



AGENDA

BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

Bridgeport Memorial Hall, 73 N. School St., Bridgeport, CA 93517

Special Meeting April 7, 2022

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (760) 932-5530 or bos@mono.ca.gov. Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting (See 42 USCS 12132, 28CFR 35.130).

Full agenda packets are available for the public to review in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517) and online at <http://monocounty.ca.gov/bos>. Any writing distributed less than 72 hours prior to the meeting will be available for public inspection in the Office of the Clerk of the Board and online.

UNLESS OTHERWISE SPECIFIED BY TIME, ITEMS SCHEDULED FOR EITHER THE MORNING OR AFTERNOON SESSIONS WILL BE HEARD ACCORDING TO AVAILABLE TIME AND PRESENCE OF INTERESTED PERSONS. PUBLIC MAY COMMENT ON AGENDA ITEMS AT THE TIME THE ITEM IS HEARD.

9:00 AM Call meeting to Order

Pledge of Allegiance

1. OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD

Opportunity for the public to address the Board on items of public interest that are within the subject matter jurisdiction of the Board. (Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.) Please refer to the Teleconference Information section to determine how to make public comment for this meeting via Zoom.

2. AGENDA ITEMS

A. Workshop on Effective Governance

Departments: CAO

(Babs Kavanaugh and Davis Campbell: BK Consult - Governance Consultants) -
Conduct Board Governance Study Session; The purpose of this session is to

discuss matters of general Board governance, including related issues concerning effective leadership and good governance practices, and to review and provide input and direction on the following topics:

- Governance Reflections
- Building the Governance Infrastructure
- Governance Culture
- Providing Support
- Community Leadership
- Governance Structure and Process

Recommended Action: Conduct workshop; provide direction to staff.

Fiscal Impact: None.

ADJOURN



**OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS**

SPECIAL MEETING AGENDA REQUEST

Print

MEETING DATE	April 7, 2022	DEPARTMENT	
ADDITIONAL DEPARTMENTS			
TIME REQUIRED		PERSONS APPEARING BEFORE THE BOARD	Babs Kavanaugh and Davis Campbell: BK Consult - Governance Consultants
SUBJECT	Workshop on Effective Governance		

AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Conduct Board Governance Study Session; The purpose of this session is to discuss matters of general Board governance, including related issues concerning effective leadership and good governance practices, and to review and provide input and direction on the following topics:

- Governance Reflections
- Building the Governance Infrastructure
- Governance Culture
- Providing Support
- Community Leadership
- Governance Structure and Process

RECOMMENDED ACTION:

Conduct workshop; provide direction to staff.

FISCAL IMPACT:

None.

CONTACT NAME:

PHONE/EMAIL: /

SUBMIT THE ORIGINAL DOCUMENT WITH
ATTACHMENTS TO THE OFFICE OF
THE COUNTY ADMINISTRATOR
***PRIOR TO 5:00 P.M. ON THE FRIDAY
32 DAYS PRECEDING THE BOARD MEETING***

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
Mono Advance Study Questions
Mono County Discussion Guide
Mono County - Developing Government Handbook

History

Time	Who	Approval
4/5/2022 4:51 PM	County Counsel	Yes
4/5/2022 4:57 PM	Finance	Yes
4/5/2022 4:59 PM	County Administrative Office	Yes

Babs Kavanaugh

Organizational Development & Planning

Memo

To: Mono County Board of Supervisors and Mono County CAO
From: Babs Kavanaugh and Davis Campbell
Date: March 4, 2022
Re: Preparation for Mono County BOS Effective Governance Workshops

Thank you for inviting us to facilitate your effective governance sessions scheduled for April 7 and April 8.

Advance materials for the governance sessions are attached. These include:

- The Discussion Guide
- Advance questions for you to consider as you prepare for the workshop.
- Information specific to Developing your Governance Handbook

Please review these questions listed below in advance of the workshop and come prepared to share your thoughts during the session. Your responses will not be collected.

Reflective Questions

Q.1. What spurred your interest in serving in public office?

Q.2. What makes Mono County unique?

Q.3. What do you think are the combined strengths of the present Mono County Board of Supervisors?

Q.4. What are the two to three improvements you would suggest for strengthening the governance effectiveness of the Mono Board of Supervisors?

Q.5. Based on your expertise and understanding of the needs of those served by your County, what would be the most important areas for the Board to focus on in the next 12-18 months?

Mono County Board of Supervisors

EFFECTIVE GOVERNANCE STUDY SESSION - April 7, 2022

9:00 – 9:45	<p>Welcome and Introductory Remarks</p> <ul style="list-style-type: none"> • Introductions and Overview of Governance Session Objectives • Exercise: Identify Governance Norms
	<p>Governance Reflections—Babs Kavanaugh</p> <ul style="list-style-type: none"> • What spurred your interest in serving in public office? • What makes our County unique? • Name one strength of the present County BOS. • What is an improvement you would suggest for strengthening the governance effectiveness of the BOS? • What is one thing you identified as the BOS focus for the next 12-18 months?
9:45 – 11:00	<p>Building the Governance Infrastructure—Davis Campbell</p> <ul style="list-style-type: none"> • Governance System; Governance Mindset, Coherence and Unity of Purpose • Roles and Responsibilities • Governance Principles, Governance Norms, Governance Protocols • Effective Governance Tools
	<p>Exercise: Discuss and reach agreement on Mono County Governance Principles</p>
11:00 – 11:10	<p>Break</p>
11:10– 12:00	<p>Governance Culture—Babs Kavanaugh</p> <p>Exercise: Governance Team Profile – Dominant Working Styles</p>
	<p>Providing Support- Discussion</p> <ul style="list-style-type: none"> • What does the CAO need from Supervisors to be effective? • What do Supervisors need from the CAO to be effective? • What do Supervisors need from one another to be effective?
12:30 – 1:00	<p>Lunch Break</p>
1:00 – 1:45	<p>Community Leadership</p> <p>Exercise: How do you want to be perceived by the community?</p> <p>Next Steps: Identify actions to strengthen the BOS’s community leadership responsibility.</p>
1:45 – 3:45	<p>Governance Structure and Process—Babs Kavanaugh/Davis Campbell</p> <ul style="list-style-type: none"> • Review the governance protocols template, prioritize, and determine those to discuss and develop • Begin the process of developing governance protocols
3:45-4:00	<p>Wrap Up, Preparation for Day 2 and Adjourn</p>

Developing Your Board's Governance Handbook

Purpose

A Governance Handbook describes the principles of governance and the supporting practices. It is an important tool for creating a framework within which your governance team can operate effectively.

Getting Started

Your board's Governance Handbook must become a living document that is reviewed and revised in an ongoing manner. The key questions below are prompts to guide the dialogue that leads to agreement on your governance structure. Critical to the success of this effort is to document and collectively commit to the agreements made.

Unity of Purpose

Unity of Purpose is a common focus, overarching goals, and the core values and beliefs governance team members share in common about the organization and the residents they serve that help them transcend their individual difference to fulfill a greater purpose.

What is our purpose?

What do we value and believe in about the work of the county and the residents we serve?

What do we want to accomplish as a governance team?

Governance Culture – Norms and Standards

What are the values that matter most to us as a board?

How can we demonstrate these values in the way we conduct business?

What do we need from the chief administrative officer to do our job? What does the chief administrative officer need from us to do his/her job?

How does this mean we should behave? With each other? With the staff? With the community?

What norms (agreements on how we will act toward each other when working as a group) do we need to develop?

Governance Role and Responsibilities

Effective governance teams have a clear understanding of their role as leaders and their shared responsibilities and duties for ensuring quality services.

Have we come to mutual agreement on the role of the board and the chief administrative officer?

Do we understand that board members have collective, not individual authority and that the full board gives direction to the executive director through decisions reached at board meetings?

Do we all understand how the board can use the five governance responsibilities to align and focus the work of the county?

Our five responsibilities:

1. We set the direction for the county. What are our long-term goals? What are our priorities?
2. We establish the framework for the operation of the county. We adopt the policies that govern the county.
3. We provide support for the work of the CAO and the staff. What can the Board do to actively support the operations of the CAO and staff?
4. We ensure accountability. We evaluate the CAO and monitor policies and the budget. We ensure the board's fiduciary responsibility is fulfilled by the independent audit and fiscal oversight.
5. We act as community leaders for the county.

Structures and Process – Protocols

Effective governance teams discuss and agree on the formal structures and processes used by the board and chief administrative officer in their operations and how they do business.

What protocols do we need to adopt in order to do business that reflects our unity of purpose, our agreement on role and responsibilities and our commitment to norms?

What agreements do we need to adopt in the areas of effective meetings, board/board relations, board/CAO relations, board/staff relations and board/community relations?

Structure – The Board’s Protocols

Protocols describe how the governance team operates. Protocols can cover a wide range of operational issues. From the list below, which ones do you feel are important?

Unity of Purpose – Setting Direction

1. Strategic Planning - Role of the Board of Supervisors
2. Board Assignments
3. Use of Board Sub-Committees
4. Role with Advisory Bodies
5. Using Meetings as Strategic Leadership Tools
6. Use of board work/study sessions

Roles and Responsibilities

7. Interactions with County Staff
8. Individual Supervisor Requests for Information
9. Individual Supervisor Requests Requiring Resources
10. Evaluating the County Administrator
11. Role of Supervisor’s Assistants

Board Operations

12. Board Meeting Agenda Development
13. Agenda Item-Related Questions
14. Role of the Board Chair
15. Role of Individual Supervisors
16. Public Comment in Board Meetings
17. Bringing up new ideas - Deciding on whether to move forward on an idea
18. Conflicts of Interest
19. Confidentiality
20. Board Reports
21. Self-Monitoring of Board Effectiveness
22. New Board Member Orientation

Board of Supervisors in the Community

23. Handling Complaints from the Community
24. Reliance on majority rule, standing behind the decisions of the board
25. Electronic Communication Outside Board Meetings
26. Electronic Communication During Board Meetings