

# Board Member Training – 2016

for  
Special Service Districts &  
Local Districts



## Outline

- Open Meetings
  - Statutory Requirements
  - Agendas
  - Minutes
- Board Governance
  - Legislative Auditor General
  - Board Member Qualifications
  - Board Responsibilities
- Ethics
- Nepotism
- Transparency
- Government Records (GRAMA)
- Personnel



## Board Governance - Local Districts

- Board Member Qualifications (17B-1-302)
  - Must be a registered voter at the location of the members residence
  - A resident within the boundaries of the district
- Exceptions - if over 50% of the residences are seasonally occupied homes...
  - Owner (or agent) of land within the district
  - Receives service from the district



## Board Governance- Special Service Districts

- **Administrative Control Board Member Qualifications** (17D-1-304)
  - Must be a registered voter within the special service district, or
  - An officer or employee of the creating entity
- **Exceptions** (17D-1-303 & 304)
  - At least 90% of real property owners are not registered voters within the SSD
  - Elected or appointed as provided in 17B-1 Part 3, Board of Trustees
    - Exception for Improvement Districts



## Board Governance

- An appointing authority not subject to certain notice requirements "if" they appoint one of its own members. (2013 SB 200) 17B-1-304(6)



## Oath of Office

### **Utah State Constitution** **Article IV, Section 10. [Oath of office.]**

All officers made elective or appointive by this Constitution or by the laws made in pursuance thereof, before entering upon the duties of their respective offices, shall take and subscribe the following oath or affirmation:



## Oath of Office

"I do solemnly swear (or affirm) that I will support, obey and defend the Constitution of the United States and the Constitution of this State, and that I will discharge the duties of my office with *fidelity*."



---

---

---

---

---

---

---

---

## Oath of Office

"Fidelity" means...

"Faithfulness to a person, cause or belief, demonstrated by continuing loyalty, and support."



---

---

---

---

---

---

---

---

## Board Member Qualifications

- Utah Code 17B-1-311 prohibits a member of a board from being employed by the district, whether as an employee or under contract



---

---

---

---

---

---

---

---

## Board Member Compensation

(Utah Code 17B-1-307)

- Annual compensation limited to \$5,000
- Plus per diem
  - Up to 12 meetings annually
  - Rate established by Division of Finance
- Plus expense reimbursement
- Plus \$100 per day for training (17B-1-312(3)(e))



## Board Member Compensation

- Clarifies that if a district pays employer-matching taxes for a board member under board-member compensation, matching taxes do not constitute compensation under the statute. (2013 SB 200) 17B-1-311(3)



## Board Member Compensation

- Reporting of compensation paid to board member:
  - 1099
    - Who controls what the worker does and how he/she does the job?
    - Tools, supplies, financial aspects
    - Type of relationship, ie. contracts, benefits, key business function?



## Board Member Compensation

- Reporting of compensation paid to board member:
  - Continued -
  - W-2
  - employee
  - subject to statutory limitations



---

---

---

---

---

---

---

---

---

---

## Board Governance

- Board Member Terms
  - A local district board member continues to serve until a successor is duly elected or appointed.  
(2013 SB 200) 17B-1-304(5)(b)



---

---

---

---

---

---

---

---

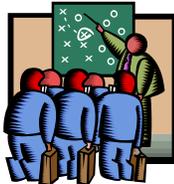
---

---

## Public Official Contact Information

(Utah Code 11-47-103)

- Requires that an elected official and community council member have:
  - Telephone number, if available, where they may be reached directly.
  - Email address, if available, where they may be reached directly.
- This information is a public record



---

---

---

---

---

---

---

---

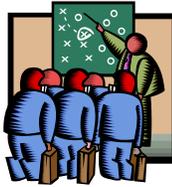
---

---

## Public Official Contact Information

(Utah Code 17B-1-303(9))

- All local and special service districts must post on the Utah Public Notice Website as of May 12, 2016:
  - Name of each member of the board of trustees, along with:
  - Telephone number
  - Email address
- Must update changes within 30 days
- Includes city and county appointees and elected officials (SB99, 2016 Legislative Session)



Utah Association of Special Districts

11

---

---

---

---

---

---

---

---

---

---

## Training Requirements

(Utah Code 52-4-104)

### ■ Open Meetings

- The presiding officer of the public body ensure that the members of the public body are provided with annual training on the requirements of the Open and Public Meetings Act



Utah Association of Special Districts

11

---

---

---

---

---

---

---

---

---

---

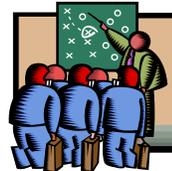
## Training Requirements

(Utah Code 52-4-104)

### ■ General Training

(Utah Code 17B-1-312)

- Within one year of appointment or election complete State Auditors Office/UASD training
- GRAMA
  - Records officers to be trained
    - Annual certification required



Utah Association of Special Districts

12

---

---

---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

# Open Meetings

*Let the people know the facts  
and the country will be safe.*

*Abraham Lincoln*

---

---

---

---

---

---

---

---

# Open Meetings Law (Utah Code 52-4-104)

## ■ Open Meetings - Training

- *The presiding officer of the public body ensure that the members of the public body are provided with annual training on the requirements of the Open and Public Meetings Act*



---

---

---

---

---

---

---

---

## Open Meetings Law (Utah Code 52-4)

### ■ Open meeting – defined

- With a quorum present, an Open Meeting Includes:

- Workshops
- Executive Sessions

- Does not include:

- Chance Meetings
- Social Meetings



---

---

---

---

---

---

---

---

## Open Meetings Law (Utah Code 52-4)

### ■ Electronic Meetings

- Statute requires that a policy for electronic meetings be adopted if electronic meetings are to be held

- Statute provides recommendations as to the areas to be considered



---

---

---

---

---

---

---

---

## Open Meetings Law (Utah Code 52-4-209)

### ■ Electronic Communications in Public Meetings

- An "Electronic Message" includes:

- Electronic mail, instant messaging, electronic chat, text messaging, or other means of electronic messaging.

- A member of a public body may transmit an electronic message to other members of the public body when the public body is not convened in an open meeting.



---

---

---

---

---

---

---

---

# Open Meetings Law (Utah Code 52-4-209)

- *Electronic Communications in Public Meetings*
  - *“Electronic Messages” versus GRAMA*



---

---

---

---

---

---

---

---

---

---

# Meeting Agendas



---

---

---

---

---

---

---

---

---

---

# Open Meeting Agenda (52-4-202(6))

Meeting Agenda must include:

- Reasonable specificity.
- Each topic shall be listed under an agenda item.
- May only discuss a topic not listed on the agenda, if it is raised by a member of the public. (52-4-202(6)(b))
- May not take final action on any topic or item that is not on the agenda.



---

---

---

---

---

---

---

---

---

---

# Meeting Notice Requirements



---

---

---

---

---

---

---

---

## *Annual Meeting* Notice Requirements

(52-4-202)

- Regular meetings that are scheduled in advance over the course of a year shall...
  - Provide public notice of annual meeting schedule at least once each year
  - Specify the date, time and place of each scheduled meeting



---

---

---

---

---

---

---

---

## *Annual Meeting* Notice Requirements

(52-4-202(3))

- Annual Meeting Notice is satisfied by:
  - Posting written notice at the principal office of the public body. (If no such office exists, post at the building where the meeting is to be held.)
  - Post on the Utah Public Notice Website.
  - Provide notice to a local newspaper of general circulation within the area, or a local media correspondent.



---

---

---

---

---

---

---

---

## Regular Meeting Notice Requirements

(52-4-202)

- **Regular meeting agendas**  
– Provide 24-hours public notice
- If not a **regular meeting**, provide 24-hours public notice



Utah Association of Special Districts

26

---

---

---

---

---

---

---

---

## Regular Meeting Notice Requirements

(52-4-202)

- **Utah Public Notice Website**
  - To be in compliance with the Open Meetings Law, all government entities must post meeting agendas on the Utah Public Notice Website



Utah Association of Special Districts

27

---

---

---

---

---

---

---

---

## Regular Meeting Notice Requirements

(52-4-202)

- **Utah Public Notice Website**  
<http://pnn.utah.gov>
  - **Contact Information**

Utah Public Meeting Notice  
Website Administrator

Division of Archives and Records  
Services

801-531-3848



Utah Association of Special Districts

28

---

---

---

---

---

---

---

---

### Notice Requirements – Public Hearing vs. Public Meeting

Requirement	Regular Meeting	Public Hearing
Media	<p><i>Must notify</i> at least one newspaper of general circulation within the district's boundaries, or a local media correspondent.</p> <p><u>Must post on the Utah Public Notice Website.</u></p> <p><u>May provide notice to the media by auto-email notification.</u></p>	<p><i>Must publish</i> notice in at least one issue of a newspaper of general circulation in which the district is located.</p>

---

---

---

---

---

---

---

---

---

---

### Notice Requirements – Public Hearing vs. Public Meeting

Requirement	Regular Meeting	Public Hearing
Posting	<p><i>Post</i> written notice at the principal office of the public body, or if no such office exists, at the building where the meeting is to be held.</p> <p><u>Must post on Utah Public Notice Website</u></p>	<p>If a newspaper of general circulation is not available, then <b>post</b> written notice in three public places within the district.</p>

---

---

---

---

---

---

---

---

---

---

### Notice Requirements – Public Hearing vs. Public Meeting

Requirement	Regular Meeting	Public Hearing
Number of Days	<p>At least 24 hours before meeting</p>	<p>At least seven days prior to the hearing.</p> <p>For a <b>tax increase</b>, notice must be published at least once each week for the two weeks preceding the adoption of the final budget. (59-2-919)</p>

---

---

---

---

---

---

---

---

---

---

## Notice Requirements – Public Hearing vs. Public Meeting

Requirement	Regular Meeting	Public Hearing
Meeting Time	Not Specified	For a <b>tax increase or fee adoption or increase</b> , the public hearing "...shall be held in the evening beginning no earlier than 6:00 pm." (59-2-919(8)(e) & 17B-1-643(1)(b))

---

---

---

---

---

---

---

---

---

---

## Emergency Meetings

(52-4-202(5))

May be held if the following criteria are met:

- Unforeseen circumstances
- Give best practicable notice of:
  - Date, time and place
  - Items to be considered
- Attempt to notify all board members
- Majority approve of the meeting
- Final action may be taken...




---

---

---

---

---

---

---

---

---

---

## Questions




---

---

---

---

---

---

---

---

---

---

## Closed Meetings (52-4-205)

## Closed Meetings (52-4-205)

- *A Closed Meeting is closed to the public and to the press.*
- *A Closed Meeting may be convened only for specific purposes as defined in statute.*

## Closed Meetings - Purposes (52-4-205)

- *The character, competence or health of an individual*
- *Deployment of security personnel, devices or systems*
- *Collective bargaining issues*



## Closed Meetings - Purposes (Continued)

- Pending or reasonably imminent litigation.
- Investigative proceedings regarding allegations of criminal misconduct.



## Closed Meetings - Purposes (Continued)

- Purchase, exchange, lease, or sale of real property, including any form of a water right or water shares, if: ...
  - ...such discussion prevents the district from completing a transaction on the best possible terms.



## Closed Meetings - Purposes (Continued)

- Information that is required to be maintained as Private or Protected by the Procurement Statute, including trade secrets.
  - at the time of the procurement process
  - ...unless otherwise required to permanently be maintained as protected.



## Closed Meetings - Minutes

- ...May not close a meeting to:

- Interview candidates applying to fill an elected position
- discuss filling a mid-term vacancy
- discuss filling a temporary absence  
(Utah Code 52-4-205(3))



---

---

---

---

---

---

---

---

## Closing a Meeting - Procedures



---

---

---

---

---

---

---

---

## Closing a Meeting - Procedures

- How to enter a Closed Meeting
  - May enter only from a properly noticed open meeting.
  - Motion to enter a closed meeting.
  - Two-thirds vote required of board members present at an open meeting.
- No board action may be taken in a closed meeting.



---

---

---

---

---

---

---

---

# Closing a Meeting - Procedures

Publicly announce and record the motion to convene a Closed Meeting

- Clearly state the reason for closing the meeting
- Record the location of closed meeting
- Record the vote of each board member



---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

# Board-Meeting Minutes

*Closed Meeting Minutes*

*Versus*

*Open Meeting Minutes*



---

---

---

---

---

---

---

---

## Closed Meetings - Minutes

- No recorded minutes are required if the meeting is closed to discuss:
  - The character, competence or health of an individual, or
  - The deployment of security personnel, devices, or systems,
- In lieu, requirements are:
  - Sworn written statement *Utah Code 52-4-206*



---

---

---

---

---

---

---

---

## Closed Meeting - Minutes

All other closed meetings require that:

- The board **must** record the closed portion of the meeting: and
- Entity **may** keep detailed written minutes. (*Utah Code 52-4-206(1)*)



---

---

---

---

---

---

---

---

## Content of Closed Meeting Minutes

- Closed meeting minutes shall include:
  - Date, time and place of the meeting
  - Names of board members present and absent
  - Names of all others present (*Utah Code 52-4-206(3)*)



---

---

---

---

---

---

---

---

## Closed Meeting Minutes continued...

- Closed meeting minutes are protected records. (Utah Code 52-4-206(5))



- Retention of closed-meeting recordings according to Archives Records Retention Schedule.

## Closed Meetings

### Criminal Penalty

- Class B misdemeanor for any member of a public body who knowingly or intentionally violates, or who knowingly or intentionally abets, or advises a violation of any of the closed meeting provisions. (UCA 52-4)

## Open Meeting Minutes



## Open Meeting Minutes (52-4-203(7))

Written minutes and an audio recording are required, except for the following where either written or audio minutes are allowed:

- During a site visit or traveling tour where no vote or action is taken.
- SSD or LD where annual budgeted expenditures for all funds are \$50,000 or less.



---

---

---

---

---

---

---

---

## Open Meeting Minutes continued...

- Open meeting recordings (audio or video) are public records.
- Open meeting written minutes are public records.



---

---

---

---

---

---

---

---

## Open Meeting Minutes continued...

- An audio or video recording of an Open Meeting must be converted to written minutes.



---

---

---

---

---

---

---

---

## Open Meeting Minutes continued...

- *Electronic recordings of an open meeting shall be available to the public for listening within 3 business days after the end of the open meeting.*



---

---

---

---

---

---

---

---

## Open Meeting Minutes continued...

### ■ *Pending Minutes*

- *Are written minutes of an open meeting*
- *... Prepared in draft form and are subject to change before approval*
- *Shall be available within a reasonable time*



---

---

---

---

---

---

---

---

## Open Meeting Minutes continued...

### ■ *Pending Minutes*

- *... made public before approval shall be clearly labeled as "unapproved", etc.*
- *Boards are to establish procedures for approval of written minutes of each public meeting.*



---

---

---

---

---

---

---

---

## Open Meeting Minutes continued...

### ■ *Approved Open Meeting Written Minutes:*

- *Are the official record of action taken.*
- *Permanent Records*
- *Must be properly labeled*



---

---

---

---

---

---

---

---

## Open Meeting Minutes continued...

### ■ *Open Meeting Recordings must be:*

- *Retained for 24 months after adoption of the written minutes.*



---

---

---

---

---

---

---

---

## Content of Open Meeting Minutes

*Open meeting minutes shall include:*

- *Date, time and place of the meeting;*
- *Names of board members present and absent;*
- *Substance of all matters proposed, discussed, and decided;*



---

---

---

---

---

---

---

---

## Content of Open Meeting Minutes

Open meeting minutes shall include:

- Votes taken by individual members;
- Names of all citizens who appeared and the substance of their testimony;
- Any other information that any member requests to be entered in the minutes.



---

---

---

---

---

---

---

---

## Questions



---

---

---

---

---

---

---

---

## Ethics

*We have committed the  
Golden Rule to memory;  
let us now commit it to life.*

*Edwin Markham*

---

---

---

---

---

---

---

---

## Ethics (Utah Code 67-16)

### ■ Cannot accept or solicit: (Utah Code 67-16-5)

- Gifts
  - Occasional non-cash gift of less than \$50 - okay
  - Award publicly presented for public service - okay
- Compensation
- Loans



---

---

---

---

---

---

---

---

## Ethics (Utah Code 67-16)

- ### ■ State Officers and Employees Ethics Act applies to:
- public officers
  - public employees, and
  - legislators

---

---

---

---

---

---

---

---

## Ethics (Utah Code 67-16-12, 14)

- Title 67 Utah Public Officers' and Employees Ethics Act
- Procurement Code - ethics provisions
  - Procurement Participants
    - Limited to \$50 value, once during procurement process - versus -
  - Procurement Professionals
    - Limited to \$10

---

---

---

---

---

---

---

---

## Ethics (Utah Code 67-16)

### Conflicts of Interest

- **Require full disclosure**  
(Utah Code 67-16-7)
- **May not have personal investment in any business entity which will create a substantial conflict between private interests and public duties.** (Utah Code 67-16-9)



---

---

---

---

---

---

---

---

---

---

## Ethics (Utah Code 67-16)

### Ethics Violations

- **Private Business**  
**-versus-**
- **Government Service**



---

---

---

---

---

---

---

---

---

---

## Ethics (Utah Code 67-16-12, 14)

- **Penalties:**
  - **Termination of employment**
  - **Removal from office**
  - **2nd degree felony, if total value of compensation, etc., exceeds \$1,000**



---

---

---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

# Nepotism

*We promote family values here  
almost as often as we promote  
family members.*

*Larry Kersten*

---

---

---

---

---

---

---

---

# Nepotism (Utah Code 52-3-1)

- Public officer may not employ, appoint, vote for, or recommend a relative for employment
- Public officer may not directly supervise a relative



---

---

---

---

---

---

---

---

# Nepotism (Utah Code 52-3-1 (1) (d))

## Relative Defined

- father, mother
- husband, wife
- son, daughter
- sister, brother
- grandfather, grandmother, grandson, granddaughter
- aunt, uncle
- nephew, niece
- first cousin
- mother-in-law, father-in-law
- brother-in-law, sister-in-law
- son-in-law, daughter-in-law



---

---

---

---

---

---

---

---

---

---

# Nepotism (Utah Code 52-3-4)

## ■ Exceptions In Towns & Rural Areas

- In a town, this chapter shall not apply to the employment of uncles, aunts, nephews, nieces, or cousins.
- (2) This chapter shall not apply to the employment of a relative if:
  - (a) fewer than 3,000 people live within 40 miles of the primary place of employment.
  - (b) the job opening has had reasonable public notice; and
  - (c) the relative is the best qualified candidate for the position.



---

---

---

---

---

---

---

---

---

---

# Nepotism (Utah Code 52-3-2 & 3)

## ■ Penalties

- Each day a relative is retained in office represents a separate offense.
- Each violation of this section is a misdemeanor offense.



---

---

---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

## Local District Fee Assessment

(17B-1-643)

- *Must provide required notice and hold a public hearing to imposing or increasing a fee for a service provided by a special service district or a local district*



---

---

---

---

---

---

---

---

## Local District Fee Assessment

(17B-1-643)

- *When increasing or imposing a fee, the district must demonstrate and justify the need for the fee or increase.*



---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

## District Transparency Requirements (Utah Code 63A-3)

### Transparency in Government

- Utah Public Finance Website
  - [transparent.utah.gov](http://transparent.utah.gov)
- Utah Transparency Advisory Board
  - Established policy governing transparency guidelines and requirements



---

---

---

---

---

---

---

---

## District Transparency Requirements (Utah Code 63A-3)

### Utah Transparency Website

- Local and Special Service District Compliance
  - Budgets at or over \$1,000,000
  - Payroll information
  - Expenditure information



---

---

---

---

---

---

---

---

# District Transparency Requirements

(Utah Code 63A-3)

## Contact Information

- Contact Dept. of Finance at:
  - [transparency@utah.gov](mailto:transparency@utah.gov)
- Brenda Lee  
Utah Division of Finance  
801-538-3102



---

---

---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

---

---

# Personnel Policy

Utah Code requires:

- Districts with full or part-time employees to have a policy.
- Small districts (annual revenues less than \$50,000) without full or part-time employees do not need a policy.



---

---

---

---

---

---

---

---

---

---

# Personnel Policy (17B-1-802)

Utah Code requires:

- Districts to annually review personnel policies to ensure conformance to state and federal law.



---

---

---

---

---

---

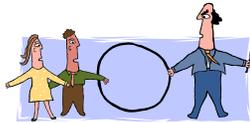
---

---

# Personnel

A personnel policy should consider:

- Comprehensive leave policy
  - Vacation
  - Sick
  - Holiday
  - Family Medical Leave
  - Approval process
- Reimbursement of expenses:
  - Mileage
  - Meals and Lodging
  - Uniforms



---

---

---

---

---

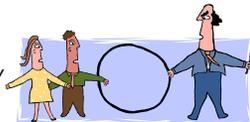
---

---

---

# Personnel

- Grievance and appeals procedures
- Work hours, and overtime pay
- Reporting of and procedures for addressing accidents
- Sexual Harassment
- Drug Policy



---

---

---

---

---

---

---

---

# Personnel Policy

*UASD has made available personnel-manual templates for districts*

- *At-will employee manual template*
- *Merit employee manual template*



---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

# GRAMA (Title 63G-2)

*The Act recognizes two constitutional rights:*

1. *The public's right to access information concerning the conduct of the public's business.*
2. *The right of privacy in relation to personal data gathered by governmental entities.*



---

---

---

---

---

---

---

---

# Four Categories of Records

- *Public*
- *Private*
- *Controlled*
- *Protected*



---

---

---

---

---

---

---

---

# Public Records

Records which are open to everyone include:

- minutes from open meetings
- compensation paid to a contractor
- names, gender and gross compensation paid to public employees.



---

---

---

---

---

---

---

---

# Private Records

- Information about individuals that may only be accessed by those individuals and others specified in UCA 63-2-202.
  - Unemployment insurance, social services and welfare benefits.
  - Medical history, diagnosis, condition, treatment, evaluation (medical records).
  - Public employees home address, home telephone number, social security number, marital status.



---

---

---

---

---

---

---

---

## Controlled Records

- Records that may only be released to certain individuals such as social workers and health care providers and may not be disclosed to the individual to whom they pertain.



- Medical, psychiatric, or psychological data
- Information detrimental to the subject's mental health or to the safety of any individual.

Utah Association of Special Districts

82

---

---

---

---

---

---

---

---

## Protected

- Non-personal data that may only be released to the person who submitted the information.



- Trade secrets
- Test questions and answers
- Records that would jeopardize the life or safety of an individual
- Records that would jeopardize the security of a correctional facility

Utah Association of Special Districts

83

---

---

---

---

---

---

---

---

## Access

- Do not allow individuals to thumb through records



- Requests should be specific

- Recommended that records requests be in writing

Utah Association of Special Districts

84

---

---

---

---

---

---

---

---

## Fees

- Adopt a uniform fee structure which could include charges for:
  - making copies or
  - an hourly research fee
- Fees should cover costs and be reasonable



## Record Retention

Record	Classification	Retention
Meeting Minutes	Public	Permanent
Meeting Agenda	Public	2 Years
Annual Financial Reports	Public	Permanent
Budgets	Public	Permanent
Bank Statements	Public	4 Years
General Ledger	Public	10 Years

### Record Retention continued ...

Record	Classification	Retention
Timesheets	Public	3 Years
A/R & A/P	Public	4 Years
Deposit Slips	Public	4 Years
Check Register	Public	7 Years
Receipt Books	Public	3 Years
Fixed Asset Lists	Public	10 Years

# Training

- **Chief Administrative Officer shall:** (UCA 63A-12-103(3))
  - *Ensure that all officers and employees of the governmental entity that receive or process records requests receive required training on the procedures and requirements of GRAMA*



---

---

---

---

---

---

---

---

# GRAMA Questions?

- *What storage services are available?*
- *What training is available?*
- *Where can I obtain useful forms?*
- *How to handle record requests?*
- *How long to keep records?*
- *How can I obtain assistance?*



[www.archives.state.ut.us](http://www.archives.state.ut.us)

---

---

---

---

---

---

---

---

# GRAMA Questions?

*Contact Information for Local and Special Service Districts:*

**Rosemary Cundiff**  
801-531-3866  
[rcundiff@utah.gov](mailto:rcundiff@utah.gov)



---

---

---

---

---

---

---

---

# Questions



---

---

---

---

---

---

---

---

# Board Governance

## ■ Legislative Auditor General Findings

- Lack of Acceptable Governance
- Inadequate Policies and Procedures
- Ineffective Standards or Performance Measures
- Insufficient Reporting Data

---

---

---

---

---

---

---

---

# Board Governance

## ■ Acceptable Governance

- The Board Should...
  - Establish Vision and Mission
  - Insure Harmony between Mission and Functions established in Statute
  - Establish Desired Outcomes
  - Establish Policies and Procedures
  - Avoid Micro-Management
  - Review Overall District Performance

---

---

---

---

---

---

---

---

## Board Governance

- *Inadequate Policies and Procedures*
  - *Establish Clear Written Policies and Procedures.*
  - *Periodically review to insure compliance with statute and harmony with mission.*
  - *Insure that Policies and Procedures are understood and implemented.*

---

---

---

---

---

---

---

---

## Board Governance

- *Ineffective Standards or Performance Measures*
  - *Establish effective standards and/or performance measures.*
  - *Periodically review to insure effectiveness of standards and/or performance measures.*

---

---

---

---

---

---

---

---

## Board Governance

- *Insufficient Reporting Data*
  - *Evaluate available data.*
  - *Expand data gathering or data-system capability if necessary.*
  - *Structure data so as to effectively communicate the entity's effectiveness in achieving standards and/or performance measures.*

---

---

---

---

---

---

---

---

# Questions



Utah Association of Special Districts

8

---

---

---

---

---

---

---

---

# Utah Association of Special Districts

*LeGrand Bitter, Executive Director*  
801-614-0405 Office  
801-725-1312 Cell  
855-313-2360 Fax

[www.uasd.org](http://www.uasd.org)  
[legrand@uasd.org](mailto:legrand@uasd.org)

Utah Association of Special Districts

96

---

---

---

---

---

---

---

---