

Babs Kavanaugh  
*Organizational Development & Planning*

<b>DATE:</b>	August 17, 2017
<b>TO:</b>	El Dorado County Board of Supervisors: Shiva Frentzen, Brian Veerkamp, Michael Ranalli, John Hidahl, Sue Novasel Don Ashton, County CAO; Mike Ciccozzi, County Counsel, and Jim Mitrison, Clerk of the Board
<b>FROM:</b>	Babs Kavanaugh, Governance Consultant

On July 17, 2017 the El Dorado Board of Supervisors, CAO, County Counsel and the Clerk of the Board participated in the first of three workshops focusing on the characteristics of high performing Boards and to discuss governance practices and review, develop and reconfirm their operating protocols. Babs Kavanaugh, and Davis Campbell, Governance Consultants, will facilitate all sessions.

This memo provides a summary of the discussion at the Governance Session. A companion to this memo is the first draft of the El Dorado County Governance Handbook.

## *El Dorado County—Governance Workshop*

### **TOPIC I. UNITY OF PURPOSE**

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Each participant provided answers to the two statements below. These responses highlight the County strengths, note the challenges, and identify future planning priorities for consideration.

The Governance Team answered the following questions:

1. One thing about the County you are proud of.
2. What each member of the Governance Team wants to accomplish during their tenure on the Board or their work in the County.

### **Question 1.**

#### **What is one thing that makes you proud?**

- The way all of our staff conducts their business from the department heads to the front line staff. They care about what happens.
- The integrity and talent in our organization in delivering of services.
- The quality of our community. The majority of the residents both in government and in the community really care.
- We have an engaged and dedicated community. The County is a great size for getting things done. Per capita, El Dorado County is one of the most philanthropic counties in California, both in how we come together and the amount of money we raise for important causes.
- The natural beauty and resources in El Dorado County.

### **Question 2.**

#### **What is one thing you want to accomplish while on the Board and working with the Board?**

- By 2037, in El Dorado County, we have a ‘healthier’ distribution of demographics and ages with adequate services to support our residents. The services are delivered without environmental consequences.
- We have sufficient resources to achieve and support the ‘gold standard’ of services.
- The capacity to support the CAO and Department Heads. To provide support for the Board.
- Highly interactive, publically transparent, provide services to the maximum extent possible to the voting public. That our community is both healthy and engaged to achieve the best results.
- El Dorado County is a well-oiled machine, meeting the ‘gold standard’ in service delivery. Two-way communication is how we do business.
- “You push a button and everything happens”.
- Our Governance Team is strong. Our focus is on supporting the staff to accomplish the goals outlined in our strategic plan.

## **TOPIC II. GOVERNANCE CULTURE**

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The community elects supervisors to set and monitor the direction of the County, and the County Administrator translates all efforts into action. To be effective, it is vital that the board and CAO have a respectful and productive working relationship based on trust and open communications.

The Supervisors and the CAO participated in an exercise to explore how they can effectively collaborate within their respective roles.

**A. What does the CAO and his staff need from the Supervisors to fulfill responsibilities?**

- Clear and consistent direction
- Prioritizing goals and support the strategic plan
- Staff and resources
- Support to do their job
- Two way communication; honest and ‘safe’ communication; a reasonable amount of predictability; no surprises
- Questions about the agenda in advance of the Board Meeting
- Community input - from multiple communities
- Humor
- Do not let things fester

**B. What do the Supervisors need from the CAO to fulfill their responsibilities?**

- Our leader and visible in the community
- Information to support our ability as decision makers:
  - Timely with facts and findings, evidence based
  - Regular updates
  - Options
- Accurate budget analysis and alternatives
- No surprises, as possible, for us to be the first to know
- Effective, regular and two way communication; honesty and humor
- Support for the board regarding the goals and strategic focus
- Effective communication with other elected, department heads and the community
- Do not let things fester

**C. What do the Supervisors need from one another?**

- To reach agreement on governance protocols of operation
- To question processes, as appropriate
- Confidence that we will adhere to governance responsibilities and agreements
- Assume positive intentions; respect and patience
- No surprises
- Come prepared to all board meetings
- A system and support for speaking with one voice
- Do not let things fester

## TOPIC III. PROTOCOLS TO FACILITATE GOVERNANCE LEADERSHIP

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### Structure – The Board’s Protocols

The Governance Team reviewed a list of standard operational protocols and identified their top five from the list. The votes indicate those of highest interest to all members. Those identified will be discussed at future sessions and included in the El Dorado County Governance Manual.

#	Protocols	Votes
<b>Unity of Purpose – Setting Direction</b>		
1.	Strategic Planning - Role of the Board of Supervisors	0
2.	Board Assignments	2
3.	Use of Board Sub-Committees	0
4.	Role with Advisory Bodies	3
4. a.	Role of Supervisions collaborating with other elected officials	1
5.	Using Meetings as Strategic Leadership Tools	2
6.	Use of Board Work Study Sessions – Discussion Meetings	1
<b>Roles and Responsibilities</b>		
7.	Interactions with County Staff	2
8.	Individual Supervisor Requests for Information	1
9.	Individual Supervisor Requests Requiring Staff/Financial Resources	1
10.	Evaluating the County Administrator	0
11.	Feedback to County Administrator on Department Head Performance	0
12.	Role of Supervisor’s Assistants	2
<b>Board Operations</b>		
13.	Board Meeting Agenda Development	3
13. a.	Board meeting location	0
14.	Agenda Item-Related Questions	2
15.	Role of the Board Chair	3
16.	Role of Individual Supervisors	2

#	Protocols	Votes
17.	Public Comment in Board Meetings	4
18.	Bringing up new ideas - Deciding on whether to move forward on an idea	1
19.	Conflicts of Interest	0
20.	Confidentiality	1
21.	Board Reports	0
22.	Self-Monitoring of Board Effectiveness	2
23.	New Board Member Orientation	0
<b>Board of Supervisors in the Community</b>		
24.	Handling Complaints from the Community	6
25.	Reliance on majority rule, standing behind the decision of the board	1
26.	Electronic Communication Outside Board Meetings	0
27.	Electronic Communication During Board Meetings	0

## TOPIC IV. GOVERNANCE SESSION EVALUATION

At the conclusion of the session, the Governance Team evaluated the workshop.

+ (Pluses)	Δ (Opportunities for improvement)
The handouts were helpful	Needed to have copies of all documents for the public who attended the session
The session process stimulated a good discussion	Room set up was not ideal for all to be able to hear the discussion – some Supervisors had their backs to the audience (due to PPT)
Appreciation that there are consultants working in the area of effective governance	Would like case studies—examples of good governance

## TOPIC V. NEXT STEPS AND ACTIONS

- **Issue to be resolved or considered for a future protocol.** Structural relations between the Board and the CAO – elected/appointed department heads.
- Jim Mitrisin will work with all members and the Consultants to schedule the next governance workshop.