While the calendar indicates that summer is coming to an end, the weather doesn’t seem to cooperate. Those of us who’ve been here for any length of time know that it’s often September and October when we get some of our warmest weather, so it’s not unexpected. As the thermometer hovered around 90+ degrees last weekend, I found myself reviewing a series of articles on the subject of leadership. What distinguished this series from many others, is that they focussed on leadership characteristics, rather than what leaders do.

Many of the people I identify as leaders have common character traits including courage, integrity, selflessness, empathy, collaboration and reflection. I’ll attempt to summarize the key points. You can read the entire series here: http://wapo.st/1KJaaPJ.

When it comes to courage, there are two aspects – physical courage (what most of us would define as bravery or heroic behavior), and moral courage. Developing moral courage, starts by shifting the focus from doing things right to doing the right things. Moral courage is not an inherited trait: it takes time and reflection to learn to reconcile internal conflict, rather than justify certain behaviors as ‘courageous’. The second trait, integrity, is perhaps the least consistently defined characteristic amongst this list. While leadership gurus often cite ‘doing the right thing when no one is watching’, it really is so much more. Like courage, there are two critical aspects. The first is adhering to a moral or ethical principle, and the second is the pursuit of self-improvement. People with integrity aren’t necessarily people who’ve never committed moral or ethical violations, but they are ones who learn from those experiences with humble introspection. Such behavior shines through all facets of their life, resulting in authentic, consistent, and dependable people.

Selflessness refers to leaders who use their strength to demonstrate support of, rather than command over, their team. It requires technical competence to understand organizational needs and ensure efficient operations. Success comes because selfless leaders keep their egos out of the way to focus on the mission and the people who make things happen. Progress comes not because of what leaders can do to a team, but rather what they can do for them. The next trait common to effective leaders is empathy. Practitioners are well aware that leadership is all about people. The fact that ‘people’ is plural demonstrates, like selflessness, that the focus should be on the followers and not the...
leader. Many so-called leaders spend more time trying to impress others than they do earning respect. That is earned by recognizing followers as individuals with unique strengths, perceptions, and experiences. Team members’ uniqueness is celebrated by active listening while refraining from pushing one’s agenda.

Collaboration – jointly working with others – is essential, particularly for public sector leaders. Most leaders on the ‘Who’s Who’ list play to win, and to be fair, they usually do. As public servants, however, the goal isn’t what’s best for our organization, but what’s best for our clients. Given the complexity of government, collaboration allows us to efficiently and effectively serve the public. Now finally, let’s talk about the role of reflection among leaders. Much in the same way that introspection facilitates integrity, reflection helps us build wisdom. The ability to reflect on life’s experiences – both good and bad – isn’t a self-involved activity. It’s best done with someone you trust to dissect situations and assess how things might have been done differently. Instead of ruminating over something and convincing yourself it wasn’t your fault, honest reflection with an independent third party helps us recognize how to improve performance and outcomes in the future.

These traits are interdependent and, together, highlight common characteristics of effective leaders. We could all benefit from reviewing this list and assessing our strengths and weaknesses; after all, as members of the County’s leadership team, we owe it to ourselves and those that we serve.

Ventura County Management Council's continuous learning event on October 29, 2015 is at the Crowne Plaza in Ventura from 8:00 AM to 11:30 AM.

Our keynote speaker is Dr. Jeff Salz. He is a leading anthropologist, explorer, keynote speaker and expedition leader.

His lifetime of unique experience has brought him title ‘leadership guru’ to C-suite executives at forward-thinking organizations like Microsoft, Google, eBay, Motorola and the Walt Disney Company. His book The Way of Adventure, Transforming Your Life and Work with Spirit and Vision is considered the ‘definitive word on adventure’.

Microsoft Chief Operating Officer, Kevin Turner, recently said: “When it comes to building effective leadership teams by connecting individuals through their highest values, Dr. Jeff Salz is unsurpassed!”

We hope that you'll take a look around his website (http://www.jeffsalz.com) and join us for his presentation on October 29th.

If there's one thing that Jeff has learned in his many trips, treks and travels it's that, "you don't need to climb a mountain to find adventure. Adventure can be found right where you are!"
Drought? What Drought! We hear and see the word “drought” almost daily whether it's on the radio, checking the news on our electronic devices, watching TV or reading the newspaper. Clearly, we are in a drought; however, local reports show water use reduction across Ventura County is only a fraction of that mandated by Governor Jerry Brown.

In his State of Emergency address over a year ago, Governor Brown stated, “I've declared this emergency and I'm calling all Californians to conserve water in every way possible.” At that time, the voluntary water use reduction target was 20 percent. More recently, in April 2015, the Governor implemented “...mandatory water reduction in cities and towns across California to reduce water usage by 25 percent.”

So why are we in this predicament? Rain, or lack thereof is a major factor. January 2015 was one of the driest months in our state’s history. California’s snow pack is at 5 percent of its normal average, the lowest in 75 years. In an average year we will receive adequate rain fall to charge our snow packs and fill our reservoirs. At this time our reservoirs are at 30 to 60 percent below their average capacity.

There are a number of ways that your local Building Department can help you conserve water. Building codes that are enforced by your local jurisdiction provide for safe, strong, and resilient structures built to a minimum standard. They also ensure efficient and environmentally compliant structures. Here are a few ways that together, you and your building department can help meet the governor’s 25% reduction mandate and protect this natural resource.

Replace noncompliant plumbing fixtures. The recent passing and enactment of Senate Bill 407, also known as the Padilla, Property transfer: plumbing fixture replacement act, essentially says buildings constructed prior to January 1, 1994, when additions, alterations or improvements are made, must replace noncompliant plumbing fixtures with water conserving plumbing fixtures. This is a condition of completion, final approval and occupancy. These requirements are applicable to residential, multi-family and commercial construction.

Locate and repair leaks. Leaking pipes, valves and fixtures can contribute to excess water usage. In many cases a building permit is not required for these repairs. These types of repairs or replacements may also include those necessary to meet Senate Bill 407 requirements.

- CONTINUED ON PAGE 4 -
Attend a local seminar or workshop on water conservation. These might include drought tolerant landscaping, installation of a Rainwater harvesting system or the installation of a Graywater system. Local building departments, civic groups and organizations hold regular outreach presentations. Replace existing landscaping with drought tolerant landscaping that does not require extensive irrigation.

The Ventura County Building and Safety Division will be hosting a series of “how to” workshops for home owners wanting to install a residential Graywater and/or Rainwater Harvesting system. A Graywater system diverts specific wastewater you would otherwise discard to the sewer to landscaped areas around your property. The most common of these is a Laundry Graywater Disposal System (LGDS).

Like a small rainwater collection system, an LGDS can be installed without a plumbing permit, if some basic commonsense rules are followed. The Ventura County Building and Safety Division has summarized the requirements into 12 simple, easy-to-follow rules, as part of a standard plan for safe and sanitary installation. We also have demonstration walls that show what a LGDS should look like when it is completed. The workshops will feature hands-on demonstrations of methods and materials needed for these simple systems.

To register for a workshop, e-mail Marie.Becerra@Ventura.org or call (805) 654-2795, from 7:15 AM to 5:00 PM, Monday through Friday.

You can keep your “Eye on the Environment” by consulting with your local building department for recommendations and requirements related to Graywater and Rainwater system installation, use, repair and replacement of buildings, structures and their components and other ways to conserve water.

If you haven’t been attending the Things You Should Know series recently, you have missed some great presentations from the following agencies and departments:

June 3rd - HEALTH CARE AGENCY - OFFSITE TOUR - HCA Hospital Construction Site
August 5th - GENERAL SERVICES AGENCY - OFFSITE TOUR - Business Support Services
September 2nd - IT SERVICES DEPARTMENT - Lower Plaza Assembly Room

* These presentations are archived, along with all of our TYSK events held in the Board of Supervisors’ Hearing Room at: http://vcmanagementcouncil.org.

Please join your fellow managers for our ongoing series about ‘Things You Should Know’ about County government.

October 7th 4:00 - 5:00 PM
PROBATION AGENCY - Board of Supervisors’ Hearing Room

November 4th 4:00 - 5:00 PM
FIRE PROTECTION DISTRICT - OFFSITE TOUR - Fire-Specialized Operations

December 2nd 4:00 - 5:00 PM
SHERIFF’S OFFICE - OFFSITE TOUR - Pre-Trial Detention Facility Tour
 MANAGEMENT COUNCIL DAY OF CARING
COMMUNITY SERVICE EVENT

SATURDAY, OCTOBER 3, 2015—10:00 AM - 4:00 PM
OXNARD COLLEGE PARK - FIRE STATION #8
3000 SOUTH ROSE AVENUE, OXNARD

Please join your fellow County Managers for a County Management Council sponsored event in support of the United Way Day of Caring on October 3, 2015.

We have received a special invitation from the City of Oxnard Fire Department and the American Red Cross to participate with them in a Fire Prevention and Disaster Preparedness Training Academy and Fair.

The Fair will have a number of education/outreach booths focused upon Fire Prevention and Disaster Preparedness topics including: First Aid, Fire Safety and Suppression, Building and Emergency Kit, Household Hazard Education, Pet Preparedness, Sidewalk CPR, and much more! There will also be a special Fire Awareness and Prevention Canvasing event sponsored by the American Red Cross seeking volunteer support.

We are seeking 25 county managers to participate in the day's events. A training session will be provided on September 23rd for those signing up, and on the day of the event a number of Boy Scouts from Local Oxnard Troop 228 will be paired with County Managers to shadow the education and outreach activities as a learning and community service exercise.

What a great way to give back to your community, spend time with your County colleagues and mentor a boy scout for the day!

We only have space for 25 county managers so please sign up today! More information will follow as sign ups are completed.

Thank you in advance for your engagement and support of the United Way Day of Caring.

BEST KEPT SECRET
Awarded to a person whose contribution to the County and the community is uniquely ignored, unknown, and/or unappreciated.

INNOVATION
Awarded to a person who is noted for his/her ability to “think outside the box”, one who has developed new and/or creative solutions to workplace problems and job demands, exudes creativity, and is successful in generating clever and insightful ways of doing things.

MENTORING
Awarded to a person who is noted for his/her commitment to nurturing, supporting, guiding, training of new team members, and encouraging their success in the art and career of public sector service.

INTEGRITY
Awarded to a person who is noted for his/her honesty, openness, forthrightness, doing the right thing, honoring commitments.

SUPERIOR CUSTOMER SERVICE
Awarded to a person who is noted for his/her dedication to consistently high levels of service to stakeholders and clients, be they tax payers, citizens in general, or fellow employees.
Membership in the Management Council is aimed at putting our organization on a firmer financial basis, independent of the vagaries of annual budget decisions and reliance on our dwindling reserve funds.

In addition to securing greater fiscal stability for our budget, instituting membership dues has also provided for enhanced accountability by the leadership, greater individual member's responsibility for the organization, and hopefully enhanced ownership of and involvement in Council programs, activities, and priorities by our members.

Membership dues have been set at two levels, reflecting members' ability to pay and/or their level of support for the Council's goals and purposes, as follows:

- **Supporting Member** - $2.00/pay period
- **Sustaining Member** - $5.00/pay period

Everyone included in the "Management, Confidential Clerical, and Other" Resolution is eligible for membership in the Council. Any who choose not to pay dues are not considered members.

Although non-dues paying members ("Associates") will continue to receive the newsletter and can attend (albeit at full price) Council events, they are not eligible to vote, to hold office, nor to receive any of the benefits extended to dues paying members.

<table>
<thead>
<tr>
<th>Benefits of Management Council Membership</th>
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<tr>
<td><strong>Sustaining Member</strong></td>
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<tr>
<td>◇ Eligible to vote and run for office for Council Board positions</td>
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<tr>
<td>◇ Eligible for a 25% discount for all Council events for member and a guest</td>
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<tr>
<td>◇ Receive a dated plaque when initially signing on as a dues paying Sustaining Member of the Council.</td>
</tr>
<tr>
<td>◇ New Sustaining Members are recognized in the newsletter when they first join and in the program at the Annual Awards Event.</td>
</tr>
<tr>
<td>◇ 50% discount on admission to the Annual Awards event (for member and guest)</td>
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| **Supporting Member**                    |
| ◇ Eligible to vote and run for office for Council Board positions |
| ◇ Eligible for a 10% discount for all Council events |
| ◇ Receive a dated certificate when initially signing on as a dues paying Supporting Member of the Council. |
| ◇ New Supporting Members are recognized in the newsletter when they first join. |
| ◇ 25% discount on admission to the annual Awards Event |

To apply for a Management Council Membership, visit the [Registration page](#).
In case you missed it...

The Ventura County Management Council held a continuous learning event on August 20, 2015 at the Ventura County Office of Education in Camarillo.

Our keynote speaker was Lieutenant Colonel Patricia Murray.
She has a B.S. in Aeronautical Engineering and used her scholarship earned as Miss California 1992 to pursue a career in commercial aviation.
Patricia presented a great message titled "Run Your Own Race... Let the World Chase You".
Website: http://www.patriciaannmurray.com

Did you know there was a Management Council website that anyone can access to learn about the Board of Directors, the Council bylaws, and membership opportunities? On our website you will also find current and past Newsletters, a link to the latest State of the County address from CEO Mike Powers, as well as, information on the benefits of membership and enrollment forms found in the “Membership” tab. To access our website go to: http://www.vcmanagementcouncil.org.

MANAGEMENT COUNCIL MISSION
The Ventura County Management Council promotes excellence among its members by providing opportunities for professional growth through education, networking, exchanging information, celebrating success and developing future leaders.
To this end, the Council will work to host, create, develop, fund, market and evaluate events and resources that support its members to become active and effective participants in the governance of Ventura County.

For newsletter contributions or suggestions, please contact the Editor, Cynthia Elliott, at: cynthia.elliott@ventura.org.