

# PREFACE

The reasons for having a Director's Policy Manual are many. A good portion of this manual is dedicated to process and procedure. It is through process and procedure that we consistently implement fair and equitable practices, and thereby effectively perform the Public's business with efficiency.

Beyond the mechanics, however, the Director's Guide serves another important purpose. All too often, Directors are tempted to cross the line between being a Director and imposing themselves on the day-to-day management of the District. As Directors, we must always test our interaction with the District's professional staff by asking ourselves whether or not we are individually imposing our own versions of policy outside the formal Board meeting process.

Without laboring the point, Directors are chartered by the public to protect their interests in the community's vital services. Not just any service, but vital services that dependably meet health, safety and recreation needs for users, property owners and visitors, services that in many ways sustain and drive economic interests and quality-of-life, while protecting and enhancing the environment. And this protection is not just for our quality of life, and our environment, but for that of our neighbors, too. What we as Directors do and how well we do it, makes a real difference in our community, in surrounding communities, and beyond.

Critical to our jobs is awareness, knowing what is really going on, and providing the judgment, direction, and commitment necessary to insure excellence within a public service organization. It takes teamwork. It takes knowledge. And it takes involvement. As Directors, we should encourage each other to collaborate, learn, and to understand the services that are provided, and how the District provides them. How this journey is taken is perhaps the challenge, and this manual attempts to provide answers, in the context of permissible public business conduct, i.e., the Brown Act intending actions to be taken openly, deliberations be conducted openly, and to keep the public informed so that they may retain control over the instruments they have created. Critical to success is the following attributes of a good Board Member.

## A Good Board Member:

1. Is dedicated to helping others and is modest in the light of her/his responsibility,
2. Approaches board responsibilities in the best interest of the District,
3. Stands up for her/his convictions even at the cost of disapproval
4. Backs up other Board Members, and rises to their defense when they are unjustly criticized,
5. Welcomes information and the best advice, but reserves the right to arrive at decisions on the basis of personal judgment,
6. Respects the right of other Board Members to disagree with them and have a fair hearing of all points of view,
7. Criticizes in a constructive way and offers suggestions or alternatives,
8. Recognizes that time and energy are limited and that over commitment may be self-defeating,
9. Maintains loyalty to other Board members, the District, and the organization,

We Directors have taken on a fiduciary responsibility overseeing the delivery of vital community services. To meet this responsibility, the job requires an open mind, patience, and a lot of hard work, which often goes unappreciated. I hope this Director's Policy Manual makes the fulfilling of this responsibility easier and more enjoyable.

Craig Maxwell, Director..... May 21, 2003