

MEMORANDUM

TO: Board of Trustees

FROM: Tim Callicrate
District Board Chairman

SUBJECT: Review, discuss and possibly approve spending \$48,700 to contract with the Mathis Group for a Board of Trustees Training and Leadership Program

DATE: January 4, 2022

I. RECOMMENDATION

That the Board of Trustees makes a motion to approve spending \$48,700 to contract with the Mathis Group for a Board of Trustees Training and Leadership Program.

II. BACKGROUND

At the September 2, 2021, Board Chairman Callicrate had a General Business item to discuss this matter with the Board and there were no objections to having Staff take the first step of getting a proposal for the interviews. On the September 15, 2021 agenda, there was a Consent Calendar item, which was moved to General Business, that was passed, to begin this process – that expenditure was \$8,000. This is Phase II of this process and the attached proposal outlines this phase.

III. FINANCIAL IMPACT

This professional services contract is an unfunded item as it was not expressly included in the approved FY2022/23 budget. Staff has, however, identified funds that could be re-allocated to cover the cost of this contract through General Fund appropriations included in the District's General Fund, Administration budget (professional services, training). Of the total of \$48,700, it is recommended that 75% (\$36,525) be charged to the Trustee budget and 25% (\$11,950) be charged to staff training budget(s). If approved, funds will be re-allocated to the Trustee budget (100-11-110) to cover that portion of the contract cost.

IV. COMMENTS

The Mathis Group proposal is a framework for the work. In reviewing this proposal, I was very pleased to see that Dr. Mathis included the process of documentation as well as process to provide a better way to evaluate the District General Manager (at the end of the proposal under "Summary").



January 3, 2022

To: Indra Winquest, District General Manager
Cc: Tim Callicrate, Board Chair

From: Dr. Bill Mathis
Management Psychologist

Re: Proposal to Board of Trustees for Beginning of Training Program for Executive Coaching and Best Practice for Both Board (Phase I and Phase II Including Senior Management Staff)

Phase I is intended to address coaching the individual Board members and GM, initially as consultation with individuals and counsel, we will endeavor a systemic improvement in systems that need upgrading to reach the level of a High Performance District and model for the industry. It is a well-known principle that good systems eliminate many human errors and increase motivation with staff dramatically. Board Interview Areas:

After in-depth interviews with the Board, many good suggestions were discussed and included in its proposal to develop and coach high performance with the Board, GM and key staff. Here are the High Performance Goals for this proposal and work plan to achieve.

- I. Develop Board Norms that achieves a more consensual effective communication between 5 board members who all have a great deal to contribute. Leadership consists of 5 bright people with different work backgrounds and will enhance meeting agendas, decision-making and simplify a very complex system that exists. Board Norms are often higher expectations than legal statements and emphasizes what works within the law and emphasizes results for commitments. Board Norms advocate respect for leadership, applaud results and trust in activity is key.
- II. Defining and Practicing Best Practices often means developing systems that work for staff, constituents, and Board that create harmony and initiative to move projects from a thoughtful but clear process towards solutions. Best practices are unique and take into account the management styles of both Board and leadership in staff. Accounts for and expectations are both emphasized in this goal.



- III. Utilizing and Identifying Best Leadership Skills of the 5 board members. This process will enhance individuals on the Board to utilize skills and abilities that others might ignore in the business of running a complex district.
- IV. Prepare the Improvement District for unique progress and innovative structures to complex financial growth in the District. This goal will emphasize making the PR and communications necessary for a high performing District. This goal will emphasize systems that work for people and not merely meet expectations.
- V. Development of Executive Staff to work together as a team with high expectations agreed upon by the District. This suggests the message of clear goals, project management skills and accountability for contractors and demonstrates being in sync with each other.
- VI. Coach the Team (Staff) and Leadership (Board) to move in smarter directions means eliminating behavior that is counterproductive and replacing behaviors with trust, respect and other Board norms conducive to team performance versus dysfunction.

Phase I: The above 6 goals represent steps needed to establish direction for developing a high performance District but will not establish total success until Phase II is implemented to support and conform to the needed changes. There will be re-training as Board members and executive team recycle their skills to other venues and take skills elsewhere. High turnover is an issue that needs addressing, especially with staffing.

Proposal for Implementation:

- A. Develop a strategy with the Board of Trustees to build a High Performance and cohesive group of Trustees to initiate and lead the best outcome for IVGID.

Activities:

- Zoom/in-person meetings with Board members to identify leadership skills and eliminate behavior that does not contribute to team success. This will include coaching Chair and Vice Chair in productive and clear practices for running meetings, more succinct agenda management, resolving board conflict and instituting activity and positivity in all segments of the meeting agenda. Enhance open agendas for citizens as prescribed.
- Use of new/advanced tests to enhance leadership skills of the Board, and key managers.
- Enhance skills in reading other's styles and communicate effectively with all.



- Complete agreement on Board Norms.

- B. When ready, Dr. Bill will work with the Board in special work study sessions on Board Norms adopted that all have contributed to. Also the Chair/Vice Chair will be coached in implementing this change of strategies for managing the timely implementation with the money.
- C. Practice the best leadership style with each member of the Board and GM to clarify best styles, strengths and for getting consensus.
- D. Begin to operationalize Best Practices with the Board and GM. Determine strategies for conflict resolution innovation and affirm individual contribution.
- E. Determine Board individual strengths for Emotional IQ contribution and strengths for leadership. Self-reflection, understanding the culture and implementing transparency and open change. Trust-building is key.
- F. Building a platform for new systems that enhance individual productivity, implement Board Norms, clarify Best Practices implementation, and create Board environment of effective leadership with 5 opinionated individuals.

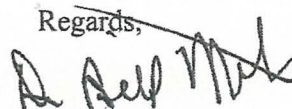
Costs: Costs between categories will vary because of the different personalities of Board and Executive Staff, and different speeds for learning and adjusting to changes.

\$45,000 for activities listed and \$3,700 (not to exceed) for lodging, testing data, travel etc. and project expenses. Total of Phase I not to exceed \$48,700.

Summary

These activities in this proposal will be documented with outcomes, milestones and supervised by the General Manager to complete the coaching with outcomes such as new Board Norms, beginning a new General Manager evaluation program and declared goals from each Board Trustee.

Indra Winquest, GM

Regards,

Dr. Bill Mathis