



GOLDEN URBAN RENEWAL AUTHORITY

GUIDELINES FOR EXPECTATIONS AND RESPONSIBILITIES OF A GURA COMMISSIONER AND OFFICERS OF THE BOARD Adopted 10/11/2004

Expectations and Responsibilities of a GURA Commissioner

Mission: A commissioner agrees to support the mission of the Golden Urban Renewal Authority and take an active role in regular reviews of the strategic plans, priorities, financial support and operational goals in light of the mission.

Meeting Attendance: A commissioner regularly attends and participates at scheduled and special board meetings and at assigned committee meetings. When out of town and when possible, the commissioner makes an effort to attend the Board meeting via teleconferencing. In the event of unanticipated absence, a commissioner informs the Executive Director and/or Chair of the pending absence.

Public Image: A commissioner accepts the responsibility for enhancing GURA's image and relationships within the community, the City government, and within statewide professional urban renewal associations. Further, a commissioner willingly represents GURA's point of view through interpretation of its projects, programs and serves as an advocate for them.

Board Governance: A commissioner accepts the responsibility to balance the two contradictory Board roles with their inherent tensions. These are: (1) being an active supporter of GURA's actions within the community and (2) governing role requiring each commissioner to question all actions critically and hold GURA accountable to meeting City or community interests. The latter role requires a sense of independence, asking difficult questions and willingness to stand outside of the GURA organization to critique its effectiveness within the community. A commissioner accepts responsibility as part of the Board to develop board techniques that creatively use the inherent tension to improve GURA's operations and better serve the community.

Commission Communications: A commissioner responds to email, telephone, and regular mail communications in a timely and forthright manner whether to other commissioners, the Executive Director, or the public.

Financial and Legal Oversight: As part of the board, a commissioner accepts responsibility as part of the Board for formulating financial and investment policies, approving the yearly budget;

ensuring sufficient financial resources for carrying out stated goals, overseeing the adherence to the budget and reviewing the yearly financial audit. In addition, a commissioner accepts the responsibility as part of the board to initiate contracts and assures compliance with all legal and contractual agreements.

Planning oversight and support: A commissioner accepts the responsibility as part of the Board to establish realistic planning policies that support the GURA mission, agree on strategic and operational plans, assist in formulating clear objectives, assign priorities, support the Executive Director in carrying out the plans, and accept responsibility for outcomes.

Board Effectiveness: A commissioner accepts responsibility as part of the Board to conduct regular assessment of the performance of the Board and the Executive Director in meeting stated goals and in maintaining an effective organization. Assessments are comprehensive, equitable, results-oriented, and based on measurable benchmarks and performance standards.

Committee Assignment: A commissioner accepts Board responsibilities and willingly serves on at least one committee.

Board Continuity: A commissioner accepts responsibility as part of the Board to attend orientation training and any ongoing training established by the Board. Current commissioners will assist in incorporating new commissioners into the Board so that they can begin contributing quickly to achieving GURA's goals.

Deliberations and Decisions: A commissioner accepts responsibility as part of the Board to ask questions during meetings, actively participate in effective deliberations and debates, engage in healthy give and take ensuring that disagreements stay on an impersonal level, apply good judgment, and support the Board's decisions. A commissioner will work to contribute to Board camaraderie through deliberations and decision-making. Through open dialogue and discussion with emphasis on what is right and what is fair, the Board seeks to achieve consensus on strategic matters, however, a commissioner recognizes that all Board decisions are based on the principle of majority vote.

Expectations and Responsibilities of the GURA Chair

The Chair is a commissioner elected by the Board to serve as the leader of the Board and is responsible for providing direction and example for the Board.

The Chair works in partnership with the Executive Director to ensure that Board actions are carried out. The Chair communicates openly and regularly with the Executive Director and both work to create a positive working relationship.

The Chair cultivates a positive relationship with the City Mayor, initiates regular communications and updates the Mayor on critical Board issues.

Specific duties of the Chair include, but are not limited to the following:

- Assists the Executive Director to prepare the agenda for board meetings

- Calls special meetings if necessary

- Guides policy development in Board meetings

- Ensures that board members maintain focus on strategic matters, while effectively delegating tasks to Board committees, specific commissioners and the Executive Director

- Acts as facilitator of Board meetings, and, during discussion and deliberations of difficult issues, ensures there is adequate time given to these issues

- Encourages the transition of the GURA Board from a hands-on “working” board to a fully functioning, governing board

- In conjunction with the Executive Director, recommends committee chairs and commissioners who might serve on the committees to the Board

- Serves as a member on all committees

- Assists Executive Director in conducting new board member orientation

- Coordinates Executive Director’s performance evaluations with the Human Resources Committee

- Oversees searches for an Executive Director coordinating with Mayor and City Manager

- Acts as an alternate spokesperson for GURA to City Council and at community meetings and events

- Periodically consults with board members on their roles and helps them assess their performance. Ensures that all Commissioners understand and carry out their responsibilities

Expectations and Responsibilities of Vice Chair

The Vice Chair is a commissioner elected by the Board to serve in the absence of the Chair.

The Vice Chair understands the responsibilities of the Chair and performs these duties in the chair's absence.

The Vice Chair may carry out special assignments as requested by the Chair.

Expectations and Responsibilities of GURA Treasurer

The Treasurer is a commissioner elected by the Board to serve as the financial officer and Chair of the Finance Committee.

Specific duties of the Chair include, but are not limited to the following:

Understanding financial finds accounting appropriate for GURA operations and bringing fiscal accountability to Board actions

Making recommendations about and assisting the Board in formulating investment and finance policies and practices.

Working with the Executive Director to ensure that monthly, annual, and special financial reports are made available to the Board on a timely basis

Assisting the Executive Director in preparing the annual budget and presenting the budget to the Board for approval

Assisting the Executive Director in the hiring of a part-time bookkeeper

Reviewing of monthly expenditures and approval of checks for signing

Working with the Executive Director to contract with an outside auditing firm on a yearly basis; Working with the auditing firm to ensure that GURA's financial records meet acceptable accounting standards; Reviewing the annual audit and answers commissioners' questions about the audit

Managing the savings, checking, and reserve fund accounts and transferring moneys between financial institutions with input from the Finance Committee and the Executive Director

Alerting the Board of potential financial problems or concerns in a timely manner