

**MINUTES OF A SPECIAL MEETING
OF THE BOARD OF DIRECTORS OF THE
KINNELOA IRRIGATION DISTRICT
MARCH 1, 2017**

MEMBERS PRESENT: Directors Eldridge, Griffith, Johnson, Kilburn and Opel

MEMBERS ABSENT: None

STAFF PRESENT: Melvin Matthews, General Manager
Bernadette Allen, Administrative & Accounting Assistant

PUBLIC PRESENT: None

CALL TO ORDER: The meeting was called to order by the Chair, Director Kilburn, at 12:02 P.M.. A quorum of Board Members was present. The Agenda was reviewed and no changes were requested.

PUBLIC COMMENTS: None.

PRESENTATION: Jeff Hoyer, CPS HR Consulting, provided a handout "Performance Development, Management, and Improvement" attached to these minutes, and he facilitated a discussion and fielded questions regarding his perspective on the District and on the services his company would provide. A summary of the information discussed is as follows:

Initial Presentation:

1. Strategic Planning: What are the District's goals for the organization over the next 3-5 years?/What does the District want to accomplish?: Knowledge Transfer, Succession Planning, Cross Training, H.R. Procedures/Administrative Management, Conflict Resolution, Clear Organization
2. Operational Plans/How will the District accomplish each goal?: The top 3-5 objectives become the operational plan. This is what the staff will do.
3. Performance Plans: Determine metrics for performance.
4. Performance Management, Rewards, Accountability: Determine methods of accountability and rewards.

Further brainstorming and discussion led to the following prioritization:

1. Board/General Manager responsiveness and performance metrics.
To develop metrics, look to District's statement, strategic plan, budget, recurring items in board meetings. General Manager example:
Operational metrics based upon providing reliable/safe/future water supply, water production, maintenance and upgrades.
Finance metrics based upon capital improvements and comparisons to budget
Staff/Human Capital/Administrative metrics
2. Governance. Determine who has which responsibilities and who makes what decisions, when to act independently and when to get authorization.
3. Expectations between the Board and General Manager.
NIFO = Nose In, Fingers Out
4. Comparables/Job Descriptions: The cost for CPS HR Consulting to provide a comparable compensation study would be approximately \$50,000. Comparative studies no longer being done by water associations. Instead, the state controller data can be used to look at similar jobs.

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DISCUSSION: General Manager was directed to provide job descriptions.

ADJOURNMENT: The meeting was adjourned at 2:07 P.M.

The next regular meeting will be on March 21, 2017, at 7:30 P.M.

Respectfully submitted by,

Melvin L. Matthews

Melvin L Matthews

General Manager and Acting Secretary to the Board



3/01/17

Meeting with: Jeff Hoye
CPS HR Consulting
Senior Leader, Organizational Strategy
jhoye@cpsr.us

Performance Development, Management, and Improvement

Strategic Planning

- Top 3-5 goals for an organization
(what we want to accomplish)

Operational Plans

- Top 3-5 objectives for each strategic goal
(how we will accomplish each goal)

Performance Plans

- Key performance metrics for the organization
- Key performance metrics for each department
- Key performance metrics for key leadership

Performance Management, Rewards, Accountability

- Key performance plans for each key leader and each of their staff
- Actual versus planned performance drives:
 - Rewards
 - Monetary
 - Time-off
 - Non-monetary
 - Recognition
 - Public
 - Private
- Performance Scorecard
 - Demonstrates planned vs. actual results
 - Links to Strategic & Operational Goals
 - Means by which the Board and GM/Organizational leader can hold strategic discussions

Organizational Need versus Individual Need

What does your organization Need?

- a. Is your mission, strategic plan, and operational plan clear and aligned?
- b. Do key personnel have performance plans that match (1) a. above?
- c. How do you know you're performing to plan?
- d. How do you know where you're on-track and where you need to improve?

What do your key leaders and staff need ... to grow, further develop, develop others?

