

AGENDA

Special Meeting

TVCS D Board of Directors
WEDNESDAY July 23, 2014
Tomales Town Hall 7:00 PM
Phone: 707-776-6117
[TVCS D Mission Statement](#)

Call to Order

1. Hold Minutes from June 25th Special Meeting and the June 11th Regular Board Meeting Minutes, July 9th Regular Meeting Minutes
2. Policy Manual
 - A. Code of Conduct (Discussion & Action)
 - B. Board and Committee Meeting Conduct (Discussion & Action)
 - C. Effective Email Communication (Discussion & Action)
 - D. CSD General Policies (Discussion & Action)
 - E. [Board Chair and Board Member Best Practices](#) (Discussion)
 - F. Board Packet Submissions & packet reduction (Discussion & Action)
 1. [Financials](#) 3. File types
 2. [Agenda](#) 4. Deadline
 - G. TVCS D Reserve Policy (Discussion)
 - H. Capital Improvement Plan (CIP) Policies (Discussion)
 - I. Draft Policy on E-mail Communications
 - J. Board Roles and Responsibilities
3. The Yearly Agenda - Goals for the Year (Review & Expand)
 - A. Completely Execute RFP and Competitive Bidding process
 - B. Create new contracts for all contractor positions
 - C. Manage the budget as RFP and bidding process unfolds
 - D. [Board Training](#): Running effective meetings
Brown Act & TVCS D –Becoming an Effective Board
 - E. Policies & Procedures; [Bylaws](#); Create Prioritized list of necessary policies; Develop Policy Template/Structure [Meeting management](#)
Reduce time and content of Board packet
 - F. Items remaining from [Strategic Plan](#)
 - G. Create Board 12- to 18month calendar
 - H. Efficiency Audit (Bill Bonini)
 - I. Performance Evaluation (Brian Lamoreaux)
4. Financial Advisory Committee
 - A. Next Steps for [Matrix](#) & Update (Donna Clavaud)
5. [New TVCS D Office Space](#) (Discuss next steps and timeline)
6. Open Communication ([The Brown Act](#) prohibits the Board from discussing or acting on any item not on the agenda.) (*Open time is the time for community members to bring up items they wish to discuss and items that do not appear on the agenda*)

TOMALES VILLAGE



Minutes of the Board Meeting

[Minutes, Agendas, Board Packets](#)

Bill Bonini called the meeting to order at 6:39 PM July 9, 2014, Tomales Town Hall

Sue Sims took notes and recorded the meeting

Bill Bonini, President
Deborah Parrish, Vice President
Sue Sims, Secretary
Brian Lamoreaux (absent)
Patty Oku

Also Present: Donna Clavaud, Venta Leon

All Minutes since June 11, 2014 are on hold until after the Board Training on July 26, 2014.

Alvin Duskin asked for a key to the TVCSD Wastewater Plant and to see the TVCSD PG&E file. The Board and Alvin Duskin discussed clearing the way to get Alvin the items he requested. Sue Sims told Alvin Duskin that the Board had a fiduciary responsibility to the community to inquire of our liability insurance such that their instructions would guide us in minimizing any District risks associated with Alvin and any guests he brought onto the District property.

ACTION:

President Bonini made a motion to get Alvin Duskin everything he needs to move forward in acquiring information about TVCSD leasing land in two locations for a solar farm. Director Oku seconded the motion.

Vote:

Yes: Patty Oku, Sue Sims, Deborah Parrish, Bill Bonini

Opposed: None

(Board Packet Page 2)

Director Oku told Director Parrish that PAC had a list of expenditures on the agenda (June 11th) from which the Park Budget would be developed by Karl. The budget would follow the Measure A Work Plan if approved by the Board.

(Board Packet Page 5)

Karl explained that the budget presented with the sewer budget was only a preliminary budget and it indicated that the park was not included on all budgets presented from 3/20/14 to and including the Public Hearing in June.

(Board Packet Page 6)

Before the action: Louise Gregg suggested we call it the sewer district budget.

(Board Packet Page 7)

Patty: I have a question to ask of the Board, Should I make a new motion today to approve Measure A funds that are...

Secretary's note...I indicated that I was confused about what Patty was asking, but she talked over me asking the same question again. It appeared that the question wasn't for the whole board. Patty kept characterizing the funds as Measure A funds, not including the additional Park funds.

(Board Packet Page 8)

TVCS D District office: There was additional costs for an office.

Secretary Sims felt fine with the paragraph that described leading to the motion. Sue said we didn't need to say everything. Secretary Sims reminded Director Oku that she had criticized Secretary Sims for not including more of the Board's history in the minutes. Director Oku had felt the history of the TVCS D was recorded in the minutes.

Director Oku quoted our SDRMA representative saying that we only needed the action, not the dialogue and perhaps we should consider just listing the actions.

Director Parrish felt the irony of Director Oku's request that Secretary Sims take dictation of multiple paragraphs Director Oku felt need to be added into the minutes, but then suggested that none of that dictation was necessary.

Director Parrish was for recording only actions if it would shorten the meeting. Secretary Sims felt that dialogue leading up to actions lends vital explanation for the action.

Patty interjected that she "...just wanted to let, especially Sue know that "I never said the Secretary was biased--I said the minutes are biased..."

Secretary Sims asked who wrote the notes and why then did Director Oku say the Secretary should remain neutral if Director Oku was not saying the Secretary was biased?

Director Parrish asked Director Oku: What do you want?

Director Oku: I said I wanted to consider just that.

Director Parrish made a motion to take these issues up with a training expert, suspend any conversation about minutes, borders, font color, etc. until we are properly trained.

Director Oku said: I will not accept that motion, it makes light of our Board duty and you are saying some nasty things.

Ignoring Director Parrish's motion and left to her own devices, Director Oku continued on: One thing that I will say is that Sue did not properly represent her vote [6/11/14 minutes].

Secretary Sims agreed that she had noticed that the template she used for actions did not have her name on it and she would correct that error. Although the foregoing was a good answer to Director Oku's question, Secretary Sims should have called Point of Order when Director Oku disparaged and dismissed Director Parrish's motion. The Secretary owe it to President Bonini and the Board to help keep us on track and discourage disparaging remarks about our esteemed Vice President.

ACTION: Director Oku moved that we wait to approve minutes starting 6/11/14 through the Board Training 7/26/14.

Vote

Yes: Bill Bonini, Sue Sims, Deborah Parrish, Patty Oku

Opposed: None

Director Oku asked Venta to preauthorize purchases with the Board expenditures like the printing and pastries for the June 4, 2014 Public Hearing. Planning for the Public hearing was encumbered by changing dates for the function and the regular TVCSD Meeting scheduled for just a few days after the Public Hearing. The Board appreciated that Bruce Bramson and Venta Leon acted proactively to make the Public Hearing a successful Tomales community function.

ACTION

Patty Oku: I move to approve the sewer budget, the park budget, printing and pastries. Sue Sims seconded the motion

Vote:

Yes: Patty Oku, Bill Bonini, Deborah Parrish, Sue Sims

Opposed: None

Director Sims referenced the Park Budget indicating that "...funds will be designated for capital projects as designated by the Park Advisory Committee and approved by the Board." Director Sims indicated that the PAC could recommend, but not designate funds.

Further, Director Sims pointed out that the Board was cut out of their duty to guide the direction of the Park. The Board was presented with either stamping with approval the projects selected by the PAC or deny them. Venta Leon commented that the PAC was acting like a separate Board.

Beth Koelker offered that the Board could read the minutes of the PAC meetings and know what was going on.

Director Sims said that the Board was still cut out of the...

Beth Koelker continued, "No, no, no, you can't go..."

President Bonini commented that there were two directors on the PAC.

Director Sims said that the same could be said of the FAC but she didn't think it would go over too well if the FAC attempted to designate funds and offer the "recommendation" as either vote for or against a FAC choice.

Director Parrish concurred that FAC gave the Board 3 alternatives to choose from after clearing the RFP and vetting methods with the Board. She noted that the PAC is not held to the same standard as is the PAC.

Director Sims: The Park Budget came to us as a fate a complete, as something already sent to the County.

Venta Leon was surprised that the county would even accept something not signed by a committee, not the Board.

Director Parrish reminded the Board that she had discussed at length the very same thing about the Park Budget and its relationship to the Board. Really, the lack of its relationship to the Board.

Director Oku seemed to have a light go on in that she admitted that the Work Plan should have gone to the Board at the same time it went to the County.

However, sending the Measure A to the Board at the same time as to the County does not quite get at the issue. The issue is that the Measure A Work Plan needed to be authorized prior to it being sent to the County.

Director Oku read a bullet point that indicated the Measure A Work Plan could be amended at anytime. Almost anything can be changed, amended, but how does the Board get their leadership right back, their responsibility for governing the Park Budget and its constituent parts?

Director Parrish reiterated confusion over the process of adopting the final sewer budget with a deadline of Spetember 1, 2014. Director Oku made some statements that she thought were true of the budget deadlines, but deferred to our Treasurer.

ACTION Director Parrish made a motion to have the Treasurer draw up a 12 month calendar incorporating into our present Budget Policy, defining the Budget voting process with the required timetable and dates. Sue Sims seconded the motion

Vote:

Yes: Patty Oku, Bill Bonini, Deborah Parrish, Sue Sims

Opposed: None

The meeting adjourned at PM
Next Meeting: August 13, 2014

Approved August 13, 2014

Approved August 13, 2014

BOARD OF DIRECTORS COMMITMENT TO GOOD SERVICE

As a volunteer Board Member of the Tomales Village Community Services District (TVCS D), I agree to the following commitments while serving the District:

- To place the community's best interests above my own; to sustain an attitude that positively promotes the goals and interests of the District; and in general, to forego personal interests when making decisions as a Board Member.
- To engage in lawful acts to the best of my ability, understanding that Board Members are expected to comply with the governing documents of the District and the law. This includes doing my best to become more familiar with legalities of the BOD's decisions, and to join with the BOD in seeking resources of information including any professional assistance when needed.
- To maintain a high standard of conduct that is above reproach and to avoid any appearance of impropriety.
- To accept the BOD's decisions in choosing outside vendors and to take direction from the BOD at all times and respect the processes chosen and the appointed contact point-person to communicate with the outside vendors.
- To demonstrate mutual respect for fellow Board Members and Members of the Community at all times, even at times when I disagree with BOD decisions, and to respect the decisions made by a majority of the BOD as I understand there may not be unanimous support for every action taken.
- To attend and participate in all meetings and communications to the best of my ability to be present, to come to all meetings prepared to participate, and to become familiar with the agenda and any materials distributed ahead of time to Board Members beforehand.
- To listen, discuss and provide thoughtful input and participate on matters that come before the BOD and the membership.
- To the extent email is used as one means of board communication, to refrain from having unprofessional, unkind, attacking, or accusatory communications with Directors, vendors, contractors, community members. I will keep all email communications brief and to the point.
- To maintain confidentiality with respect to all BOD "closed session" meetings, discussions, and communications.
- To allow the Chair of meetings to do so, and to allow fellow Board Members a reasonable opportunity to speak on matters without interruption, threats or harassment.

- To respect parliamentary procedure at all meetings, to refrain from speaking out of turn, to avoid unnecessary or unproductive verbal sparring (participating in a business-like manner instead), to keep my temper, and to excuse myself if I cannot maintain this respect.
- To act as a fiduciary (trustee) of the District in financial matters and decisions that may have material effect and to do my best to ensure that the District, the properties and the finances are well managed and fiscally well protected.
- To resign from the Board if I find I cannot maintain this Testament to service.

Dated: _____

Signed _____

FRESNO WESTSIDE MOSQUITO ABATEMENT DISTRICT

POLICY TITLE: BOARD MEETING AGENDA
POLICY NUMBER: 5020

The Manager, in cooperation with the Board President, shall prepare an agenda for each regular and special meeting of the Board of Trustees. Any Trustee may call the Manager and request any item to be placed on the agenda no later than 3:00 o'clock p.m. four days prior to the regular meeting date and two days prior to the special meeting date.

Any member of the public may request that a matter directly related to District business be placed on the agenda of a regularly scheduled meeting of the Board of Trustees, subject to the following conditions:

The request must be in writing and be submitted to the Manager together with supporting documents and information, if any, at least eight (8) business days prior to the date of the meeting;

The Manager shall be the sole judge of whether the public request is or is not a "matter directly related to the District business";

No matter, that is legally a proper subject for consideration by the Board in closed session, will be accepted under this policy;

The Board of Trustees may place limitations on the total time to be devoted to a public request issue at any meeting, and may limit the time allowed for any one person to speak on the issue at the meeting.

This policy does not prevent the Board from taking testimony at regular and special meetings of the Board on matters that are not on the agenda that a member of the public may wish to bring before the Board. However, the Board shall not discuss or take action on such matters at that meeting.

At least seventy-two (72) hours prior to the time of all regular meetings, an agenda, which includes, but is not limited to, all matters on which there may be discussion and/or action by the Board, shall be posted conspicuously for the public view at the District office.

The agenda for a special meeting shall be posted at least twenty-four (24) hours before the meeting in the same location.

March 11, 2010

FRESNO WESTSIDE MOSQUITO ABATEMENT DISTRICT

POLICY TITLE: RULES OF ORDER FOR BOARD AND COMMITTEE MEETINGS
POLICY NUMBER: 5030

GENERAL

Action items shall be brought before and considered by the Board by motion in accordance with this policy. These rules of order are intended to be informal and applied flexibly. The Board prefers a flexible form of meeting and, therefore, does not conduct its meetings under formalized rules - Robert's Rules of Order.

If a Trustee believes order is not being maintained or procedures are not adequate, then he/she should raise a point of order - not requiring a second - to the Chairperson. If the ruling of the Chairperson is not satisfactory to the Trustee, then it may be appealed to the Board. A majority of the Board will govern and determine the point of order.

OBTAINING THE FLOOR

Any trustee desiring to speak should address the Chairperson and, upon recognition by the Chairperson, may address the subject under discussion.

MOTIONS

Any trustee, including the Chairperson, may make or second a motion. A motion shall be brought and considered as follows:

A trustee makes a motion; another trustee seconds the motion; and the Chairperson states the motion.

Once the motion as been stated by the Chairperson, it is open to discussion and debate. After the matter has been fully debated, and after the public in attendance has had an opportunity to comment, the Chairperson will call for the vote.

Provisions for permitting any individual or group to address the Board concerning any item on the agenda of a special meeting, or to address the Board at a regular board meeting on any subject that lies within the jurisdiction of the Board of Trustees shall be as follows: Five (5) minutes may be allotted to each speaker and a maximum of twenty (20) minutes to each subject.

No oral presentation shall include charges or complaints against any District employee, regardless of whether or not the employee

is identified in the presentation by name or by any other reference which tends to identify. All charges or complaints against employees shall be submitted to the Board of Trustees under provisions contained in Policy #1030.

If the public in attendance has had an opportunity to comment on the proposed action, any trustee may move to immediately bring the question being debated to a vote, suspending any further debate. The motion must be made, seconded and approved by a majority vote of the Board.

DECORUM

The Chairperson shall take whatever actions are necessary and appropriate to preserve order and decorum during the board meetings, including public hearings. The Chairperson may eject any person or persons making personal, impertinent or slanderous remarks, refusing to abide by a request from the Chairperson, or otherwise disrupting the meeting or hearing, following two (2) warnings by the Chairperson. Any person ejected shall be subject to criminal prosecution as provided in the California Penal Code.

The Chairperson may also declare a short recess during any meeting.

Amendment of Rules of Order.

By motion made, seconded and approved by a majority vote, the Board may, at its discretion and at any meeting: a) temporarily suspend these rules in whole or in part; b) amend these rules in whole or in part; or, c) both.

Tiburon Fire District

ARTICLE IX. Board Meeting Agenda

- A. The Fire Chief, in cooperation with the Board President, shall prepare an agenda for each regular and special meeting of the Board of Directors. Any Director may call the Chief and request an item to be placed on the agenda no later than 5:00 p.m. on the Thursday prior to the regular meeting or forty-eight (48) hours prior to a special meeting.
- B. Only District business shall be placed on the agenda of a regularly scheduled meeting of the Board of Directors.
- C. Members of the public may request an item to be included in the agenda of a regularly scheduled Board meeting, subject to the following criteria:

- 1) The request must be in writing and submitted to the Fire Chief together with supporting documents and information, if any, at least six (6) days prior to the date of the meeting.
- 2) The Fire Chief, in consultation with the Board President, shall be the judge of whether the public request is or is not a “matter directly related to District business.”
- 3) The Board President has the ultimate discretion to decide whether or not to place any particular item on a Board agenda, even if the item is determined to be a “matter directly related to District business.” If the Board President declines to place the requested item on the agenda, the member of the public may renew his/her request to the entire Board during the open expression portion of a Board meeting. At that time, the Board can vote on whether or not the item should be added to a future Board agenda and direct the Fire Chief accordingly.
- 4) No matter, which the Board may lawfully discuss in a Closed Session, may be placed on the agenda of the open meeting at the request of the public.

D. This policy does not prevent the Board from taking testimony at regular and special meetings during the Public Comments portion of the meeting on matters which are not on the Agenda, but which a member of the public may wish to bring before the Board. However, the Board shall not discuss or take action on such matters at that meeting.

E. At least forty-eight (48) hours prior to the time of all regular meetings, an Agenda, which includes, but is not limited to, all matters on which there may be discussion and/or action by the Board, shall be posted conspicuously for public review at both District fire stations.

- 1) The Agenda for a special meeting shall be posted at least twenty-four (24) hours before the meeting in the same location.

ARTICLE X. Board Meeting Conduct

A. Meetings of the Board of Directors shall be conducted by the President or other Board Officer if the President is absent in a manner consistent with the policies of the District.

- B. All Board meetings shall commence at the time stated on the Agenda and shall be guided by it.
- C. The conduct of the meetings shall, to the fullest possible extent, enable Directors to:
 - 1) Consider issues to be solved, weigh evidence related thereto, and make appropriate decisions intended to resolve the issue.
 - 2) Receive, consider and take any needed action with respect to reports of District operation.
- D. Provisions for permitting any individual or group to address the Board concerning any item on the Agenda of a special meeting, or to address the Board at a regular meeting on any subject that lies within the jurisdiction of the Board of Directors, shall be as follows:
 - 1) Three (3) minutes may be allotted to each speaker and a maximum of twenty (20) minutes to each subject matter.
 - 2) No boisterous conduct shall be permitted at any Board meeting. Persistence in boisterous conduct shall be grounds for summary termination, by the Chairperson, of that persons' privilege of address.

Fall River Mills CSD

POLICY TITLE: Board Meeting Agenda
POLICY NUMBER: 5020

5020.1 The Administrator or Secretary to the Board, in cooperation with the Board President, shall prepare an agenda for each regular and special meeting of the Board of Directors in accordance with the Ralph M. Brown Act. Any Director may call the Administrator and request any item to be placed on the agenda no later than 5:00 P.M. on the Thursday prior to the closing of the agenda for the next meeting date (per Section 5020.4).

5020.2 Any member of the public may request that a matter directly related to CSD business be placed on the agenda of a regularly scheduled meeting of the Board of Directors, subject to the following conditions:

5020.2.1 The request must be in writing and be submitted to the Administrator or Secretary to

the Board together with supporting documents and information, if any, at least five business days prior to the date of the meeting;

5020.2.2 The Administrator shall be the sole judge of whether the public request is or is not a "matter directly related to CSD business." The public member requesting the agenda item may appeal the Administrator's decision at the next regular meeting of the Board of Directors. Any Director may request that the item be placed on the agenda of the Board's next regular meeting.

5020.2.3 No matter which is legally a proper subject for consideration by the Board in closed session will be accepted under this policy;

5020.2.4 The Board of Directors may place limitations on the total time to be devoted to a public request issue at any meeting, and may limit the time allowed for any one person to speak on the issue at the meeting.

5020.3 This policy does not prevent the Board from taking testimony at regular and special meetings of the Board on matters which are not on the agenda which a member of the public may wish to bring before the Board. However, the Board shall not discuss or take action on such matters at that meeting.

5020.4 At least 72 hours prior to the time of all regular meetings, an agenda, which includes but is not limited to all matters on which there may be discussion and/or action by the Board, shall be posted conspicuously for public review at the CSD office. If the CSD maintains a website, the agenda shall be posted on the website for public information at the same time. All information made available to the Board of Directors (except confidential information allowed by State law per legal counsel authority) shall be available for public review prior to the board meeting.

5020.4.1 The agenda for a special meeting shall be posted at least 24 hours before the meeting in the same location.

POLICY TITLE: Board Meeting Conduct
POLICY NUMBER: 5030

5030.1 Meetings of the Board of Directors shall be conducted by the President in a manner consistent with the policies of the CSD. Policy No. 5070, "Rules of Order for Board and Committee Meetings", shall be used as a general guideline for meeting protocol.

5030.2 All Board meetings shall commence at the time stated on the agenda and shall be guided by same.

5030.3 The conduct of meetings shall, to the fullest possible extent, enable Directors to:

5030.3.1 Consider problems to be solved, weigh evidence related thereto, and make wise decisions intended to solve the problems; and,

5030.3.2 Receive, consider and take any needed action with respect to reports of accomplishment of CSD operations.

5030.4 Provisions for permitting any individual or group to address the Board concerning any item on the agenda of a special meeting, or to address the Board at a meeting on any subject that lies within the jurisdiction of the Board of Directors, shall be as followed:

5030.4.1 The Board Chairperson may limit the time allotted to each speaker and set a maximum time limit for each subject matter.

5030.4.2 No disruptive conduct shall be permitted at any Board meeting. Persistence in disruptive conduct shall be grounds for summary termination, by the Chairperson, of that person's privilege of address.

5030.5 Willful disruption of any of the meetings of the Board of Directors shall not be permitted. If the President finds that there is in fact willful disruption of any meeting of the Board, he/she may order the disrupting parties out of the room and subsequently conduct the Board's business without them present.

5030.5.1 After clearing the room of disruptive individuals, the President may permit those persons who, in his/her opinion, were not responsible for the willful disruption to remain in the meeting room.

5030.5.2 Duly accredited representatives of the news media, whom the President finds not to have participated in the disruption, shall be permitted to remain in the meeting.

Effective Email Communications

I have been seeing an opportunity to improve our email communications and wanted to offer up these suggestions I came across.

- The Company provides you email access as a privilege and communication tool. Keep your correspondence professional and business related.
- **Note:** Once you hit that “send” button, your message is now out there and can be modified and/or forwarded to recipients other than your original audience (with or without your knowledge).
- **Note:** NEVER utilize email to showcase your skill for sarcasm, anger, disappointment, complaints etc – billions of Shakespeare & Austen fans would argue that the written word does in fact effectively convey emotion.
- **Note:** Remember emails are the property of the company. All emails sent and received are stored on the company’s servers that are backed up nightly and may be retrieved and reviewed by the company without your permission at any time.

Recipients

Great communication begins with knowing your audience. If you are uncertain of why you are sending certain information or who the audience is – pick up the phone instead.

To: Needs to take action on / are the sole recipient if info only

CC: For informational purposes. Keep in mind the “reply to all” feature

BCC: Yourself if you use email for filing. If you are using to not really let recipient see who you copied, you may wish to reconsider why you need to hide them as a recipient and just forward message once sent.

Appropriate

- Clarify and confirm information
- Request a meeting
- Summarize or follow-up on a conversation
- Gain approval (unless you are trying to go outside the purchasing process...)
- Document a request for action
- Forward a document to others
- Information that recipient (or you) need to save in a documented fashion
- Ask a few questions of a person in another location (rule of thumb – if more than 5 schedule a call or face to face)

Inappropriate

- **Non-business related**
- **Chainmail**
- **Reply all “Thank yous”**

Subject Line

Remember every email sent is an opportunity to train others on how you would like to be communicated with as well. So if you have a lot of email coming in and you want to reduce the flow or you save ever item you have ever received yet spend too much time going through trying to find items – start to organize by labeling messages.

Outgoing: *Save people's time by letting them know immediately what the content is*

Why they are receiving_Topic_Date

Action Required_Approval for Purchase_Snoopy's New House_March 2009

FYI_Neil Diamond at Farmer's Market_April 3, 2009

Save_Board Meeting Notes_021209

You may also consider relabeling your emails upon receipt prior to "filing" to assist with sorting/look-up

File_topic_Status

PO#35y2480325_New Server_Danny's approval

Benefits_New Enrollment Information_March 2010

Body of Message

- ✓ Start with summary or immediate request. You lose most readers if they cannot read your message quickly, so best to note at the top "What this means to you" "What I need from you" "Approval required by _____" if you have summary or back history, place that information after the action required.
- ✓ Utilize bullet points, bold, colors etc to call out important information. However, limit it to know more than 5
- ✓ Keep it brief and to the point.
- ✓ Spell check prior (tools/options/Spelling – select "always check spelling before sending)
- ✓ Review to ensure your message makes your point in a concise and clear manner.
- ✓ If you are requesting follow-up /approval utilize the flags (icon or under action) to remind recipient.

Your Signature

Appropriate

- your name, title, contact information
- Company Confidentiality note
- Only print if you must recommendation

Inappropriate

- refer to your HR guidelines – including jokes, political and spiritual tag lines

Email Administration

As mentioned earlier, your emails are stored on the server; however, those are still cleared out upon occasion (especially since junk mail has become a significant storage issue). This means that you do have a responsibility to archive and store emails that you deem important. The best course is to save the email to a word document.

Block a regular time each week to clean out your email. You should also try to handle your emails immediately with action: respond, file or delete upon receipt. If you need assistance in email organization or Outlook utilities, let me know and we will set up some quick training for you.

**MOUNTAIN HOUSE COMMUNITY SERVICES DISTRICT
BOARD OF DIRECTORS
RULES OF PROCEDURE BEFORE THE BOARD OF DIRECTORS**

**Article I
GENERAL PROVISION**

Rule 1. Purpose. These rules are adopted for the purpose of providing for the conduct of meetings before the Board of Directors of the Mountain House Community Services District.

**Article II
MEETINGS**

Rule 2. Regular. Sessions of the Board of Directors shall be held on the Second Wednesday of each month provided that, if the regular meeting date shall fall upon a legal holiday, that meeting shall be held on the previous Wednesday or as determined by the Board. The meeting shall begin at 7:00 p.m., or at such other time as the Board may designate. The Board may not move on to another Policy, Action or Discussion item on the meeting agenda after 10:00 p.m. local time absent a majority vote of the Board of Directors. Section 61044 of the Community Services District Law requires the Board to hold a regular meeting at least once every three months.

Rule 3. Adjourned meetings. Any regular, adjourned regular, special or adjourned special meeting may be adjourned to meet at a specific date and time. Less than a quorum of members present may adjourn to a specific date and time. If all members are absent, the General Manager or Secretary of the Board of Directors may adjourn any meeting to a specific date and time. If no time is specified in the order of adjournment, the meeting shall be commenced at 7:00 p.m.

Rule 4. Other Board Meetings. The Board may meet on any other day of the week pursuant to required notice and agenda.

Rule 5. Special Meetings. Special meetings of the Board may be called at any time by the President or by majority of the members of the Board pursuant to the Ralph M. Brown Act section 54956. The notice of the meeting shall specify the business to be transacted. No other business shall be transacted. If the time of the meeting is not stated, it shall be commenced at 7:00 p.m.

Rule 6. Place of Meeting. Unless otherwise directed by the Board, all meetings shall be held in the chamber of the Board of Directors located adjacent to the Mountain

House Community Services District Offices.

Article III

ELECTION OF PRESIDENT AND VICE PRESIDENT

Rule 7. Election. The President and Vice President shall be elected every year at the first meeting of the Board following noon on the first Friday in December.

Rule 8. Terms of Office. No member shall hold the office of President or Vice President more than two consecutive terms.

Article IV

DUTIES OF PRESIDENT AND VICE PRESIDENT

Rule 9. President. The President shall preside at all meetings of the Board and perform such duties as ordered by the Board or as prescribed by law.

Rule 10. Vice President. In the President's absence or in case of the President's inability to act, the Vice President shall preside at all sessions of the Board.

Rule 11. Temporary President. In the absence or inability to act of both the President and the Vice President, the members, by order duly entered in their records, shall elect one of their number to act temporarily as President.

Rule 12. Presiding Officer. The presiding officer shall maintain order and decorum and decide questions or procedure, subject to Rule 25, and subject to the right of the Board to override such decision by majority vote. The presiding officer shall call the meeting to order at the appointed hour and conduct the meeting as prescribed by these rules and the laws of the State of California.

Article V

BOARD ACTIONS

Rule 13. Quorum. A majority of the total membership of the board of directors shall constitute a quorum for the transaction of business.

Rule 14. Board Action. The board of directors shall act only by ordinance, resolution, or motion.

Rule 15. Majority Vote. Except as otherwise specifically provided by law, a

majority vote of the total membership of the board of directors is required for the board of directors to take action.

Rule 16. Motions. The President may make and second motions.

Rule 17. Conflict of Interest. A member who is disqualified or has a conflict of interest shall not participate in the proceedings and shall not vote except as provided in the Political Reform Act of 1975 rules for legally required participants.

Rule 18. Abstentions. In all cases, a vote to “abstain” shall be counted as an “aye” vote unless there is a majority vote to defeat the motion and then the vote to abstain shall be counted as a “no” vote.

Article VI

DUTIES OF THE SECRETARY

Rule 19. Meeting. The Secretary of the Board shall attend all meetings of the Board and all committee meetings of the Board whenever requested to do so by the President of the Board.

Rule 20. Records. The Secretary shall maintain a full and complete record of all sessions and the vote of each member for the passage of ordinances, resolutions, or motions.

Rule 21. Agenda. The Agenda for the following meeting shall be prepared and distributed by the Secretary no later than 5:00 p.m. one week in advance of the next regular Board meeting. The distribution shall be to each Board member and to department heads and shall be made available to the public at the Secretary’s office. The Secretary shall post the Agenda at least 72 hours prior to the regular meeting in a location freely accessible to the public and shall keep on file a declaration stating the time and place of the posting Agenda. The deadline to submit any items for consideration to be included in the agenda for the next regular Board meeting shall be by no later than 5:00 p.m. on the fourth Monday of the month.”

Rule 22. Agenda Deadline. All matters to be included on the Agenda for any regular meeting shall be submitted at the Secretary’s office by 6:00 p.m. of the Monday two weeks in advance of the next regular Board meeting. The agenda meeting with the President and staff shall take place after the agenda deadline.

Rule 23. Oaths. All oaths as required shall be administered by the Secretary.

Article VII

DISTRICT COUNSEL

Rule 24. Meetings. The District Counsel shall be present at all meetings of the Board except when budget matters only are to be considered.

Rule 25. Parliamentarian. The District Counsel shall act as parliamentarian.

Rule 26. Approval of Legal Matters. All contracts, ordinances and resolutions shall be approved as to form by the District Counsel before enactment by the Board.

Article VIII

DUTIES OF THE GENERAL MANAGER

Rule 27. Meetings. It shall be the duty of the General Manager to be present at all meetings of the Board and to be prepared to advise the Board on matters concerning the operation of the District.

Rule 28. Agenda Items. When an item is on the Board's agenda, the General Manager shall have the responsibility of implementing Board actions and reporting to the Board as required on such actions.

Article IX

ORDER OF BUSINESS

Rule 29. Regular Meetings. So far as practical, the business of regular meetings of the Board shall include all the following items:

- a. Call to Order
- b. Moment of Silence
- c. Pledge of Allegiance to the Flag
- d. Roll Call
- e. Approval of minutes of the previous regular or other meetings
- f. Agenda items in order listed
- g. Special items not on the Agenda which the Board determines to fall within the categories listed in the Ralph M. Brown Act (sections 54954.2(b))
- h. Public Comment
- i. Board Comment

- j. General Manager Comment
- k. Adjournment.”

Rule 30. Adjourned, Special or Other Board Meetings. So far as practical, the business of other meetings of the Board shall be transacted in the following order:

- a. Roll Call
- b. Agenda items in the order listed
- c. Agenda items continued from regular meeting
- d. Special items not on the Agenda which the Board determines to call within the categories listed in the Ralph M. Brown Act (section 54954.2(b))
- e. Adjournment

Rule 31. Suspension of Order of Business. The regular order of business may be suspended at any time with the consent of a majority of the members of the Board to consider any matter presented to the Board.

Rule 32. Public Hearings. All matters set for public hearing shall be heard or continued with the hearing open at the date and time set regardless of any business then before the Board.

Rule 33. Referral to Staff. The President may refer to staff any item which is not on the posted Agenda when it is initiated by members of the public during the Public Comment portion of the meeting.

Article X

CLOSED SESSIONS

Rule 34. Closed Session. The Board may conduct closed sessions during any meeting to consider those matters allowed by law to be heard in this manner.

Article XI

COMMITTEES

“Rule 35. Committees. The Board may create standing and special committees consisting of at least one, but not more than two, members of the Board to advise the Board on matters assigned to the committees. Committee members shall serve a two-year

term beginning the first January after the election of members to the Board of Directors. District officers and employees shall advise any committee as requested. Any committee whose membership does not include a Board Member shall be automatically suspended.

“Rule 36. Committee Appointments and Removals. The President shall appoint Board members to committees with the concurrence of the Board. However, prior to appointing a Board Member to a committee, the Board President shall obtain the consent from said Board Member to be appointed. The Board member first appointed to each committee shall act as its chair. When a committee has public members, the committee chair shall appoint the public members. In the event that there are two Board Members appointed to a committee, the committee chair shall consult with the other Board Member prior to appointing anyone to fill committee vacancies. However, a family member of 1) the committee chair, or 2) a Board Member that is a member of a committee, may not be appointed to the committee which they serve. “Family member” is defined as any immediate or secondary family member living in the same residence. The Board of Directors may grant exceptions to this rule. Public committee members serve at the pleasure of the committee chair and may be removed at any time by the committee chair. Board committee members serve at the pleasure of the Board and may be removed at any time by the Board.”

“Rule 37. Adhoc Committees. The President may appoint adhoc committees for special items of a short duration as needed with Board concurrence. Adhoc Committees are not subject to the Brown Act.

Article XII

PUBLIC HEARINGS

Rule 38. Procedure. All matters set for public hearing before the Board of Directors shall proceed substantially as follows:

- a. The matter set for hearing shall be announced by the President at the time set for commencement of the hearing.
- b. Staff reports on the matter shall be received by the Board.
- c. Proponents shall be given a reasonable opportunity to present evidence, both oral and documentary.
- d. Opponents shall be given a reasonable opportunity to present evidence, both oral and documentary.
- e. The President may allow any rebuttal evidence as is reasonable, may preclude repetitious evidence and may require a representative of large numbers of proponents or opponents to present evidence on behalf of the

proponents or opponents.

- f. After all individuals have had reasonable opportunity to present such evidence, the President shall close the public hearing.
- g. The Board shall then consider the matter and render its decision or the Board may take the matter under consideration for a decision at a later date.

Rule 39. Witnesses. All individuals at any hearing before the Board, during which the Board is required to take evidence, shall testify under oath or affirmation.

Rule 40. Testimony. Witnesses shall address their remarks to the Board and speak into the microphone. Only one person shall speak at a time and a courteous and orderly hearing shall prevail.

Rule 41. Admissible Evidence. Evidence shall be admitted if it reasonably relates to the matter being heard and if it is the type upon which responsible persons are accustomed to rely in the conduct of serious affairs regardless of the existence of any rule or law that might make it inadmissible in a civil or criminal judicial action.

Rule 42. Hearsay. It shall be proper to admit hearsay evidence, but hearsay alone without other evidence shall not be sufficient to sustain a find of fact.

Rule 43. Continued Hearings. Any matter set for hearing may be continued from time to time either before or after the public hearing has been closed.

Rule 44. Improper Testimony. Counsel for the Board shall advise the President when testimony becomes improper and the President may preclude such testimony.

Article XII

MISCELLANEOUS PROVISIONS

Rule 45. Reconsideration. Whenever action has been taken on any matter by the unanimous vote of the members of the Board, the matter shall not again be considered nor placed upon the Agenda without the concurrence of three members of the Board.

Rule 46. Addressing the Board. Any person wishing to address the Board when recognized by the President shall step to the rostrum and address the Board. The President may limit the amount of time a person may use in addressing the Board.

Rule 47. Public Comment. Members of the public may address the Board on any item of interest to the public that is within the jurisdiction of the District. Even though there may be public criticism of the policies, procedures, programs or serving of the District, no personal attacks will be permitted. Public comment shall be limited to three minutes.

Rule 48. Alteration, Amendment, Suspension or Repeal of Rules. These rules may be altered, amended, suspended or repealed by the majority of the members of the Board if the rule is not required by law, but such alteration, amendment, suspension or repeal shall not affect any matter then pending before the Board.

Rule 49. Open Meetings. All meetings of the Board and all meetings of the committees appointed by the Board shall be open to the public except as otherwise provided for or allowed by law.

Rule 50. Voting. All actions and decisions shall be by a majority vote of the members of the Board except as otherwise required by law.

Rule 51. Rosenberg's Rules. Rosenberg's Rules of Order as they exist on this date and are subsequently revised are adopted for all proceedings of the Board in cases not otherwise provided for in these Rules or by law.

Article XIV BOARD OF DIRECTORS CODE OF CONDUCT

Rule 52. All members of the Board of Directors, including those serving as President and Vice President, have equal votes. No Board Member has more power than any other Board Member and all should be treated with equal respect. Board Members are responsible for monitoring the District's progress in attaining its goals and objectives, while pursuing its mission. The work of the District is a team effort. All individuals should work together in the collaborative process, assisting each other in conducting the affairs of the District.

In order to assist in the governance of the behavior between and among members of the Board of Directors and District staff, all Board Members should:

- Fully participate in Board of Directors meetings and other public forums while demonstrating respect, kindness, consideration, and courtesy to others. Responsiveness and attentive listening in communication is encouraged.
- Prepare in advance of Board meetings and be familiar with issues on the agenda
- Be respectful of other people's time. Stay focused and act efficiently during public meetings
- Serve as a model of leadership and civility to the community

- Demonstrate honesty and integrity in every action and statement
- Participate in scheduled activities to increase team effectiveness and review Board procedures, such as this Code of Conduct

Meeting Chair

The President will chair official meetings of the Board of Directors, unless the Vice President or another Board Member is designated as Chair of a specific meeting.

- Maintains order, decorum, and the fair and equitable treatment of all speakers
- Keeps discussion and questions focused on specific agenda item under consideration

Board Conduct with One Another

IN PUBLIC MEETINGS

- Use formal titles
The Board should refer to one another formally during public meetings as President, Vice President, or Director followed by the individual's last name.
- Practice civility and decorum in discussions and debate
The dignity, style, values and opinions of each Board Member shall be respected. Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not allow, however, Board Members to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments. No shouting or physical actions that could be construed as threatening will be tolerated.
- Honor the role of the Chair in maintaining order
It is the responsibility of the Chair to keep the comments of Board Members on track during public meetings. Board Members should honor efforts by the Chair to focus discussion on current agenda items. If there is disagreement about the agenda or the Chair's actions, those objections should be voiced politely and with reason, following procedures outlined in parliamentary procedure.
- Avoid personal comments that could offend other Board Members
If a Board Member is personally offended by the remarks of another Board Member, the offended Board Member should make notes of the actual words used and call for a "point of personal privilege" that challenges the other Board Member to justify or apologize for the language used. The Chair will maintain control of this discussion.
- Demonstrate effective problem-solving approaches
Board Members have a public stage to show how individuals with disparate and differing points of view can find common ground and seek a compromise that benefits the community as a whole.
- Differing viewpoints are healthy in the decision-making process. Individuals have the right to disagree with ideas and opinions, but without being disagreeable. Once

the Board of Directors takes action, Board Members should commit to supporting said action and not to create barriers to the implementation of said action.

IN PRIVATE ENCOUNTERS

- Continue respectful behavior in private
The same level of respect and consideration of differing points of view that is deemed appropriate for public discussions should be maintained in private conversations.
- Board Members should commit themselves to emphasizing the positive, avoiding double talk, hidden agendas, gossip, backbiting, and other negative forms of interaction.

Board Conduct with District Staff

- The primary responsibility of the Board of Directors is the formulation and evaluation of policy. Routine matters concerning the operational aspects of the District are to be delegated to professional staff members of the District.
- Treat all staff as professionals
Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards staff is not acceptable. Board Members should develop a working relationship with the General Manager wherein current issues, concerns and District projects can be discussed comfortably and openly.
- Limit contact to specific District staff
Questions of District staff and/or requests for additional background information should be directed only to the General Manager, District Counsel, or Department Heads. The Office of the General Manager should be copied on any request, except those to the District Counsel. In seeking clarification for policy-related concerns, especially those involving personnel, legal action, land acquisition and development, finances, and programming, said concerns should be referred directly to the General Manager or District Counsel.

Requests for follow-up or directions to staff should be made only through the General Manager or the District Counsel when appropriate. When in doubt about what staff contact is appropriate, Board Members should ask the General Manager for direction. Materials supplied to a Board Member in response to a request will be made available to all members of the Board so that all have equal access to information.

- In handling items related to safety, concerns for safety or hazards should be reported to the General Manager or to the District office. Emergency situations should be dealt with immediately by seeking appropriate assistance.
- Do not disrupt District staff from their jobs
Board Members should not disrupt District staff while they are in meetings, on the phone, or engrossed in performing their job functions in order to have their individual needs met.

- Never publicly criticize an individual employee
Board should never express concerns about the performance of a District employee in public, to the employee directly, or to the employee's manager. Comments about staff performance should only be made to the General Manager through private correspondence or conversation.
- Do not get involved in administrative functions
Outside of regular or special Board meetings, Board Members must not attempt to influence District staff on the making of appointments, awarding of contracts, selecting of consultants, processing of development applications, or granting of District licenses and permits. The Board's authority to make decisions regarding such matters during Board meetings, is not limited by this section. If approached by District personnel concerning specific District policy, Board Members should direct inquiries to the appropriate staff supervisor or General Manager. The chain of command should be followed.
- Do not attend meetings with District staff unless requested by staff
Even if the Board Member does not say anything, the Board Member's presence implies support, shows partiality, intimidates staff, and hampers staff's ability to do their job objectively.
- Do not solicit political support from staff
Board Members should not solicit any type of political support (financial contributions, display of posters or lawn signs, name on support list, etc.) from District staff. District staff may, as private citizens with constitutional rights, support political candidates, but all such activities must be done away from the workplace.

Board Conduct with The Public

IN PUBLIC MEETINGS

- Be welcoming to speakers and treat them with care and gentleness
- Be fair and consistent in allocating public hearing time to individual speakers
The Chair will determine and announce limits on speakers at the start of the public hearing process. Generally, each speaker will be allocated five-minutes with applicants and appellants or their designated representatives allowed more time. If many speakers are anticipated, the Chair may shorten the time limit and/or ask speakers to limit themselves to new information and points of view not already covered by previous speakers.

No speaker will be turned away unless he or she exhibits inappropriate behavior. Each speaker may only speak once during the public hearing unless the Board requests additional clarification later in the process.

- Give the appearance of active listening
It is disconcerting to speakers to have Board Members not look at them when they are speaking. It is fine to look down at documents or to make notes, but reading for a long period of time gazing around the room gives the appearance of

disinterest. Be aware of facial expressions, especially those that could be interpreted as "smirking," disbelief, anger or boredom.

- Ask for clarification, but avoid debate and argument with the public
Only the Chair – not individual Board Members -- can interrupt a speaker during a presentation. However, a Board Member can ask the Chair for a point of order if the speaker is off the topic or exhibiting behavior or language the Board Member finds disturbing. If speakers become flustered or defensive by Board questions, it is the responsibility of the Chair to calm and focus the speaker and to maintain the order and decorum of the meeting. Questions by Board Members to members of the public testifying should seek to clarify or expand information. It is never appropriate to belligerently challenge or belittle the speaker. Board Members' personal opinions or inclinations about upcoming votes should not be revealed until after the public hearing is closed.
- No personal attacks of any kind, under any circumstance
Board Members should be aware that their body language and tone of voice, as well as the words they use, can appear to be intimidating or aggressive.

IN UNOFFICIAL SETTINGS

- The needs of the District's constituents should be the priority of the Board of Directors. When a Director believes he or she may have a conflict of interest, the legal counsel shall be requested to make a determination if one exists or not.
- When responding to constituent requests and concerns, Directors should be courteous, responding to individuals in a positive manner and routing their questions through appropriate channels and to responsible management personnel. When handling complaints, said complaints should be referred directly to the General Manager.
- Make no promises on behalf of the Board
Board Members will frequently be asked to explain a Board action or to give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of District policy and to refer to District staff for further information. It is inappropriate to overtly or implicitly promise Board action, or to promise District staff will do something specific (fix a pothole, secure employment, remove a library book, plant new flowers in the median, etc.).
- Make no personal comments about other Board Members
It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Board Members, their opinions and actions.
Board Members are constantly being observed by the community every day that they serve in office. Their behaviors and comments serve as models for proper deportment in Mountain House. Honesty and respect for the dignity of each individual should be reflected in every word and action taken by Board Members, 24 hours a day, seven days a week.

Board Conduct with Other Public Agencies

- Be clear about representing the District or personal interests
If a Board Member appears before another governmental agency or organization to give a statement on an issue, the Board Member must clearly state: 1) if his or her statement reflects personal opinion or is the official stance of the District; 2) whether this is the majority or minority opinion of the Board.
If the Board Member is representing the District, the Board Member must support and advocate the official District position on an issue, not a personal viewpoint.
If the Board Member is representing another organization whose position is different from the District, the Board Member should withdraw from voting on the issue if it significantly impacts or is detrimental to the District's interest.
Board Members should be clear about which organizations they represent and inform the President and Board of their involvement.
- Correspondence also should be equally clear about representation
District letterhead should not be used by Board Members.

Board Conduct with the Media

Board Members are frequently contacted by the media for background and quotes.

- The General Manager is the official spokesperson for the Board and representative of the District position
The President is the designated representative of the Board to present and speak on the official District position. If an individual Board Member is contacted by the media, the Board Member should be clear about whether their comments represent the official District position or a personal viewpoint.

Sanctions

- Board Members Behavior and Conduct
Board Members who intentionally and repeatedly do not follow proper conduct may be reprimanded or formally censured by the Board.

Principles of Proper Conduct

Proper conduct IS ...

Keeping promises
Being dependable
Building a solid reputation
Participating and being available
Demonstrating patience
Showing empathy
Holding onto ethical principles under stress
Listening attentively
Studying thoroughly

Keeping integrity intact
Overcoming discouragement
Going above and beyond, time and time again
Modeling a professional manner

Proper conduct IS NOT ...

Showing antagonism or hostility
Deliberately lying or misleading
Speaking recklessly
Spreading rumors
Stirring up bad feelings, divisiveness
Acting in a self-righteous manner

It all comes down to respect. Respect for one another as individuals . . . respect for the validity of different opinions . . . respect for the democratic process . . . respect for the community that we serve.

Checklist for Monitoring Conduct

Will my decision/statement/action violate the trust, rights or good will of others?
What are my interior motives and the spirit behind my actions?
If I have to justify my conduct in public tomorrow, will I do so with pride or shame?
How would my conduct be evaluated by people whose integrity and character I respect?
Even if my conduct is not illegal or unethical, is it done at someone else's painful expense? Will it destroy their trust in me? Will it harm their reputation?
Is my conduct fair? Just? Morally right?

If I were on the receiving end of my conduct, would I approve and agree, or would I take offense?
Does my conduct give others reason to trust or distrust me?
Am I willing to take an ethical stand when it is called for? Am I willing to make my ethical beliefs public in a way that makes it clear what I stand for?
Do I exhibit the same conduct in my private life as I do in my public life?
Can I take legitimate pride in the way I conduct myself and the example I set?
Do I listen and understand the views of others?
Do I question and confront different points of view in a constructive manner?
Do I work to resolve differences and come to mutual agreement?
Do I support others and show respect for their ideas?
Will my conduct cause public embarrassment to someone else?

Glossary of Terms

Attitude	The manner in which one shows one's dispositions, opinions, and feelings
Behavior	External appearance or action; manner of behaving; carriage of oneself
Civility	Politeness, consideration, courtesy
Conduct	The way one acts; personal behavior
Courtesy	Politeness connected with kindness
Decorum	Suitable; proper; good taste in behavior
Manners	A way of acting; a style, method, or form; the way in which things are done
Point of Order	An interruption of a meeting to question whether rules or bylaws are being broken, such as the speaker has strayed from the motion
	currently under consideration
Point of Personal Privilege	A challenge to a speaker to defend or apologize for comments that a fellow Board Member considers offensive
Propriety	Conforming to acceptable standards of behavior
Protocol	The courtesies that are established as proper and correct
Respect	The act of noticing with attention; holding in esteem; courteous regard

Dated _____ 2008.

Board Chair and Board Member Best Practice Packet

Being the Board Chair or Board member of a nonprofit organization is a big responsibility, but unfortunately many committed individuals agree to act in this capacity without receiving the appropriate training and / or support they need.

In order to support all board members, whether new to the role or more seasoned in the responsibilities of the position, Nonprofit Alliance (NPA) has compiled this useful packet of basic resources and information.

Topics covered include:

- What are the Basic Responsibilities of Nonprofit Boards?
- Twelve Principles of Governance that Power Exceptional Boards
- Common Board Shortcomings
- Roles of Nonprofit Board Members and Officers
- Productive Board Meetings
- Ten Quick Ways to Improve Board Meetings
- Robust Discussions for Boards
- Checklist for the Chair
- Face-to-Face: Board Chairs & Chief Executives
- Financials Made Easy
- Key Financial and Related Questions All Boards Should Ask
- The Importance of Board Self-Assessment
- Fifty-Three Ways for Board Members to Raise \$1,000

This packet not only highlights some specific resources and tips for Board Chairs, but can also serve as a tool for the entire board to make sure all members understand the different roles and best practices of highly effective boards.

As a partner in BoardConnect Southwest Michigan, NPA also hosts regular workshops entitled “Building Your Board” and “Serving on a Nonprofit Board”. Additionally, board members and staff of NPA member organizations can request support via customized board training and development, as well as technical assistance related to research and identification of the tools and templates your board needs to govern effectively.

Please contact our office 269-565-2190 or email info@nonprofitalliance.org for more information or to find out how NPA can support your organization in building its capacity.

Agenda Packet Submission

I need to have your digital PDF files for the Board Agenda Packet by noon Monday the week prior to the meeting.

Please provide the information as to what category on the agenda you'd like to have your item listed. For example, is it a particular committee document?

If your document is available on the TVCSD website or the internet, consider submitting the table of contents, or a summary, along with the link to the item, especially if the document contains numerous pages.

Please remember that President Bonini and our Administrator, Karl Drexel will be deciding the final Board Packet content.

Thank you,

Sue Sims
Board Secretary

**GENERAL FUND
FINANCIAL STATEMENT
SCHOOL DISTRICT OF AMERY
6/19/14-7/14/14**

I. BEGINNING BALANCES

A. Checking	2,071,640.03
B. Local Government Pool Investment.....	14.73
Total Beginning Balances	2,071,654.76

II. INCOME

A. Interest Earned	
1. Local Govt Pool-June 14	00
2. Bremer-Interest Earned Execusweep-June 14	139.94
Total Interest Earned.....	139.94
B. Itemized Receipts	
1. Bremer-Electronic May Breakfast/Lunch Payment	49,878.01
2. Bremer-Electronic Title I-A	86,247.45
3. Bremer-Electronic Title II-A.....	20,121.66
Total Itemized Receipts	156,247.12
C. Redeposit-Fund 73-Mid America Funds	324,746.02
D. Deposit-Mid America Funds-Retirement.....	4,480.32
E. Miscellaneous Receipts.....	91,674.85
F. Void Checks.....	1,028.53
Total Income.....	578,316.78
Total Amount Available	2,649,971.54

III. EXPENDITURES

A. Board Warrants 6/19/14.....	28,276.14
B. Net Payroll 6/20/14	291,601.63
C. Board Warrants 6/23/14.....	114,213.24
D. Net Payroll 6/24/14	45,014.49
E. Board Warrants 6/24/14.....	261,709.68
F. Net Payroll 6/25/14	27,481.29
G. Bremer-Direct Debit May WRS 6/30/14	125,595.80
H. Bremer-Direct Debit-Fund 73-Mid America 6/30/14	374,747.02
I. Board Warrants 6/30/14	364,335.67
J. Community Education June Fees 7/03/14	107.48
K. Board Warrants 7/03/14.....	13,352.75
L. Net Payroll 7/03/14	280,149.00
M. Board Warrants 7/10/14.....	45,636.26
N. Bremer-Direct Debit Fed/State Tax/SS/Medicare	251,546.44
O. Bremer-Direct Debit EBC (403-b).....	39,916.60
P. Bremer-Direct Debit WI Tax EE Garnishment.....	222.09
Total Expenditures	2,263,905.58

Fund Balance as of 7/14/2014..... 386,065.96

**DEBT SERVICE
FINANCIAL STATEMENT
SCHOOL DISTRICT OF AMERY
6/19/14-7/14/14**

I. BEGINNING BALANCES

A. Money Market.....	1,964,937.30
B. Checking	2,680.47
C. Local Government Pool Investment.....	869.26
D. Bremer-CD00
E. Bremer-Repurchase Agreements00
Total Beginning Balances	1,968,487.03

II. INCOME

A. Interest Earned	
1. Local Government Pool June 14.....	.06
2. Bremer-Money-Market June 14.....	28.93
3. Bremer Repurchase Agreement Interest00
Total Interest Earned	28.99
B. Itemized Receipts	
1. None.....	.00
Total Income.....	28.99

Total Amount Available 1,968,516.02

III. EXPENDITURES

A. None.....	.00
Total Expenditures00

Fund Balance as of 7/14/2014..... 1,968,516.02

[Return to Meeting](#)[Printer Friendly](#)

School District of Amery

Regular

Monday, July 21, 2014 7:00 PM

Board Room

I. **Call to Order**

II. **Consent Agenda Items**

A. Agenda

B. Minutes

C. Financial/Budget Reports

 [Financial Statements July 2014.doc](#)

D. Board Vouchers

 [Board Vouchers July 2014.pdf](#)

III. **Community Comments**

IV. **Administrative/Committee/Department Reports**

A. Administrator Reports

V. **Informational Items**

A. Budget Discussion - *Mr. Van Blaricom/Mrs. Blomstrand*

1. July 1st Estimate of General Aid - *Mrs. Sikkink*

B. Maintenance Funding Mechanism

VI. **Action Items**

A. Approval of 2014-15 NSLP Meal Prices

B. Amery High School Attendance Procedures, 2014-15 - *Mr. Doerfler*

 [Attendance-GPA.pptx](#)

C. Resignations/Retirements and Contract Action

VII. **Policies**

A. Second Reading

 [527-Employee Grievances.pdf](#)

VIII. **Closed Session**

A. Review of performance evaluation data and consideration of continued employment and considering financial, medical, social or personal histories or disciplinary data of specific persons in order to take Personnel Action pursuant to Wisconsin Statutes 19.85 (1)(c).

IX. **Open Session**

A. Personnel Action Items Discussed in Closed Session

X. **Adjournment**

Draft

TVCS D RESERVE POLICY

PURPOSE

The purpose of the Reserves policy for **Tomales Village Community Service District** is to ensure the stability of the mission, programs, employment, and ongoing operations of the organization and to provide a source of internal funds for organizational priorities such as building repair and improvement, program opportunity, and capacity building.

The Reserves policy will be implemented in concert with the other governance and financial policies of **Tomales Village Community Service District** and is intended to support the goals and strategies contained in these related policies and in strategic and operational plans.

DEFINITIONS AND GOALS

Operating Reserve

The **Operating Reserve** is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. **Operating Reserves** are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of **[NAME]** for Operating Reserves to be used and replenished within a reasonably short period of time. **The Operating Reserve Fund** is defined as the designated fund set aside by action of the Board of Directors. The minimum amount to be designated as Operating Reserve will be established in an amount sufficient to maintain ongoing operations and programs measured for a set period of time, measured in months. The Operating Reserve serves a dynamic role and will be reviewed and adjusted in response to both internal and external changes.

The target minimum Operating Reserve Fund is equal to **[one/two/three/six]** months of average operating costs. The calculation of average monthly operating costs includes all recurring, predictable expenses such as salaries and benefits, occupancy, office, travel, program, and ongoing professional services. Depreciation, in-kind, and other non-cash expenses are not included in the calculation. The calculation of average monthly expenses also excludes expenses **[CUSTOMIZE: examples are pass-through programs, one-time or unusual, capital purchases]**. The amount of the Operating Reserve fund target minimum will be calculated each year after approval of the annual budget, reported to the Finance Advisory Committee/Board of Directors, and included in the regular financial reports.

Building and Capital Asset Reserve

The Building and Capital Asset Reserve is intended to provide a ready source of funds for repair or acquisition of

buildings, leaseholds, furniture, fixtures, and equipment necessary for the effective operation of the organization and programs. The target amount of the Building and Capital Asset Reserve will be determined by **[CUSTOMIZE]**.

Opportunity Reserve

The Opportunity Reserve is intended to provide funds to meet special targets of opportunity or need that further the mission of the organization which may, or may not have specific expectation of incremental or long-term increased income. The Opportunity Reserve is also intended as a source of internal funds for organizational capacity building such as staff development, research and development, or investment in infrastructure that will build long-term capacity. The target amount of the Opportunity Reserve will be determined by **[CUSTOMIZE]**.

ACCOUNTING FOR RESERVES

The Reserve Funds will be recorded in the financial records as Board Designated **[XXXX]** Reserve. The Fund will be funded and available in cash or cash equivalent funds. Reserves **[CUSTOMIZE: will be maintained in a segregated bank account or investment fund, in accordance with investment policies OR will be commingled with the general cash and investment accounts of the organization]**.

FUNDING OF RESERVES

The Operating Reserve fund will be funded with surplus unrestricted operating funds. The Board of Directors may from time to time direct that a specific source of revenue be set aside for Operating Reserves. Examples could include one-time gifts or bequests, special grants, or special appeal

The Building and Capital Assets Reserve will be funded by **[CUSTOMIZE: setting aside funds received from any capital campaigns or similar appeals (OR) setting aside the equivalent amount of cash equal to XX of depreciation in the annual budget (OR) other calculations]**. The Opportunity Reserve fund will be funded with occasional special designations made by the Board of Directors.

USE OF RESERVES

Use of the Reserves requires three steps:

1. Identification of appropriate use of reserve fund

The Administrator and staff will identify the need for access reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this Policy. This step requires analysis of the reason for the shortfall, the availability of any other sources of funds before using reserves, and evaluation of the time period that the funds will be needed and replenished.

2. Authority to use reserves

CUSTOMIZE: This section must be customized to reflect the authority and process selected by the organization. Each type of Reserve may require a different structure and process for authorization. Several possible approaches are included in the example.

Approach A: The Administrator will submit a request to use Reserves to the Finance Advisory Committee of the Board of Directors. The request will include the analysis and determination of the use of funds and plans for replenishment. The organization's goal is to replenish the funds used within twelve months to restore the Reserve Fund to the target minimum amount. If the use of Reserves will take longer than 12 months to replenish, the request will be scrutinized more carefully. The Finance Advisory Committee will approve or modify the request and authorize transfer from the fund. (OR, the Finance Advisory Committee will recommend the request to the Executive Committee or the Board of Directors).

Approach B: Authority for use of Reserves is delegated to the Administrator in consultation with the Treasurer and/or Chair of the Finance Advisory Committee. The use of Reserves will be reported to the Executive Committee/Board of Directors at their next scheduled meeting, accompanied by a description of the analysis and determination of the use of funds and plans for replenishment to restore the Reserve Fund to the target minimum amount. The Administrator must receive prior approval from the Executive Committee/Board of Directors if the Reserves will take longer than 12 months to replenish.

Approach C: Authority for use [of up to \$xx,xxx] of Reserves is delegated to the Administrator in consultation with the Treasurer and/or Chair of the Finance Advisory Committee. The use of Reserves will be reported to the Executive Committee/Board of Directors at their next scheduled meeting, accompanied by a description of the analysis and determination of the use of funds and plans for replenishment to restore the Reserve Fund to the target minimum amount. The Administrator must receive prior approval from the Executive Committee/Board of Directors for use of Reserves in excess of [\$xx,xxx].

3. Reporting and monitoring

The Administrator is responsible for assuring that the Reserve funds are maintained and used only as described in this Policy. Upon approval for the use of Reserve funds, the Administrator will maintain records of the use of funds and plan for replenishment, if required. He/she will provide regular (**define regular**) reports to the Finance Advisory Committee/Board of Directors of progress to restore the fund to the target minimum amount, if required.

RELATIONSHIP TO OTHER POLICIES

[NAME] shall maintain the following board-approved policies, which may contain provisions that affect the creation, sufficiency, and management of the Reserve Fund.

CUSTOMIZE:

- Financial Policy
- Budget Policy
- Contingency or Disaster Preparedness Plan
- Investment Policy

REVIEW OF POLICY

This Policy will be reviewed every other year, at minimum, by the Finance Advisory Committee, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Finance Advisory Committee to the Board of Director.

TVCS D CAPITAL IMPROVEMENT PLAN (CIP) POLICIES

Annually review and monitor the state of TVCS D's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding alternatives, and availability of resources.

1. TVCS D will develop a multi-year plan for capital improvements, update it annually and make all capital improvements in accordance with the plan.

2. TVCS D will maintain its physical assets at a level adequate to protect the District's capital investment and to minimize future maintenance and replacement costs. The budget will provide for adequate maintenance and orderly replacement of capital assets from current revenues where possible.

3. Capital projects will conform to the following criteria:
 1. will be part of an approved TVCS D Strategic Plan;
 2. will be part of an adopted maintenance/replacement schedule;
 3. will minimize operating costs; and
 4. will be selected according to the established Capital Improvement Plan.

4. The capital budget process works in conjunction with the regular operating budget process. CIP projects are flagged as funded or unfunded depending on whether or not the forecasted operating budget can support or fund the project. All funded CIP projects are included in the operating budget for the current budget year.