

Item available for public inspection in the Clerk's office during regular business hours (Monday - Friday, 9 AM - 5 PM)

June 11, 2024
Special Meeting
Governance Packet
from: Babs Kavanaugh

Mono County Board of Supervisors

EFFECTIVE GOVERNANCE STUDY SESSION – 6/11/24

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| 1:00 – 1:30 | Welcome and Introductory Remarks <ul style="list-style-type: none">• Introductions and Overview of Governance Session Objectives |
| | Governance Reflections—Babs Kavanaugh Discussion Questions <ul style="list-style-type: none">• Why did you choose public service in Mono County?• What makes Mono County unique?• What is one thing you identified as the BOS focus for the next 12-18 months? |
| 1:30– 2:30 | Building the Governance Infrastructure—Davis Campbell <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 |
| | Discussion Topics: Mono County Governance Principles and Norms |
| 2:30 – 3:00 | Governance Culture—Babs Kavanaugh and Davis Campbell Exercise: Governance Team Profile – Dominant Working Styles |
| 3:00– 3:50 | Review Governance Self-Assessment Results Discussion Questions <ul style="list-style-type: none">• Name one strength of the present County BOS.• What is an improvement you would suggest for strengthening the governance effectiveness of the BOS? |
| 3:50-4:00 | Next Steps – Agenda Day 2 Wrap Up, Preparation for Day 2 and Adjourn |

Mono County Board of Supervisors

EFFECTIVE GOVERNANCE STUDY SESSION – 6/12/24

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|---------------------|--|
| 9:00-9:05 | Welcome and Overview of Governance Session (Day 2) Objectives |
| 9:05 – 10:15 | Community Leadership Exercise: How do you want the Board to be perceived by the community? Next Steps: Identify and discuss actions to strengthen the BOS’s community leadership responsibility. |
| 10:15-12:15 | Governance Structure and Process—Babs Kavanaugh/Davis Campbell <ul style="list-style-type: none">• Review the Mono County Governance protocols to confirm or revise as needed.• Determine additional protocols to support effective governance processes and practices.• Complete the process for updating the Mono County Governance Handbook. |
| 12:15-1:00 | Lunch |
| 1:00-2:00 | Finalize next steps Wrap up – evaluation of the sessions, adjourn. |

Mono County Governance Principles and Norms —2024

| Mono County Governance Principles | |
|--|--|
| Governance | <p>The Board of Supervisors will:</p> <ul style="list-style-type: none"> • Govern as a team, strategically focused and mission driven in a dignified and professional manner treating everyone with civility and respect. • Be accountable to each other for the highest standards of board performance and effectiveness. • Understand that authority rests with the board as a whole. |
| Stewardship | The Board of Supervisors will be stewards of the community’s trust and resources by aligning goals, resources, and results and adhering to fiscally sound practices. |
| Decision Making | The Board of Supervisors is committed to high quality, informed decision making, governing with a systems perspective, not favoring one part of the County over another. |
| Clarity And Coherence | The Board of Supervisors will ensure that an effective organizational structure is in place that is based upon a clear understanding of the county strategic plan, strategic goals, and roles and responsibilities of all participants. |
| Collaboration | The Board of Supervisors will govern in an environment of trust and collaboration with the Mono County community, the CAO, and staff. |
| Accessibility & Transparency | The board commits to transparency and accessibility to the Mono County community in all its activities with a commitment to high ethical standards in all its work. |
| Accountability | The Board of Supervisors will establish standards of accountability in all county operations and commit to ongoing, continuous improvement. |

| Mono County Governance Norms |
|---|
| <ul style="list-style-type: none"> • Commit to effective governance. Success depends on participation – share ideas, ask questions, draw others out. • Create an atmosphere of respect and civility where elected officials, County staff, and the public are free to express their ideas. Address each other, staff, and community members with mutual respect. • Commit to a culture of collaboration. Respect each other’s thinking, value individual contributions, and give fair consideration to diverse and opposing viewpoints. • Assume positive intentions, of supervisor colleagues, staff, and community members. Work to understand others’ perspectives. Listen with attention, carefully and intuitively. • Refrain from lengthy discussion on topics related to previous board decisions. • Accept constructive disagreement as necessary to yield the best decisions. Critique ideas not people. • Be willing to challenge your own beliefs and ideas; stay open to new ways of doing things. Listen with an open mind to all information, including dissenting points of view, regarding issues presented to the Board. • Check for understanding as well as agreement; Ask questions when in doubt. • Celebrate successes together. |

MONO COUNTY BOARD OF SUPERVISORS GOVERNANCE SELF ASSESSMENT

One of the most important characteristics of effective governance is the extent to which governing boards conduct regular self-assessments of their own effectiveness. Often, the best judge of what works in governance and what needs improvement are the members of the governance team themselves. The Board’s continuing education and self-assessment is important for several reasons, not the least of which is identifying problems before they become serious governance issues. Equally important is the opportunity to identify areas which are working well. Effective governance is often built upon strengths and areas of high performance, one of which is the ability of the Board to identify and remedy potential governance concerns.

Directions: It is important from time to time to review the governance team’s protocols and norms to determine their effectiveness and the extent to which they continue to address the needs of the governance team. For each item below, record an overall rating number with 1 representing least effective (unsatisfactory) and 4 most effective (excellent).

| | | |
|----------|--------------------------|--|
| 1 | UNSATISFACTORY | Inconsistent and/or low-quality practice of the majority of the Board or the Board as a whole. |
| 2 | COULD BE IMPROVED | Practice somewhat exhibited by some members of the Board or the Board as a whole. |
| 3 | SATISFACTORY | Practice often exhibited by some members of the Board or the Board as a whole. |
| 4 | EXCELLENT | Consistent and high-quality practice of the Board as a whole. |

Section I: The Board

| # | The Board (1: Unsatisfactory – 4: Excellent) | 1 | 2 | 3 | 4 |
|----|--|---|---|---|---|
| 1. | The Board is committed to a common vision. | | | | |
| 2. | The Board governs as a team, strategically focused and missiondriven. | | | | |
| 3. | The Board governs in a dignified and professional manner, treating everyone with civility and respect. | | | | |
| 4. | The Board governs in an accessible manner, committed to openness and transparency. | | | | |
| 5. | The Board governs in a collaborative manner with the community, staff and within the Board. | | | | |

| # | The Board (1: Unsatisfactory – 4: Excellent) | 1 | 2 | 3 | 4 |
|-----|--|---|---|---|---|
| 6. | Board meetings are organized and conducted in accordance with agreed upon procedures and reflect agreed upon priorities. | | | | |
| 7. | The agenda and background information are made available to the Board in a timely manner according to approved processes. | | | | |
| 8. | The Board meeting agenda and Board packet contain sufficient information and clarity of the executive recommendations on which to base Board decisions. | | | | |
| 9. | There is a good relationship between how long the Board spends on an agenda item and the importance of the item. | | | | |
| 10. | Supervisors views expressed in Board meetings are received respectfully and with consideration. | | | | |
| 11. | Board members have sufficient opportunity to participate in Board discussion during meetings so that proposals can be carefully and thoroughly considered. | | | | |
| 12. | Supervisors are accountable to each other for the highest standards of performance and effectiveness. | | | | |
| 13. | Community members are provided equal opportunity for input according to Board procedures and processes and are received with dignity and respect. | | | | |
| 14. | The Board is committed to continuous learning and improvement and conducts periodic evaluations to monitor its own performance. | | | | |
| 15. | Commissions and Advisory Committees function effectively. Supervisors are aware of the work of Commissions and Advisory Committees and receive reports on an annual basis. | | | | |
| 16. | Supervisors have a thoughtful, well- developed process for on boarding new supervisors. | | | | |

Comments:

Section II: Supervisors

| # | Supervisors (1: Unsatisfactory – 4: Excellent) | 1 | 2 | 3 | 4 |
|------|---|---|---|---|---|
| 17. | Supervisors come to meetings on time, familiar with agenda materials and prepared to fully participate in the entire meeting. | | | | |
| 18. | Supervisors demonstrate a personal responsibility for keeping the meeting moving forward, ensuring a good relationship between how long the Board spends on an agenda item and the importance of the item. | | | | |
| 19. | Supervisors communicate with the County Administrator and staff in a climate of trust and mutual respect, demonstrating respect for staff as accomplished professionals in County management and administrative leadership. | | | | |
| 20. | Supervisors understand and support the division of function between Supervisors, the County Administrator and staff and avoid dealing with matters related to the day-to-day operations of the County. | | | | |
| 21. | Supervisors understand they have no authority as individuals to direct staff. Direction to staff can only come from formal action of the Board. | | | | |
| 22. | In requesting studies and reports, Supervisors consider County staff time and other costs required to fulfill the request, as well as alignment with the strategic plan. | | | | |
| 23.. | Supervisors do not engage in dialogue or debate with community speakers. | | | | |
| 24. | Supervisors do not allow personal conflict or personal matters to affect their actions, but reach decisions based solely on the merits of the issue. | | | | |
| 25. | Individual Supervisors refrain from making commitments on behalf of the entire Board without approval from the Board. | | | | |
| 26. | Individual Supervisors disclose all of their conflicts of interest, and any concerns regarding other real or potential conflicts of interest are expressed discreetly. | | | | |
| 27. | Supervisors keep confidential information confidential. | | | | |
| 28. | Supervisors support majority decisions of the Board even when individual views may differ. | | | | |

Comments:

SECTION III: Strengths and Areas to Improve

A. What do you think are the biggest issues or challenges the Board must address within the short run(two years or less)?

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

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

Mono County Governance Manual Overview—2024

| Governance Mindset | Effective Governance Teams | |
|--|--|--|
| <ul style="list-style-type: none"> • Systems Thinking • Strategic Focus • Deep Learning • Manner Matters | <ul style="list-style-type: none"> • Have a unity of purpose • Understand the needs and interests of all constituents • Always place the best interests of the district first • Are knowledgeable of resources and protocols | <ul style="list-style-type: none"> • Demonstrate open and honest communication • Are open to new ideas and to new ways of doing things • Collectively stand by decisions • Uphold fiduciary responsibilities |

| Mono County Governance Principles | |
|---|--|
| Governance | <p>The Board of Supervisors will:</p> <ul style="list-style-type: none"> • Govern as a team, strategically focused and mission driven in a dignified and professional manner treating everyone with civility and respect. • Be accountable to each other for the highest standards of board performance and effectiveness. • Understand that authority rests with the board as a whole. |
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| Accessibility & Transparency | The board commits to transparency and accessibility to the Mono County community in all its activities with a commitment to high ethical standards in all its work. |
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| Protocols to Facilitate Governance Leadership | | |
|--|--|--|
| 1. Strategic Planning - Role of the Board of Supervisors | 4. Evaluating the County Administrator | 7. Electronic Communication During Board Meetings |
| 2. Use of Board Conversation-Discussion Meetings | 5. Board Meeting Agenda Development | 8. Self-Monitoring of Board Effectiveness New Supervisor Orientation |
| 3. Interactions with County Staff | 6. Public Comment in Board Meetings | 9. Handling Complaints from the Community |

A Template for Creating Board Governance Protocols

As part of the governance culture, protocols should be reviewed on a regular basis and new ones adopted as needed. The process should be simple and straightforward. While boards often use outside facilitators to help with the process, once the board becomes comfortable with the process using outside consultants may become unnecessary. The following is an example of a simple five step protocol development process taken from an actual board adopted protocol.

Reference

“Every successful organization operates with some form of “rules of the road”. ...Protocols provide the guide rails within which the board will function. Without agreed upon processes and procedures, protocols, it is virtually impossible for the board to function in a cohesive, consistent, and professional manner.” *The Governance Core, Campbell and Fullan p. 120*

Four main reasons to adopt protocols.

- The discussion leading to the agreement
- Resolving problems before they occur
- Orientation for new trustees
- Benchmarks against which board self-evaluation can occur.

Governance Protocols Development Process

Step 1: Identify the protocol to be developed and name it. In most cases, simply naming the need or issue is sufficient. For example: Assume there has been some misunderstanding about how and when individual trustees can request information from the staff. The topic of the protocol might be: *Individual Supervisor’s request to staff*

Step 2: Discuss and agree upon the reason the issue should be addressed. This discussion should lead to a short rationale for the protocol. It is important to agree on the issue the protocol is intended to address, and why it is important. At this stage it is often helpful to define the parameters for the protocol: any rules or regulations that must be followed, beliefs or values that must be honored, pitfalls that should be avoided, etc. Often the rationale begins with “we believe” statements. For example, for this protocol:

Rationale: We believe that:

It is important for the Board to make informed decisions.

In order to respond to requests for information, and be informed in policy deliberations, it is important for individual supervisors to be knowledgeable and up to date on major issues.

Quality information helps the Board move forward. It is important that individual supervisor requests not burden staff. Staff should be honest in assessing the impact of supervisor requests on staff workload and resources.

Step 3: Discuss and agree upon the actual language of the protocol to be adopted by the board. Writing the specific language of a protocol in a way that the board can agree is extremely important. For example, for this protocol

Individual Supervisor’s request to staff

Individual supervisor requests directly to staff for information should be restricted to those requests that do not require allocation of staff time or County resources to develop a response. Any supervisor request that requires other than incidental staff time or any county resources to respond shall be referred to the full board for discussion and action. Individual supervisor requests for information should be directed to _____.

Step 4: Adoption of the Protocol. If at all possible, protocols ought not be adopted with split votes if more than one supervisor disagrees since the entire board is expected to operate within the protocol scope.

Step 5: Once there is an agreement on a set of protocols, governance teams should determine when and how protocols will be monitored, evaluated, and reviewed. For example, the governance team may agree to review all protocols annually at a governance workshop, or whenever a new supervisor joins the team.

Worksheet for Creating Protocols

Structure and process agreements about how we operate and do business

| Topic | Need protocol |
|---|---------------|
| 1. Agenda questions answered before a meeting | |
| 2. Requesting information from staff | |
| 3. Board/CAO communication | |
| 4. Board/County Counsel Communication | |
| 5. Board meeting management - effective deliberation | |
| 6. Department Head Reports | |
| 7. Feedback to County Administrator on Department Head Performance | |
| 8. Confidentiality/closed session practices | |
| 9. Reliance on majority rule, standing behind the decision of the board; Explaining 'no' votes | |
| 10. Responding to concerns from the staff | |
| 11. Role in public | |
| 12. Supervisor Expertise – Ways to capitalize on supervisor Expertise | |
| 13. Reliance on majority rule, standing behind the decision of the BOS | |
| 14. Use of social media | |

Defined in Mono County Procedural Manual

| | |
|----|---|
| 1. | Board Annual Selection of Officers |
| 2. | Role of the Board Chair |
| 3. | Role with Board Committees, Standing Subcommittees and Ad-Hoc Subcommittees |