

# **Saddle Creek Community Services District**

## **Regular Meeting of November 21, 2017**

### **AGENDA SUPPORTING DATA**

#### **7. DISCUSSION AND ACTION ITEMS**

- f. Development of Norms for Board member conduct to facilitate effective deliberations; and Protocol to create the structure and process for effective Board meetings.

#### **Recommended Motion**

I move to direct the General manager to facilitate the development of Board Norms and Protocol at the December 2017 and January 2018 Board meetings.

#### **Background**

Director Sue Russ requested that the Board consider adopting a set of statements, agreements, policies and procedures that establish the culture and expectations of the Board, and management staff as they relate to Board meetings and associated deliberations. Attached is the document providing examples and describing the process of setting Norms and Protocol.

General Manager Kampa has facilitated the development of Norms and Protocol for many past Boards, and can do so for Saddle Creek if so desired.

## ***Norms for Effective Deliberation***

*(The norms listed below are given as a broad sampling of the type of guidelines governance teams may wish to adopt to ensure effective decision-making)*

### ***WE AGREE TO –***

- ◆ Show respect (never dismiss/devalue others)
- ◆ Listen openly, trying to really hear what other people are saying (listen without defensiveness, without preparing response)
- ◆ Ask probing – not challenging – questions to further understanding and knowledge
- ◆ Address process, not personalities
- ◆ Paraphrase for understanding
- ◆ Use “I” messages (no blame)
- ◆ Look for common ground
- ◆ Maintain confidentiality (builds trust)
- ◆ Work toward the future – learning from the past
- ◆ Each be responsible for the success of the meeting (participate equally, raise concerns)

## *ESTABLISHING SUPPORTIVE STRUCTURES AND PROCESSES*

### **Developing Protocols**

Process for establishing protocols:

**There is a four-step process recommended for creating and maintaining protocols for the board:**

First: Identify the Issue:

Simply naming the issue is sufficient in most cases. For example: Staff / Board communication – process for board member site visits – bringing up new ideas – obtaining additional information – handling concerns or complaints from staff or community – agenda structure and planning – how to handle complex community issues, using e-mail to communicate, etc.

Second: Clarify the Issue:

Here it is important to agree on the problem the protocol is intended to solve, or in a more positive manner, to agree on what the protocol is intended to do and why it is important. At this point it is often helpful to define the parameters for the protocol: any rules or regulations that must be followed, beliefs or values that must be honored, pitfalls that should be avoided, etc.

Third: Write the Protocol:

Writing the specific language of a protocol in a way that the board can agree to is extremely important. Protocols ought not be adopted with majority / minority votes (3-2) since the entire board is expected to operate within the protocol scope.

Fourth: Monitor, Evaluate and Review:

After agreeing on a set of protocols, governance teams should determine when and how protocols will be monitored, evaluated and reviewed. (For example, the governance team may agree to review all protocols annually at a governance workshop, or whenever a new member joins the team.)