

Introduction to CSAC

The California State Association of Counties



CSAC VISION

The California State Association of Counties (CSAC) serves as the effective advocate and unified voice of California's 58 counties.

CSAC MISSION

To serve California counties by: developing and equipping county leaders to better serve their communities; effectively advocating and partnering with state and federal governments for appropriate policies, laws, and funding; and communicating the value of the critical work being accomplished by county government.

CSAC VALUES AND PRINCIPLES

The California State Association of Counties (CSAC) shall adhere to the highest professional standards of conduct relying on its character, integrity, ability, and strength. To this end, CSAC subscribes equally to the following values and principles:

1. **County Focused** – We will be county-focused and our policies will be member-driven.
2. **Integrity** – We will be consistently honest and fair.
3. **Teamwork** – We recognize that we can accomplish more working together, so we will support each other and strive to work as a team.
4. **Adaptability** – We are committed to proactively and effectively adapting to new situations and environments.
5. **Respect** – We genuinely value those who are different from ourselves and will respect a diversity of viewpoints, backgrounds, cultures, and lifestyles.
6. **Continuous Improvement** – We are committed to personal development and we will all take deliberate steps to improve every day.
7. **Accountability** – We will hold one another accountable and work tirelessly to accomplish our goals and fulfill our mission while upholding the values we share.

More Than a Century of Service to California Counties

Since California's admission to the United States in 1850, county supervisors have met with one another to discuss state and federal legislation. Initially, these meetings were informal and irregular. In 1894, a formal statewide organization called the *County Boards of Supervisors Association of California* was organized. For the next 16 years, the association held meetings to discuss major issues concerning local government.

On May 15, 1911, the Association's first constitution and by-laws were adopted, and the organization has been a strong factor in California ever since. The name was later changed to the *County Supervisors Association of California*. In 1991, the association again changed its name to the *California State Association of Counties* to better reflect the broad base of programs and services that counties provide to the public and CSAC provides to counties.

Toward the end of the 1930s, it became increasingly clear to the association's leadership that a more professional organization was necessary. County government problems demanded solutions which could only be realized by the establishment of a permanent office and staff in Sacramento. In response, the association opened its first offices in Sacramento. Prior to that, it contracted for representation through various local government-based lobbying groups in the Sacramento area.

CSAC Today

Today, CSAC's offices are located one block from the State Capitol at 1100 K Street. Previous locations include the 11th and L Building from 1970 to 1981, and the Elks Building at 11th and J streets.

CSAC has about 35 full-time staff members and has an annual operating budget of approximately \$9 million. All 58 counties are dues-paying members of the association.

Conferences and Meetings

CSAC holds two annual meetings for its membership: the Spring Legislative Conference in Sacramento with hundreds of county officials in attendance, and its Annual Meeting in November or December alternating between Northern and Southern California with more than 1,000 county officials and interested private sector participants in attendance.



Publications

CSAC publishes a weekly e-publication, *The CSAC Bulletin*, and distributes it to more than 3,500 subscribers in addition to posting it on the CSAC Website. During legislative budget discussions, CSAC publishes a Budget Action Bulletin on an as-needed basis. CSAC also publishes a blog, *The County Voice*, which staff frequently updates with timely information relevant to counties. CSAC participates in the Spring and Annual Meetings of the National Association of Counties (NACo) and provides federal resource and membership services in Washington D.C.



CSAC EXECUTIVE STRUCTURE

CSAC is governed by a 62-member Board of Directors and a 15-member Executive Committee. The Board of Directors delegates day-to-day policy and oversight functions to the Executive Committee, which includes the four annually-elected officers and other members selected from the Board of Directors by caucuses.

CSAC Board of Directors — 62 members including one county supervisor from each of the 58 counties, plus CSAC's Officers: President, Past President, and two Vice Presidents.

CSAC Executive Committee — 15 members including CSAC's officers, six urban county supervisors, three suburban county supervisors and two rural county supervisors. Each caucus also elects one alternate member.

The CSAC legislative platform is formulated by five policy committees consisting of county supervisors. Policy committees represent the following areas: Agriculture, Environment & Natural Resources; Administration of Justice; Government Finance & Administration; Health & Human Services; and Housing, Land Use & Transportation.

CSAC also works closely with other statewide associations of county officials. These groups, separate from CSAC, maintain their own governing bodies and structures.



2018 CSAC Officers. L-R: Immediate Past President Keith Carson (Alameda), Second Vice President Lisa Bartlett (Orange), First Vice President Virginia Bass (Humboldt), President Leticia Perez (Kern).



The 58 Counties of California

CSAC Policy Committees

Administration of Justice

The Administration of Justice (AOJ) Policy Committee has responsibility for a broad array of justice-related issues that includes juvenile justice; probation; courts; local law enforcement; adult and juvenile detention; public records, privacy and open meetings; grand juries; and all county functions connected to the civil and criminal justice systems. The committee has primary responsibility for the development of policies relating to the administration and financing of the various county programs under its purview.

Agriculture, Environment and Natural Resources

The Agriculture, Environment and Natural Resources (AENR) Policy Committee is responsible for developing and reviewing policy on environmental and resource issues that affect county operations and local economies. This wide range of issues includes: agriculture, air quality, water, forestry, mining, endangered species, disasters, energy, parks and recreation, public lands, coastal resources, fish and game, regulatory streamlining, solid waste and hazardous waste. The committee's policy direction is utilized by CSAC staff when representing county interests on state and federal legislative proposals, state budget items, regulatory issues and ballot measures relating to the environment and California's natural resources.

Government Finance and Administration

The Government Finance and Administration (GFA) Policy Committee is responsible for policy relating to finance, general government operations and authority, employee relations, and administrative services. Under that broad

umbrella, the committee addresses such issues as taxation, economic development, elections, retirement systems, workers' compensation, public meetings and records, broadband and mandate reimbursement.

Health and Human Services

The Health and Human Services (HHS) Policy Committee has responsibility for the development of policies and proposals relating to the following: aging and long-term care, alcohol and drug programs, mental health, medical care for the indigent, public health, county hospitals, the California Work Opportunity and Responsibility to Kids (CalWORKs) program, foster care, child welfare services, adult protective services, the In-Home Supportive Services (IHSS) program, and General Assistance (GA) for the indigent. Together, these programs represent approximately one-third of the state General Fund expenditures.

Housing, Land Use and Transportation

The Housing, Land Use and Transportation (HLT) Policy Committee reviews state budget items, ballot resolutions, and state/federal legislative proposals in these three important interrelated areas. Major areas of policy development, review and advocacy include, transportation / infrastructure planning and funding, general plan/planning procedures, land use and growth policies, housing element law, Indian Gaming legislation and Tribal / State Compacts, authority of pertinent state agencies (e.g., Office of Planning and Research, CalTrans, and Housing and Community Development) and federal transportation and tribal government issues.

CSAC Finance Corporation

The CSAC Finance Corporation was formed in 1986 to offer municipal finance services to counties and to private entities that provide significant public benefit to the residents of counties. A year later, the CSAC Finance Corporation and the League of California Cities created a Joint Powers Authority of counties and cities, the California Statewide Communities Development Authority (CSCDA). This authority provides a broad range of financial products and services that promote the economic well-being of counties and cities. Over time, the CSAC Finance Corporation has grown its base of programs to address the needs of our California counties with a variety of programs designed in response to your needs.

The CSAC Finance Corporation oversees a number of programs, including:

- * Public and Private Bond Programs through CSCDA for Public Benefit Projects;
- * Deferred Compensation through Nationwide;
- * Local Agency Investment Options through CalTRUST;
- * Discounted Prescription Program with Coast2Coast Rx;
- * CyberSecurity Services with Synoptek;
- * Cannabis Data Management with the California Cannabis Authority;
- * Payment Solutions through Easy Smart Pay; and
- * Corporate Associates Program

While the CSAC Finance Corporation was created to provide solutions to counties and other public benefit projects, they have also been able to provide significant grants to CSAC to assist in the development and implementation of programs valuable to

California's counties, while helping to keep member dues down. In the last fiscal year alone (2017-18)



the CSAC Finance Corporation was able to grant \$4,400,000 to CSAC. Since its inception, the CSAC Finance Corporation, together with their program partners, has constantly developed new products and services for CSAC member counties as well as other forms of local government. They continue to anticipate the needs of California's counties and work hard to meet them.

CSCDA PUBLIC AGENCY FINANCE PROGRAMS

California Lease Finance Program (CaLease)

This program offers tax-exempt lease financing to public agencies for capital projects, and equipment without the traditional expense or complexity of other finance mechanisms.

Total Road Improvement Program (TRIP)

CSCDA offers a pooled securitization program, assisting local agencies in bonding against future payments, allowing them to fund projects today. Borrowers will benefit from reduced issuance costs and better interest rates. The program does not require a pledge of the local agency's General Fund.

Water & Wastewater Bond Program

As with CSCDA Public Agency programs, local agencies can benefit from lower costs and ease of execution in funding water and sewer projects through WWBP. Further, the pooled issues are insured by Build America Mutual and will utilize a surety reserve in lieu of funding with cash.

GO Savers Program

This program is an innovative pooled financing program that assists California public agencies with issuing voter-approved general obligation bonds.

Open PACE

CSCDA's Open PACE program is a turnkey resource for residential and commercial property owners to finance energy efficiency, renewable energy and water conservation. CSCDA developed qualification criteria to select PACE Program Administrators to be included in the CSCDA Open PACE platform.

More information on CSCDA and their nonprofit and private sector finance programs can be found at www.cscda.org.

CALIFORNIA CANNABIS AUTHORITY

The California Cannabis Authority (CCA) is a Joint Powers Authority created by the CSAC Finance Corporation to develop and manage a statewide data platform. The platform will assist counties that are regulating commercial cannabis activity by consolidating data from different channels into one resource to help local governments ensure maximum regulatory and tax compliance. In addition, the platform will help to facilitate banking services to the cannabis industry by providing necessary information to financial institutions to help them fulfill necessary compliance requirements



CalTRUST

The Investment Trust of California (CalTRUST) is a program established by public agencies in California for the purpose of pooling and investing local agency funds, such as operating reserves and bond proceeds. CalTRUST offers five account options including liquidity, short-term, medium-term, money market, and government funds. The CSAC Finance Corporation is the administrator of CalTRUST. www.caltrust.org



Coast2Coast Rx

The Coast2Coast Discount Prescription Card is available at no-cost to the county or taxpayers and will save county residents up to 75% on brand name and generic prescription drugs. The Coast2Coast program is already being used over 35 counties in California. Not only does it offer savings to users, your county will receive \$1.25 from Coast2Coast for every prescription filled by a cardholder. www.coast2coastrx.com

NATIONWIDE

Nationwide is the largest deferred compensation program in the country for county employees. In California alone, over 63,000 county employees save for their retirement using this flexible, cost-effective employee benefit program. This program is the only one with a national oversight committee consisting of elected and appointed county officials who are plan participants. Additionally, an advisory committee comprised of California county officials provides additional feedback and oversight for this supplemental retirement program. Over half the counties in California have trusted their employee's deferred compensation to Nationwide. www.nrsforu.com

PAYMENT SOLUTIONS

Easy Smart Pay is a payment portal designed to allow residents to initially pay their property taxes via incremental installments with low transaction costs. This payment portal may be expanded to provide additional payment processing solutions to counties.

SYNOPTEK

CyberSecurity is rapidly becoming a larger threat to public agencies. Through our partnership with Synoptek, counties have access to CyberSecurity training services and solutions at a discounted rate.

www.synoptek.com

CORPORATE ASSOCIATES PROGRAM

The program, created more than a decade ago, fosters a closer relationship between business and local government by providing opportunities to network with public officials on various public policy topics, finance and leadership development.

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CSAC Institute for Excellence in County Government



The CSAC Institute for Excellence in County Government was established in 2008 to provide professional learning opportunities specifically designed for county supervisors, other county elected officials and senior executives in county service. The Institute is a professional, practical continuing education experience designed to expand the capacity and capability of county officials to provide extraordinary services to their communities.

The Institute provides over 90 courses which address county governance, current topics, leadership practices and organizational management. Whether your interests lie in better understanding county funding and financial management, county government structure and responsibilities, leadership and interpersonal relationship strategies, transportation and land use planning, organization effectiveness ... or a myriad of other essential topics and practices ... check out what the Institute has to offer.



CSAC Institute courses are designed to provide practical, professional learning opportunities which meet the continuing education needs of:

- * County Supervisors
- * Other County Elected Officials
- * Senior Executives and Managers
- * Emerging Leaders

CSAC Institute courses are a cost-effective resource designed to help you:

- * **Ask better questions** to get the information you need to quickly understand issues and make better decisions
- * **Give better answers** to questions and to more clearly interpret county government and policy issues to your constituents, the community, your employees
- * **Expand the capacity** for yourself and your workforce and the community to be able to do ordinary things extraordinarily well
- * **Strengthen leadership practices** and knowledge competencies throughout the county organization and help prepare emerging leaders

Learning Opportunities You Expect

CSAC Institute provides professional, high quality continuing education experiences to you in a comprehensive manner. Each course takes a practical approach and has real “take home” value.

The classes are designed around adult learning experiences so the instructors don’t talk at you. You’ll be actively engaged in your learning – sharing your expertise and experience with fellow participants. Expect hands-on activities, discussions, case studies, simulations and projects that involve you in your learning. Some courses restrict who may attend so that fellow participants will be your peers. For example, some courses are limited to only County Supervisors. Courses include consistent leadership and knowledge competencies in their design and instruction so they build on each other rather than duplicate.

When possible you will find Institute courses held before and after other CSAC activities – like

the Annual Meeting – to help minimize travel costs and time.

Credentialed Supervisor or Executive

The Institute offers three credential opportunities to those who complete a designated number of credits:

- * *California Credentialed County Supervisor* (for elected county supervisors)
- * *California Credentialed County Senior Executive* (for senior executives and managers)
- * *California Credentialed Technology Executive* (for IT executives and senior managers)



Credential recipients at the 2016 CSAC Annual Meeting

Each credential requires completion of 30 credits: 15 credits from core courses; and 15 from elective courses. Most Institute courses are three credits each. Participants are encouraged to complete their credential program within 24 months, although extensions are granted.

Successful completion of the New Supervisors Institute provides six credits towards the California County Supervisor Credential.

For those desiring an extended



learning opportunity, consider becoming an *Institute Fellow*. All credential-holders are eligible to become a Fellow. Fellows complete additional courses and the exclusive Fellows Seminar with senior Institute faculty. The seminar is a practical application of problem solving skills to real-life issues. Fellows are invited to participate on the faculty and provide input on the Institute curriculum.

A Credential or Just a Class

You don't have to be enrolled in a credential program to take an Institute class. Most classes are designed to stand alone and you are welcome to take individual classes.

Can't decide? Try a couple classes. If they give you the knowledge and skills you're looking for you can transfer to the credential program. You will receive credit towards the credential for all Institute courses taken.

Additional Learning Opportunities

The Institute hosts a number of additional learning opportunities. The biannual *Executive Leadership Symposium* brings together county supervisors and county administrative officers for an intensive three-day learning experience with world-class faculty.

For More Information

Course descriptions, current class schedule, on-line registration and much more information is available on the Institute web site.

Web Site: www.csacinstitute.org

Email: info@csacinstitute.org

Institute Staff

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CSAC Directory

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New Supervisors Institute

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CSAC Finance Corporation

Alan Fernandes, Chief Executive Officer,
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Laura Labanieh, Director of Operations,
916/650-8186

Corporate Associates Program

Jim Manker, Director of Corporate Relations,
916/327-7500, Ext. 528.

CSAC Exhibitor/Sponsorship Opportunities

Jim Manker, Director of Corporate Relations,
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Other Programs

Institute for Local Government (ILG)

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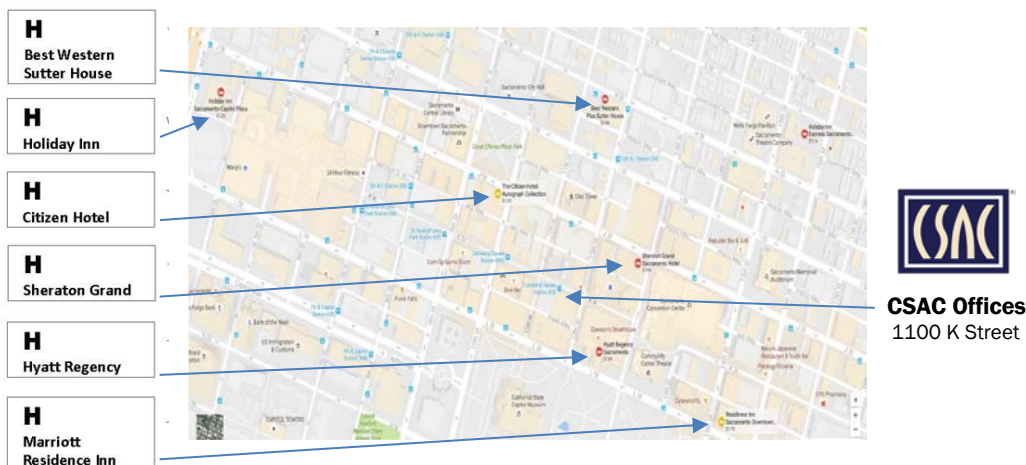
CSAC Offices

To get to CSAC's Sacramento Offices from Business 80 Westbound, exit on the 10th Street off ramp. Turn right on 10th Street (northbound) and continue to K Street. From Interstate 5, exit at J Street and proceed eastbound on J Street to 11th Street. The CSAC offices are located on the K Street Mall at 1100 K Street. The K Street Mall has no street parking, so you will need to park at one of the adjacent parking structures noted below.

California State Association of Counties OFFICE LOCATION



LOCATION	1100 K Street (corner of K and 11 th Streets) Sacramento, California 95814	
CONTACT	Telephone: 916/327-7500 Web: www.counties.org	
PARKING	Two-hour street parking available throughout area City Garages: 14 th and H (enter off of 14 th) 11 th and I (enter off of 11 th or 10 th) 10 th and L (enter off of 10 th) City Lot: 12 th and I (enter off of I) Garage: Cathedral Building 1100 J Street (enter off J-K Street alley)	
LODGING	Nearby hotels that offer a government rate	
	Best Western Sutter House 1100 H Street 800-938-4774	Holiday Inn Capitol Plaza 300 J Street 916/446-0100
	Hyatt Regency Sacramento 1209 L Street at Capital Park 916/443-1234	Marriott Residence Inn 1501 L Street 916/443-0500
	Sheraton Grand Sacramento 1230 J Street 916/447-1700	Citizen Hotel 926 J Street 916/447-2700



10 Habits of Highly Effective Boards of Supervisors

1 Think and Act Strategically

- * Govern by creating policy focused on the ends, rather than becoming immersed in the means

2 Demonstrate the Elements of Teamwork

- * Works collectively to deliberate fully as the many, and act as one

3 Diagnose Situations and Practice Effective Decision Making

- * Build capacities to interpret circumstances and maintain strong interpersonal relationships, apply data and knowledge, and act adaptively in complex decisions

4 Shared Definition of Roles and Relationships

- * Clear understanding of the role and responsibilities of each Board member, the Board as a whole, the CEO and the staff

5 Establish and Abide by Board—Executive Partnership

- * Board establishes ends and sets limits to CEO means and empowers them; staff acts on means within set limits to achieve ends; Board evaluates results produced

6 Make Periodic Evaluations of Strategy and Policy Implementation

- * Regularly review and receive feedback on strategy, outcomes, priorities and changing circumstances from community and staff

7 Use Board Time and Energy Wisely

- * Use the very limited time together to best benefit their community; put Board time in the things that matter.

8 Live By Transparent Rules and Procedures for Governance at Meetings

- * Meetings are conducted respectfully and productively by adherence to agreed-upon norms, rules and/or procedures designed to enhance decision-making and community engagement

9 Consider Public Value for All Owners

- * Board acts in trusteeship on behalf of all owners in the county, not just the ones who put them in office nor only the people of their district

10 Pay Attention to Themselves

- * Practice continuous individual and collective professional and governance development



Building Blocks of Effective Governance

1. Clear Sense and Unity of Purpose
2. Common Definition of Roles and Relationships
3. Culture of Team Success Based on Integrity, Trust and Respect
4. Structure and Process Focused on Ends



Sense and Unity of Purpose

A common focus on the difference the organization makes in the lives of its stakeholders. The core values and key goals the council members hold in common about the community and the services the organization provides. The clear sense and unity of purpose helps board members transcend their differences to fulfill a greater purpose.

The Reality

- ◆ You were appointed as an individual, but serve as a member of a team.
- ◆ You don't have the authority as an individual to fix the problems you want to fix.
- ◆ Your success as a board member and organization is inextricably tied to the success of your board and your staff.



Roles and Relationships

The Board's responsibility for itself: A common understanding of how the individuals will work together to accomplish the unity of purpose. Boards should have a well-defined definition of their function. The performance of that role and the relationships among members must be defined through conversation, mutual definition of those behaviors and practices expected of the members and the chief executive, and mutual responsibility for the board's performance.

Strong Governing Boards effectively work with their executive: Recognition that the role of the board and that of the chief executive and the professional staff are truly separate. With the complexity of governance in today's organizations, the balance is less one in which there are firm boundaries to roles, and more one in which stakeholders, board members and professional staff view themselves as mutually

supportive partners in the unity of purpose, problem solving, and the delivery of agency services.

Board's Focus on Ends

- ◆ Goal setting – retreats
- ◆ Exploration and analysis – committees
- ◆ Disposition and policy – regular meetings
- ◆ Stakeholder relations – stay in touch with the community and donors
- ◆ Resource stewardship – effective direction to staff

Culture of Team Success



How the board leads as a team: How collectively and individually the board models

and practices behaviors which inspire others, drives performance, shares authority and responsibility, and demonstrates to stakeholders a caring about people, the community and the unity of purpose. Team members value differences while recognizing the importance of finding common ground. Trust is built around understanding and respect, not necessarily agreement. Successful boards appreciate the profound influence of interpersonal practices on governance and strive to develop expected norms.

Focus on Ends



Bifocal vision – The board is forward thinking both on immediate ends and the creation of policies with a long-range perspective. Immediate ends are aligned with long term priorities.

Strategic agility – The board manages political diversions to avert detours and focus its efforts and those of the staff on the immediate ends and collective goals. It guides these “means” through clear and consistent expectations of outcomes.

County Governance Responsibilities



1. Set Direction and Establish Ends for the County

- * Assess county needs and trends
- * Build the board's unity of purpose
- * Create, review and revise policy and direction-setting documents (vision, strategy, values, priorities, initiatives, success indicators)
- * Ensure an appropriate inclusive process is used
- * Ensure these documents are the driving force for all county efforts

2. Foster an Effective and Efficient Structure to Manage Means

- * Respect governance and staff roles and responsibilities
- * Create governance structures and protocols for effective governance
- * Employ the County Administrative Officer and Counsel, and set policy for hiring of other key personnel
- * Conceive and oversee development of and adopt county policies
- * Establish budget priorities, adopt the budget and monitor implementation
- * Provide direction to ensure a healthy relationship with employees
- * Build employee and organizational capacity

3. Govern Professionally

- * Act with professional demeanor that models the county's values and vision
- * Make decisions and provide resources that support mutually agreed upon priorities and goals
- * Model a positive team culture of governance
- * Debate as five; speak as one
- * Uphold board approved county policies
- * Be knowledgeable enough about county efforts to explain them to the public

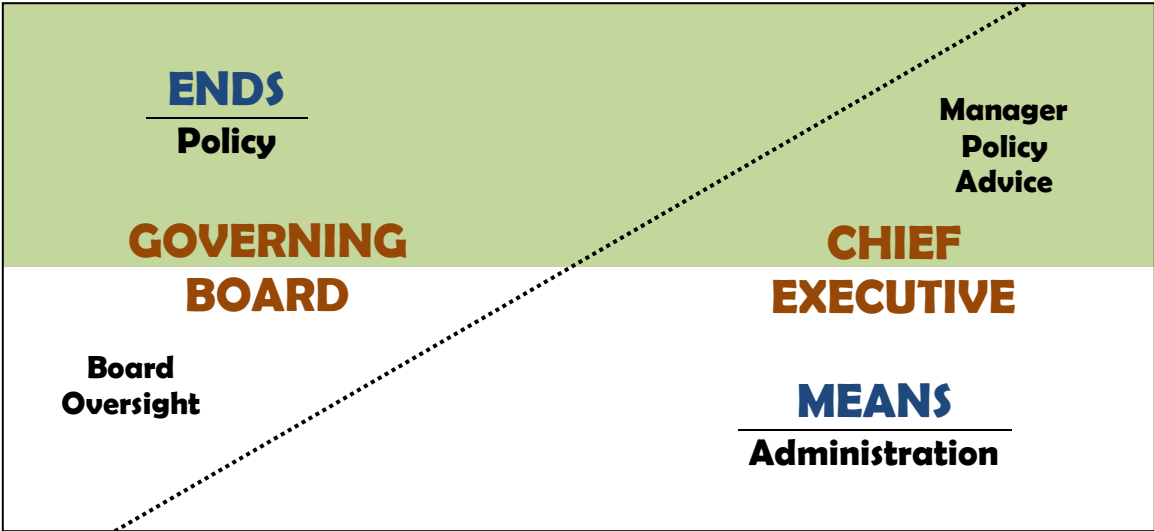
4. Ensure Accountability and Transparency to the Public

- * Evaluate the CAO and counsel
- * Monitor, review and revise policies
- * Serve as a judicial and appeals body
- * Monitor program effectiveness and require program changes as indicated
- * Monitor and adjust county finances
- * Monitor the collective bargaining process

5. Practice Community Leadership

- * Create and sustain a positive governance team culture
- * Speak with a common voice about county strategies, priorities and issues
- * Engage and involve the community
- * Communicate clear information about policies, programs and fiscal conditions of the county
- * Educate the community and the media about issues facing the county
- * Advocate for county programs to the general public, community, and local, state and national leaders

Division of Responsibilities in Board-Executive Local Government



Model of Governance in Local Government

Typical Tasks

Determine purpose of organization, establish long-term vision, determine services and service levels, set strategic goals and priorities

Pass ordinances, approve projects and programs, ratify budget, identify ends and outcomes, establish values and perspectives in policy

Make key implementation decisions (i.e. siting), handle complaints, oversee administration, set decision boundaries, review performance measures

Suggest management changes to manager, approve labor and other major contracts, review performance of organization in manager review

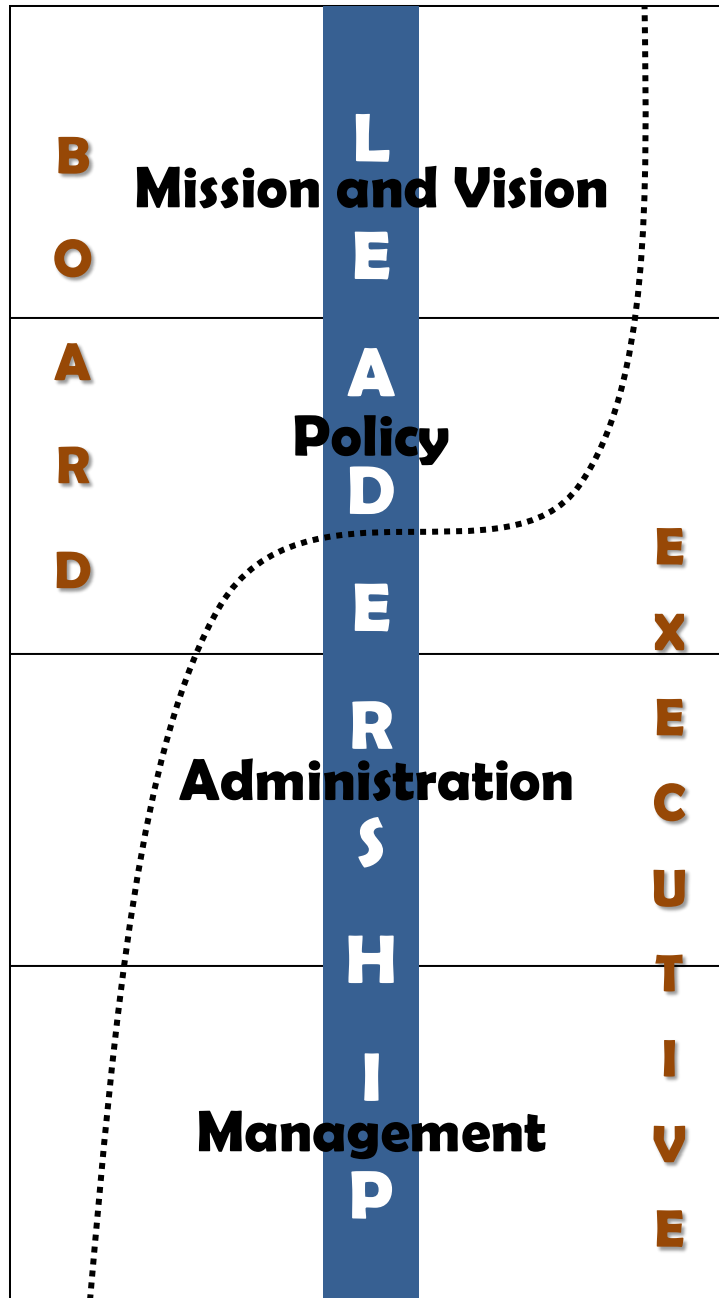
Typical Tasks

Advise, options, past practice, analyze conditions and trends, identify constraints

Make recommendations on all decisions, formulate budget, determine service distribution formulae, create implementation plans (means)

Establish practices and procedures, make decisions for implementing policy, monitor performance

Control human, financial, material, and informational resources of organization to support policy and administrative functions



Adopted from: Svava, J.H., 1985. *Dichotomy and Duality: Reconceptualizing the Relationship between Policy and Administration in Council-Manager Cities*. In: *Public Administration Review* 45:228, and Carver, J., 1997. *Boards that Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. Jossey-Bass Publishers, San Francisco.

Roles and Relationships

Guidelines for Successful Interactions

What does board expect of the professional staff?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

What will the board give or contribute to staff?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

What does the professional staff expect of the board?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

What will the staff give or contribute to board?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Best Practices of Governance

Effective governing boards build on a framework of practices that guides their individual and collective thoughts, actions, structure and relationships in every meeting. Elements include:

1. **Persistent connection to vision, purpose and possibilities** Systematic encouragement to think the unthinkable and to dream of possibilities while anchored in clear sense of purpose.
2. **Explicitly address fundamental values** The board is the guardian of organizational values; it focuses on deliberations and explicit pronouncements on those values.
3. **Force an external focus** Are more concerned with external responsiveness to community expectations and needs than with the internal issues of organizational mechanics.
4. **Enable an outcome-driven organizing system** Establish an outcome-based culture and procedurally enforce the culture as the central organizing focus.
5. **Separate large issues from small ones** Spend time on the large issues.
6. **Force forward thinking** Strategic leadership demands the long-term viewpoint and the majority of the board's time thinking about the future.
7. **Enable productivity** Boards press towards leading and not reacting; more in creating than in approving.
8. **Facilitate diversity and unity** Optimize the richness of board composition and opinion, yet still assimilate the variety



into one voice, and then speak as one voice.

9. **Balance relationships to relevant constituencies** Boards are trustees for all 'owners' regardless of whether they voted for you, yet politically accountable to constituencies, and therefore must define how these accountabilities coexist in their governance.
10. **Define and adhere to a common basis for discipline** How the board practices self-discipline and governs itself – holds itself accountable to stick to its job description and rules of governance.
11. **Delineate the board's role** The roles of the board and the executive is discussed and are clear on any topic.
12. **Determine what information is needed** Precise distinctions about the amount of information that is needed: not too much, too little, too late, or simply wrong.
13. **Balance overcontrol and undercontrol** Clarify those aspects of management which need tight versus loose control; avoid being a "rubber-stamp" or a "micromanager."
14. **Use board time wisely** Sort out what really needs to be done to enable boards to use the precious gift of time productively.