



City of Hillsboro Advisory Groups, Member and Staff Handbook

Thank you for being willing to serve our wonderful city! We appreciate your willingness to set aside time in your busy lives to volunteer and make an impact. In Hillsboro, community members participate in local government by holding elected office, speaking at public hearings and contributing to public forums, contacting the Mayor and City Council, and participating in neighborhood organizations and community events.

Another way for Hillsboro's community members to participate in local government is through membership on City of Hillsboro boards, commissions and committees. Advisory group members interact creatively with people of all ages, interests, and backgrounds -- and provide an invaluable service to the community.

Advisory groups play a variety of roles, depending on the changing needs of the community, the City Council and the City of Hillsboro organization. Committees can function as quasi-judicial, advisory to the City Council and advisory to City department staff.

Advisory group members give elected officials and City staff greater understanding of community concerns, values and perspectives. The detailed studies and considered advice of boards and commissions are often catalysts for innovative programs and improved services. The City of Hillsboro seeks volunteers who can make a commitment to diversity, equity and inclusion within its boards, commissions and committees. The adopted Equity Statement is stated below.

City of Hillsboro Equity Statement

The City of Hillsboro is committed to equity. Equity work aims to remove barriers and eliminate social and economic disparities by centering those who have been excluded from the decision-making process. Equity is the pursuit of equal outcomes.

We acknowledge that equity, particularly racial equity, is essential to providing exceptional public services — and to creating an inclusive and safe work environment for everyone.

The City recognizes that people of color and other communities continue to be marginalized and excluded – both intentionally and unintentionally — from constructing the institutions that govern our lives and the services we depend on to protect our health, safety, and well-being. We further acknowledge that structural and cultural barriers impact access to, and representation in, City government.

The City of Hillsboro has a pivotal role in creating a sense of belonging for all people. We must be inclusive in developing and implementing policies to ensure that City services are responsive to race, ethnicity, gender, sexual orientation, ability, religion, and other individual identities.

We acknowledge that without an intentional focus on equity, we will continue to perpetuate and deepen inequality.

To realize our mission and core values, the City of Hillsboro commits to integrating equity into the fabric of our organization and the delivery of public services in pursuit of equal, fair, and just outcomes for all.

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Types of Advisory Groups

The City Council has created **three distinct types of committees**:

- Standing committees
- Steering or ad hoc committees
- Department advisory committees

The authority and charter for these committees originate from different sources: Hillsboro Municipal Code, City Council action, state statute, intergovernmental agreement, and the City Charter. The boards, commissions, and committees for the City of Hillsboro are governed by the Hillsboro Municipal Code, Chapter 2. The Hillsboro Municipal Code is available online at qcode.us/codes/Hillsboro/.

In addition, some advisory groups have adopted protocols and policies that provide guidelines specific to their mission and operations.

Standing Committees

Standing committees are established by Charter or ordinance. In general, they make recommendations to the City Council on policy issues and advise City staff on specific operational matters. Standing committees include:

- **Audit Committee** - Ensures City staff and auditors meet responsibilities in financial management.
- **Budget Committee** - Develops budget recommendations for council action and approves the City's tax rate. This committee is established by state statute (ORS 294.336).
- **Arts & Culture Council** - Provides oversight and support for community arts and culture programs
- **Landmarks Advisory Committee** - Reviews and makes recommendations to the Planning Commission on actions affecting properties on the Cultural Resource Inventory; conducts outreach; and provides assistance to owners of historic properties
- **Library Board** - Provides oversight of the Hillsboro Public Library
- **Parks & Recreation Commission** - Oversees and establishes policies for managing Hillsboro's parks and recreation facilities and activities.
- **Planning Commission** - advises the council and serves as a quasi-judicial committee. Conducts public hearings and advises the City Council on land use issues and priorities.
- **Public Engagement Committee** - Advises the Planning Commission on matters limited to land use and transportation-related public involvement practices, and implements related duties as described in Statewide Planning Goal 1.
- **Planning and Zoning Hearings Board** - Conducts quasi-judicial reviews of land use applications.
- **Transportation Committee** - One nonvoting community member assists three City Council members to oversee and administer policies on matters related to the City's transportation network and public rights-of-way.
- **Finance Committee** - Advises the Council on City financial matters, financial policies and actions; oversees City fiscal audits; and reviews investment programs.
- **Utilities Commission** - Manages the City's water system

Steering Committees or Ad Hoc Committees

Steering or ad hoc committees authorized by the City Council address emerging or priority issues. In most cases, the Council recommends and appoints members to these groups. They are special committees, usually comprised of experts, formed specifically for the purpose of studying a particular problem. Often a steering committee will cease to exist upon completion of its assignment as given by the City Council. Examples are:

- Hillsboro 2035 Community Plan Committee
- Transportation System Plan Steering Committee
- Sustainability Task Force
- Multimodal Transportation Advisory Committee

Department Advisory Committees

Department advisory committees are administrative in nature because they report to department staff and not to the City Council. In general department committees complete their task and disband in fewer than two years.

Members of department advisory committees are appointed by the department manager. These groups are formed on an as-needed basis to develop recommendations for City staff on specific program areas. They are not established by ordinance but must have the approval of the City's executive managers prior to being formed. Examples are:

- Broadband Advisory Committee

Recruitment & Selection

Recruitment for most standing committees occurs each fall, with appointments to terms beginning each January. Applicants complete an online application; the mayor then reviews applications and recommends candidates for consideration at the first Council meeting of each calendar year. Terms for the Arts & Culture Council, Budget Committee, Parks & Recreation Commission, Planning and Zoning Hearings Board, and Utilities Commission are for three years; terms for the Audit Committee, Landmarks Advisory Committee, Library Board, and Planning Commission for four years. Terms vary for the Public Engagement Committee.

Reappointment

Members on standing committees may be considered for reappointment up to a third term. Incumbents must express their interest before the recruitment deadline. Individuals who have served the maximum three terms must wait two years before they can reapply for a position on the same committee.

Residency Requirements

Applicants must live within the Hillsboro to be eligible for appointment to most standing committees. Budget Committee, Parks & Recreation Commission and Utilities Commission members must also be qualified electors.

Serving on Multiple Committees

Members of council standing committees may not serve on a second standing committee with the following exceptions:

- A member of the Utilities Commission will also serve on the Budget Committee
- The community member serving on the Finance Committee will also serve on the Budget Committee

Roles and Relationships

Mayor and City Council

Groups that are advisory to elected officials provide status reports, written findings, and recommendations in several ways. One is through the bimonthly City Council agenda packet. Committee reports must be approved by the committee before being submitted to the council. The committee's staff person is responsible for placing the recommendations in the council packet and for scheduling committee reports for action by the council.

Standing and steering or ad hoc committees can make recommendations to the City Council. The City Council then accepts, rejects or modifies those recommendations. The council relies on various committees to increase the variety of viewpoints and talents brought to bear on City issues. By concentrating on specific areas, committee members can expand the level of expertise with which to address an issue and can conduct detailed analyses that the council itself may not have the time to pursue.

It is expected that committees will adopt positions of advocacy within their specific spheres of interest. However, the council's role is to take into consideration the many varied and sometimes conflicting public needs and render its judgment of what will best serve the public good. The council must weigh the effect of any given recommendation, not only on the particular area of interest, but on all other City goals and programs.

In some cases, a committee may need direction from the City Council in order to accomplish its task. Committees receive this type of instruction during City Council work sessions. City staff can place the committee's item on the City Council agenda by working with staff in the City Manager's Office.

Committee Support Staff

City staff performs administrative and housekeeping functions and does not vote. City employees have a responsibility to ensure the committee is aware of laws and administrative processes affecting proposed policies and operational recommendations. City staff should take the initiative to inform committee members about activities, projects, and work that is taking place elsewhere in the organization and among other committees.

Committee staff must be constantly aware of the responsibility to represent overall City priorities and policies. Staff should also present a balanced report on controversial issues, so that both positive and negative aspects can be readily identified.

Staff's main responsibilities are to assist the committee in its functions and to represent the City of Hillsboro. Other responsibilities may include the following:

- provide annual training
- provide professional and technical advice
- provide clerical assistance for the preparation, duplication and distribution of committee letters and reports
- arrange for accommodations for persons with disabilities
- maintain public records created by the committee, including minutes or action summaries, reports, recommendations, and letters, as required by state law
- prepare the committee agenda in consultation with the chair and department director

- prepare appropriate reports based on the committee's deliberations and action for the council agenda
- ensure adherence to the required council report format and timetable for submittal
- maintain a current copy of the Boards and Committees Manual and bring it to the committee meetings
- secure meeting rooms for committee meetings, and
- assist in mobilizing resources needed for the research and preparation of committee reports
- provide logistical support and outreach for annual recruitment

In most cases, requests for extensive staff work or report preparation should be approved by the department director to ensure that the resource allocation is in accordance with budget priorities. If a committee desires information or a report which will require a significant amount of staff time, the committee should request City Manager or department director approval to pursue the project. The committee should provide information to staff regarding urgency of the referral. Following this procedure will prevent staff from being diverted from a priority project.

Committee Member Responsibilities

Chair

The chair performs the following duties:

- Presides at all meetings of the committee
- Appoints subcommittees and chairs of subcommittees subject to approval of committee
- Signs correspondence on behalf of the committee
- Represents the committee before the City Council with the approval of the committee
- Performs other duties necessary or customary to the office

The most important duty of a chair presiding over a meeting is to ensure that the work of the committee is accomplished. To this end, the chair must exert sufficient control to eliminate irrelevant, repetitious or otherwise unproductive discussion. At the same time, the chair must ensure that all viewpoints are heard and are considered in a fair and impartial manner.

Transfer of Chair

In the event the chair is absent or unable to act, the vice chair presides in place of the chair. In the absence of both the chair and the vice chair, the remaining members shall elect one of their members to act as temporary chair.

Individual Committee Members

Unless authorized by the committee, an individual committee member may not represent the committee before any other committee, outside agency, the media, or the general public. When an individual committee member is appearing in a private capacity before other committees, outside agencies, or the general public, the committee member must clearly indicate that they are speaking as a private individual, not as an official representative. Official City stationery may be used only for official communications authorized by the committee.

Each committee member also has the obligation to work cooperatively with other committee members. Committee members should exercise self-discipline and strive always to be objective, fair and courteous with each other as well as with staff and the public. A healthy respect for the time of other committee members, staff, and the public is of critical importance.

Subcommittees

At times, a subcommittee of the body may be needed to do additional work. Subcommittees can be formed either at the request of the whole committee or by the chair, with the confirmation of the committee.

A temporary subcommittee is made up of two or more committee members but fewer than the existing quorum of the body. Only existing committee members are eligible to become members of a subcommittee; however, the committee may seek input and advice from the community. Subcommittees of the Arts & Culture Council are exempt from this policy, as these groups are made up of Arts & Culture Council members and additional community members. Subcommittees should be reviewed annually by the committee to determine whether a continuation of the subcommittee is warranted. These committees are still subject to public records and meetings law.

Work Program

Many committees find it effective to establish a yearly work program or goals statement. A work program is a planning document that specifies how and when the objectives (outcomes) that the committee expects to accomplish during the year will be achieved. Goal statements explain the nature and scope of the work to be performed and the time needed to accomplish the goal. The nature of the duties of specific committees may determine which method is most suitable.

Reporting Completed Work

Standing and Steering or Ad Hoc Committees

It is the responsibility of standing and steering or ad hoc committees to provide complete, concise and accurate reports to the council. These documents should be prepared in such a manner that the City Council fully understands the issue and what action, if any, is to be taken. A committee report should include a clear recommendation, the reason for the recommendation, the facts on which it is based, points of disagreement within the committee or with staff, and a minority recommendation, if any.

Quality committee reports and recommendations take into account the council's necessity to view an issue from as wide an angle as possible. The council must fully understand the relevant background and implications, including costs, of each action it is asked to take. It is the committee's responsibility to provide that requisite information insofar as it is possible.

Submission of quality reports will enable the City Council to act knowledgeably and expeditiously on committee reports and will reduce the likelihood of the council referring the report back to the committee for clarification.

Department Advisory Committees

The same need for high-quality work exists for department advisory committees as it does for other boards and committees. Department advisory committees receive a specific charge when they are formed. The recommendations of these bodies should address that charge.

Department advisory committee reports are presented to City staff for consideration. These groups disband once they have delivered their recommendations to the department.

Food and Beverage

Because of budget constraints, departments generally are unable to provide full meals at regular board, committee and commission meetings. However, light snacks are available at many advisory group meetings.

Training and Travel

Through advisory group orientation, special forums and other sessions, we support member development. Additionally, departments sometimes offer external training for members, such as the Oregon Planning Institute for Planning Commissioners. The City also offers training to employees in a program called Hillsboro University each year. There is a large range of sessions and standing board and commission members are welcome to participate.

Ethics and Accountability

Conflict of Interest

Members of Hillsboro's committees provide advice to the City Council, study various civil matters and, in the case of certain committees, function in a quasi-judicial capacity. Precise relationships vary in that some of these quasi-judicial determinations may be appealed to the City Council and others may not. All members of committees should be aware of the need to avoid any instance or appearance of conflict of interest. Conflict of interest standards are generally applicable to all committees. Additional requirements may be applicable to particular boards and committees. Staff should contact the City Attorney's Office for answers to specific questions about government ethics.

Respectful Environment – No Harassment

Members of City boards, commissions, and committees are agents of the organization and are subject to City policies related to maintaining a respectful work environment:

Policy Statement: The City is committed to maintaining a working environment free of harassment for all employees as well as the general public. All City employees are expected to:

- *be cooperative and work well with co-workers*
- *treat the public and coworkers with respect*
- *maintain cooperation and civility in the workplace*
- *refrain from engaging in any actions that are or may be perceived by a reasonable person as harassing or hostile*
- *refrain from engaging in any actions that are or may be perceived by a reasonable person as retaliatory*

Every employee has a right to be free of harassment, including sexual harassment. The City will work to eliminate and prevent harassment and to alleviate any effect harassment may have on the work environment.

The City will not tolerate harassment or retaliation against employees who report harassment. In response to reports of harassment, the City will protect all parties involved from retaliation or continued harassment, and where indicated, will take prompt and adequate remedial measures, up to and including termination. This policy applies to all personnel, including managers, supervisors, co-workers, and nonemployees.

Should an issue of harassment be raised, all related matters will be kept confidential to the extent possible. Any department manager receiving notice of harassment shall notify the Human Resources Department. An investigation will be conducted and the charge will be resolved appropriately. [Personnel Policy Manual, Section 7.4]

Absences

All members shall take an active role in their committees, including regularly attending committee meetings. No distinction is to be made between excused and unexcused absenteeism, since it may be a source of misinterpretation.

Any member who misses more than three consecutive, regular meetings without having been given a leave of absence by a majority vote of the committee may be removed by the appointed authority upon recommendation of a majority of the committee. If members of the committee are unable to attend a meeting, they shall notify City staff as soon as possible. These policies on absenteeism are superseded by any bylaws of individual committees.

Resignation Procedure for Committee Members

A committee member wishing to resign shall submit a letter of resignation to the City staff person responsible their committee. The City staff person shall then notify the committee and the City Recorder's Office that a vacancy exists.

Statement of Economic Interest Required

The State of Oregon requires that public officials file an annual statement of economic interest. This law also applies to the City of Hillsboro Planning Commission and Planning & Zonings Hearings Board. The statement of economic interest asks for information about sources of household income, business interests, and other financial matters. Specific dollar amounts are not requested. The purpose of the form is to make general information about a public official's income sources and business relationships available to the public.

This form must be submitted to the State of Oregon by April 15 of each year. The City Recorder's Office provides the information to Planning Commission members, and the State of Oregon provides the forms for completion.

Use of Official Position or Office to Obtain Financial Gain

Oregon statutes clearly state that public officials may not use their position to receive financial gain. Oregon Revised Statutes (ORS) 244.040 states that:

"...a public official may not use or attempt to use official position or office to obtain financial gain or avoidance of financial detriment for the public official, a relative or member of the household of the public official, or any business with which the public official or a relative or member of the household of the public official is associated, if the financial gain or avoidance of financial detriment would not otherwise be available but for the public official's holding of the official position or office."

For more information, please refer to the Oregon Government Standards and Practices Committee guidebook.

Open Meetings, Public Records and Minutes¹

Meetings must be held within the city limits of Hillsboro and only at the place specified on the agenda. Once convened, such meetings may be adjourned to another location within the city if unusually large crowds or other circumstances warrant.

With very limited exception, all meetings of governing bodies, which include standing and ad hoc committees of the governing body, are open to the public in the state of Oregon. ORS 192.620 establishes Oregon's policy of open decision-making by governing bodies:

Oregon Public Meetings Law authorizes governing bodies to meet in executive session in certain limited situations (ORS 192.660). The City Attorney and the City Manager's Office must be consulted if a committee feels it must conduct a meeting in executive session.

The occasions when an advisory body may legally meet in closed session are very limited and the occasions when a committee could adjourn to an executive session are rare.

Public Hearings, Public Forums, and Workshops

Public hearings are relatively formal proceedings and follow legally required steps preceding action by a committee sitting as a quasi-judicial body. A public hearing must include specific elements which are recorded in the minutes, such as testimony from an applicant, appellant, or interested citizens, or an introduction into the record of pertinent facts and findings. Contact the City Manager's Office at 503-681-6117 for details.

Public forums are an opportunity for committees to receive public input in a less formal atmosphere. It is a chance for citizens to ask questions and express support or concern for proposals being considered.

Public Records

State of Oregon Administrative Rule 166-030-0016 requires each city to appoint a City Records Manager/Archivist to establish a records management program to ensure orderly retention and destruction of all public records, and to insure the preservation of public records of value. In Hillsboro, the City Recorder has been assigned this responsibility.

The state also provides minimum retention schedules for records and files generated by city governments. The City Recorder works with all City departments to develop retention and destruction schedules for all records (including texts, audio files, emails, etc.) generated. No records may be destroyed unless the minimum retention period has been determined in accordance with the state-authorized Records Retention Schedule. Contact the City Recorder's Office for additional assistance.

Notice of Meetings, Agenda and Public Record

All committee meetings are open to the public. State law requires that the City of Hillsboro provide public notice of all meetings. To comply with this requirement, the City of Hillsboro maintains a monthly calendar of upcoming meetings on the City's website. The media also receives emails when boards and commission's packets are posted. Contact the City Manager's Office for details on how to place meetings on the public calendar.

In addition, discussion and materials distributed during public meetings are public record. For additional, detailed information, please see the Attorney General's Public Records and Meetings Manual: http://www.doj.state.or.us/pdf/public_records_and_meetings_manual.pdf

Agendas and packets should be posted at least three business days prior to a meeting. Public meetings law requires that committees provide at least 24-hour notice to the news media and interested persons before conducting a meeting. If City staff is unable to provide 24-hour notice, the meeting should be rescheduled.

Committees may, in rare circumstances, hold an emergency meeting without providing 24-hour notice. This may only be done in a genuine emergency and staff must document the reasons for the meeting in the minutes.

Record of Meetings

A record must be kept of all advisory group meetings. Oregon's Public Meetings Law requires that a public body have a sound, video or digital recording or written minutes of its meetings. While written minutes need not be a verbatim transcript, the record of a meeting, whether preserved in written minutes or a sound, video or digital recording, must provide a "true reflection" of the meeting and must, at a minimum, contain the following information:

- members present;
- motions, proposals, resolutions, orders, ordinances and measures proposed and their disposition;
- results of all votes and, except for public bodies consisting of more than 25 members, unless requested by a member of that body, the vote of each member by name;
- the substance of any discussion on any matter; and
- subject to the Public Records Law, a reference to any document discussed at the meeting.

The committee's staff person is responsible for providing the meeting record. If minutes are taken, they must be presented to the committee for approval, and the committee may by motion make correction(s) to conform to fact. Corrected minutes should be included in the agenda packet at the next regular meeting. The official copies of minutes and packets are retained permanently.

Department Advisory Committee Action Summary

City staff is responsible for maintaining desired written summaries for each department advisory committee meeting. Action summaries should include the list of members present at each meeting, the topics of discussion and the outcome of all votes or decisions made by the group.

Under existing Public Records Law, any documents created by department advisory committee are public records. If action summaries are made, they should be retained in the department permanently. Significant related records, such as staff reports, correspondence and agendas, must be retained for a period of five years.

Quality committee reports and recommendations take into account the council's obligation to view an issue from as wide an angle as possible. The council must fully understand the relevant background and implications, including costs, of each action it is asked to take.

¹ Generally, department advisory committees are not public bodies for purposes of Oregon's public meetings law. However, the City has decided that many of the requirements applicable to the City's other advisory committees should apply to department advisory committees as well.

Requirement to be Accessible to Public

All public meetings must be accessible to people with disabilities. All committee meetings must be held at wheelchair-accessible locations. This includes the approach to the facility, entry, path of travel within the facility, and restrooms.

Communication Access

All committees must provide communication access in the form of accommodation to members of the public so that they may have an equal opportunity to participate in, and benefit from, committee meetings. This particularly affects citizens who are vision- or hearing-impaired and may involve requests for such accommodations as providing meeting agendas in large print or Braille, utilizing the City's assistive listening devices, or the provision of a sign language interpreter at the meeting.

It is the responsibility of the City staff person to arrange for accommodations at no cost to the requesting individual. The City of Hillsboro asks that requests be made 72 hours prior to the meeting. Staff should contact the Risk Manager with questions about accommodation procedures, resources, and costs.

Communicating with Outside Agencies, General Public, Committee Members and News Media

Outside Agencies

Unless specifically authorized by the Council, committees may not represent the policy of the City of Hillsboro. Committees function in an advisory capacity and, in the absence of specific direction from the Council, may not directly communicate with outside agencies.

General Public

The purpose of committee meetings is to permit open discussion on specific topics in a setting that is more informal than a Council meeting, to hear public expression on issues, and to inform the public of what the committee is doing. Committee members have an obligation to consider the welfare of the entire City, to be fair, objective, and courteous, and to afford due process to all who come before them.

All communications from the committee to members of the public, outside of the committee meeting, should be transmitted through the committee's City staff person. Similarly, communications received by staff that is directed to the members of the committee should be relayed to the committee with its agenda or via email.

Communicating about Committee matters

In order to inform and engage community members, committee members may seek to work with their assigned City's staff person to coordinate communications efforts with the City's Communications Division to provide the community with information to be discussed at future meetings, or recent newsworthy actions of the committee.

Hillsboro's Form of Government

Mayor/Council/Manager System

For more than 90 years, the community members of Hillsboro utilized the council/manager form of government. In this form of government, the City Council develops legislation and policies to direct the City, and hires a professional manager (the City Manager) to oversee City of Hillsboro personnel and operations and to carry out the City Council's direction.

Mayor

The Mayor serves as the City's political head and chair of the council. He or she is elected by the city at-large on a nonpartisan ballot for a four-year term of office. The Mayor is the formal representative of the City. He or she presides over City Council meetings but has no vote except in the case of a tie. The Mayor can demand for reconsideration of an ordinance, and if at least four councilors vote to adopt the ordinance, it will take effect.

City Council

The City Council, Hillsboro's legislative body, has seven members. Councilors are elected on a nonpartisan ballot for four-year terms, with one member elected from each of three wards. New wards may be created or the boundaries of wards changed by council action. One-half of the council is elected every two years. The council may fill vacancies that arise in elected offices by appointment until the next duly elected person takes office.

The council sets City goals, enacts legislation, adopts policies and plans, and determines the services the City provides. The council adopts the City budget, which specifies how much money can be spent for each City service. The Mayor and council also appoint community committees to advise the City on a wide range of issues.

Every two years, the council elects one of its members to serve as council president. The president presides over the council in the Mayor's absence and often represents the Mayor and council on special occasions. All council proceedings are open to the public, except for properly called executive sessions.

City Manager

Under the council/manager form of government, the council appoints a City Manager who manages the City's staff and departments. The City Manager is responsible for the day-to-day operations of the City of Hillsboro. The manager hires two assistant city managers and department heads to assist in providing City services and enforcing City ordinances. The City Manager also prepares an annual budget for review by the council and Budget Committee and provides reports and recommendations to the City Council.

City Ordinances

City ordinances generally become effective 30 days after they are approved by the council and signed by the Mayor. An ordinance adopted may take effect as soon as adopted, or other date less than 30 days after adoption if it contains an emergency clause.

How to Conduct a Successful Meeting

Five Steps to a Better Meeting

I. Plan

- Set the agenda in advance and state the purpose of the meeting
- The agenda should include the date, time, subject and estimated length of the meeting
- List the participants
- State the goal for each agenda item: Information, Discussion, or Decision
- Distribute background material in advance

II. Inform

- Send out the agenda with enough lead time to prepare members for the discussion

III. Prepare

- Structure the agenda so that the most important issues get covered first and there is adequate time for full discussion
- Check the agenda at the start of the meeting for additions or deletions
- Decide if a facilitator is needed and, if so, make arrangements to include planning time with the facilitator

IV. Structure and Control

- Define the issues and stay focused on them
- Clarify and enforce any ground rules
- Avoid "spinning your wheels"
- Use a facilitator if appropriate
- Assign a time keeper if a facilitator is not used

V. Summarize and Record

- Assign follow-through: Who does what and by when?
- Commitments should be stated and recorded
- A summary of significant items, including assignments, should be prepared by staff and distributed promptly.

Tips on Chairing a Meeting

- Follow the agenda and state clearly which item is being considered
- State the purpose of each agenda item and the time allotted to it
- Recognize persons to speak in the order in which they have sought recognition
- Keep participation balanced. Discourage domination by one or two committee members
- Solicit input from those who have not spoken on an issue
- Halt side discussions among one or two members while another person has the floor
- Outside the meeting, confront cases of persistent late arrival, early departure, or absenteeism
- Summarize after each agenda item: What was agreed on and who will do what by when?
- Clearly restate what is being voted upon

For additional tips on running meetings: www.robertsrules.com
