

AGENDA ITEM

703 MARCH 2017

DATE: February 16, 2017
TO: Members, Board of Trustees
FROM: Francisco Gomez
SUBJECT: 2017 Board Planning Meeting Update

EXECUTIVE SUMMARY

This memorandum discusses the implementation of the recommendations made by Board of Trustees at their January 27, 2017 planning meeting. The Board of Trustees discussed: (1) possible changes to the Board and Board Committee agenda templates; (2) the timeliness of posting and publishing of content and the means to track compliance; and (3) development of a simple dashboard-type reporting tool to monitor the progress on key projects.

BACKGROUND

At its January 27, 2017 Planning Session, the Board of Trustees outcomes included changes to the Board and Board Committee agenda process, an expressed desire that board meeting materials be timely posted and published, and development of simple visual format to monitor the progress of various important projects and initiatives, in addition to logging various communications events and milestones.

DISCUSSION

Board Agenda Process

The Board recommended specific actions which we address below.

Report Progress on Strategic plan/initiatives. IT staff is developing a means to associate every agenda item with the 5 Goals & 32 underlying Objectives in the 2017 – 2022 Strategic Plan (see Attachment A).

Closed Session: The Board asked that there be fixed time closed sessions at the start of meetings, with preset open meeting start time. If more time is required, in the closed session would be continued at the end of the meeting.

The Board and Board Committee agenda templates have been modified to start with the closed session. However, since the March Board Agenda is divided up between two days, as such, is not conducive to setting a fixed open session time following the closed session. Enhancements,

such as the preset open meeting times, will be included going forward as the agenda process refinements continue.

Cutoff dates for Board Agenda Materials: The staff Board committee coordinators will continue to adhere to the 10-day Bagley-Keene notice deadline. Additionally, a 5-day deadline for posting all Board and Board Committee materials will be enforced. A dashboard is being developed to track compliance.

End of Meeting Assessment. Staff has developed a meeting assessment survey, which you will receive for the first time at the conclusion of this March meeting. The survey asks whether Trustees -- Deem agenda items as appropriate? -- Should any of the 700 Miscellaneous Items been placed on a Committee agenda prior to coming to the Board? -- And solicits general comments.

Key Structural Issues. The Board also proposed the board address key structural issues, including: (1) determine the roles for sub-entities; (2) the role of the Board Executive Committee; and (3) the role of Board committees and the nature of Trustees committee participation.

At its March 8 meeting, the Governance in the Public Interest Task Force (Task Force) will discuss the role of various sub-entities (e.g. committees and volunteers) and their relationship to the State Bar, along with how the Board of Trustees and its own committees should be structured for good functioning, direction, control and oversight of the various activities. The Task Force's discussion and ultimately its recommendations will address the key structural issues identified by the Board at its planning meeting.

Board Best (meeting) Practices. The Board recommended that it be formally reminded of, and updated on, board best (meeting) practices. Much of this work is being conducted by Elise Walton who was in attendance at the planning meeting. Ms. Walton is conducting a review key governance practices, policies and procedures, including an independent review of our current governance practices and policies, as well as their general alignment with emerging best practice. She has also sought the Trustees' views on the role of the board -- both as it is and as it should be. It is hoped that this process will enable senior management and the board to agree on and document a set of board governance practice improvements, accountabilities, and the related timeline for working together to achieve those goals.

Expand the Descriptions of Agenda items. An analogous recommendation was expanding descriptions of agenda items in order to provide greater transparency and information upon a first glance, obviating the need to open the item to determine its substance.

Board Minutes. Most simply, minutes are a record of the action and deliberations of a board or committee. As such, minutes need to reflect the basics of board action, such as compliance with procedural requirements (notice, quorum, etc.), identification of the matters considered, the actions taken or approved and other decisions reached. Though not discussed specifically, staff will modify the minutes to reflect the scope of discussion and assure that they capture the substance of inquiry and response without taking a "who said what" approach.

Dashboards

One of the meeting outcomes was to pursue the development of a simple dashboard-type reporting tool to monitor the progress on key projects. While true interactive dashboard systems require a significant investment in programming and the sharing of standardized or licensed

software platforms, a simple static overview document representing key initiatives could be developed and distributed periodically to satisfy this need. Attached is a proof-of-concept illustration to demonstrate one-page summary views of key milestone progress and expenses for each identified area over a time continuum.

Dashboards are typically a web interface for users that organizes and presents information in a way that is easy to read and interpret. These Dashboards are meant to provide visibility into key performance indicators through simple visual graphics of information most important to the institution. The information is intended to be simple to monitor at a glance and should not include too much visual clutter or extraneous information. While we do not propose an interactive web interface, many of the concepts are incorporated into this fixed “snapshot” report.

Major Projects Dashboard

First the major project initiatives were identified—those that were prime candidates due to the relative length, complexity or requiring significant fiscal resources are:

- 180 Howard Capital Improvements (collection of seven discrete projects)
- 180 Howard Warm Shell Renovation for Floor 3
- Case Management System
- Admissions Management System

Each project was broken into chronological segments and assembled along a timeline for 2017. In order to show the entire year’s project on a single page view, it was necessary to distill many of the details down to the bare essence of its particular phase. Key reportable indicators were added as an overlay. Past milestones that were met on time will report as green, those missed will appear as red. Future milestones remain orange (neutral) until they occur. Each *reporting* will include a marker to designate the current point in time for each project relative to the others.

A separate bar was established for each project’s expenditures to date relative to the total amount budgeted. Any cost overruns and amounts not used will likewise be documented along this scale. Projects that are currently in the active bidding stage and not yet under contract will have their full budgeted amounts shown, with a marker later added to indicate fixed contract amount plus any contingency reserved.

Additionally, a green/yellow/red overall health indicator will telegraph overall projects status, as determined by each project manager lead. The single-page-view will display the current year only for simplicity and scale. Multi-year efforts will roll forward to FY2018 as indicated.

Communications Dashboard

Communications activities are often in response to timely issues that arise and less predictable than a capital improvement project over time. A similar approach could be used, though, to show activity along a timeline, with key issues noted in the following categories. Both routine and periodic external communications efforts can be charted by date of release. Press releases could be coded categorically by subject type (such as attorney discipline), or other flags for easier review. Initial categories identified for reporting include:

- Proactive Press Releases
- Media Coverage
- Social Media Activity / Web Trends
- Legislative Newsletters / Outreach

Additional subject matter can be added or broken out as topics needs evolve or are conceived or collapsed into a single media-type timeline for easier viewing with a goal to distribute an update in advance of each Board of Trustees meeting.

FISCAL/PERSONNEL IMPACT

None

RULE AMENDMENTS

N/A

BOARD BOOK IMPACT

N/A

BOARD GOALS & OBJECTIVES

Only as they will now be incorporated into the agenda process

ATTACHMENT(S) LIST

- A. Goals and Objectives Template
- B. Sample Project/Communications Dashboard Report