
California Special Districts Association

SAMPLE POLICY HANDBOOK

POLICY TITLE: Operating Principles of the Board (Norms)

POLICY NUMBER: 4005

4005.1 IMPLEMENTATION

- The [DISTRICT] is committed to practice these norms, whereupon we will evaluate, learn, and adjust according to what we learn.
- Upon the occasion of the occurrence of what appears to be a breach of these norms, we are committed to addressing this perception first to the individual(s) involved, before raising the issue with the Board itself. Because we value learning and improvement, we are committed to debriefing each of these at each of our Board meetings.

4005.2 COMMUNICATION NORMS

- All communication will be accurate and brief.
- Board and staff will attempt to describe our behavior before we engage in it, and actively listen when communicated with.
- Always Check Your Assumptions (C.Y.A.).
- Revisit and display these norms at each Board meeting.

4005.3 PROCESS NORMS

- The Board needs to address and resolve policy issues and set priorities. The Team is committed to doing this by practicing the building of consensus and orderly implementation.
- The Team is committed to [DISTRICT]'s mission and to work as a team.
- The Team needs to monitor and respond to changes in the market and environment.
- Staff needs to make available all information and analysis of alternatives so that the Board can make "reasoned decisions."
- The Board will jointly discuss and identify its interest(s) prior to establishing a position and negotiating with external organizations.
- All requests from the Board for information/agenda items will be funneled through the General Manager and distributed to all Board members.

4005.3 RELATIONSHIP NORMS

- Create an environment that promotes respect and appreciation between the Board, Staff, Consultants, and customers.
- Fundamental agreement that the focus of [*DISTRICT*]'s mission is its accomplishments and future vision that meets the needs of its customers.
- Establish, accept and support common purpose and vision.
- The "Team" includes the Board, Staff, Consultants and Membership.

4005.4 CAPACITY NORMS

- Continue the process of hiring qualified personnel.
- Expand education for the Board, Staff and Consultants.
- Expect creative decision-making.
- Maintain competitive advantage by adhering to a policy of updating technology and resources.
- Ensure a cooperative and open work environment.