



# EL DORADO COUNTY

## Strategic Planning

### Workshop I

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## PLAN FOR TODAY – A.M.

### ORGANIZATIONAL EFFECTIVENESS

- Assessment
- Role of Board members
- Governance
- Setting of Expectations
- Effective Boards

and then.....

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## PLAN FOR TODAY – P.M.

- Joined by Dept. Heads / Working Lunch
- Discuss Purpose / Elements of a Strategic Plan
- Next steps / Decision points

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## A FEW GROUND RULES

Safe Environment  
Participatory  
Open and Fair  
Efficient  
Respectful  
Clear

*Robert is allowed to move things along.....*

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***“GREAT LEADERS ARE ALWAYS GREAT SIMPLIFIERS, WHO CAN CUT THROUGH ARGUMENT, DEBATE AND DOUBT, TO OFFER A SOLUTION EVERYBODY CAN UNDERSTAND.”***

Colin Powell



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## ASSESSMENT



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## A FEW COMMON THEMES

Invest in our workforce  
Communication  
No more bickering / noise  
Priority & Future Focused  
Work together / Break down Silos  
Tell our story better  
Respect for others

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## ROLE OF A BOARD MEMBER <sup>(H)</sup>

What is that role? What should our focus be? How can we be most effective?

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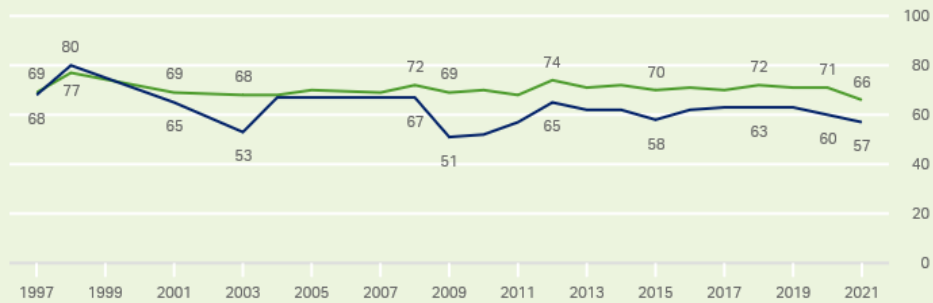


## Trust in Local and State Governments' Handling of Problems

How much trust and confidence do you have in the [local/state] government where you live when it comes to handling [local/state] problems -- a great deal, a fair amount, not very much or none at all?

% A great deal/fair amount

— Local government — State government



Data from 1972-1976 not shown

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## ROLE OF A BOARD MEMBER



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## SUMMARY

People

Strategy

Governance

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## EFFECTIVE GOVERNANCE

- Begins with effective Board members.
- Although elected individually, Supervisors work together as a governance team with the CAO.
- It is the professional governance manner and effectiveness of individual Supervisors that determines the effectiveness of the Board.
- Highly effective Board members demonstrate a number of common characteristics, perhaps the most important of these is presence of a governance mindset. (h)

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## GOVERNANCE MINDSET <sup>(H)</sup>

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## GOVERNANCE MINDSET <sup>(H)</sup>

**SYSTEM THINKING**

**STRATEGIC FOCUS**

**PREPARATION**

**MANNER**

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## WHAT DO WE WANT OUT OF A STRATEGIC PLAN?

YOUR THOUGHTS



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## SETTING OF EXPECTATIONS <sup>(H)</sup>

Why is this important always?

Current state, overwhelmed, a lot of change, pandemic, political strife.....



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## EXERCISE



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## 2 X 2 X 2

- Board Expectations for the Organization
- Board Expectations for the County Administrator
- County Administrator Expectations of the Board

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## BREAK



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## EFFECTIVE BOARDS

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## EFFECTIVE BOARDS <sup>(H)</sup>

**GOVERN WITH A UNITY OF PURPOSE**

**GOVERN WITHIN THE ROLE AS A BOARD**

**CREATING A POSITIVE GOVERNANCE CULTURE**

**STRUCTURING THE WORK FOR EFFECTIVE  
GOVERNANCE**

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## EFFECTIVE BOARDS

**From a CEO for a Fortune 20 company:**

*"It's great to have a partnership with our directors (board). The partnership allows us to know where we are going"*

**What do most have in common?**

- Shared/common values and mission
- Respect & Understanding
- Coherence
- Create a positive culture
- Communicate Expectations

**PEOPLE, STRATEGY, GOVERNANCE**

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## EFFECTIVE BOARDS (ctd.)

### Tools at your disposal

Governance Manual  
Administrative Manual

### Boards should have

A working partnership with management  
A commitment to lead, not just monitor, the organization

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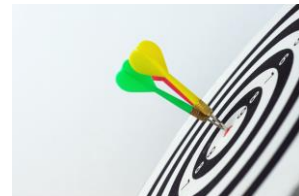
## NOT A FAN OF “GETTING TO 3”



AIM HIGH AND MISS

OR

AIM LOW AND HIT



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## AS A BOARD MEMBER, IS IT BETTER TO BE...

HERE



OR

HERE



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### ***SOME FINAL THOUGHTS.....***

“She doesn’t need to win every argument. She doesn’t have to get in the last word. She quietly assesses the different factors involved in a given situation and then decides which way she wants to go, and does it quietly and without fanfare.”

Her personal behavior, her seriousness, the way she drills down on issues — she’s substantive, she’s not superficial. If you took a private poll of the G20 leaders, the most powerful leaders in the world, and you asked, “Who do you respect the most in this group?” she wins the poll. Or ask “Who would chair this group in a fair way?” They’d put the gavel in her hands.

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**THAT'S A WRAP!**



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