

## Division of Labor between Board and Executive Committee

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To help the Executive Committee and Board find a new *balance point* for the division of decision-making responsibility, a review of the kinds of things with which the Board has been involved may be useful. Clearly, everything on the Board's monthly meeting agenda is not an "action item." Many entries on the agenda have been informational (no action required)—setting the stage or providing background for later decisions—and others, while subject to a formal approval motion, have been very routine. It would seem that those in the latter category were what the Board had in mind in February, when it asked that the Executive Committee pick up a larger share of action items. At the same time, it is important that the full Board of Directors continue to reserve unto itself *major* policy actions. Nevertheless, I believe that certain low profile action items and informational reports can reasonably be shifted to the Executive Committee, thus leaving the Board—meeting only six times per year—more time to explore regional issues.

Looking back over the past year's Board agendas, the following segregation illustrates how tasks could have been treated under a new division of labor. Not all agenda items of the past year are reflected here. But generally, the list captures the essence of the Board's nine regular meetings, excluding the July Goal-Setting Session.

### Still should be the Board's Job

Adopt Revised Budget

Set policy on Meal Site closures

### Now should be the Executive Committee's Job

Area Plan (S&DS) public hearing/adoption

Budget Committee appointments

Provide policy guidance and interpretation to LEC re. advocacy

Exec. Dir. Perform. Review,  
Employment Agreement Changes

Info. Food Services Contract for  
Sr. Meals

Info. Quarterly Financial Reports (?)

Estab. Policy on Advocacy

Info. S&DS Budget and Services  
for Year

Adopt Work Program & Budget,  
public hearing

Appoint SSAC and DSAC  
members

Info. Population Projections

Info. "Rivers to Ridges" project  
completion

Info. PSCC final report

Info. S&DS contracts for service  
for year

Info. Collective bargaining  
settlements

Conduct Goal Setting

Appointment of Nominating  
Committee

Support Statement of "Corridor  
Coalition"

Approve Bylaw amendments for  
Sr. Meals Advis. Committee

Info. Annual MPO activities report

Set criteria for exploration of regional  
issues

Establish Budget  
Assumptions/Process

Adopt Member Dues Schedule/Rates

Appoint members of Meals Adv.  
Committee

Election of Officers

Accept Financial Statements/Audit  
Report.

Lane Economic Committee  
Appointments

Info. Region 2050 Report

Regional Investment Board  
Appointment

Confirmation of Exec. Cmte.  
appointments

Area Plan (S&DS) amendments

LCOG Bylaws amendment

Info. Contracts, contract  
amendments

In taking this *first cut* at segregating the tasks of the Committee from the Board, I have made some judgment calls. For example, some appointments (or confirmation of the Chair's appointments) could shift to the Executive Committee; but I have left in the Board's hands appointments to bodies such as the Budget Committee and (of course) the Executive Committee. In this iteration, I shifted the Area Plan adoption task to the Committee. While this annual function has been heavily processed before coming to the Board and invariably has little controversy, it still represents a significant commitment of energy and resource, and its execution impacts many lives. I have also reserved to the Board the tasks of establishing broad policy, as for example that related to advocacy positions and service changes (e.g. meal site closures). I have also placed the establishment of "budget assumptions" in the hands of the Executive Committee, but the adoption of a Dues Schedule still seems an appropriate task for the full Board.

The Committee's thoughts and direction on this paradigm shift are invited.