

*Handout*

*Agenda Item* 2

*Date* 12-13-19

**Proposed Agenda**

**LGVSD Board Retreat**

**8:30 a.m. – 11:30 a.m., December 13, 2019**

**Meeting Purpose:**

This meeting is a continuation of the workshop on 11/15/19. Previously identified goals include to:

- Clarify expectations and roles (Board and GM)
- Articulate desired Board norms
- Develop clearer understanding of how each sees/carries out their responsibilities
- Build trust in a way that allows the Board to move past historical issues

<b>Time</b>	<b>Discussion/Purpose</b>	<b>Who</b>
8:30 – 8:40	Check-in <ul style="list-style-type: none"><li>• Review Agenda and Ground Rules</li><li>• Anything need to be added?</li></ul>	Chris/All
8:40 – 9:10	Update on Action Items <ul style="list-style-type: none"><li>• Status</li><li>• HR Subcommittee (Standing Committee concerns; conflicting policy B 40-10)</li></ul> Outcomes: Everyone knows status of action items; Decision on HR sub-committee	Mike and Chris
9:10 – 10:10	Discuss Roles <ul style="list-style-type: none"><li>• Review Table</li><li>• What are the general themes regarding GM role? Board role?</li><li>• Hypothetical testing – discuss scenario and role</li><li>• Admin Site Evaluation RFP (Judy)</li><li>• How can we tactfully redirect each other when needed?</li></ul> Outcomes: Agreed upon method for redirecting each other; General principles for determining roles	Chris/All
10:10 – 10:45	Board-Staff Communications – Table  Outcomes: Ideas on how the Board can respond to a variety of issues	Chris/All

Time	Discussion/Purpose	Who
10:45 – 11:15	Board Norms – What are our expectations of each other? Examples: <ul style="list-style-type: none"> <li>• Attendance vs. calling in</li> <li>• Use of letterhead</li> <li>• Attending outside agency or community meetings</li> </ul> Outcome: Discuss/agree on unstated expectations of each other	Chris/AIIM
11:15 – 11:30	Moving Forward: <ul style="list-style-type: none"> <li>• Questions to Consider</li> <li>• Retreat Feedback</li> <li>• Adjourn to Holiday Luncheon</li> </ul>	Chris/All

## **Before You Engage, Ask Yourself**

- 1. Should I Even Be Having this Conversation?**
2. Do I have the information I need to respond to the situation?
3. Does this require a discussion with the full Board?
4. Is it covered under policy?
5. Do we have a policy that tells us who is supposed to handle this? Does the policy tell us who has the authority to handle it?
6. Does a policy need to be developed?
7. Does this issue have to do with signature authority? Does it fall within staff's signature authority?
8. Is this an operational issue?
9. Is it about a technical issue?
10. Is the issue related to a staff member's performance?
11. Is it related to the GM's performance?
12. Are you interacting with staff about a substantive District issue without the knowledge of the GM?



## Board/Staff Communication

### For the Board

If	Then
The Board has a specific piece of work to request that staff perform	Talk to the GM who will determine the priority and delegate the work to staff (Policy B-20; B-120-70)
If a staff member approaches a Board member and prefaces the conversation with "can you keep something confidential?"	Tell them you cannot. Given your role in the District, you can't guarantee something will remain confidential. If it is an issue that impacts the District, you will have to (at minimum) talk with the GM about it. If they proceed to talk with you, report the conversation to the GM or District Counsel. If they do not, report anyhow for possible follow-up.
If a staff member approaches a Board member with an allegation of illegal harassment, discrimination or any other illegal activity	Listen to the employee's explanation. Immediately follow up with the GM and encourage the employee to do the same. If the complaint is about the GM, immediately follow up with District Counsel. As soon as possible, write down the date/time and key elements from the conversation. (Policy B-180 and Whistle Blower's policy) and forward to either the GM or District Counsel.
If a staff member approaches a Board member with a complaint about the GM that is described in the Whistle Blower Policy	Follow the steps outlined in the Whistle Blower policy
If a staff member approaches a Board member with a general complaint (that is not a violation of policy or ethics)	Ask if they have talked with their boss and/or the GM about the issue. 1. If the employee <u>has not</u> spoken with their boss and/or GM, don't engage. Explain why you can't get involved (chain of command/operational issue/Board is appeal body). Encourage the employee to follow the chain of command or discuss the issue with their OE3 rep. 2. If the employee <u>has</u> spoken with their boss but not the GM, don't engage. Encourage the employee to follow the chain of command 3. If the employee has spoken with their boss and the GM, ask why the response wasn't satisfactory. Listen, document specifics, and follow up immediately with the GM.

## Board/Staff Communication

### For Staff

If	Then
A Board member approaches you and asks you to do a specific piece of work	Refer them back to the GM (Policy B-20)
A Board member contacts you with a request for information	Forward to GM for delegation, or, if minor, confirm with GM before responding and copy GM (Policy B 20-10 and B 20-30)
A Board member contacts you about personnel issues or gossip	Don't discuss. Can say "I'm sorry, but that isn't information I can discuss." Inform the GM immediately. (Policy B 80-20 and B 80-30)

\*Please follow the chain of command when bringing forward issues. Give your supervisor and the GM an opportunity to work with you to resolve an issue before escalating it to the Board or talking negatively about the organization and your supervisors/managers.



### Retreat Role Clarification – Discussion

General Manager's Role	Gray Area (or Shared Responsibility)	Board Role
Communicates what's going on, pro and con, good and bad, with the Board	Beautification	Share information about the outside world
Admin	Public input management	Select auditor
Staff management	Alternative decisions	Strategy directions
Budget development and recommendations/management	Issue/question with manager other than GM	Buck stops with the Board
Day to day operations	Environment of the reclamation field	Represent the people of the District
Employee discipline/protocol	Complaints	Revenue enhancement – legislative level – policy and ideas
Manage/select consultants	Other agency communication	Personnel appeals
Inform Board/inform staff	Customer communications	Set ordinance
Manage and report annual audit	Board directs broadly – GM acts on but also directs Board	Legal/Management of legal counsel
Carry out policy	Observations	Budget appropriations
Tactical decisions	Personnel issues	Set policies and procedures for district/evaluate district performance
Technological decisions Equipment process (Note: Board asks for understanding that sometimes due to public pressure they may reverse a GM decision)	Attendance at public events representing LGVSD Board (Discussed concerns about identifying self as LGVSD Board and having personal opinion be construed as Board opinion)	Set policy – policy development and revision
Maintain regulatory compliance (NPDES, Prop 218, etc)	Asset management (Note: This is largely seen as a GM responsibility - Board sees this as a responsibility that overlaps with the Board)	GM selection and oversight
Keep Board aware of what's happening in a very concise (simple) way	Information sharing Board → GM and GM → Board	Award contracts (above GM authority)
Develop draft meeting agendas		Run meeting agenda to accomplish goals
Oversee all operations/CIP and O&M management		Interactions with other politicians/political arena

General Manager's Role	Gray Area (or Shared Responsibility)	Board Role
Revenue enhancement tactics and implementation		Leave manager alone unless manager changes are needed
Alternative analysis and recommendations		Police self – communicate directly with each other
Operations management/following Board Agenda		
Collections		
NPDES Permit		