



**SPECIAL MEETING MINUTES  
BOARD OF SUPERVISORS, COUNTY OF MONO  
STATE OF CALIFORNIA**

Meeting Location: Bridgeport Memorial Hall, 73 N. School St., Bridgeport, CA 93517

**Special Meeting  
July 19, 2021**

9:06 AM Meeting Called to Order by Chair Kreitz.

*Supervisors Present: Corless, Duggan, Gardner, Kreitz, and Peters.  
Supervisors Absent: None.*

Pledge of Allegiance led by Bob Bendorf.

**1. OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD**

None.

**2. AGENDA ITEMS**

**A. Strategic Planning Retreat**

Departments: Board of Supervisors

(Robert Bendorf, Facilitator) - Provide background, review leadership in governance (importance, successes, fails, characteristics), and develop specific strategies, focus areas, and priorities.

**Action:** None.

**Bob Lawton, CAO:**

- Introduction

**Bob Bendorf, Facilitator:**

- Purpose
- Youtube video (<https://www.youtube.com/watch?v=4oN5JShOs2I>)
- 3-5 words that best describe Mono County
- Today's outcomes:
  - Leadership refresh

## SPECIAL MEETING MINUTES

July 19, 2021

Page 2 of 6

- Reminders – how important it is to function as a team (whether we occasionally disagree or agree)
- Think a little differently
- Commit to tackling new challenges and revisiting existing/past
- “Great leaders are always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.” – Colin Powell
- Realignment 1991/92 – 3 buckets
- Your outcomes
  - Clarity, expectations – staff time, limited resource. Make sure departments are moving in the direction the Board wants them to (CAO Lawton)
  - Direction (Assistant County Counsel Milovich)
  - Sustained commitment – don’t forget about our priorities 6 months down the road. Remain committed to seeing it through. (Chair Kreitz)
  - Agreement on actionable priorities (Supervisor Corless)
  - Discipline – keep on task, getting it done (Supervisor Gardner)
  - Identify and agree to five priorities – narrow down priorities (Supervisor Duggan)
  - Realistic and attainable expectations (Supervisor Peters)
  - 
  - 1. Combine Supervisor Corless, Duggan, and Peters’ outcomes: Identify and agree to 3-5 realistic, attainable, actionable priorities
  - 2. Combine CAO Lawton and Assistant County Counsel Milovich’s outcomes: Clear directional guidance
  - 3. Sustained commitment
  - 4. Discipline

*Break: 10:43 AM*

*Reconvened: 10:54 AM*

- Leadership basics
  - Awareness
  - Practical
  - Honesty
  - Appreciate what others have to offer
  - Humility
  - Passion
  - Transparency
- Youtube video - Why good leaders make us feel safe (<https://www.youtube.com/watch?v=lmyZMtPVodo>)
  - Making employees feel safe
  - Supervisor Duggan – trusting management. Trusting someone as a person must be earned. Empowering people.
  - Challenges in the organization?
    - Supervisor Peters: sense that there should be a greater role with a select group of senior leaders and department head.
- Good leadership traits
  - Loyalty
  - Resilient
  - Ability to inspire
  - Invest in relationships
  - Empathy
  - Being able to recognize the right fit
  - Be positive
  - Ability to compromise

## SPECIAL MEETING MINUTES

July 19, 2021

Page 3 of 6

- E.I.
- Don't be risk averse
- Create a culture everyone can and wants to be a part of. It all starts with you!

*Break: 12:06 PM*

*Reconvened: 12:37 PM*

### Why Strategic Plan?

- Serves as a framework for decision or for securing support/approval
- Provide a basis for more detailed planning
- Explain our business/organization to others in order to inform, motivate and involve
- Assist benchmarking and performance monitoring
- Stimulate change and become building block for future growth

### Road to Strategic Planning Success?

- Must have capacity and commitment
- Skills + willingness + resources  $\geq$  complexity
- Resources needed
  - Financial capacity
  - General knowledge about SP
  - Capability and willingness to gather and analyze data
- Evaluate options
- Recognize it is a living/breathing SP

Strategic Plan needs to be "sold", advertised, believe

Yuba County Strategic Plan – small handheld document to be available in every department, for employees and community/public

### Assessment

- One on One meetings with Supervisors
- One on One meetings with Department Heads
- Meetings with the County Administrator
- Review of current Strategic Plan
- Review of Operations (Surface)
- Most important step in the process (RB)

### Reviewed current Strategic Plan 2019-2024

- What works with the current SP:
  - Allows for mission and values
  - (some) useful words
  - Too much stuff, basic format works
  - Five initiatives
  - Recognition of core services

### Development

### Implementation

- Upon final approval of the SP by the BOS
  - Monitor and evaluate short, medium and long term outcomes
  - Market and promote
  - Day to day management through
    - Leadership

## SPECIAL MEETING MINUTES

July 19, 2021

Page 4 of 6

- Collaboration
- Political support
- Measurement
- Ad hoc committee
- Supervisor Corless – Core Services in SP, this SP seems like extra things we do
- Supervisor Gardner – A person needs to be able to see themselves in the SP

Youtube video – Hardest Thing About Deciding Warren Buffet

(<https://www.youtube.com/watch?v=EpJy4IRxVs8>)

### Community Engagement

- Supervisor Gardner interested in community engagement
- Supervisor Corless – external scan, reaching out to partners. Value in getting feedback from other partners.
- Supervisor Kreitz – none of the terms used in the SP, organizational document, checking in with community to confirm it applies

### Vision and mission statements

- Vision and mission recommend for adjustments if necessary

### Focus Areas

- Improve County Operations and Support the County Workforce (can they be combined?)

*Break: 2:05 PM*

*Reconvened: 2:10 PM*

Youtube video – Leadership from a Dancing Guy

(<https://www.youtube.com/watch?v=hO8MwBZl-Vc>)

To be a good leader, you must have followers

What are they saying?

### General Themes

Tops among majority of those interviewed:

- Need for affordable housing / workforce housing
  - Housing is a barrier to growth
- Hindrance to getting things done = numerous CAO's
- High employee turnover (nothing to measure)
- Current SP
  - Too broad, not enough specificity, confusing, not interested in current SP, seem like "we just checked the box"
- Need to be more collaborative
- No real, sustainable recognition of employees
- Need to focus for the long-term

Supervisors and CAO:

- Write 5-7 priorities on a piece of paper, cross out all but your top three
- List when you would like them accomplished

SPECIAL MEETING MINUTES

July 19, 2021

Page 5 of 6

CAO Lawton

- Strategic planning
- ~~Policy governance~~
- ~~Employee development~~
- ~~New finance system~~
- ~~More cohesive leadership team~~
- Workforce wellbeing
- Program oriented budget process

Supervisor Kreitz

- Affordable housing
- Broadband
- Long term financial resiliency
- ~~Staff evaluations/feedback system and implementation~~

Supervisor Corless

- Emergency/disaster preparedness, prevention, mitigation, recovery
- ~~Radio system fixed~~
- ~~Housing create and protect affordable/community housing~~
- Solid waste solution
- JEDI program
- ~~Continued investment in public lands/sustainable tourism~~
- ~~Employee wellness/development~~

Supervisor Gardner

- Meet housing needs, Improve quality of life for workforce families
- Build a recreation economy
- ~~Improve county operations~~
- Ensure public safety
- ~~Protect the environment and public lands~~

Supervisor Peters

- Affordable housing
- Diversifying economy and year round recreation, Fiscal health
- Staff recognition
- ~~Finish Civic Center~~
- ~~Jail project in Bridgeport~~
- ~~Inventory of County property~~
- ~~Sustainable fisheries countywide~~
- ~~Community Development focus on local projects that could increase tourism recreation~~

Supervisor Duggan

- Real housing solutions
  - Better management of water resources
  - Innovative clean energy solutions
- ~~Diversify economy~~
- ~~Environmental stewardship more agency collaboration~~
- 21<sup>st</sup> century conductivity and communication
- Leadership stability for staff

Similarities:

- Affordable Housing (workforce, community, meeting housing needs)
- Recreation and tourism
  - Sustainable, responsible, infrastructure
- Workforce investment
  - Process, wellbeing, development, leadership stability, recognition
- Emergency Operations System

Supervisor Corless:

- Noted that nobody mentioned Wildfire prevention as a priority, County is woefully unprepared

CAO Lawton:

- Currently going from 0 to 60, better to go from 30 to 60
- Disaster Services

Emergency Operations Services – under Sheriff

- Should not be under the Sheriff, already responsible for other things

Wrapping up

**ADJOURNED AT 3:32 PM.**

**ATTEST**

---

**JENNIFER KREITZ  
CHAIR OF THE BOARD**

---

**QUEENIE BARNARD  
SENIOR DEPUTY CLERK OF THE BOARD**