

SOUTH CAROLINA COMMISSION ON DISABILITIES AND SPECIAL NEEDS

SPECIAL-CALLED WORKGROUP TRAINING MEETING MINUTES

September 15, 2021

The South Carolina Commission on Disabilities and Special Needs met on Wednesday, September 15, 2021, at 1:00 p.m. at the Department of Disabilities and Special Needs Central Office, 3440 Harden Street Extension, Columbia, South Carolina.

The following were in attendance:

COMMISSION

Present In-Person

Stephanie Rawlinson – Chairman

Barry Malphrus – Vice Chairman

Robin Blackwood – Secretary

Gary Kocher, M.D.

Eddie Miller

David Thomas

Microsoft Teams

Gary Lemel

DDSN Administrative Staff

Pat Maley, Chief Financial Officer; Ken Parks, Manager - Information Technology Division; and Christie Linguard, Administrative Coordinator.

Others Present

Attorneys Ashley Story and Scott Winburn from White & Story, LLC.

Call to Order and Notice of Meeting Statement

Chairman Rawlinson called the meeting to order at 10:50 a.m. and Secretary Blackwood read a statement of announcement about the meeting that was distributed to the appropriate media, interested persons, and posted at the Central Office and on the website in accordance with the Freedom of Information Act.

Adoption of the Agenda

Commissioner Thomas made a motion to adopt the agenda as presented. This motion was seconded by Commissioner Malphrus and unanimously approved by the commission members. (Attachment A)

Invocation

Commissioner Miller gave the invocation.

Executive Session #1

At 1:11 a.m., Commissioner Miller made a motion to enter into executive session to receive legal advice. This motion was seconded by Commissioner Kocher and unanimously approved by the commission.

Rise Out of Executive Session #1

Upon rising out of executive session, Chairman Rawlinson announced that there were no decisions or motions made and no action or votes taken during executive session. Due to technical difficulties, Commission Malphrus made a motion for information technology to stop live broadcasting until the video problems can be corrected, seconded by Commissioner Miller, and unanimously approved by the commission.

After a brief break, Commission Malphrus made a motion to resume with the balance of the agenda, seconded by Commissioner Thomas and unanimously approved.

Commissioner Blackwood made a motion to have the agency's human resource director fulfill back pay and benefits for former state director, Mary Poole, and to also include payment of her attorney's fees once they are confirmed tomorrow; the motion was seconded by Commissioner Thomas and unanimously approved by the commission.

Commissioner Thomas requested that documents be sent to the public when the meeting notice and agenda are sent out. Commissioner Rawlinson asked if that discussion can be tabled until the Commission meeting tomorrow.

Workgroup Training Topics for Discussion

Scott Winburn, Esq. began by introducing himself. He discussed the roles of the state director versus the role of the Commission. Commissioner Malphrus noted that SC Code of Law Section 44-20-230 should be included in DDSN's Executive Limitation Policy. The Policy Committee is considering making a change by making the Personnel Committee a standing committee that meets on a regular basis.

Ashley Story, Esq. presented on the Freedom of Information Act (FOIA), conducting executive sessions and Robert's Rules of Order. Discussion was held on quorums for the full commission meetings (four commissioners) as well as quorums as it relates to subcommittees and task force meetings (two-third commissioners). Attorney Story noted that the quorum may change depending on the group that is meeting.

(Attachment B)

Executive Session #2

Commissioner Miller made a motion to enter into the second executive session, seconded by Commissioner Malphrus and unanimously approved by the full commission.

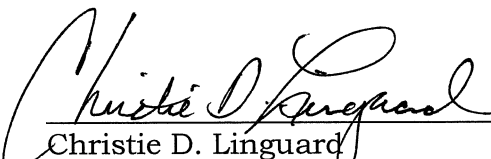
Rise Out of Executive Session #2

Upon rising out of executive session where a personnel matter was discussed, Chairman Rawlinson announced that there were no decisions or motions made and no action or votes taken during executive session. Commissioner Blackwood made a motion to instruct Find Great People to make an offer to Candidate #3, subject to salary negotiations and clearance provisions, provided that Candidate #3 accepts this offer within 24 hours. Commissioner Blackwood asked that this motion be voted on by individual members according to FOIA. Commissioner Miller seconded the motion. Commissioner Malphrus requested that the motion be amended to instruct both Find Great People and State HR; Commissioner Miller seconded the amended motion. Commissioner Malphrus noted that FOIA requests that in situations like this, individual votes be taken. Commissioners Miller, Malphrus, Blackwood, Thomas and Rawlinson voted yes to Candidate #3; Commissioners Kocher and Lemel voted no to Candidate #3. The motion is approved by a majority of five to two to make an offer to Candidate #3.


Adjournment

On a motion by Commissioner Thomas, seconded by Commissioner Malphrus, and unanimously approved by the commission, the meeting was adjourned at 4:18 p.m.

Submitted by:


Christie D. Linguard
Administrative Coordinator

Approved by:

DocuSigned by:

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Commissioner Robin Blackwood
Secretary

SOUTH CAROLINA COMMISSION ON DISABILITIES AND SPECIAL NEEDS

SPECIAL-CALLED COMMISSION WORKGROUP TRAINING MEETING

A G E N D A (Amended)

**South Carolina Department of Disabilities and Special Needs
3440 Harden Street Extension
Columbia, SC**

September 15, 2021

1:00 P.M.

1. Call to Order *Chairman Stephanie Rawlinson*
2. Notice of Meeting Statement *Commissioner Robin Blackwood*
3. Adoption of the Agenda
4. Invocation *Commissioner Eddie Miller*
5. Executive Session #1
 Legal Advice
6. Rise Out of Executive Session
 Action, if any, on advice received in executive session
7. Workgroup Training Topics for Discussion *Ashley Story, Esq.*
Scott Winburn, Esq.
 - A. Commissioners' Roles
 - B. Freedom of Information Act (FOIA)
 - C. Executive Sessions
 - D. Robert Rules of Order
8. Executive Session #2
 Personnel Matter
9. Rise Out of Executive Session
 Action, if any, on personnel matter discussed in executive session
10. Adjournment

Commission Workshop

Ashley Story and Scott Winburn

September 15, 2021



Reflection

- For Commissioners – Why do you serve on the Commission?
- How do you ensure that you fulfill your mission and the mission of the Agency?





MISSION

SCDDSN plans, develops, oversees, and funds services for South Carolinians with severe, lifelong disabilities of intellectual disability, autism, traumatic brain injury, spinal cord injury, and conditions related to each of these four disabilities.

SCDDSN's mission is to assist people with disabilities and their families in meeting needs, pursuing possibilities and achieving life goals, and to minimize the occurrence and reduce the severity of disabilities through prevention.

Agenda

- Commissioners' Roles
- SC FOIA
- Executive Sessions
- *Robert's Rules of Order*
- Conducting Effective Meetings – Applying FOIA and *Robert's Rules*
- Questions



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Commissioners' Roles (as opposed to those of the State Director)



What's My Role?

- **State Director**

- The “CEO”- top executive.
- Appointed by and serves at the pleasure of the Commission.
- Administers the policies and regulations established by the Commission.
- Manages day-to-day operations of the Agency.
- Hires, supervises, and manages executive level staff.
- Implements the vision of the Commission.
- Maintains accountability through reports on services, finances, and other data necessary to the Commission’s policy governance.

- **Commissioner**

- Debates and establishes policies that promote and create a governance model that promotes the Commissioners’ ability to govern the operation of the Department.
- Establishes benchmarks for performance.
- Seeks information from any staff but cannot give “any directive to any staff.”
- Determines expectations.
- Identifies goals for the Department.

Let's Break it
Down...

State Director's Responsibilities

- Conforms DDSN to all federal, state, and Commission requirements.
- Hires qualified personnel to carry out the legislative mandate and Commission Ends policy.
- Uses resources effectively.
 - Provides summaries for all contracts of \$200,000 or more;
 - Presents for approval any procurement of \$200,000 or more;
 - Presents for approval any recommendations for new Capital Improvement Accounts and explains if any project is lagging;
 - Presents for approval positions, programs, and/or division recommendations that will exceed \$200,000; and
 - Presents for approval all federal grant application prior to receipt of funds.

Let's Break it
Down...

State Director's Responsibilities (continued)

- Follows personnel grievance procedures.
- Communicates effectively with the Commission, DDSN staff, and the public.
- Clearly presents information necessary for monitoring.
- Reports to the Commission potential noncompliance with DDSN policies.
- Informs the Commission quarterly regarding compliance with DDSN's Anti-Harassment policy.
- Actively participates in revising policy through the Policy Committee.

Let's Break it
Down...

State Director's Responsibilities (continued)

- Apprises the Commission of any anticipated, significant changes to:
 - The service delivery system or increase restrictions on reporting abuse, neglect, critical incidents prior to implementation;
 - The responsiveness in person-centered services;
 - Establishment of advisory councils for those supported by county DDSN boards, contracted service providers, and regional local human rights advocacy groups; and
 - Quality management of administration, finances, program and service delivery function.*

Let's Break it
Down...

State Director's Responsibilities (continued)

- Presents assessment to the Commission for approval of both proposed procedures and actual assessment instruments being considered for use.
- Enforces directives concerning eligibility and decide sequence of admissions.
- Oversees the Internal Audit Director's annual work plan without interfering with his/her independence.
- Communicates with the Commission as a whole, except when individuals are specifically authorized to speak for the Commission.***
- Presents to the Commission any recommendations for changes.*

Let's Break it
Down...

State Director's Responsibilities (continued)

- Implements interim policy when faced with a time-sensitive decision.
- Presents for approval recommendations for DDSN-operated home and Community Based Services.
- Submits relevant information to the Commission concerning all changes being considered by SCDHHS that would affect the administering of federal funds for programs related to:
 - Rates and proposed rate changes;
 - Billing Methodology; and
 - Timelines of implementation for program, billing, or rate changes.

Let's Break it
Down...

State Director's Responsibilities (continued)

- Keep the Commission informed of **ALL** matters involving inquiries from Centers for Medicare and Medicaid Services (CMS) regarding DDSN services and/or programs.

Commissioners' Roles

“The commission shall determine the policy and promulgate regulations governing the operation of the department and the employment of professional staff and personnel...The commission shall appoint and in its discretion remove a South Carolina Director of Disabilities and Special Needs who is the chief executive officer of the department. . . . The commission is authorized to promulgate regulations to carry out the provisions of this chapter and other laws related to intellectual disability, related disabilities, head injuries, or spinal cord injuries.”

S.C. Code Ann. § 44-20-220

Let's Break it
Down...

What/Who does the Commission oversee?

- State Director
- Finance and Audit Committee
- Legislative Committee
- Personnel Committee
- Policy Committee

*Committees – we will discuss FOIA implications later.

Finance and Audit Committee

1. Oversees DDSN's management processes and activities relating to:
 - Accounting policies; financial reporting practices; and internal controls;
 - Performance and work plan of the internal audit function;
 - Compliance with applicable laws, regulations, and DDSN directives;
 - Review and approval of annual operating and capital budgets;
 - Analyze financings and capital transactions;
 - Review of DDSN fiscal directives; and
 - Review of DDSN fiscal regulatory and oversight reports.
2. Provides open communication between DDSN management, Internal Audit, and the Commission.
3. Conducts and authorizes investigations into matters within its scope of responsibility.

Legislative Committee

1. Reviews and revises new and existing state statutes and regulations for presentment to the full Commission.
2. Follows formal promulgation procedures.
3. Reviews, for full Commission approval, pertinent directives referred from the Policy Committee.
4. Receives inquiries and briefings on all significant legislative issues and carries forward to the Commission motions, approvals, and presentations.

Personnel Committee

1. Appoints the State Director.
2. Serves to draft and complete the State Director's annual evaluation.*

Policy Committee

1. Pursuant to Commission Policy 800-03-CP, “Executive Limitation Policy,” the Commission retains authority to revise and approve all existing and new Commission policies, Department Directives, and Service Standards.
2. The Commission delegates authority and responsibility to the Policy Committee to establish procedures to coordinate the review, revision, and recommendation to the full Commission.
3. The Policy Committee will utilize three options:
 1. Policy Committee retains the Policy/Directive/Standard for exclusive review and makes a recommendation to the Commission;
 2. Policy Committee refers the Policy/Directive/Standard to another Committee due to pertinent subject matter. The Committee to which the matter is referred will then make a recommendation to the full Commission; and
 3. The Policy Committee delegates lower risk directives/standards for review to the State Director and the State Director makes a recommendation to the Commission.

Committee Procedures

1. Committee procedures are developed by the individual committees, approved at the committee level, and finally approved by the Commission.
2. Annual review and updated if committee procedures are suggested each July or when a new Committee Chair is assigned.

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Bring it Together

Bring it
Together

- Commission – State Director tendent Relationship
 - The Commission's most important function is formulation and adoption of policy.
 - The Commission delegates considerable executive power to the State Director balanced with specific directives and reporting requirements.
 - The relationship between the Commission and the State Director outlined in policy encourages regular and open communication.
 - Likewise, the relationship between the Commission and the Internal Audit ensures independent oversight of an essential agency function of fiscal accountability of statewide.
 - You all must have reasonable expectations of the other and trust in open/regular communication.

Common Pitfalls

- Not communicating.
- Not communicating in a timely manner.
- Not communicating fully and in a forthcoming manner. Candor is kindness.
- Having a “lone ranger” on the Commission and not being unified.
- Lack of trust.
- Overlapping of roles and responsibilities.
- Not communicating reasonable expectations/goals for the State Director.
- Not reviewing or asking question about the agenda before Commission meetings.
- Attending meetings unprepared.
- Playing “gotcha” with the State Director and/or staff during meetings.



SC Freedom of Information Act

Purpose of SC FOIA a.k.a. The Sunshine Law

Maximize citizen participation in government process and decision-making.

This is simple in abstract and more difficult in application.

FOIA is continuously changing as (1) the General Assembly revisits it; (2) the courts make decisions; and (3) public bodies use technology.

Premise and Applicability of FOIA

- With limited exceptions, all meetings of public bodies are open.
- FOIA's intent is for public bodies, such as the Commission, to operate "in the sunshine".
- This applies to:
 - Meetings of public bodies as well as Commission committees and subcommittees.
 - It doesn't matter if a committee or subcommittee is composed of a quorum of the Commission or if there are other individuals on the committee/subcommittee (i.e. Agency employees, members of the public, etc.)

What is a “meeting”?



Any convening of a quorum (majority of members) of a public body to discuss or act upon the business of the public body.



Applies to both in-person and electronic gatherings → email, anyone?



Includes Commission work sessions, email conversations and texts between a quorum of members, and also includes when personal technology is used.

Notice

Regular meetings:

- Written notice given at the beginning of the year; notice with agenda posted 24 hours prior; notify local media of all meetings.

Called or special meetings:

- Notice and agenda posted 24 hours prior; written notice to local media.

Emergency meetings:

- Make a reasonable effort to give notice.

Agenda

- The final agenda must be posted at least 24 hours before any regular, called, special, or rescheduled meeting (S.C. Code 30-4-80(a)).
- Items may be added only if the amended agenda is posted at least 24 additional hours before the meeting.
- Amendments at the meeting are discouraged and require a very specific process to be followed.

Amending the Agenda at the Meeting

- If the amendment would add an item upon which the action can be taken (example: first reading/approval of a policy), 2/3 of the members present must vote to add the item.
- If the amendment would add an item for final action or if the item is one where there has not been and will not be an opportunity for public comment with prior public notice, the item may only be added if two things occur: (1) 2/3 favorable vote and (2) a finding by the Commission that an “emergency of an exigent circumstance exists” if the item is not added to the agenda.
- An agenda for a special called meeting may not be amended at that meeting to add an item for action that was not on the original agenda for that meeting (ex: the agenda posted for the special meeting indicated only an Executive Session to discuss the employment of personnel, but, following the Executive Session, a motion is made to add an action item – “approval of a contract to purchase property”).

What is an emergency for SC FOIA?

- Is a hurricane coming?
- Did the ceiling cave in?
- Is there no running water at a facility?
- Did the air conditioner unit go out at a facility and the temperature outside 103 degrees?
- Was there a horrible car accident?
- What are some ideas of things that are NOT emergencies?

Minutes

- Must be written and available to the public.
- Must include the following:
 - Date, time, and place of meeting;
 - Members present and absent;
 - Substance of all matters proposed, discussed, or decided; and
 - Request for recording individual member votes.
- Available for review during regular hours.
 - Copies immediately available for preceding six-month period.
- Executive session minutes not required, but skeletal minutes could be useful.

Public Records

- FOIA also permits the public to obtain copies of “public records”.
- Are personnel files subject to disclosure under FOIA? It depends...
 - Complaints;
 - Reprimands (S.C. Court of Appeals Decision); and
 - Evaluations (2015 Attorney General’s Opinion).
- What about video footage?

Common FOIA Violations/Mishaps

Having a Commission lunch before or after the meeting and talking business at that time.

Calling a meeting a “work session” without complying with FOIA.

Discussing general personnel matters in Executive Session (more on Executive Session in a minute).

Improper agendas/notice.

Failure to post minutes.

2017 FOIA Amendments

Shortens time to initially respond to a FOIA request to 10 business days;

Provides that responsive records must then be provided within 30 calendar days;

Requires public bodies to post a fee schedule for FOIA requests;

Allows a public body to request a court hearing to challenge a FOIA request that it believes is “overbroad, unduly burdensome, vague, repetitive, or otherwise improper.”



Executive Session



SC FOIA Executive Session Rules

- Prior to going into executive session, the Commission must state the specific reason, which can only fall under one of the following:
 - Personnel or consumer matters;
 - Contract negotiations/contractual matters;
 - Legal matters related to a pending, threatened, or potential claim; settlement of a claim; or the position of another agency in other adversary situations;
 - Security and safety measures; and
 - Investigative proceedings related to potential criminal conduct.

- The Commission will not take a vote, nor will it poll Commissioners in executive session. The board may determine parliamentary rule violations in executive session.
- A vote may be taken on any matter discussed in executive session only **after** the board returns to open session.
- No action may be taken on an item discussed in executive session unless the meeting's agenda provides sufficient notice to the public that action may be taken on the topics discussed therein.

SC FOIA Executive Session Rules ctd.

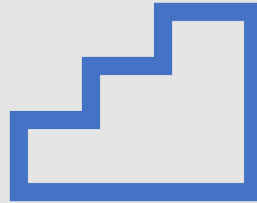
Common Executive Session Issues

- The meeting is being held in Executive Session and something that is not on the agenda becomes a topic of discussion and continues to be discussed. (Topic drift).
- The lawyer is present, so we might as well hash out XYZ issue, even though it is not on the agenda.
- Failure to state a specific reason for closing a meeting.
- Discussion unlawfully occurs during Executive Session and is not disclosed to the public after a motion is made and seconded to return to the public meeting.



Refresher on *Robert's Rules of Order*

Motions - Steps to Adopting Motions



- Step 1
 - Commissioner makes a motion.
- Step 2
 - Another Commissioner seconds the motion.
- Step 3
 - The chair states the question.
- Step 4
 - Commissioners debate the motion.
- Step 5
 - The chair puts the question to a vote.
- Step 6
 - The chair announces the result of the vote.

Motions - Debating the Motion

- The chair must restate the motion before debate, so everyone is clear on the issue.
- Once the chair restates the motion, it “belongs” to the board and cannot be retracted.
- Commissioners should avoid discussing personalities, questioning motives, or making derogatory remarks.
- The chair cannot close debate as long as any member desires to speak.
- Every Commissioner must have the opportunity to speak once before a member speaks a second time.

Amending Motions

- A motion to amend:
 - Modifies the main motion;
 - Requires a second;
 - Is subject to debate; and
 - Is amendable.
- A main motion is limited to:
 - An amendment; and
 - An amendment to an amendment.
- Amendments are limited to the immediately pending motion and must be germane.

Rescind v. Reconsider

Rescind

- No time limit.
- Anyone can make the motion regardless of how he/she voted on the original motion.
- Must be seconded, is debatable, and can be amended.
- Once the action from the original vote has been done, the action can no longer be rescinded.

Reconsider

- May only occur at the same meeting in which the action took place.
- Only someone from the prevailing side can make a motion to reconsider.
- Must be seconded, is debatable if the original action was debatable, and cannot be amended.

Common Types of Voting

- Common types of voting
 - Unanimous consent
 - Voice vote
 - Show of hands
 - Roll call

Take Note re Voting

- The motion must be restated before calling for a vote.
- The call for negative votes must be made during a voice vote.
- The outcome of the vote (i.e., number of those in favor and those opposed) must be stated for the minutes.
- A tie vote is a lost vote.
- Absentee and proxy voting are not allowed.
- Abstentions count as an absence from the vote.
- The chair should vote on all matters and must vote if it is down to a tie.

7 Things Commissioners Should Know about *Robert's Rules of Order*

1. *Robert's Rules of Order* is designed to provide structure, guidance, and decorum while facilitating the orderly operation of a meeting. *Robert's* was not designed to be used as a weapon against any particular member, group of members or absentee members of a governing body.
2. The Commission has officially established by policy *Robert's Rules of Order*. It is the binding procedural authority for Commission meetings. Without doing so, *Robert's Rules of Order* is merely advisory. It is advisable to set forth the specific edition of *Robert's Rules* it intends to follow. The most recent edition is *Robert's Rules of Order, Newly Revised, Twelfth Edition*. A best practice would be to use the language "most recent edition" so the Commission does not need to change its policy whenever a new edition comes out.

7 Things Commissioners Should Know about Robert's Rules of Order

3. *Robert's Rules of Order* is not based in statute or regulations and is not required to be followed unless specifically set forth in policy. At no time can *Robert's Rules* be substituted for a law or statute.
4. *Robert's Rules of Order* is only to be used to fill gaps where laws, regulations, local by-laws and policies do not speak to a topic.
5. According to *Robert's Rules of Order*, if the Chair of the Commission intends to advocate for or against a motion, he or she should cede the chair to the next member in line of succession until action has been taken on the motion. Otherwise, the Chair should remain neutral during the meeting.

7 Things Commissioner's Should Know about Robert's Rules of Order

6. Once a motion has been seconded, it belongs to the governing body and no longer the person who made the motion. As such, only the governing body can act on the motion. After a motion is seconded, members cannot simply withdraw their motion because they changed their minds. Moreover, board members cannot speak against their own motion although they are allowed to vote against it.
7. During any official speech or debate, members should direct all communication to the board chair and should not speak directly to other members of the board.

Robert's Rules Cheat Sheet

To:	You say:	Interrupt Speaker	Second Needed	Debatable	Amendable	Vote Needed
Adjourn	"I move that we adjourn"	No	Yes	No	No	Majority
Recess	"I move that we recess until..."	No	Yes	No	Yes	Majority
Complain about noise, room temp., etc.	"Point of privilege"	Yes	No	No	No	Chair Decides
Suspend further consideration of something	"I move that we table it"	No	Yes	No	No	Majority
End debate	"I move the previous question"	No	Yes	No	No	2/3
Postpone consideration of something	"I move we postpone this matter until..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move that this motion be amended by..."	No	Yes	Yes	Yes	Majority
Introduce business (a primary motion)	"I move that..."	No	Yes	Yes	Yes	Majority

The above listed motions and points are listed in established order of precedence. When any one of them is pending, you may not introduce another that is listed below, but you may introduce another that is listed above it.

To:	You say:	Interrupt Speaker	Second Needed	Debatable	Amendable	Vote Needed
Object to procedure or personal affront	"Point of order"	Yes	No	No	No	Chair decides
Request information	"Point of information"	Yes	No	No	No	None
Ask for vote by actual count to verify voice vote	"I call for a division of the house"	Must be done before new motion	No	No	No	None unless someone objects
Object to considering some undiplomatic or improper matter	"I object to consideration of this question"	Yes	No	No	No	2/3
Take up matter previously tabled	"I move we take from the table..."	Yes	Yes	No	No	Majority
Reconsider something already disposed of	"I move we now (or later) reconsider our action relative to..."	Yes	Yes	Only if original motion was debatable	No	Majority
Consider something out of its scheduled order	"I move we suspend the rules and consider..."	No	Yes	No	No	2/3
Vote on a ruling by the Chair	"I appeal the Chair's decision"	Yes	Yes	Yes	No	Majority

The motions, points and proposals listed above have no established order of preference; any of them may be introduced at any time except when meeting is considering one of the top three matters listed from the first chart (Motion to Adjourn, Recess or Point of Privilege).

Effective Meetings Under FOIA and Using *Robert's Rules of Order*

Effective Meetings?

- Leadership
- Respect
- Proper procedures
- Time management
- Governing authority
- The agenda and SC FOIA

Governing Authority

Hierarchy of Authority

- Statutes
- Regulations
- Case Law
- Commission Policy
- *Robert's Rules of Order* (12th Edition)

Meeting Goals

- Meeting is structured.
- Everyone has the opportunity to speak.
- Business is discussed, not people.
- Reduce or eliminate conflict.
- Votes are conducted properly.
- Commissioners are engaged.
- FOIA continues to be focus for the public.

Presiding Officer

Facilitates meetings

Provides strong leadership

Demands proper conduct

Intervenes when necessary

Treats everyone fairly

Remains impartial and tactful

Rules on every point of order (rulings can be appealed)

Shows sensitivity to timing and mood

Eliminates confusion

Consent Agendas

- Typical consent agenda items are routine, procedural decisions for matters that are not controversial and do not require a lot of discussion. Supporting documents for items in the consent agenda must be given to Commissioners in advance of the meeting.
- Examples of consent agenda items include:
 - Approval of the agenda and minutes.
 - Appointments of board members to committees.
 - Adoption of policies for second reading.
- Consent agendas help for planning and time-saving purposes.

Effectively Managing Time

- Begin the meeting on time.
- Commissioners should speak only after being recognized.
- Motions to close debate should be allowed.
- Keep discussions prior to a motion to a minimum.
- Liberally use “unanimous consent” and “without objection”.
- Controversy requires a high level of formality.
- End meetings at a reasonable time.

The Bottom Line

The sole purpose of a meeting is to determine the collective will of the majority in a fair and efficient manner.

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