase local awareness of local water Issues
  - a. Tasks may include: budgeting funds; supporting local education groups that support our mission and provide balanced perspective; exploring working with local partners to promote on-line adult learning programs; where needed, provide education re relevant issues and policies, e.g., demand mgmt., equitable apportionment*
- 2) Increase awareness of local water-related resources
  - a. Tasks may include: creating clearinghouse of relevant programs, organizations, and agencies*

**Goal 8 Engage District's constituencies, including Board and staff, in two-way communication regarding the goals and activities of the District and their relationship to broader water issues in the Upper Yampa River Basin.**

**Example Objectives**

- 1) Educate constituents regarding District activities
  - a. Tasks may include revising website describing history and achievements of UYWCD, with Board input*
- 2) Improve Board participation and representation with other organizations doing water-related work in the Upper Yampa Basin
  - a. Tasks may include: clarifying District messaging*
- 3) Improve two-way exchange with partners regarding District priorities and activities

- a. *Tasks may include:* Host relevant groups at monthly Board mtgs; offering District constituents the opportunity to provide specific input to the District as relevant;
- 4) Increase public's understanding re role of the District
  - a. Consider annual report and/or event

**Goal 9 Maintain, protect, and, where possible, enhance the District's water rights portfolio, including developing or perfecting water rights.**

Commented [R1]: Steve comment?

**Example Objectives**

- 1) Protect District's water rights consistent with legal and planning responsibilities.
  - a. *Legal/planning tasks – i.e., what we need to do, anticipate, and prepare for the unforeseen; anticipate next due diligence update, in light of court decrees and Master Plan; legal dept to prepare a list of tasks for upcoming due diligence*
  - b. *Other strategies include ensuring alignment between legal dept and Board; keep Board apprised of issues and relevant budget needs*
- 2) Ensure District involvement and advocacy on relevant water administration matters

**Goal 10 Develop short- and long-term financial plans to support District goals, with projections for potential impacts to future revenues and expenses.**

**Example Objectives**

**Goal 11 Maintain a robust staff and legal department.**

**Example Objectives**

- 1) Ensure staffing reflects needs of the District
- 2) Ensure legal departments reflects needs of the District  
*[Tasks may include succession planning]*

# Board/District Governance Suggestions

## 1) Clarify roles and responsibilities for Board/District operations

### Process to better define and execute roles

- Need to work as a Board to understand different styles of governance and **best practices** for how board and staff can work together productively, without micromanaging – on annual basis (e.g., strategic planning and budget development) and on-going basis (e.g., developing Board meeting agendas).
- May be useful to define needed and/or wanted tasks and necessary skills/qualifications; then needed roles to perform tasks (staff, directors, contractors, volunteers). Encourage active participation of Board members in tasks (hands-on, or subcommittees).
- May need **bylaws** revisions as appropriate.
- Assignments to work with staff on particular issues should be **specified by Board** (unless specified by bylaws).

### GM responsibilities should reflect District strategic planning

- GM responsibilities should reflect annual District goals and budget.
- Goals should be strategic, specific and **measureable** and become the basis for work plans and Board agendas.

## 2) Standardize process for updating annual goals and budget

### Suggestions for setting annual goals and action planning

- Utilize five-year **budget projections** to develop specific District goals. Work with County Assessor's office to predict revenues and review expense projections (including impacts from decommissioning of power plants, reduced coal production, Gallagher).
- **Standardize** process for reviewing budget projections in late summer in anticipation of Board Retreat -- our opportunity to review and prioritize our strategic plan so budgeting reflects current goals for the District
- Consider whether Executive Committee or a new **Finance Committee** should oversee this responsibility.

## 3) Enhance clear, direct communications between Board and GM

- Board members to provide **policy direction** to staff in Board meetings, not one-on-one. (Okay to discuss issues or share opinions.)

**Commented [R1]:** Include some discussion of Subcommittees in this Document; keep others aware (e.g., K negotiations) so privy to what's happening. Maybe under #4?

- **Annual review** process should focus on discussing progress toward goals, reflecting strengths/areas for improvement, and goal setting for next year. Reviews should be clear, deliberative, and transparent (and not anonymous).
- **Specific** issues or concerns should be addressed as they arise in a direct and non-personalized manner. Initial communication should happen one-on-one, with a procedure for conflict resolution as needed.

#### 4) Improve efficiency and productivity of Board meetings

##### Board meeting prep

- Continue to use **Board Communication Forms**. Add more detail – e.g., alternatives, pros/cons, other considerations to frame important discussions.
- Offer an option for electronic **packets** for Board members. Ensure electronic packets are available on website prior to the meeting.

##### Board meeting protocol and ground rules

- Ensure Board member comments are **succinct** and time-limited.
- Empower Chair to keep discussion **focused** and not let members dominate or ‘ramble.’ This can be disruptive and cast Board in a bad light with public.

##### Board meetings vs. Work Sessions

- More strategic use of **work sessions** versus meetings. **Alternate** months between normal board meetings (per bylaws) and work sessions (no more than 3 topics of importance). At work sessions, encourage candid discussion and questioning of ideas and strategies. At meetings, make decisions.
- More frequent Board meetings has been helpful.

##### Board meeting agenda structure/format

- Address **action items** at beginning of the meeting (important things first).
- Engineer’s report **earlier** on agenda – and/or use written reports from staff, as opposed to verbal. Information-only agenda items should be treated like consent agenda: **only discuss** if warranted and relevant to current or pending policy decisions. Need strategy for sharing FYI info, so as **not to limit** available information
- **Fewer items** on the agenda with more robust, thorough discussion on contentious issues.
- Create streamlined process to develop Board meeting **agendas** – including, at end of each meeting, have standing item to discuss **next meeting** agenda.
- **Invite** one stakeholder to join us for lunch before each meeting.
- Consider inviting **presentations** by external partners, Board members (for co-learning), and staff on specific topics.
- Utilize a brief “work session” **before each meeting** to offer technical discussions by board members or the public.

#### Between meetings

- GM to provide regular e-**updates** to the directors on current events and activities.
- Use **committees** as appropriate to research and identify alternatives.

#### On-boarding of Board members

- **Orientation** to facilities, goals, statements, legal boundaries, etc.

### 5) Increase sense of inclusiveness/openness at Board meetings

#### Board meeting structure/format

- **Introduce** audience members at beginning of meetings. Directors should also welcome and introduce themselves to members of the public when they arrive at meetings, during breaks, or at other appropriate opportunities.
- **'Round robin'** format is useful to ensure directors have chance to comment on every discussion.
- Allow and encourage **public comment** at beginning of meeting and during agenda items as appropriate.
- More **voting** with possibility of minority or split votes (vs. voting procedure in which loudest/most passionate voice can sway the group).

#### Meeting protocol / ground rules

- Encourage open and candid discourse, but ensure that it is **polite**/respectful.
- Encourage well-articulated, well-reasoned arguments – e.g., using BCFs to share perspectives **prior** to meetings.
- Roberts rules?
- Get **agreement** from Board, then fully empower Chair to enforce agreements to keep comments focused and succinct, with no member dominating.
- Have meeting **placards** for each Board member.

#### Board meeting prep/between meetings

- Solicit and/or allow others to provide information to be included in board **packets**, in the form of letters, updates, or other.
- Fully utilize **website** to display minutes, agendas, packet materials, current events and news, water related data and educational material and videos.
- Ensure **transparency** on water pricing development and policy discussions to alleviate concerns that the district is motivated only for profitability as opposed to responsible public service.
- Board agreement on our mission will help.

Commented [R2]: omit

## 6) Increase Board participation in Basin water efforts

### Policy and protocol suggestions

- Strongly encourage all directors to regularly participate in **at least one** other external group and provide brief written report on key items (BCFs?).
- Clearly **identify** when speaking as Board member vs. a private individual in external meetings.
- Develop protocol for Directors in representing District positions externally, to ensure we are delivering a **consistent message**.
- When attending other regular meetings, provide brief **updates** on District's plans and policy discussions as appropriate.
- Need careful attention to **conflicts of interest**.

### Considerations/priorities

- Actively support **Basin Roundtable** public outreach and education activities, e.g., the one mentioned at the May meeting involving local K-12 schools
- Fully participate in **western CO** Basin Roundtable collaboration.
- To help 'tell our story,' develop short **videos** for the District (2-3 minutes). These could include a wide array of topics, even detailing our options for firming Stagecoach.
- We should generally be perceived by district taxpayers, as the statutory water authority with a voter-approved tax base, as taking leadership on water matters.

### Logistics

- Provide board members with District **name tags** (and business cards if they would like them for other meetings and water-related activities)

### Board meeting structure

- Include agenda item for President's report and Board member **reports**?
- Set aside time at a few Board meetings during the year (i.e. **quarterly** for 1-2 hours) for presentations on water issues.

## 7) Encourage *more collaborative approach* in Board meetings and external engagement by District

### Board meetings

- Active use of Board **subcommittees**
- More invitations for outside **presentations** (already started)

### External protocol

- When attending outside meetings, prioritize **listening**, not lecturing or trying to convince. Demonstrate we can offer balance perspectives on most issues.

### Activities

- Co-host annual '**Yampa water world**' conference engaging all water related groups and encouraging coordination/collaboration among the groups.
- Actively **support** the activities of the BRT and integrated water management plan efforts.
- Host annual picnic/bbq with **CPW** at Stagecoach, to showcase our park and rec opportunities at the reservoir, and to strengthen relationship with CPW.
- Coordinate/provide leadership to multi-group effort (with BRT, YIWMP) to upgrade **Ag infrastructure**, given pending 'over appropriation' designation.
- Revisit and possibly expand mini-grant program; review and update our criteria.

## 8) Conflict resolution procedure (within Board or Board-GM)

### Rationale

- Areas of conflict that impact the Board should be brought to the attention of the Board in a timely and appropriate manner. Personal issues among Board and staff impact efficiency and productivity of both. Need **protocol** to address these situations.
- In general, want to encourage **clear, open, respectful** communication.

### Policy suggestions

- Create new Board **Committee** (personnel committee, like contractual negotiation, State Park lease renegotiation, Stagecoach firming, etc) to address conflicts.
- Research **best practices**

## Possible next steps (CBI suggestions)

1. Committee to hear relevant legal perspective/considerations from District counsel re: above governance issues

2. Committee to study models, best practices and other resources re the following:

- Roles and levels/types of involvement for Board officers and members – e.g., developing agendas, hiring/firing, representing District in external efforts, communicating with staff outside of Board meetings
- Annual reviews of GM
- Standardized practice for updating strategic planning docs along with annual work plan and budget
- Protocol for communicating official District positions with consistent messaging when Board members are involved in outside efforts
- Conflict resolution procedure – for staff, Board members, and Board/GM

**3. Committee to make recommendations to Board as relevant in the form of:**

- District and/or Board policies or procedures
- Internal Code of Conduct
- Proposed updated structure for Board meetings and/or process for info-sharing
- Bylaws updates
- Suggested presentations/trainings (e.g., retreat activity for Board development?)
- Other

DRAFT



## District 'Governance' Planning

This Committee is tasked with make recommendations to the UYWCD Board to clarify and improve the District's internal governance, i.e., relating to both Board and Staff (GM). Recommendations could include:

- Free-standing policies and/or District principles
- Proposed bylaws amendments
- Elements of the Strategic Plan itself, to support Governance goals

The following chart is a very preliminary attempt to capture some of the governance issues that have been identified (this is NOT a comprehensive list) and to suggest whether the issue may be best addressed through a governance or strategic planning lens. This chart is intended for internal Committee discussion only. It is a working document and can be updated as useful.

ISSUE	GOVERNANCE	STATEGIC PLAN
<b>Board meetings</b>		
<b>Streamline Bd mtgs</b> by providing writing info to Board, and implications for staff roles/time: <ul style="list-style-type: none"> <li>• Sharing external materials</li> <li>• Staff-provided info (in writing or verbal)</li> <li>• Board-provided info (in writing or verbal)</li> </ul>	Needs: <ul style="list-style-type: none"> <li>• Clarify Board priorities/needs</li> <li>• ID staffing needs</li> <li>• Propose plan for staffing and implementation</li> </ul>	(this may relate to priorities of the Board as ID'd in its strategic plan to stay involved and up to date on water issues in the Basin)
<b>Inclusiveness, openness</b> and transparency of Board meetings	X	May also be part of overall strategy
<b>Roles and norms - Board and GM/Staff</b>		
Role of Bd Pres/Exec Cmte vs GM: <ul style="list-style-type: none"> <li>• Setting Board <b>agendas</b></li> <li>• Providing direction + requests b/w mtgs on outreach, admin, oversight for external activities, providing feedback based on input received and other non-policy matters</li> <li>• How to work together without micromanaging? See bylaws where relevant.</li> <li>• Board communications w/ staff</li> </ul>	X	
Norms for open <b>communications</b> from Board to GM w/o providing policy 'guidance' outside Bd mtgs	X	

<p><b>Representing District externally</b> – role of Board and implications for staff time + roles</p>	<p>Once strategic question is answered, <b>need to determine</b>:</p> <ul style="list-style-type: none"> <li>• In what capacity Board members are acting – and why (\$ it a staff capacity issue? To have a more informed Board? To convey a more collaborative stance from UY?)</li> <li>• Protocol for (and limitations on?) communicating <b>District positions</b> vs. individual opinions– not get crosswise; have consistent messaging; disclaim as needed</li> </ul>	<p>Strategic question first (members may be encouraged to participate in at least 1 other effort)</p>
<p><b>Education/outreach</b> priorities</p>		<p>Strategic only – will help define staff roles and capacity needs</p>
<p><b>Financial</b> accounting/policy changes (implications for staff needs and roles)</p>	<p>X (Finance Committee?)</p>	<p>This is mostly a strategic question -- financial policy</p>
<p>Priorities/norms for org <b>culture</b> (staff mgmt style +/- structural changes to support flexibility, autonomy, team-bldg) – and Board desired role in involvement/oversight re personnel and office culture questions</p>	<p>Apart from strategic questions, this may be a governance question – what role does Board want to have or believe it should have in these matters?</p>	<p>This is also a strategic question. How/to what extent does Board prioritize having an open-door policy at the office, staffing phone, having flex hours, etc?</p>
<p><b>Hiring/firing</b> and annual Board reviews of GM</p>	<p>X Potential Personnel Committee w/ potential role in:</p> <ul style="list-style-type: none"> <li>• Developing criteria for annual review &amp; work plan?</li> <li>• Conducting annual review; reporting back to Board?</li> <li>• Proposing governance changes as needed?</li> </ul>	
<p>Standardized process + roles for annually updating <b>strategic plan</b> and budget</p>		
<p>Addressing <b>conflict</b> if/when arises</p>	<p>E.g:</p> <ul style="list-style-type: none"> <li>• Principles for addressing directly</li> <li>• Potential role for Personnel Committee and/or third party?</li> <li>• Principles for addressing issues with external parties?</li> </ul>	
<p>Making <b>budget</b> decisions</p>	<p>(E.g., what needs approval of Board, where does GM have discretion?)</p>	