

STUDY MEETING

The HBPW Board of Directors met
January 27, 2020
at 4:00 p.m.
625 Hastings Ave.
Holland, Michigan

Chair Hemingway called the meeting to order at 4:00 p.m.

Members Present: Hemingway, Miller, Thompson, Franz, Lilly, City Council Liaison Bocks, and Ex Officio Members Shilander and Van Beek

Members Absent: None

Staff Present: Koster, Lemson, Lehman, Davenport, Warren, Siler

20.089 **Communications from the Audience**

None

20.090 **Financial Update**

For information only

STUDY TOPICS **Draft Results Policies Review**

20.091 Staff has prepared a series of presentations over the past 14 months covering the key issues from our last strategic plan update, accomplishments since that time, a summary of common issues facing the utility overall, and critical priorities identification. A visioning exercise confirmed that the critical issues are consistent with past plans; however, new priorities emerged to shape the focus within those critical issue areas. A little over a decade ago, a policy governance model was implemented at the HBPW. Sometimes referred to as the Carver's Policy Governance® Model, the structure defines the relationship between the Board and staff through delegation and results policies.

Delegation policies define the boundaries (what is not acceptable) staff must work within. Results policies define the expected outcomes that recipients of the organization's work are expected to receive. In accordance with Delegation Policy D004 Monitoring Performance of the General Manager, the General Manager's performance is "measured by comparing HBPW's accomplishments against the Board's Results Policies and by comparing HBPW's operational conduct with the limits established by the Board's Delegation Policies".

While we have had a robust and effective set of Delegation Policies since the policy governance structure was implemented, we have never had a set of Results Policies defining the Board's expectations with regard to the expected outcomes or "Ends." In recognition of Carver's Policy Governance® Model, this work session focuses on organizational performance and conduct in relation to the Results Policies. To assist the Board with draft Results Policies for consideration, HBPW sought assistance from John Miner of Collaboration Unlimited.

Study session topic. No Board action needed.

* Red italics indicate information or discussion added during the meeting and/or action taken.

20.092 **HBPW Board Member Replacement Competencies**

At the end of this fiscal year and over the next several years, some of the long-term HBPW Board Member terms will be reaching expiration. It is important to have perspectives from a wide range of people to represent and guide the utility on our Board. During our current strategic planning process, we determined it was important to consider specific, complementary qualifications when recommending new members to our Board. This meeting is an opportunity to discuss and weigh the important variety of competencies most needed to serve as a contributing member on the Board of Directors.

For reference, a chart of our Board members and their remaining terms is attached as a part of this discussion.

Study session topic. No Board action needed.

20.093 **Board/GM Comments**

- There will be two items addressed in a closed session at our February 10 Regular meeting
- The Board's Budget Subcommittee dates will be coming out shortly
- The next Water System Advisory Council is scheduled for February 24. Both Lilly and Franz are able to attend

ADJOURNMENT

The Study Session of *January 27, 2020*, adjourned at *5:20 p.m.*

Minutes respectfully submitted by,

Janet Lemson, Secretary to the Board

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