

**Town of Davidson December 15, 2015 Board Retreat
Corrections and Additions to September 2015 Expectations**

Board Members' Expectations of One Another

Summary of Agreements

1. We keep everyone informed of what we are doing; we talk with all 5 commissioners.
2. We keep staff informed when we talk with developers or others.
3. We refer issues to staff and invite continuing dialogue.
4. We will communicate the expectation to all town boards that we expect board members to support a town decision once made, even if they voted against it. Members can share that they opposed a particular choice, but should also explain the final decision and indicate support for it.
5. We will clarify expectations of town advisory boards; we will hold a board orientation that addresses "civility, "and/or a policy that guides civil behavior.
6. Our job is to be open-minded on issues until we are fully informed. If people ask, we can be honest about our view and at the same time support decisions once made.
7. If we have questions of presenters at a public hearing, we will hold those until the end of all presentations on that topic. In the meeting, we will then refer the question to appropriate staff and/or the person who raised the issue we are asking about.
8. For emails, if we interpret them as negative, we will pick up the phone and have a conversation with the sender. Emails are good for administrative issues. In writing them, we will use non-judgmental language and explain our reasoning and intent (or use the format of explaining the **situation**, explaining our **strategy**, and providing our **recommendation**.)
9. For burning or critical issues, we will telephone rather than using email, or email or text to request a call.
10. We will avoid "getting into the weeds" on issues. Jamie will cue us if he sees us doing that by using the phrase, "staff can take it from here."
11. Board requests may go directly to management team members. Copy Jamie to keep him in the loop.
12. Board members will be responsible for checking the list of upcoming meetings and calendaring those.
13. We will take time at end of meetings to clarify decisions, action items, and follow-up assignments.
14. Use no-agenda meetings once a month to hear new ideas, hear from staff, etc.

Board Members' Expectations of the Mayor

Summary of Agreements

1. Give board members a "heads up" when you speak to the press so commissioners know before information comes out or as it comes out. Commissioners will do the same for the mayor.
2. We will consider some training on how to be interviewed. Cristina will offer training to board and staff together so board and staff have shared concepts.
3. Help unify board opinions so we come across with one voice. Share your historical knowledge without dictating to us.
4. Get all the facts on an issue. Don't try to influence a decision by soliciting outside support.
5. Raise any concerns you have with us directly. Put tough issues on the table.
6. Explain your views, reasoning, and intent. Give more historical detail.
7. If any one board member wants to discuss an issue, it comes forward for Board discussion.
8. For critical information, the bias is to get the information out quickly so there are no surprises.

Mayor's Expectations of Board Members

Summary of agreements

1. Work well with staff and let them do their jobs. Do not micro-manage.
2. Coalesce interests into what is best for the town.
3. Be proactive in staying in touch with me; invite me for a conversation.

Board and Mayor Expectation of Staff

1. Emphasize the 24-hour callback guideline.
2. Consider customer service and communication training for staff. Provide guidance in how to write short, concise responses and share timelines.
3. Staff should never lobby behind the scenes for support of a particular position. Staff does make recommendations and express their opinion to the board.
4. The mayor is spending more time in town hall; he is careful not to interfere with day-to-day staff operations. His office is often used for staff meetings, and John is willing to move to the break room or come back later when staff needs his office.
5. It makes sense to have Heather join us for future board retreats. She is an important cog in the wheel; we would appreciate her being at retreats.
6. Staff should ask board for further clarification/direction when necessary. Board will endeavor to be clear when we have majority support to move forward and give staff direction.
7. Weekly spreadsheet has become unwieldy. Have action items more at forefront. Roll off items when completed. Highlight bullet points that board needs to focus on.
8. Send board fewer long articles on interesting items. Would prefer to get executive summaries.
9. Typically when staff members reply to one board member, they should reply to all.
10. Staff will review outstanding and completed action items at the work sessions.
11. Staff should go through Jamie in communicating about matters they want/need to raise with the board.

Staff Requests of Board

1. It is difficult for us to know when the board has made a decision and we should move forward. If staff feels does not have a clear decision from board, we need to request that from board.
2. Clarify meeting structure: For now, First Tuesday, general informal meeting at 4:00 p.m. to discuss big picture items; Second Tuesday, pre-meeting (4:00 p.m.) and regular board meeting (6:00 p.m.); Third Tuesday – open; Fourth Tuesday, pre-meeting (4:00 p.m.) and work session (6:00 p.m.). Third Monday at 9:00 a.m. is Davidson Coffee Chat at The Egg.

How Will We Hold One Another Accountable for Meeting Expectations?

Summary of agreement

We commit to raising concerns or testing assumptions directly with the individual(s) about whom we have them. If relevant, we will share the key points of our discussion with the remaining board members and any other key parties. We will talk about difficult issues in the interest of preserving trust, strengthening our relationships and not letting problems escalate.

Suggestions for the Manager

1. New manager needs to be able to deal with the instantaneous nature of information – ability to process information and communicate very important.
2. Continue planning and working collaboratively.
3. We don't have enough administrative support
4. Continue working on board/staff expectations and roles, discuss periodically not what to do but how we work together.