

**HESPERIA RECREATION AND PARK DISTRICT
BOARD OF DIRECTORS SPECIAL MEETING
BOARD WORKSHOP**

January 23, 2013

FLAG SALUTE

Director Cowan led the Pledge of Allegiance

CALL TO ORDER

The Hesperia Recreation and Park District Board of Directors Regular Meeting was called to order by President Limbaugh at 4:04 p.m., at Lime Street Park Community Center, located at 16292 Lime Street, Hesperia.

ATTENDANCE

BOARD PRESENT: Gregg, Limbaugh, Cowan, Swanson
BOARD ABSENT: Chandler
STAFF PRESENT: Woods, Thomas, Cook, Miller, Webb, Glass, McAnulty, Hamm
PRESENTERS: Betsy Martyn, Brent Ives

CONSENT ITEMS

None

DISCUSSION/ACTION ITEMS

A. Approve Capital Assets and Capital Reserve Study Agreement.

DIRECTOR LIMBAUGH: We don't have any Consent Items, but we do have one item that the Board is going to take action on today. It's the final agreement for the capital assets and capital reserve study. It was in our board packet last meeting; correct? Two meetings ago?

MR. WOODS: No, it was several meetings ago.

DIRECTOR LIMBAUGH: So this is the final agreement. And I think Lindsay's asking us to authorize him to enter into this agreement to get the capital assets and capital reserve study undertaken. What's the total cost on this again?

MR. WOODS: \$11,500.

DIRECTOR LIMBAUGH: Okay. Anybody have a question about this study? I think it's pretty well went through, and it's going to be worthwhile to have done. What's the schedule on this?

MR. WOODS: It's going to be ongoing, but they're going to have it to us in March. And they're going to continue to work past that date to make minor adjustments.

DIRECTOR LIMBAUGH: So we'll have it before we adopt next year's budget.

DIRECTOR GREGG: Did they give you any idea what the updates were, what the cost for updates?

MR. WOODS: There was no cost for updates. Once we've accepted their final proposal and they come to the Board and present that, there won't be any updates until such time that the Board wants to have an update done. But they did not give us a cost for that, if that's what you're requesting.

DIRECTOR GREGG: Did they give you any guidelines to what their recommendation was for updates on that?

MR. WOODS: No. They said each individual agency – some do it annually, and some do it every few years. Some do it once every five years.

DIRECTOR LIMBAUGH: Probably let's see what we get, and we can ratchet it down how much extra we want in it then.

MR. WOODS: Kelly, once they've done the initial legwork, it'll be less expensive.

DIRECTOR LIMBAUGH: Okay. You counting on this?

DIRECTOR SWANSON: I'm glad we're doing it.

DIRECTOR LIMBAUGH: Okay.

MOTION: It was moved by Director Cowan, seconded by Director Gregg and carried unanimously to approve the Capital Assets and Capital Reserve Study Agreement as presented.

WORKSHOP ITEMS

DIRECTOR LIMBAUGH: Okay. Now comes our workshop. And you've listed the items. So you want to tell everybody what your plan is here for the goings-on today?

MR. WOODS: Well, tonight we will be starting off with the presentation from our legal counsel Betsy Martyn, and she will be followed up by Brent Ives from BHI Consulting. And he will be making a presentation on governance.

MS. MARTYN: You have a quick outline in front of you just to go over some basics. We all know about the Brown Act. At the end of this, we're going to give you our new Brown Act brochure. It's the text of the Brown Act. I know that you'll want to keep it with you always because it's so interesting, but it does come in handy for meetings.

There are really no big amendments this year except for the process for dealing with -- filing against a board for a Brown Act violation and how that's resolved. And there's a brief explanation of that in the front cover. Hopefully not something you would be doing, but it's something we would help your staff respond to if someone challenged you on something. Your meetings that are covered are your board meetings, special and regular; emergency meetings, if you ever have them; standing committee meetings -- not ad hoc committee meetings, although you're free to treat them as covered under the Brown Act if you choose to. You're not required to.

You have to meet within your jurisdiction unless you fall within an exception, such as looking at real estate, going to a mandatory court hearing. There are exceptions for when you can all

be together, like if you go to a CSDA conference. So there's three of you, if you are in the same room at a city event, but you can't discuss park district business, that kind of thing.

The idea is if three of you are together or three of you are on email or on the phone or through an intermediary, you can't form a determination about something that's on your agenda or should be on your agenda. For example, if Mr. Cowan called Mr. Limbaugh and said, I don't really like this reserve study, and Mr. Limbaugh called Mr. Gregg and said, I don't really like it either, let's all vote against it, that's a Brown Act violation. If you have to do it, don't write it down. Try not to do it.

You can on occasion, if you're gone, to have the meetings set up so that you can phone in. You have to do it from a fixed location. If you're in a hotel, I'd suggest the lobby because there's an accessibility requirement. You have to post the meeting at that location, and you have to make it available to the public. You can't do it from your car, that's not in the statute, but it's been determined you can't do it from your car and you can't do it out of the country.

So what rights do the public have? The public has the right to come to your meeting, to get the public materials that are at the meeting, to get the agenda materials 72 hours ahead of time. They have to be posted -- your agenda has to be posted on your website. The public materials -- they should get it, and they have the right to comment. You have a time limit of five minutes for comments for everything for a public hearing. So they have the right to participate in your decisions within a certain structure. They don't have the right to disrupt your meetings, be profane, repetitive, call you names instead of make constructive comments.

Closed sessions that are allowed, you usually don't have too many, but the general closed sessions are personnel, either to instruct a negotiator or hire a manager, someone like that; litigation, which you haven't had, fortunately, for a really long time; and real property, which includes lease, acquisition, or sale.

So any quick questions about the Brown Act? Things that you wake up in the night that are bothering you? You know, I just gotta talk about this?

DIRECTOR COWAN: I have a question. All right. So I know you discussed outside of the United States. Embassies outside the U.S., bases outside the U.S., is there anything to do with that?

MS. MARTYN: Outside the U.S. is not a rule in the statute. The reasoning is the public can't get there. You've got to do it from a place where you can post it and the public can get there. So if you were going to a base right outside the United States and the public could get to the location where you are, then, yes, I think you could talk about you doing it. There's something -- you have to put on the agenda posted here, then you have to take that agenda and post it at your location. So I think it's based -- it's going to be an accessibility issue. It's not a phone issue or that kind of thing.

DIRECTOR COWAN: So that would be a discussion with the military to decide whether or not we could allow public access at that time?

MS. MARTYN: Yes. If there's an area where you have public access to the base, like a waiting area or a lobby, sure, you can do it, if they'll let you post it there, they'll let the public come there. Any votes you take with Mr. Cowan on the phone, for example, you have to take a roll-call vote. But in general, with good equipment, it works pretty well.

DIRECTOR COWAN: All right. And then the other question I had, for open meeting and closed meeting agendas, everything can be emailed; correct?

MS. MARTYN: Yes. You're not required to have a hard copy. Is that your question?

DIRECTOR COWAN: That, and they're able to send out anything that is closed meeting on the agenda, or any supporting documents for closed meeting via email?

MS. MARTYN: Yes, they can.

DIRECTOR COWAN: Okay.

MS. MARTYN: With the proper language that says, this is confidential. But yes, lawyers email documents all the time. Yes, you can get them.

DIRECTOR COWAN: That's it for now. Thank you.

MS. MARTYN: Other questions?

DIRECTOR GREGG: I have a question on the time limit. As many meetings as I've been attending, the School Board Or Park District Or City Council, it seems to be this five-minute rule or three-minute rule. At some meetings it's per topic, as some meetings is max time for per person. Is there any clarity to that?

MS. MARTYN: A little. Two things. In general, boards set a time limit on public comment in advance of when they need it because it's harder to do it when you have the room full of people. However, if you have a really controversial topic and you had a room full of people, sometimes the chair, with the consent of the rest of the board, will say we have a five-minute, but I'm going to ask you to hold to it three. I went to a board of supervisors hearing last week where they said a minute. There was a lot of issues. So as long as you give people a chance to say what they need to say and you hear everyone, I think you're fine. And the other thing I would say is, there's a difference between public comment session and a public hearing. If you have a public hearing, their procedural due process rights, which the public has to say what they need to say. So you want to allow them a little bit longer. So it's both a rule that you make -- and I think you vary it depending upon the situation to make sure people are heard -- but that you run an orderly meeting. Any more questions? Mr. President, shall we move on?

DIRECTOR LIMBAUGH: Sure.

MS. MARTYN: Okay. Political Reform Act. And, as you know, is administered by the Fair Political Practices Commission. You all remember the Form 700, if you filled it out as candidates. You fill it out every year as a board member. One of the changes this year -- you can find the form on the FPPC website, which I recommend to you. The instructions are pretty good. The website's helpful. It is due by April 1st. Rachel will be sending out your forms with instructions to remind you -- March? Early March?

MS. THOMAS: Yes.

MS. MARTYN: It covers different things than conflicts of interests. Basically, it covers your investments; your employment positions; your income; any gifts you receive, particularly gifts of travel; and things like your personal residence. Read the instructions the first time you fill it out. Sometimes it isn't as bad as it seems. The regulations again are different, so the thresholds are different. What you have to disclose is different. There are new requirements.

The District website now has to contain a link to your Form 700. You are allowed to file it electronically, but whoever does your website posting will need to post a link so that if I go to your website on April 2nd, I can click on Rebekah's Form 700, and it will pop up in front of me. Okay. So that's new as of this year you haven't done that yet before. And before, sometimes you could get them on an FPPC website. Sometimes you couldn't.

Conflicts of interest. They're basically two kinds you need to worry about. One is under the Political Reform Act, again, carried out in the FPPC regulations. If you have questions about those, I recommend the website, although we're always available to answer questions. If you think you have an ongoing conflict issue, we can provide you with an opinion and, if necessary, an FPPC opinion.

For example, if someone -- you think you may have a conflict on a matter, you want to know for sure, or you don't think you have a conflict, but it's a recurring matter, you can obtain a letter from the FPPC that says whether you do or not. That letter is public, but again, if it's an ongoing matter, usually with public controversy, you may want to think about it.

There's five types of conflict you need to remember, and they're all financial: Business investments, employment positions, income, real property ownership, and personal financial interest. And the last one is important because it has a very low threshold, \$250 in a 12-month period. Gifts, there are very complicated gift regulations. Your gift disclosure limit is \$50. Your gift prohibition limit is now \$440. If you receive a gift from a third party, even outside the district boundaries, and you have questions about it, the first thing I would say is ask in the first 30 days because you have a 30-day return period if you decide not to keep it, return or donation. I don't know that you all get a lot of gifts. The gifts may come to the district instead. They're also gift regulations -- the FPPC has gone nuts with their gift regulations, none of them for any reason that has to do with park districts, but water districts and people like that.

Government Code 1090. 1090 is a conflict section that applies only when there's a contract. If you are on the board of an entity and you want to do business with the district, you may not be able to because you sit on the board of both entities. So just keep that in the back of your mind. Also applies to non-profits.

Your ethics training can be done online. And I think Rachel has a direction to -- is it CAPRI's website?

MS. THOMAS: Yes, Target Solutions.

MS. MARTYN: You can also do it on the FPPC or Attorney General website. The ethics content is set by law. When you do your ethics training and they tell you not to take bribes, it's not because they think you're going to. It's because it's a state-mandated requirement.

The recreation and park district law is the law that governs you. There's a copy of it in one of your offices. It was last updated comprehensively about seven to ten years ago. It covers very specifically what your powers are and, in some cases, how you do them, a little bit about how your elections work, quite a bit about how you do deposits of finances and things like that.

Fine -- last point, people want to know about board member liability. As a board member -- and somewhat the same way as an employee -- you're protected by the district when you're acting within the course and scope of your role as a board member. The district is required to indemnify you if you're sued. Say you have someone who's upset about a job, and they name each of you individually. The district will defend you, and you're covered, in fact, on the CAPRI insurance and they'll provide you with a defense. Unless -- unless a board member, we'll say theoretically, somewhere else has done something outside that person's duties as a board member, at which point in time you're usually covered with a reservation of rights. And at the end of the case, they sort it all out.

And the last point I think to bring up is you have board resolutions and policies. That's where Mr. Ives comes in to talk about your governance policies. And if you have any questions, I'll answer them quickly. I know it's sort of a lot to run over.

DIRECTOR LIMBAUGH: On gifts, if you get a gift for Christmas, does that count?

MS. MARTYN: It depends on who it's from. If it's from a family member, no.

DIRECTOR LIMBAUGH: Okay.

MS. MARTYN: If it's from a lobbyist, yes. If it's from a family member who's a lobbyist, yes. If it's from a third party, yes. That doesn't fall within the exception, yeah. The gift regulations are really picky. It counts, but it doesn't count. You have to -- if it's from a third party, then you have to look at it and say, is this a third party with whom I routinely exchange Christmas gifts? And they have a set of criteria you have to address.

DIRECTOR LIMBAUGH: But you don't have to report it?

MS. MARTYN: You may. If the person gave you the gift because you're the president of this board, you do. If they gave you the gift because you've given each other gifts for the last ten years and you gave them a gift, and your relationship has nothing to do with your political position, no, you don't. But there's a list of criteria you have to answer to satisfy that.

DIRECTOR LIMBAUGH: Okay.

MS. MARTYN: But if you have gift questions, there's an entire presentation on gifts, which is massively boring and picky, but happy to give you the answer to the questions. Better to ask in advance. Be sure to ask within 30 days because of the return or donation rules.

DIRECTOR GREGG: Wouldn't it be just best practice not to within the district?

MS. MARTYN: A lot of people conclude that. And there are agencies that have basically zero, no-gift ordinances.

DIRECTOR COWAN: And is it 30 days from receipt of the gift or 30 days from opening the gift?

MS. MARTYN: 30 days from receiving.

DIRECTOR COWAN: Receiving, okay.

MS. MARTYN: You can't put it in your closet, forget about it, and then try to give it back. You can pay for it, give it back, or donate it to a 501(c)(3) or public agency and not take a tax donation.

DIRECTOR GREGG: Even if you give it back, you still have to report it?

MS. MARTYN: Pardon me? No. If you give it back, you don't have to report it.

DIRECTOR GREGG: I have one more question.

MS. MARTYN: Okay.

DIRECTOR GREGG: As far as districts gifting things -- i.e., raffles and the like --

MS. MARTYN: There are special rules for raffles, yes.

DIRECTOR GREGG: Okay.

MS. MARTYN: Just like there are gift regulations for you, there's a set of gift regulations for public agencies. Not just park districts. This is in the state law, not the park district law. And they deal with gifts -- they're broken down by what the gift is. If the gift is something that people want, like tickets to the Super Bowl or tickets to see Beyoncé, there's one way in which you deal with that. The basic rule is the gift goes to the district as a whole, and then the manager or his or her delegate uses any informal system -- it could be a raffle system, it could be a drawing system -- to give out those gifts. The point is, they can't go to the board members as a disguised way to get the gift to the board member. It has to be given to the people within the district as a whole. There are less restrictive rules for less desirable gifts. For example, if you get a ticket to a nonprofit fundraiser, in general, it's considered not to have a value, two tickets. If you get a ticket to a political event, it's considered not to have a value. If the district conducts a raffle, there are rules about whether the people who win that raffle have to report what they got or not. And the general rule is, was it donated by the district or another employee, or did it come from someone outside. And in each case, when you reach this conclusion, there's an FPPC form that has to be filled out, sent to them, posted on the website. Does that answer the question? I'm happy to tell you more. Their rules are very complicated.

DIRECTOR GREGG: Yeah. I'm more looking at -- I notice like the City, they don't gift things away to the public for special events. And so public agencies are they allowed to gift stuff for private raffles? That's what I'm looking at.

MS. MARTYN: Yes. Public agencies are allowed to give -- I wouldn't call it a gift -- I would call it a donation -- to convey something as long as it's for a public purpose. If it's to an entity that you do business with, you support the community, yes. But it has to be for a public purpose, and the public purpose of that is determined basically by you and your policies.

DIRECTOR GREGG: Thanks.

DIRECTOR LIMBAUGH: Okay. Anybody else have a question of Betsy? Thank you.

MR. IVES: It's my turn.

DIRECTOR LIMBAUGH: It's your turn, Brent.

MR. IVES: Well, thank you so much. Thank you, Betsy, for a good overview. It's not easy to keep up with these things. And so best advice is, when in doubt, talk to Lindsay, talk to your attorney, get that ruling, and then they'll oftentimes send you to the FPPC for bottom line. I hope you all can see this. I don't know if you've got a lot of constraints tonight in terms of time, but there's a lot of material here. I'm going to be talking for a lot, but feel free to say, Brent, we need to talk to you about this or whatever you like to think. Let me tell you a little bit about who I am.

Again, I'm Brent Ives. I own BHI Management Consulting. I've been an organizational consultant to special districts for about 12 years. I do a lot of presenting to different associations up and down the state. Most of my -- kind of my biggest piece of association for me is the California Special Districts Association, where I teach on their leadership academy and teach their strategic planning class and a lot of classes on how to do board work well. And you know, that's an interesting subject matter in itself, but board governance and dynamics is a piece of what I do.

This year, for some reason, I've got an awful lot of requests for board dynamics workshops, how to do board work well. I think the elections have a lot to do with it. There's a lot of new board members out there. Congratulations. Great. Let's find out how to do it right. And remember, every time that I say, "we," because you might notice I'm an elected mayor as well -- every time we get together at the dais, we are called upon to serve the public. That's what we do.

And so the question that first should pop into your mind as elected official is how can I best serve the public? Not my public, not a public, but the public. And that's what differentiates you from the Candidate Swanson -- I'll just use you as an example -- to the Elected Official Swanson, where you're a different person now. You represent me as opposed to A. And we'll go over a little bit of that. That's the first thing that should pop into your mind is, how can I be an effective representative of the public.

Now, back in the day, I was a technical manager at a place called Lawrence Livermore National Laboratory. And it has nothing to do with what I'm doing today except that I learned a lot of how to manage things. That being said, a lot of people think they can manage things, but about 21 years ago, I got elected to city council in the city of Tracy, California, which is in Northern California, and up near the delta. And 85,000 people live there. And we have a great spirited conversation, as I'm sure your city council does here and I'm sure you do at times on things that are of interest to our electorate.

Last night, I was at the dais leading our meeting. We started our meeting with 225 people in the audience. It was a one-purpose meeting, and it was about a development agreement with a large subdivision that had -- that had an element of benefit for the City of \$10 million for a swim center. So it was kind of in the bailiwick of what you do and what we have to do with our land use authority. And it was a four-hour meeting all on one topic, and it was -- I get to do this all the time. And so fortunately, for these 21 years -- and six years prior to that in the Rec and Park Commission in the City of Tracy -- I've been serving for quite a while. And so I'm similarly obligated to you. In other words, you and I, we kind of have the similar obligations to the public, don't we?

And so -- when I stopped doing the Lawrence Livermore work and started doing the city council work -- which there was some overlap there because when I was a technical manager, I went back to school while I was at Lawrence Livermore and got a degree in organizational development. And that degree in organizational development made me look at things differently than I did before. And so as I was elected, I said, how can I really do this job well? That was my intention. And so I started coming up with different kinds of concepts that could be applied to this, and somebody asked me to speak, and the rest is history. It started a whole company in my encore career here. So that's who I am. Tonight we're going to discuss -- this afternoon, this evening we're going to discuss a number of things. This is -- I'm speaking quickly. That's the way I usually do it. I'm very sorry. I hope you get it all. But we're going to try to cover these kinds of things. As you can see, there's a lot of PowerPoint there, but I'll truncate to the degree that I can.

We're going to talk a little bit about ethics, but there was somewhat of an ethics discussion there with what Betsy presented. So when a man or woman assumes a public trust -- which is what you've assumed, as you've been elected by the public to assume a trust. You've been entrusted with a mission called the Hesperia Rec and Park District. You should consider yourself as public property. That's a good way to start your framework.

How do I get my head straight as a board member, whether I'm a council member, a mayor, whether I'm on a park and rec district, water district, anybody place else? We serve the public. I'm public property -- meaning, I've got to ask myself those questions, how can I best serve the public in this position? And then the interesting thing is, I ask myself that as a candidate; I ask myself that as a newly-seated board member; then we have to ask ourselves as a board team. How can we best serve the public? And that's the dynamic of how things really work. It's one thing when we're individuals. It's another thing when we're a board. And how those board dynamics works is directly proportional to how efficient this agency is and how it does its job.

And so that's an interesting thing to consider as you look into your service as a board member, not just as an individual, but as a board team member. It's a high calling. It really is. The component shuffle is -- which is first? Mission, representation, service to the public, management, or operations? See, all this came together in a certain way. This evolved in a certain way. There's an evolution component to this. And really, the evolution of a public agency kind of goes like this: the mission actually was there before any of you all were there. It was the original thing. The need, the purpose, why this agency exists. It -- you have it written -- we're going to look at it a little bit as a purpose statement in your board -- in your board policies and procedures.

But that existed first. Then the representation came because the public said we need to have somebody that takes care of parks and rec things in Hesperia. Who's going to do that? We need some representative because we can't do it all. Thousands of us can't do it all. So we need to elect some representatives, and they elected you, your predecessors. So representation occurred. And then the representation said, well, we can't do all the day-to-day stuff, so we have to have a manager. And so you hire a manager. And the manager says, well, I can't do it all myself. I have to have people that can do the operations. So he hires them. Now, see how this is rolling here? And then operations says, well, okay, what are we to do? They're to service -- they service the mission to the public. They provide the mission to the public.

So the way it happens is that, as board members, we sit right here. But the real place we come together, the place we find grounding in the foundation of our agency, is right there. This is -- if I had my way, every client of mine -- I've got a few of them actually doing it -- they stand up and pledge allegiance to the flag first, and they pledge allegiance to the mission next up on the wall. This is why we exist. Let's get our heads straight before we start making decisions. It's that important because absent serving the mission, what are you serving? And that's a great question for you to ask yourselves as an elected official. And see, when you've got a single-interest or single-purpose district like this -- it's not like a city where I've got police and fire and water and waste water, public works, and parks and rec, and I've got to juggle them all and find where that nuance to balance is to be able to support it all along at the same time.

This is a single-purpose single entity with sort of an enterprise element to it. And so with that, you can easily put that mission hat on every time you sit down to make decisions. And it should become the filter by which you make decisions and the basis you go back to as you make decisions. Here's the organizational structure, I don't know if you can see it as well as I'd like for you to do, but this is the public agency organizational model.

Our public, the owners, they own it, everything in it, everything around it, all the desks, all the carpet, all the buildings. The public owns this place. Never forget that. That's the owners up there. Then they say, okay, here's our elected or appointed representatives. The owners, now the representatives. That's you all. There you are. Now you all say, we need a manager, the executive, to do the work, to get this -- all this work done down here. And so you spend your time interacting with that manager. That's the way the structure works. It's a laser focus through the manager.

It's hard to do that job right. Lot of expectations from up here, but there's more expectations as well because there's the professionals, the staff down here, that expect as well of that position. In order to do what? The services, the programs, the products that you offer. So if this organizational structure is to work correctly, it has to work in this hourglass kind of framework. If there's any widening of that, what you'll end up with is diminishing the ability of the person that basically all of this and all of that depend on to get it done. The representation needs somebody to get the work done.

The way that work gets done is the representation is clear about their expectations so that they can hand it off to the professional management, the executive, to get that work done. And it's not an easy job to be at that focal point. You can make it easier by being clear. You can make it very tough by being ambiguous. And you individually don't make it clear. This is part of the nuance -- difficulty of trying to be an elected board. The elected board as a whole, the collective, needs to be clear. And how often is the collective clear -- and that's what's important -- with their expectations of the manager? Because that's what optimizes the working relationship of the board to manage the staff is -- say, okay, Lindsay, if you want that job -- which he obviously has it -- if you want that job, here are our expectations. Here are the results and achievements that we expect from our executive. And go out and get it done, and we'll give it -- we'll give you the resources necessary to get it done. Now, at the end of the year, we're going to evaluate your performance based on those very clearly articulated expectations, results, and achievements. So we'll go more into that.

Anyway, the structure is very important for you to understand. This is the way the public agency model should work. I'm a directly-elected mayor, so our public expects certain things out of me. One of the things they expect me to do is respect this model, because if I go around this model, if I'm up here and I go around down in here, or if I allow these folks down in here to come around to me and have special access, I'm diminishing the ability to have clear expectations of my manager. And I'm diminishing the ability for that manager to do his job. I never talk to these people without talking to our city manager first. I always call the city manager, say, hey, what do you think about me calling Kevin about that pothole. He'll say, no, I'll take care of it, or, sure, call Kevin. But I just -- in order to protect that relationship; I

always call the city manager first, even though he said, if you have a pothole issue, call Kevin. I won't do it. Because I want to be clear -- I want to be able to have expectations of the one person that works for me, which is that manager. That's the only person that really works for you as a board. You have a contract with your manager -- and so by virtue of that, you clearly work that contract.

So do we have obligations? Are we obligated to anyone in this position? Absolutely we are. We're obligated to the public. The public has -- when we take our oath of office, what does it say? And I take this obligation freely, right? If so, to whom and for what, and how might these obligations be applied to our service? This is the big question. If we've got obligations, how do we apply those obligations to the service? To what? To further the mission that the public's handed us and trusted us with. And I take this obligation freely without purpose of evasion or mental reservation, blah, blah, blah, right?

So the role of the board, it's actually quite simple. Make policy, set direction, represent the public, and manage the general manager. Seems simple, doesn't it? It shouldn't be that difficult. Now we make decisions. We have fiduciary responsibilities in terms of representing the public, setting direction, policymaking, but I can tell you too much of us spend too much of our time doing things that aren't really in that, where we've got some other agenda, we've got some other thoughts, we've got some other way of looking at things, and we want to deal with the means, not the ends. That's not what a board is supposed to do. Even as smart or as experienced or as professional we are -- for instance, when lawyers get on boards, ah, look out! MS. MARTYN: They make wonderful board members.

(Laughter.)

MR. IVES: What do lawyers always think they're good at? Lawyers always think they're good at everything.

(Laughter.)

MR. IVES: And so when they get on boards, you have to say, this isn't the time for you to be a lawyer. This is the time for you to be a board member. And that means being part of the team. That means evaluating -- being clear about the objectives and the results and the achievements that you want your executive and, hence, the district to be able to achieve. It's very difficult for some. But that's something you've gotta deal with in your own mind all with efficiency because it's clearly expected of us. All these people sitting out here are thinking that you're up here doing these things. That's what we elected you for, to do these things because we want you to be efficient.

If there's one thing the public expects from us as elected officials these days is efficiency. Use our money wisely. So their expectations are what? Representative perspective applied, meaning that each of you is a representative. You bring your own perspective to every decision that's made. That's so valuable. That's the way it's supposed to work applied in the context of a five-member board.

So, now, does anything -- can things get in the way there in terms of actually applying that? Absolutely. So that's expected of us. That's kind of why we were elected. We appreciate your perspective, Brent. Would you represent us and apply that representation to the City Council

and the City of Tracy. That's what they're telling me. Clear-minded, forward thinking, direction setting, forward thinking, direction setting. This kind of says I'm up here thinking about the direction for the agency. I'm not down here looking at the activities every day. That's not what I'm here to do. I'm there to say, what is our direction? What results do we need? What achievements would be great to have? How can we move things along? And a clear expectation to make sure everything else that's supporting that is clearly articulated to my manager.

Openness and listening. Wow, those can be different. Openness is, sure, you can all come, however, you can come -- last night we must have taken a hundred comments, and I urged my fellow council members -- I said, there's going to be a lot of people out there tonight. I said, we're going have to -- because I'm the one that's been there for a long time, and so they hadn't been through growth wars before. And so I said, there's going to be a lot of people tonight, there's going to be a lot of opinions on both sides of the issue. I said, make sure that people know you're listening to the degree that you can.

Don't be close-minded. Don't text while they're -- I had one council member that balanced her checkbook and made out greeting cards the whole meeting. And somebody called her on it, and she said, well, you obviously don't know me very well. I can multi-task. Oh! The paper picked up on it, the blogs and Twitter and all that stuff, and it was one of those things. You know, you're saying we're called upon to be open, sure. We're asked to please listen. That doesn't mean your applied perspective is necessarily changed just because somebody's got a different viewpoint, but at least I listened.

And I make a big thing out of sitting in the middle when there's a meeting like last night and saying, "Thank you very much. Who's next?" Everybody gets consistent treatment. Everybody does. It doesn't matter if they just called me a long-term loser, or if they called me the guy that's held it all together. It doesn't matter. "Thank you very much. Who's next?" That's the way I run public meetings.

Team membership. You may not like it, but you're part of a team. And I hope you like it. It's your decision-making body. Decisions don't get made absent the team, absent at least three of the team, right? That's how things work. But if you're going optimize efficiency, it's about how the team's going to work through the process and how the team's going to work together and how the team's going to respect one another and how the team's going to kind of get that collective perspective applied, you know, in a laser focus down to this problem and work it over to where we get that elegant solution to the degree possible and then vote. That's what we do. That's the process we've been put into. And we need to respect that process. And so many boards spend so much time working problems of relationships up there that they lose the perspective or it gets folded over onto the problem that's out there in front of them. So you spend more time on relationships than mission, and that's not efficient. The public's kind of losing in that deal.

Professional-level team management of the mission. That's what's expected of you, Board. Fiduciary, commonly expected responsibilities? Absolutely. There are those out there. Those

are what the public commonly expects of you in terms of watching over and making sure that you've got policies that dictate how you're going to be able to make sure that you can assure efficiency in the things that you do. And then looking over ends not means. That's not a subtle distinction at all. That's a lot of difference. Who's going to do the means the way that we get things done? These people do. What things are they going to get done? You all decide through the manager. Now, not on a day-to-day basis, but they're all aiming at some longer-term, bigger-term picture. And that's created by you. You all represent the values of this community. That's why you're elected. That's part of your responsibility. It's to represent the values of this community to the degree that you can and then vote. I mean, that's what the representative process lets you do. It says, I now have the opportunity to be one of five people, 20 percent of the vote, that's going to make a decision relative to the rec and park district. And yes, I'll listen, I'll be open, but I've got to make sure that the mission is protected and forwarded, and then create policies that reflect the values and needs of the owners.

Owners. Owners. The public. So make good policy by -- in a number of different areas -- be representative, listen, be present, be a voice. Your perspective is important to, again, polish that stone into a thing of beauty, that issue, that -- that opportunity that's in front of you as a decision point. And then commit to the team because, quite frankly, your perspective is what helps inform the team. And prepare like a team member. Know your role. Influence by logic and passion and articulation. Don't do the opposite. Have you ever had somebody come to your meeting and in so many words cuss you out and then ask you for something. All along they were going to ask you for something, but they kind of first insult you a little bit just to make sure that's just the way they -- this happened to me a hundred times, and I always advise that when people say, well, how should I approach? First of all, don't come in insulting them because you need to interact. You need to be persuasive. You need to articulate. You need to express logic. Pardon me?

DIRECTOR SWANSON: Wise counsel.

MR. IVES: It is wise counsel. But how many just don't give a damn?

Decisions are made by the collective team though, aren't they? That's what you have to remember. So manage the manager well. Absolutely clear expectations, communicate, plan together, manage their performance, be a good collective supervisor. Sometimes it's hard enough to find any good supervisor out of one person, much less five of you being a good supervisor, which is required in this particular aspect. Each of you is 20 percent of Lindsay's manager. Wow. Okay. Can I get one kind of direction here? See? Absent that, you've basically issued him a crystal ball or one of those little whack-a-mole machines where you hit this one, he works this issue today, and then another issue from another board member comes up over here, and then he hits that one down, and then Thursday comes and there's another issue from another board member -- and see, that's going to be inefficient after a while. And so collective thought -- your ability to put your collective heads together for that -- for those ends that you want to create are important.

Mission -- that kind of gets to this, the vision, direction, and planning. And I don't know how much of this you do or don't do, but I didn't see anything on your website that was clear about where you're going. But mission, vision, value, strategy -- that's a project for the board. That's

something the board can at the right level can get their hands around and say, let's tackle that. Chart the course. Don't leave the public or stakeholders or staff guessing about where the agency is going. Be clear about that. And then ethical service. Filter all we do through an ethical lens. Nothing above what is commonly available to the public is a good rule.

So here's a Venn diagram used by the California School Boards Association. And I don't know if you've been around school boards much, but I wish more of them would pay attention to this because the interesting thing I find is that these roles -- these two circles get driven together too much, and they get confused about whose role is what, or they get taken apart so much that everything gets done here. And the value of a governance team, the elected officials, get mitigated by that. And so it's harder for school boards -- and I appreciate the fact they put it together. But remember, the governance team is a value-driven team, not a skill-driven team. The values of beliefs, vision, priorities, and policies, and contracts -- ends, not means.

Staff. You have clear expectations and you pay them money to be really good to be at strategy and tactics and techniques and methods and means. But if you don't get together and talk about it, then they may be out doing means over here when you want the ends to come out over here. And that's a bad situation. That's when I get called up and say, can you just come in and have a little meeting for us on board-manager relationships, and I read that to say red flags all over the place. There's a problem in River City, and they're going want me to come in after they've had all this rancor and somehow be able to get that back together. But it has to do with this, overlapping in a very deliberate way. Looking at strategic goals and success indicators. What are those results and achievements we want to be able to say? What would you like the people to be able to say about the Hesperia Rec and Park District in five years? See? That gets you thinking about where you're going. It sets a vector. It sets a goal. It sets a place out here you'd like to be.

What's not your role? Anything unilateral. See, unilateral, we have no authority. There's a little bit of authority in the chair. You know, there's a few little things in the board policy that say, ah, we'll let you run the meetings and we'll let you decide on committees. Congratulations, Mr. Chair, you've got that. But other than that, unilaterally, we have no authority. That's important to remember. Collectively, you have a lot of authority. Three of you together that agree on something have a lot of authority. But unilaterally, you don't have any authority to guide or direct or anything. It all comes through the publicly-elected board.

So what else is not your role? Representing one faction or a single interest other than the mission or a special interest in the community or in the district business. Too much of that happens. That's not why we're elected. Now, it could be that the frisbee golfers got you elected. It could be. But that doesn't mean you serve the frisbee golfers or you're a delegate of the frisbee golfers. That means that the frisbee golfers believe that you have their appropriate perspective to make wise decisions in representing the values of your community, including frisbee golf, as it comes to your agenda. But too many -- I tell you, rec and park districts -- I've got a lot of clients that have some issues here because, oftentimes, factions can get you elected. The Little League, the soccer group, the seniors, whatever it might be. But that doesn't mean

that we show up at the dais and now can only filter things through one particular lens. That's not going to serve the public. I showed up -- I started on a parks and rec board. The way I did, I said to the city manager -- this is in 1984. I said to the city manager, why can't we have better softball fields in Tracy? Classical why-do-you-get-involved-in-the-politics? He said, funny you should ask, we're having a committee. And he said, would you like to be on the committee? And I was on the committee. And the committee said, yeah, we're going to be putting together this department called the Rec and Park Department in Tracy, and we're going to need a commission. Would you like to be on the commission? Sure enough, I was on the commission, and I was a chair of the commission. And I said, okay, I'm going to be the chair of the commission. It's going to be softball. Well, one of the first things we did was put up on the wall all the things that needed to be done. And one of them over here was softball fields. Well, I never lost my passion for softball fields, but it was about 16 years later that finally I was able to say I realize that these things are important, these policy-related things, these other kinds of project-related things. These standards were important. All these things were important. But I don't want you to ever lose the fact that there's a big softball league here in town. Finally, we got our four-plex and it's there, and I'm very happy about it. But it took me a while.

Now, had I really been obtuse about it -- looking for a reasonably good term to use -- and -- and pretty much looked up and down the dais every time the rec and park committee met, every time the planning commission met, every time the council met, and said, you people are crazy, it's all about softball -- had I done that, I'm not sure there would even be softball fields in Tracy today, or at least the way they are -- the way they're done. Because I would have lost my ability to be part of the team. Because I would have removed myself, and, in essence, I would have been marginalized. Brent would have been put over here. They say, yeah, Brent, we know what you're going to say. It's about softball. Because I didn't bother to listen to others.

Now, you can say it a number of different ways, but rec and park districts have more of this tendency to be elected by certain groups. I hope you're not -- even if you are, even if that happened to you, you've got to understand that when you show up here, you represent the needs of all.

Doesn't mean your passion goes away for whatever it is you think is important and you believe because that's the perspective you bring. But you have to integrate it with the needs of the community, the needs of the board, the way things move ahead. Spending time with means instead of ends.

I had one client who I sat -- I was doing a board dynamics workshop. So sometimes I prepare by attending some of the board meetings. They spent two hours arguing about the weight and brightness of the copy paper. Oh, it was all about fiscal austerity. We can save money if we went bulk. We should really get the 94 brightness paper because it shows better to our constituents. I couldn't believe it. But that's worrying about a means, not the end. The end was, we want to make a good impression on our community because it's important that our community understands who we are and that we are a presence that cares about them. And if

you were serving that end, then that would be okay. But you don't want to talk about the means. Leave those means to these people. You continue worrying about ends. You continually generate ends as a board, as a whole board.

Meddling with operations in a unilateral way, meaning one person meddling with operations - that's not your role as a board member. What that does is it diminishes your ability to manage the manager because you're taking over from your manager. You're making assumptions. You hear unilateral information. That can get you in trouble. Anytime you're out there in the -- I mean, in a rec and park situation -- I don't know the specific situation, but I know one client I had where a board member came in and insisted on a certain chemical mix for the pool. Well, two weeks later, they got the pool back into the right chemical mix.

Now, if there were -- if there had been a tournament or something planned for that pool and someone had rented that pool out, there could be some express liability there. From one board member that went out and decided they were going to decide what kind of chemicals to use in the pool because they knew what kind of chemicals to use in the pool. What you do is you hold your manager -- make sure that pool's ready for that big tournament. Lindsay says, I'm on it. He talks to one of these people, and they make sure. And boy, everybody's okay. Right? We need to make sure because the tournament is important.

Unilaterally, we don't have that authority. And then practicing our skills rather than learning and applying good board skills, those are skills that you have. I mean, we all have them. We've all been trained, we all have good things. That doesn't mean you can't apply those to what's going on, but you can't insist on those unilaterally.

Learn and apply good board skills. It's not your job to delve into staff-level working relationships, including manager and staff. It is your job to be clear about how you expect your manager to keep and hold a good work force, keep and hold a top-notch work force, keep and hold a work force that can basically assure that the mission is well performed and well protected five years from now as much as it is today.

Because -- it's hard to say it, but in all reality, staff to a board, not him -- staff -- forgive me, Staff to a board is a resource. These guys, you're hired to get the mission done. You get the mission done to your manager.

What we want is the mission done and our goals to be -- the ends to be met. You manage the manager. He manages them. It's not our job to delve into these other work relationships. Being clear to our manager is what our job is.

Because you -- the mission doesn't get done without these people. Every day, day in and day out, they're doing the mission. You need the mission done. You represent the owners. The owners expect the mission to be done. They do it every day. You expect for him to keep enough of them and enough -- right number and right type of them to be able to get the mission done. They're a resource.

Okay. I don't want to dehumanize you folks. It's about how board members need to think. Representing staff. We don't -- we don't represent staff. Ends not means. What not how. Policy not practice. Keep those in mind.

That doesn't mean there's not plenty to do, Board. There's plenty to do. So -- so what is it that we do? We make good policy. We make good policy about budget and finance and personnel and operational and administrative board conduct and procedures.

Good policy, a lasting documentation of excellent board work. If there's anything you want to leave with your legacy, make good policy, policy that will be good for you today, policy that will be good for board members 25 years from now.

There's nothing better than for me to pick up a policy that a council did -- boy, I have to say 25 years ago now -- that's still relevant today. I look at it and say, wow, very little has to change there. They were really forward-thinking. They really thought this through. They really spent the time. Lasting documentation of excellent board work is making good policies, is drawing those boundaries so as not to constrain, but to allow the mission to proceed. Good policies create a framework of boundaries within which this and future boards and staff will work. They're like nested bowls.

In other words, you could have just one policy and say, Lindsay, we gave you a budget, go out and get the mission done and stay within the budget. Okay. We're done. Oh. If you need to go over the budget, come back to us. Other than that, get the mission done.

No, we don't do that. We have values that we apply to it, so -- but in the area of procurement, Lindsay, we really only want to give you X amount of dollars unilaterally because we really think we've got a fiduciary responsibility to check -- so there's a little -- in procurements, we probably used standardized procurement models -- practices and standards, and so we really need to stay within that. Of course, we expect you to apply all commonly expected professional attributes of honesty and professionalism and on and on. And so we start drawing the bowls a little smaller and smaller and smaller. But that's okay.

But the point is, we don't get to the point where we say that we have -- we have constrained him to the degree that he can't get the mission done because then we're working against our own principles.

Develop ends not means. I always put this statement, "Why Things Can Fall Apart," here. Because we love to deal with the means. It's that -- I want to know how things are getting done.

Board members, you should be clear about what it's going to mean, what it's going to mean to the mission, what it's going to mean to the things you've got to get done.

If you really spend the time there, you'll have plenty of time to consider the kinds of things that are important to your community. And that's what's important. Because if you're

spending time on the hows and they're spending time on the hows, then who's -- I mean -- I'm sorry -- on the means -- if you're spending time on the means, the way the kinds of -- the way - - what people are doing, then who's -- who's really out here defining the -- the -- the ends and the whats? Who's out there doing it? That's your job. You ought to be up here flying at 10,000 feet.

Concept based on the fact that they're the professionals in their respective areas. That's why you hired them. That's why you pay them money. You stick to the high-level, good board practice, leadership work, policy and direction, carefully considering good public policy.

Connecting with the owners is another role. Make yourself available. Listen. The breadth of opinion is so valuable.

Last night -- you always think you've got it dialed in. We've been dealing with this development pool issue since 2005, and it's gone through the whole EIR process. The EIR was -- naturally was -- there's a group organized to stand against any kind of development in our town, and so they challenged the EIR, and a judge found that there was some problems in there. So last night, I thought I heard it all, but there was -- there was still a breadth of opinion there at that meeting last night where I saw people who had ideas and thoughts and solutions that were valuable.

This is -- this is really a humble position. It's interesting to have the humility add-on. While we think we're elected and now we're kind of -- you know, the rest of the community is here and we're kind of here, the reality of it is, this is a humble position. We're -- we're the ones that are tasked with the responsibility of making decisions for thousands of people. And that's a humbling place to be. We've got to listen. We can't be too quick to make our decisions. If we show up every time with the decision made, then why do we even bother having public meetings?

The idea is to be informed about the public. Use their perspective and input and opinion and the community's values to formulate your best decision and to protect and forward the mission.

See how often I come back to the mission? It's the bedrock of what we do. It's why you exist as an agency.

Establishing direction is another role. Vision, direction, planning, mission, vision, value, strategy -- it all kind of rolls in that way. This is where you collectively think through and articulate the ends.

What's critical to this district and its future? This keeps you at that 30,000, 10,000 -- whatever -- that high level, that high plane, to say, let's decide where we're going as an agency. Absent knowing where you're going, you'd never know where you're going to end up.

It's critical to fully understand why the organization exists. This is the mission piece. What good for what people at what cost. Everything the agency does should find basis and linkage to the mission. The mission should be carefully developed, understood, and supported. A commitment to the mission keeps the board focused on the right things and serves as your key motivator.

Here is -- at least as near as -- close as I can get to your mission statement. This is from your board manual. "The purpose" -- or your board policy, I guess you call it here. Lindsay, is that 157, 178? I don't know.

Anyway, "The purpose of the Hesperia Rec and Park District is to provide a well-rounded, wholesome program of leisure-time activities for all the people residing within the District."

Now, you go on and say kind of how you're going to get it done down here, but quite frankly, that's why you exist. And I don't know if you've ever kind of said, yep, that's our mission statement. Have you ever collectively said, that's it, and put it up there and said, this is why we exist?

See, if you come back to that, you have to go to "well-rounded." It's not all about softball, Brent. "A wholesome program." You kind of have to define what "wholesome" means. It may mean something different from when it was created. Probably not, but it's an interesting word.

"Of leisure-time activities for all people -- all people residing in the District." That's your purpose. That's why you exist, and that's the basis for a lot of your decisions that you make.

Now, it will be accomplished by the acquisition and development of rec and park areas and facilities, the development of recreational programs, construction and maintenance of rec and park facilities, and cooperate with other agencies and groups. This is kind of how you're going to get it done.

Now, vision is the thing -- is something different. Remember, I said mission, vision, values, strategy. Looking to the future and setting a clear path, a virtuous, safe, productive, successful, effective, efficient directional trend. All those things that we say we want, but we never quite get our heads around what -- what it really looks like.

Because absent you all collectively taking the issue of vision up, you each individually have vision. And that's good. That's a good thing. But until you kind of get it together, you don't have a vision. It motivates strategy; and thus, strategy implements vision. Don't presume that is a job for others. It's a board's role. You're expected. It's a commonly expected thing of you to create the vision and the road map for the agency. This serves your public as expected, sets the direction and tone for strategy. So setting direction is a clear -- a clear responsibility for the board.

Performance management. We talked a little bit about this. It is clearly a critical role for the whole board. Now, unless the whole board decides they're going to delegate that to somebody, which they generally don't -- but you could make it your policy to delegate that to the board president, but you generally don't. So there should be a good process for doing that.

Now, remember, if you set a vision, if you've been clear about where you want to go and what that's going to look like, then you have something to evaluate on.

Clearly articulating the expectations. Remember, that's a very important step. You can't leave that out. Absent that, you have -- you really are just evaluating kind of the activities that he's doing, and the organizational structure puts that person at the focal point because they're an executive.

That's what you hire. You hire an executive that pretty much has the responsibility of managing the operations, managing the people, managing the resources of the district in order to get the mission done.

So it's important that you evaluate that person as an executive, not as a rank-and-file employee. That's just not that role. It's different. And so executives get evaluated on achievements and results. That's what you want.

Now, which achievements and results do you want may be a different answer for each of you. I don't know until you collectively put it together.

So doing it right promotes a trustful, professional relationship. This is an automatic. This is where a lot of board-to-manager relationships fall apart, is that there can easily be a distrust for whatever reason -- for a number of reasons -- or a relationship that's less than professional, and that is going to be difficult because you are so dependent on that position in this organizational structure.

But doing it right demands that we, the Board, know what we want done. Do we know what we want done? We might know how we want him to act as he's doing. We want him to be professional. We want him to be honest, and we want him to be trustworthy and -- you know, all those great things that you'd expect out of a professional executive, right?

But if we don't know what we want done, then things can come apart. It kind of looks like this (drawing). It's unfortunate because there's a time here where we're all together on things we would like to hope -- where the manager and staff and the board are all together on something. It may be a planning activity. It might be we talked about where we're going, we know what we want, we have a vector.

And Lindsay reads it like this. The vector's right here. You, Board, however, might read it like this because, you know, it's hard to get completely clear about everything.

Now, if this continues, where is it going? If this is one year and this is zero time, and we go out here to two or three or four or five years, it's going to be -- one day we're going to wake up and this gap is going to be too great for us to be able to fix. How could you have gotten way out there?

See, if we don't take the time to get this back together every once in a while and think about our future and what we want done so that we know he and his staff are doing the things that we are expecting -- and if we're not clear about what we expect, things can fall apart really quickly.

That's when I get called in. Can you come in and do this board-manager relationship workshop? It's usually they're way out here. Way back when, we thought we knew one another pretty well. We thought we've been relatively clear. But now we say we want this, and he's over here doing this.

Now, who's at fault there? The boss or the employee? That's what I'm getting at. And so we need to establish times where we can come together and make sure we're clear.

Performance evaluation is a good time. Strategic planning is a good time. When we first hire an executive is a good time to generally talk about those things and we're in one accord.

So it demands we know what we want done, what achievements and results. Doing it right means we spend or allow the appropriate time to do it right. In other words, you guys need the time to do the performance evaluation of a CEO in the right way. Doing it right means we develop our own clear and collective expectations. And it yields efficiency.

See if you can keep it to where you never experience this, but you keep coming back to center. And then you kind of go out here, and you keep coming back to center. And you go out in time a little further, and you keep coming back to center. And you keep staying on track relative to a vector or a direction. Then you'll stand the best chance of keeping things on track relative to a road map. And that's efficient.

This out here is inefficient because it's going to end up in a place where it's -- where we're so far apart and there's wasted effort on one side or the other. Generally, the board doesn't fall on their sword. The person that falls on their sword is the manager. And it usually doesn't come out real good. So it's inefficient to move in that direction. Remember, the public expects us to be efficient. So the cost of the deficiency is this performance spiral. It's risky to let it go unchecked. Productivity's diminishing. The manager is not measuring up when efficiency is required. Distrust begins to grow. Suspicions arise. The relationship suffers. Performance can be unfairly questioned with inadequate knowledge. Issues between manager may become the sink for district energy. All the district's energy gets wrapped up in the board-manager relationship. And so are we efficient? No. Because we're talking about something other than the mission.

See, it -- we're only efficient when we're absolutely optimized for making the mission. So organizational stress then takes over, and it gets really bad really quick. Worth doing absolutely. Do it right if you're going to do it.

So primarily -- our primary aim in managing the performance is a long-term, productive, ever-improving relationship with our executive. That should be our goal.

Some secondary goals are increasing the measure of productivity in a functional way.

Staying legal. That's a reasonable secondary goal.

Retaining a good manager. Good managers are not that easy to find.

Having an efficient productive system of evaluation, achieving planned deliberate succession where necessary.

So what you need, you need your executive to carry out your clear direction. And again, it's about results and achievements.

Too often the evaluation looks too closely at how it's being done or at the activities that they're doing, and it's really about results. What you need out of the executive is results.

Don't blur the roles of policy and professional. Make the goals and objectives together for your -- together make goals and objectives together for your executive on results and achievements again.

The hows of performance only when they pertain to the application of expected professional skills and ethics and confidence or judgment, and are rarely on the technical aspects on the job except as they're applied to the achievements.

Okay. I've said enough about that. Let's go to the next thing. Now, ethics and board membership. This is an interesting little thing because there's all sorts of people whispering here, people whispering behind closed doors. Somebody's coming out of that room saying, hey, I've got the latest news. These people over here are saying, okay, we can make this happen. And these guys are over here -- I don't know what they're doing. This guy is drinking. And so I -- (Laughter.)

I just thought it has some relevance to how the worst boards act at times. There's somebody back there. There's your public right back there saying, what is going on back there.

MR. WOODS: Excuse me, Brent?

MR. IVES: Yes.

MR. WOODS: Now might be a good time for us to take a short break.

MS. MARTYN: If we could break, it wouldn't hurt me at all.

Meeting Recessed at 5:21 p.m.

Meeting Reconvened at 5:37 p.m.

MR. IVES: You've spent some time on ethics with your attorney. I'm going to burn through this really quick.

Mark Twain said it pretty well. "Always do right. This will gratify some and astonish the rest."

I think that's really it though. Do what's right. In our heart of hearts, we generally know what's ethically correct. And while laws can tell us this is what -- these are the controls, the fact is we have to make those decisions ourselves.

But there are laws -- the Political Reform Act -- and prior to that, there were laws that were governing a number of things that happened to make it to where we are the most watched-over arm of government. And so that's okay. That's what is expected of us.

We were just talking over here about this Sacramento Suburban Water District. Staff and directors misusing public resources, investigative reporting by the Sacramento Bee, use of agency credit cards for personal purposes, misreporting income, double-dipping on expense reports, those kinds of things.

Well, the response was AB 1234. And of course, there was a lot of people who had a lot of ideas of how to respond to this and some other things. The Hoover Commission started this way back when as well.

But really, ethics and board membership is about trustworthiness and your loyalty to the right things; respect and responsibility, fairness, caring, and citizenship. And I think that it is important to remember that this is really what ethics is all about. People are entrusting us, and we are trustees from -- the public is -- the public is entrusting us with a certain amount of money and a mission. Go get it done. Get it done efficiently, and get it done right. And don't make us embarrassed.

Okay. So the law minimum -- is the minimum standard of what we must do. Ethics are really what we should do, and those aren't always -- laws can't make all the boundaries necessary, and so we've got to make those decisions ourselves in many cases.

An expectation we have, however, on us, the expectation, I think, of the highest ethical standard, exercising your power in the public's interest as opposed to your self-interest or narrow special interest.

The consequences -- of course, I'm going to go all over the board. And there's many more than this. But criminal sanctions, civil sanctions, administrative fines, employment consequences -- meaning for yourself because of your own reputation -- also for your district, because while

those people sure don't know what they're doing over there, they're always in the paper and it's always bad. And so how are you going to get top talent to want to work there?

The effect on your agency and its reputation, which I have down here as well. The grand jury process for removal from office, which is always pleasant. And then the effect on your personal reputation if there happens to be a local press that would like to report such a thing.

You think? They love to report that kind of thing, whether it's substantiated or not in some cases. But the fact is, your personal reputation can suffer. That's not something you want to put yourself and your family through.

Now, board governance is your legacy. It's so much about your legacy. Take some time to think about your personal legacy. What is your personal vision for service? What would you like to be remembered for?

Is it something that supports the overall mission of the district, is an important question to ask yourself. Is it something that will serve the ownership? Is it something the district board achieved during your service?

Remember, it's the whole district that does the achievement, not you unilaterally. When we opened up – when we snipped the ribbon, when we threw the softball in the complex, it wasn't me that did that. It was us collectively that did that.

Is it a single purpose or interest? How can you best assure your legacy success, and what would you like for your legacy to be? That's a reasonable question to ask yourself.

And you know, it's not about just that, but it is to some degree. Individually, we want to make a difference. We want to be able to make a positive difference, and we want it to be relative to the mission.

So what does being elected mean to good governance, and good governance questions. Where should your commitment be? Who do you represent now? Who's counting on you? What's your primary role, and how can you optimize it? What's not your role? And of course, we've talked about a lot of these things.

How can you make an enduring impact, is the bottom line question. How can you make an enduring impact?

And remember, you can't unilaterally make much impact at all. However, if you're very persuasive with your particular project, if you're articulate in being able to make the case, if there is logic that ensues and you haven't done anything to destroy your credibility during -- prior so that people will listen to you, there's a good chance that you can make an enduring impact, even with your passion -- as long as it aligns with the community, right?

We represent the values of the community. I bring those values, my set. Rebekah's got a different set than Kelly, who's got a different set than Mike. And we all kind of talk and swirl in different circles out there.

And Andrew brings a fresh and new and younger perspective to us.

DIRECTOR LIMBAUGH: Excuse me. Is there a differentiation there?

MR. IVES: But I know Director Cowan's younger because he said, oh, boy, you started your public service right before I was born. Thank you very much for that, Andrew.

(Laughter.)

But you see, all that is the power of the process. See, it's that representative perspective applied to the things that you -- that the -- the whats, the ends that you want to achieve, the ends that you want to achieve once you say that's it. Then your perspective polishes that rock.

Who do you represent? You represent the public, those that are served by the agency, the owners. Not a special interest, not a single agenda, not a certain area, not a single interest, not only a vocal minority.

I watched a district board about six months ago -- these are well-established -- where people who had been on this board for a number of years. They were experienced, and they were captains of industry in their private lives. And they had retired to this beautiful place up on the hill. And they were running this water district, and everything was going along. And they were doing just such great work.

And then five people showed up to one of their meetings, and they all had the same agenda, these five people. And they started dominating the meeting.

These guys crumbled. This board just oh, oh, oh, because they didn't have any idea how to handle this vocal minority.

All of a sudden people show up with -- you know, if I -- if I'm running a meeting and there are -- five people show up with yellow shirts over here that all match, I know they're after something. Now, they're a vocal minority. That doesn't mean I shouldn't listen. They have ideas. They're part of who I serve. That's the important concept. They're part of who I serve.

So if I serve 85,000 people in Tracy, and five people show up, should that influence my decision? What it does is it informs my decision. If 50 people show up, is that different? If 500 people show up, is that different? At what point in time does it become different? Does it become -- it's no longer a vocal minority.

See, I still have to remind people, we have to make decisions for 85,000 people. Every time we make a decision, we have to think about 85,000 people. But that doesn't mean that I don't listen. That doesn't mean I can't be informed. But still, at the end of the day, there's five people that need to vote. Polls aren't any good because the only good poll is an election.

And you all are the result of that poll. And so you're entrusted with the responsibility of making decisions on the right basis. And so even when a vocal minority – when five people in blue shirts show up, you don't crumble. You have processes that keep you solid in where you're going – not for any ambition or self-identity because that's not what we're -- again, this is a position of humility, quite frankly; a position of service. It's the public's. The mission, the agency belongs to them.

So how do you relate? You come with your ideas and your passions and your hopes and your impressions. That's how you show up here. You find yourself making decisions publicly now.

I tell people in town I've been making decisions publicly in Tracy for 26 years. Everybody disagrees with some of the decisions with -- everybody disagrees with some of the decisions that I've made. I don't expect for anybody to agree with every decision I've made. Because if you make decisions publicly long enough, nobody else has to. It's just you – and the council, and the school board, and a few others in town. There are very few people who have to make their decisions publicly in front of everybody.

And so now you make your decisions publicly. It's different. You apply values to your decision-making. You want to do what's right.

You now need to relate to a process, which is the process by which you make decisions, and a team which – of people that make decisions with you that are entrusted with the same level of responsibility.

You are part of a process that existed before you arrived, the method, the process, the culture of how this board does its work. You do your best to get your items heard, understood, and move forward. That's what you can do. There's nothing wrong with that.

You employ a process for public decision-making, informed by staff, your experience, and the public. In other words, how do I get informed for making decisions? By staff, by my experience, and by the public. That's how I make decisions.

Decisions are then made by the team. The process dictates that representatives are equal. See, none of you are endowed with more than 20 percent of the vote. That's just the way it works. You respect the process. And then if you do respect the process, any vote is a good vote.

Ooh. Wow. Really? A 4-1 is a good vote? It's a vote. Everyone got the same information. Everyone rolled it around. We had good discussion, debate, even some argument, and we polished the rock. And we made the decision within the bounds of the public process that we've been -- that we've inherited. And because we respect that process and we respect one another as co-equals, any vote's a good vote.

Now, you may not be on the right side of the vote. You may not necessarily like the outcome. But the process -- and the board put into the process -- has made the decision. And if you respect the process, it helps you to get through it.

If you say something else, if you say, well, I didn't vote for that, then you're disrespecting the process. You're basically disrespecting the public. Because the public has spoken about the mix of the board. They said you all go up there and make decisions. Get along while you're doing it. Work it out. Be able to do the clean-slate method -- I'll explain that later -- and move on. Because we've got a lot of decisions for you to make.

If you argue or if there's animosity every time you make decisions and you bifurcate or you separate yourself from one another, or you go as far as -- oh, I've had some boards where they just insult one another in front of the public. In fact, they enjoy insulting one another, especially in front of the public. In fact, if there's certain public there, they make sure they insult one another.

How is that team going to make decisions on what's best for the mission and the public? How is it going to work? And so if there's -- if there's angst or if there's personal -- see, that's why respect is so important.

Because the public elected Mike. The public is to be respected because that's the process. The public elected Andrew. The public is to be respected; thus, I have to respect their representative. The public elected Kelly and Rebekah, and that's how it works.

So none of you have any more or less responsibility than the other. None of you have anything that allows you to disrespect the other, even though you might personally disagree on things. It's okay to personally disagree. Remember, that's what polishes the rock. A good team can functionally conflict; meaning, we conflict, we debate, we have discourse, we may even argue about perceptions, but it's all applied to the decision, not to each other. And the result is this finely polished product.

And then you take -- forgive the mixed metaphor, but if you each had an Etch A Sketch and you were writing and doodling and doing all the things necessary for Agenda Item No. 4 to polish the rock, and you laid it all out there on your Etch A Sketch, at the end of the Agenda Item No. 4 -- vote 4-1, 3-2, 5-0 -- doesn't matter -- you take the Etch A Sketch, you turn it over and shake it, and you move on to Agenda No. 5. Clean slate.

I realize there are going to be different perspectives. I realize that's going to be informed by whoever knows what. We each individually have responsibilities to our constituents that I'm going to respect my fellow board member as a representative of the public and I'm going to move on, because we've got a lot more decisions to make.

That's not as easy as it sounds. I can't tell you how many times I've been tested there. But when Irene was elected, I just shook my head. I said, I cannot believe it. And all of the stories

and all the innuendo -- but she was elected. The same process that got me elected. No different. No better. No worse.

So shall I disrespect the public by disrespecting Irene? No. Or do I try to be influential? Do I try to get along? Do I try to see the logic? Do I try to work my influence magic? Do I try to be credible enough to be able to influence Irene to see it my way?

That's the real elegance of being a board member, is to be credible enough and logical and articulate enough to be able to make your point -- not necessarily to the public, but to each other -- to be able to polish the rock.

Because decisions are made by the team. We're equal. And then you respect the process. It's important for us to get these concepts clicked back into our minds once in a while.

So each board member must realize his or her role. You represent the public. You put the mission first, and protect and forward that mission.

See, if you're doing that, if you know in your heart of hearts -- and it can only be there -- that you're doing that, then you're okay. It might be a different -- a completely different perspective on something in terms of doing that, but you throw it out there. You articulate it.

At that moment, though, you've got to still be credible. You have to have not done anything to completely marginalize yourself.

Had one council member, he was a firefighter for years, retired from the fire service, grew up in town. Everybody knew him. Easily elected to the council.

You're elected to council. You get sworn in. Then you make a little speech of thanks for electing me to the City of Tracy, I want to thank you so much.

He came up there for that particular speech and said, "I'm here for one reason and one reason only, and that's to fire the fire chief."

Where did that come from? Where did that come from? It came from someplace that he wasn't talking about during the campaign. It wasn't something he talked to all of us about.

Now, he was true to his word for the first year. That's all he cared about. Now, it didn't mean that we didn't listen, because the rest of the council said, Mr. Manager, fire chief is your employee. You make sure there's no credibility to these claims because that's not how we do business here. There could be some veracity to that. You know, there's an element of truth in every kind of --

So, fast-forward a couple years, and he started to actually make decisions. For that first two years, he would just look over at me and say whatever I said. So I had 40 percent of the vote for a while. (Laughter.)

But eventually, he kind of got on board with other things. And he did. And he served for one term, for four years, and the fire chief retired a few years ago.

But I think there was some tweaking there of the manager and the fire chief relationship because the manager was informed. That was kind of an interesting way to get informed, but the city manager got informed by this new perspective. Wow. Hadn't heard that before.

So anyway, protect and forward the mission.

So higher thinking. Your responsibilities -- now, it's only at 10,000 feet, but I really mean 20-, 10-, 20-, 30- -- make policy, understand and create, follow top-level foundational directional statements, meaning those mission vision values.

Every time I have this in there, it's just a separator.

So membership team work. The board member. You cannot get anything done by yourself. I know you'd like to think so. I know I'd like to think so.

But I found that out real quickly when -- actually, when -- it was when I first got elected mayor six years ago. It was a contentious election. It was really tough. I ran against somebody with the last name of Garamendi. It was really a big deal and -- wow. You know, it was all that. But I won. And I thought, okay, here I am. I'm the mayor. Now I've got some real juice, right?

Well, some little sweet lady who happened to be my geometry teacher at Tracy High School came up to the podium -- I had never seen her before -- I'd already been on the council for 16 years -- I had never seen her before. She came up to the dais.

She said, "Brent, I want to remind you that just because you're the mayor doesn't mean that you have any special privilege. That's all I wanted to say." And she walked away.

She had been retired for years. I hadn't seen her, Ms. Phelps (phonetic), since high school. She was that way in school too, whew. But she put me on notice, and she was just right.

And so I've always -- I've tried my best to be the consistent voice of facilitating the public process. And that's what kind of led to this second career is facilitating the public process in an informed, logical, professional way. That's what's important for us.

I have no unilateral authority except what authority the council gives me. The general public sees us as a leadership team, not individuals. Influence and logic, credibility, professional guidance and relationship skills are the attributes that really gets things done. We have to adopt this I-to-We mentality if we're going to get anything done.

See, absent that, it becomes rancor. It becomes, I'm going to go at the rock and I'm going to chip away a little bit from my perspective. I have no interest in whatever these other people think. I'm going to go just chip on it away, I'm going to come out of it, and I'm going to vote no.

Doesn't mean you can't -- you can vote no all you want, but if you don't participate in the polishing, then you don't get the best results. In fact, you lose some credibility to go in there and kind of bang on it for a while.

And I know this is kind of obtuse, it's kind of abstract, but I think you all know what I'm getting at. I to We. If we collectively can take on this mission together, we are better off than five I's trying to deal with it.

Policymaking; visioning; management; team effort, even if you don't like the outcome; unity of purpose, meaning the purpose of why we're here is what keeps it together. A commitment to your commitment. Make a commitment to your commitments. It's very important.

Now, the efficient board dynamic demands respect. We talked a little bit about this already, the process and one another. We need to respect the process. We need to respect one another. It's why and how you perform is the process.

Governance model to which you're elected. The fact that you are each duly elected, there's no strata among you. But discourse, input, debate, and a vote are what really makes it all votes are good votes. It's the process.

Now, respecting that process, don't take that lightly because you've all made decisions, some you like and some you don't. But if you can respect each other and the process -- meaning, I don't get upset when these people don't vote with me, and I can shake the Etch A Sketch and move on to Agenda Item No. 5 with a clean slate is really a skill. It's a developed skill of a board member.

Because remember who wins and who loses in that calculus? The winner is the fact that I can come clean to Agenda Item No. 5. I can -- again, I still have enough credibility to be able to apply to polishing the next rock that's in front of me rather than having been so obtuse to the process that I no longer have any credibility to be able to go in and polish.

It's dependent on our roles of individual board members and the whole board. Proper board dynamics depends on individual board member's motivations.

See, the thing that is not tested in an election is your true motivations. The only people who knows your true motivations are you. You're the only one who really knows why you're here.

I suggest that you consider the reason why I'm here to be that I am going to understand, protect, and move the mission forward. That should be your motivation. Because it best serves the owners. That's what the owners expect of you. But they're expressed -- board dynamics and the way it really works up here is expressed in relationships, and those are

expressed in communications between each other, how it works, how you communicate with each other. Is it a respectful communication? Is it a professional-level communication, or is it something else?

Would Mrs. Jones' fourth grade class -- she comes in with her fourth grade class at your next meeting and she sits out there and says, "Class, I'd like for you to understand this is how democracy works. Watch these people."

Would you be proud or not of your performance of the way you polished the rock? Or maybe just beat the rock up? Or each other up? And then the rock really never gets talked about.

See, that's what I'm -- and there's a lot of room in between, obviously. But the best boards can really work with each other even though they disagree on a number of things. Between the board and staff, how you treat staff is another reflection of how you want this district to be known. It's kind of the food for the press or anyone else to take -- it's fodder for that.

If you all are collectively -- if you're all here trying to make decisions, if you're taking shots at staff, and staff are taking shots at you -- and I've seen it both ways -- this is better than that. This is a public process. We've got to rise to the occasion of that.

Between the board and the public. If the public's coming in and you have -- I don't know if you have any gadflies that come in. I have so many clients where somebody has been coming for years. And they set their video camera up over here, and they -- they make it their encore career of watching this board. Gonna watch this board, and basically saying we question everything you do. And usually it's because some board let them down in the past. Some board decided, we're going to be -- we're going to create rancor rather than progress.

So the exercise of proper board dynamics will optimize what the district does and will do. And it keeps our focus and our corporate energy on the proper things.

Remember, the best solution is to optimize everything we do in forwarding the mission. That's always the right solution.

Here is an efficiency dynamic of the way pipes work in getting fluids through a pipe. This is a laminar flow where everything's working together. You can get up to 20 percent more efficiency out of a pipe in laminar flow than you can in what is called turbulent flow. Which are you, is the implication.

Now, it may not be going quite like this. And there are more components. There are like eight components here.

But the idea is, if you all are not going to always agree, but you should all be headed in the same direction. I'm not talking about the individual -- the outcomes of individual decisions here. I'm talking about this direction that the agency is going in.

See, you may not have even established a pipe yet in terms of an overall direction, and the hows within it kind of work within that and get it going.

But turbulent flow means less output, chaos, and inefficiency. So if you all can't get it done, then it rolls down to the rock that didn't get polished. That's not as good as it could be. Maybe not even dealt with at all, which gets passed back to the manager, who says, what do I do with this rock now?

And then it comes to staff, and they say, okay, well, it's the day after. You were there. You saw what they did. What do we do with this rock?

Well, what do people say when they can't make a decision? Bring me back the rock. Bring me another rock, and we'll take another shot at it. That's not decision-making. That's just kicking the rock down the road.

So it's important that you, in terms of efficiency, remember what's expected of us as public agencies. We need to be efficient these days, to do as much of this work as possible, to agree to disagree, to agree to work within the framework of public agencies, to agree to be able to at least listen and be informed by other opinion at the board level, and to agree to the fact that once that's done and we've applied all that varied perspective to the rock, that whatever the board decides is the process, and that reflects the people and who they put there. And that's working together for efficiency.

Absent that, you're not optimized in any way because so much of the corporate energy gets sucked up in other things.

So working together is a given. Good or bad, whether you like it or not, you have to do it. It's -- nothing moves ahead in the process without at least three votes. So the clean-slate concept is the best practice.

The best boards can honestly sometimes appear as though they're absolutely in polar opposites of one another, but be able to take Agenda Item No. 4, do the vote, and say, I did my best to polish the rock and move on. That's the best practice. Orderly input, open trusting discourse, and then the vote. No strings. It's the process.

And many struggle with this issue. If you are -- I don't know if you're struggling with this, but if you are at times struggling with this, don't feel alone in it. But this is your opportunity to decide to do it differently.

So your dynamics as a team and your conduct reflects how well the mission will succeed, how optimized, how much flow you're going to get out of the pipe, and how optimized the public's work can be done here.

So the culture of a board team, mutual respect, you listen well, you value humor -- humor cuts through so much. Unbelievable how much humor will cut through as long as it's not

inappropriate. Humor -- I'm just being able to not take yourself so seriously, but to be able to say, hey, look, I'm humble enough to understand -- there's that humility word -- that I don't always have the right answer, so maybe we should find another way. Maybe I could find a way to hear another opinion.

Open to others' perspectives and opinions, no grandstanding, share information and ideas, trust one another and the district staff.

Trust is such a huge word. It's just a relationship word. It's -- so much of this organization, this structure, so much of what we do is relationships. Relationships with one another, relationships with our public, relationships with our manager, relationships he has with his staff, your relationship to staff, their relationship to you, and where those lines get drawn. So much about relationships.

Respect the organizational culture. Define the organizational culture is okay for a board to do.

Well informed. We do our homework. We're fiscally responsible. And we should talk about what that means to all of us. We should polish that rock together mindful of and open to the public's interests and concerns, represent our public, and openly bring and share different perspectives.

There are challenges to this. Respecting one another can be a struggle if we disagree. And it's how we disagree that creates that -- look, you don't have to go very far to realize that that's a relationship key right there.

As elected officials we can often disagree on things; however, we should seek the common ground. The common ground here is the mission, this team -- and the team work. Respect says that we are willing to at least listen out of respect. Could there be a point to it? Discuss, debate, discourse, then vote.

Respect the process means that the vote represents the people. And then, of course, that clean slate.

Moving down through -- now, what can the boards do -- what can boards do to make themselves stronger? Well, you're already doing something. I mean, you endured this kind of thing tonight. And I think that that's something -- that's really laudable. Because while I may be doing 15 of these this spring and a number for associations, there are 3,200 special districts in California. And you know, you are one of the few that has said, we're going to do some development, we're willing to take a look at ourselves.

Best boards are self-secured and evolved enough to be comfortable with assessing themselves. So there are board assessment tools that you can use. A lot of people use them just to say, give it to us warts and all, and we'll deal with the places where we -- and have them kind of talk about them is a key point, if you're having disagreements. They make self-assessment. Good boards make guiding policy and conduct rules for themselves and those to follow.

You've got marginal self-assessment, kind of self-guiding tools in your policy manual. I reviewed them. And you know, there are places -- I've always said when things are good in the district, when you're all at least talking to one another is the time to make policies, is the time to look at your foundation, not when there's an issue.

So many want to make a policy about this instance because there's an issue and all these happens to point at something, and it gets very awkward.

When things are good is when you look at those kind of board policies and procedures that really will best serve you and future boards as well.

They get training and/or help to improve performance -- which you have done -- and they assess their performance in an honest way. And that's important. And they work together to create a positive future free of the bias of single, special, or self-interests.

And this goes to the, how have we articulated the future of Hesperia Rec and Park District? And if we don't know what the future is, who does? If you all haven't crafted the future, who will?

See, I dumped this on a lot of districts because I think it's such a great project for you to put your heads together on the future and say where can -- put that as a rock to polish out in front of you. What is our collective vision? What would we like to be able to say about this district five years from now, ten years from now?

And it's not as difficult as it sounds. You'd be surprised -- see, if you're surprised by how much you'd agree if you went through a process like that, then you're not talking enough. And remember, we don't plan well. We don't vision well behind the dais.

We kind of have to get around the round table and kind of put ourselves in co-equal positions and just say what makes best sense for Hesperia, where are we going.

Other -- absent that, it's the Whack-a-Mole. Got that idea this month, got this idea the next month, got that -- and see, this puts you together in a team effort and says, work this out. It's kind of locking you up in a room, and don't come out until you come out with a vision. That's - - you can't do that because everything is a public meeting. But the fact is it's kind of that optic. It's very important. It's a great project for a board to do. It's a great rock to polish.

Key criteria to board performance is all these here. Each of these can be assessed about you, how you run your meetings, how you relate to the public, to the manager and staff, your board-to-board-to-each-other dynamics, the communications, policymaking, planning, all those can be assessed. And it's really a good process if you're willing to do it. Now, "Board forward steps. Start with the board self-assessment."

These are just kind of little recommendations I make to almost everyone. Start with the board self-assessment. Commit yourself to work together for the public good.

I hope you're -- I've seen you all kind of nodding your heads tonight and see some good things there. So commit yourself to that. Don't just give it lip service, but really commit yourself to this as being more important than anything else that motivated me before, if it was self-interest or if it was a special interest or single-interest or whatever it might have been. Or maybe it was I didn't know what to kind of connect my allegiance to before tonight.

So commit yourselves to work together for the public good.

Assure that you have a great executive performance management system. Really take that seriously because you can't expect optimal performance out of him until you've defined it. And individually, you're not -- you're not tasked to define it. Collectively, you're tasked to define it.

You can't expect high-level performance -- although you might get it -- you can't expect that highest level of performance that will meet all your intentions until you define it.

Work on a practical board policies and procedures manual. I'm not saying to develop a book. I'm saying there are a few things that would be helpful to you and would protect yourself and future boards in the future.

And then work together at a high level to look into the future with a long-term plan. I think that's a worthy activity for any board. I know it always takes time and it's a project, but it's the right 10,000-foot project for you.

You play a very particular and deliberate role in long-term planning. And so do they. You say, here's where we want to go. They say, okay, here's what it will take to get you there. It's no more difficult than that.

But absent all of that, what's happening? Where's it going? What are we doing? Thanks. I'm done.

I'm open to questions, Mr. Chair, if you'd like. I mean, I know I fed you with a fire hose, and I --forgive me for that, but all those concepts are --

DIRECTOR LIMBAUGH: Maybe not now, but maybe in the upcoming months, I'm sure something's going to come out of this. We got a lot of information today. For the most part, our board works well together.

MR. IVES: Excellent.

DIRECTOR LIMBAUGH: And our last board member, the last one of his things to us was, that's a successful board is how you work together. And I think we strive for that because we live in a community that has worked together for years. The Park District is actually twice as

old as the City, so we've been around for a long time, as most special districts have in the state. So we have a great staff. We have long-term executive employees.

MR. IVES: You're very fortunate in that sense.

DIRECTOR LIMBAUGH: But having said that, there's always room for improvement. And I think we haven't revisited our strategic plan or long-term in a number of years. And we just went through a policy update, which was mostly coming in with the new codes and things like that, making sure we had those integrated into our policy.

MR. IVES: Sure.

DIRECTOR LIMBAUGH: But it wouldn't hurt, as you say, to make some more things about the board responsibilities in our policy. And we could do that in time.

MR. IVES: Remember I told the story about the board that crumbled in the face of five people that showed up? They never had anybody at their meetings. For some reason, somebody gets upset out there, they talk to a few of their neighbors, they get the T-shirts, they come in here -- Sometimes what you want -- this controlling meeting conduct and having -- it really -- what it really does is inform and give the board president and the general manager some coverage when things like that happen.

What happened is these people had never talked about protocols relative to how meetings work and how much an individual from the public absent any policy could talk forever. And so five in a row talked forever, and three hours later, these guys didn't know -- they looked at their general manager. They didn't know what to do. That's just one area that you can -- you can create policy that says, here's how we handle these situations. Here's our general protocol and how we handle the public, and in an open and fair way, but one that doesn't allow the public's business to suffer.

I left you all business cards. You're welcome to email me individually. I'd be glad to answer your questions, and any other way I can help you, Mr. Chair. Thank you very much.

DIRECTOR LIMBAUGH: Anybody else have any questions?

DIRECTOR SWANSON: Just that it kind of spoke to me that we need to clarify our mission statement and divorce it from -- it seems to try to encompass too much, and we need to pull the purpose away from how it's accomplished. It needs to be separate. So that was -- that was something that we can very easily do. And it needs to be done. And we need to post it so we can remember it and the public can see it.

MR. IVES: Once you pull that apart and you have that mission statement separated, you need to all believe it. You all need to -- this is our mission, and then all of you -- you know, and work it over. If the words aren't just right, then make sure you define those words and talk about it. Again, that's not easily done at the dais. I know some districts and agencies that have spent 18 months on their mission statements. It's crazy because they'll fight about it instead of get around the round table and just discuss it in a more -- more deliberate way. I'd be glad to advise anyone on how to proceed with that.

DIRECTOR LIMBAUGH: Okay. Thank you all for coming. Do you have anything you want to say?

MR. WOODS: I just wanted to thank Brent and Betsy for coming up and sharing the information they presented. I'd also like to thank the Board for recognizing that this was something would benefit our agency. Staff, thank you for spending this evening with us and learning a little bit. Every time that I'm able to go to one of Brent's trainings down at CSDA, I always walk away feeling like he fed me with the fire hose.

MR. IVES: I'm sorry.

MR. WOODS: But there's always a lot of good information there. So I appreciate everybody's time tonight, and especially the two that came up.

DIRECTOR LIMBAUGH: Thank you, Board, for coming tonight. And I hope Bob gets better, which he will. Thanks again, Staff, for showing up tonight. Brent, thank you for all your good information.

MR. IVES: Thank you much.

SPECIAL REPORTS

General Manager

Nothing to Report.

ADJOURNMENT

The meeting was adjourned by declaration by President Limbaugh at 6:21 p.m.

Respectfully submitted,

Lindsay Woods, General Manager

Rachel Thomas, Admin. Op. Mgr.