



AGENDA

BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

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

Special Meeting June 11, 2024

TRIBAL LAND ACKNOWLEDGMENT

In respect to the Indigenous People and Tribal Elders, past, and present, the Bridgeport Indian Colony, Mono Lake Kutzadika Tribe, and Utu Utu Gwaitu Tribe are the indigenous People who live within this, their ancestral homeland from time immemorial to the present and have been the caretakers of these lands, waters, and all natural resources for the benefit of the environment and of all living things. We who live in Mono County offer this land acknowledgment with a spirit of mutual respect and collaboration.

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.

1:00 PM 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 Day 1

Departments: Board of Supervisors

3 hours

(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
- Self-Assessment Results
- 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	June 11, 2024	DEPARTMENT	
ADDITIONAL DEPARTMENTS			
TIME REQUIRED	3 hours	PERSONS APPEARING BEFORE THE BOARD	Babs Kavanaugh and Davis Campbell, BK Consult - Governance Consultants
SUBJECT	Workshop on Effective Governance Day 1		

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
- Self-Assessment Results
- 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

[Discussion Guide](#)

[Presentation](#)

History

Time	Who	Approval
6/7/2024 2:47 PM	County Counsel	Yes
6/7/2024 5:42 PM	Finance	Yes
6/7/2024 5:42 PM	County Administrative Office	Yes

Mono County Board of Supervisors

EFFECTIVE GOVERNANCE STUDY SESSION – 6/11/24

1:00 – 1:45	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?
1:45 – 2:45	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
2:45 - 3:00	Break
3:00 – 3:30	Governance Culture—Babs Kavanaugh and Davis Campbell Exercise: Governance Team Profile – Dominant Working Styles
3:30– 4:45	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?
4:45-5:00	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

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.



The Governance Core:

A systems approach to Mono County Governance

Davis Campbell Babs Kavanaugh

June 11,12

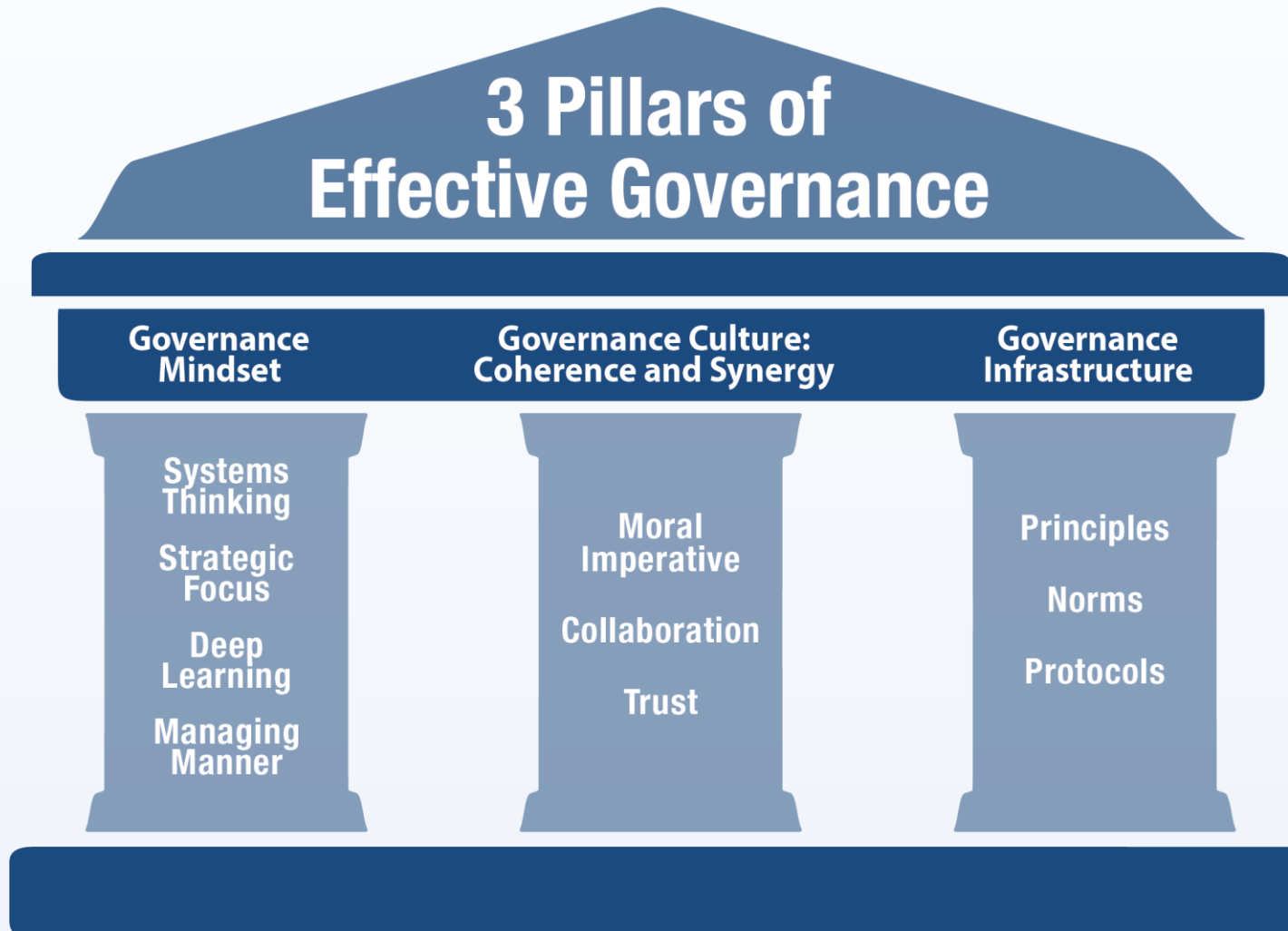
2024

The
Governance
Core

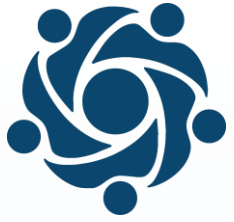


Overview & Goals of Today's Session

WHAT WE ARE GOING TO COVER TODAY:



The
Governance
Core

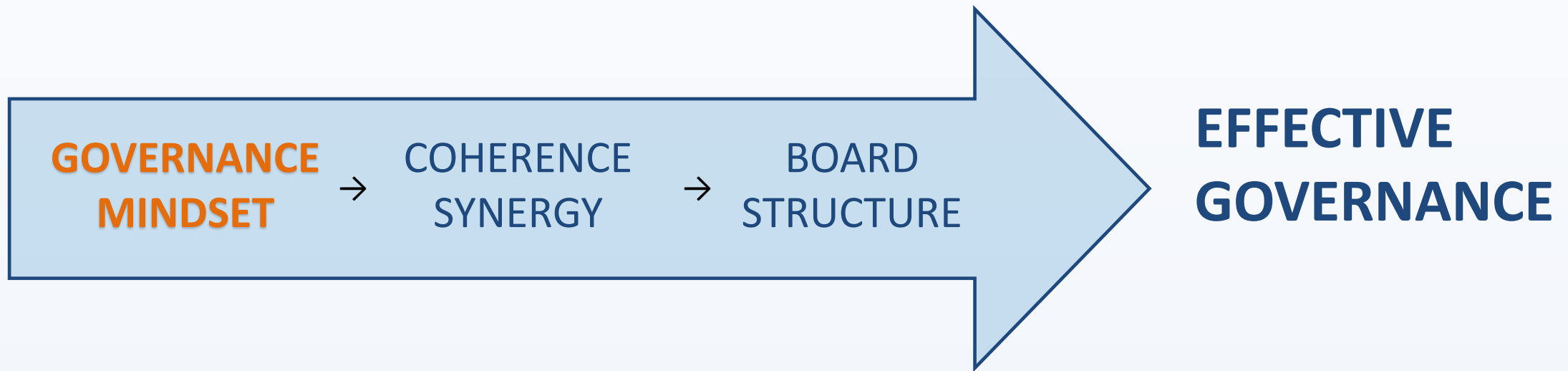


Three Major Themes

- ▶ Sustaining any continuous improvement is virtually impossible without focused, stable, and effective governance.
- ▶ Highly effective supervisors and caos must have deep and shared understanding of governance to govern effectively.
- ▶ Coherence, collaboration and a shared moral imperative must drive the work of the Board of Supervisors, the CAO and the strategic direction of the county.



The Three Pillars of Effective Governance



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Transformational Transitions: Essential to effective governance

- From Candidate Mindset to Governance Mindset
- From Campaigning to Governing

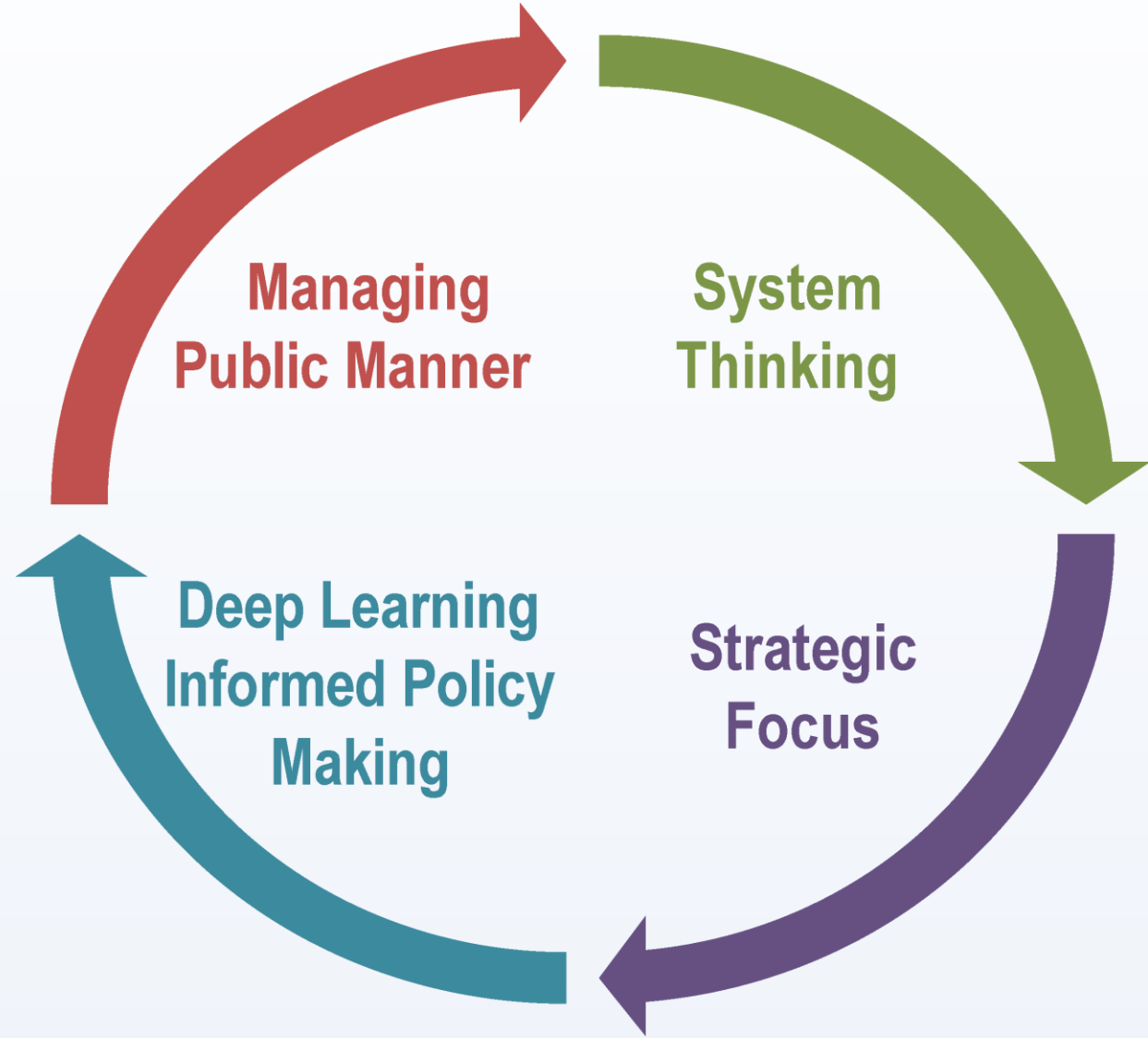


Three Realities of Governance

- You campaign as an individual, but serve as a member of a team
- You do not have the authority, by yourself, to fix the problems you campaigned to fix
- **BUT YOUR BOARD DOES.** Your success as a board member is inextricably tied to the success of your Board



Governance Mindset



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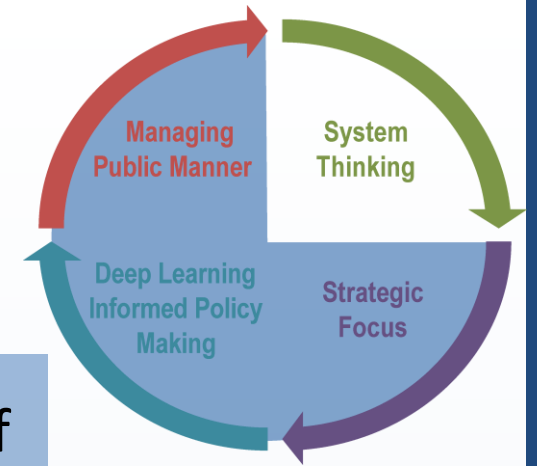
System Thinking: Governance is a system job

“The discipline of system thinking provides a different way of looking at problems and goals not as isolated events, but as components of larger structures”

— PETER SENGE

“Actions are not taken in isolation. A systems thinker understands that everything is connected to everything else. The goal of systems thinking is to take those actions that will most positively influence the system as a whole.”

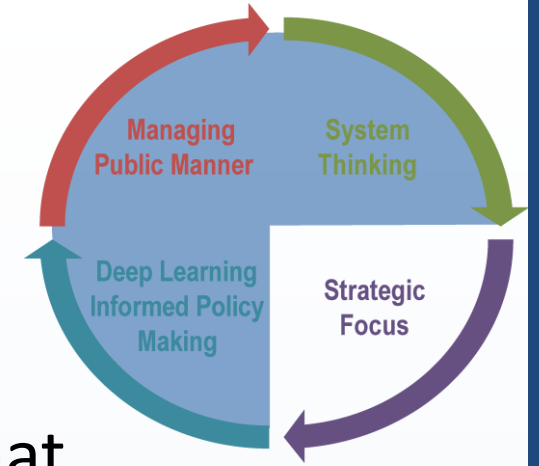
— NSBA



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Strategic Focus: Governance is a Strategic Job



- Maintaining a strategic focus is an understanding that governance is a strategic job not a tactical job
- What the board brings to the table is the passion, the drive, the commitment to achieve the strategic direction and goals, not distracted by day-to-day administrative challenges.
- The value of the board is in the strategic direction, oversight and support that the board provides.



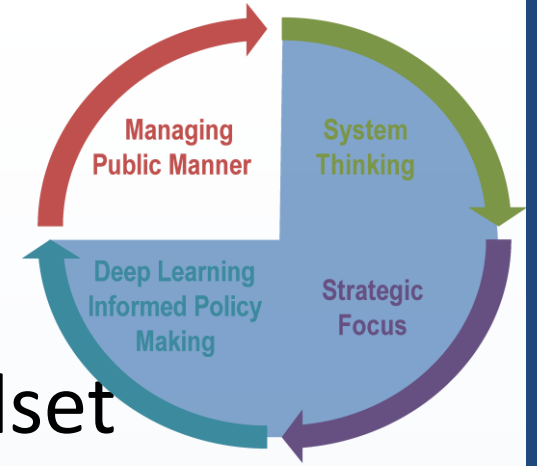
Governance Mindset: Deep Learning

- Effective supervisors are learners.
- Supervisors with a governance mindset are committed to making decisions based upon quality information, evidence, and data.
- Semper Paratus: Always prepared





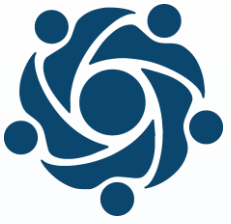
Managing Public Manner



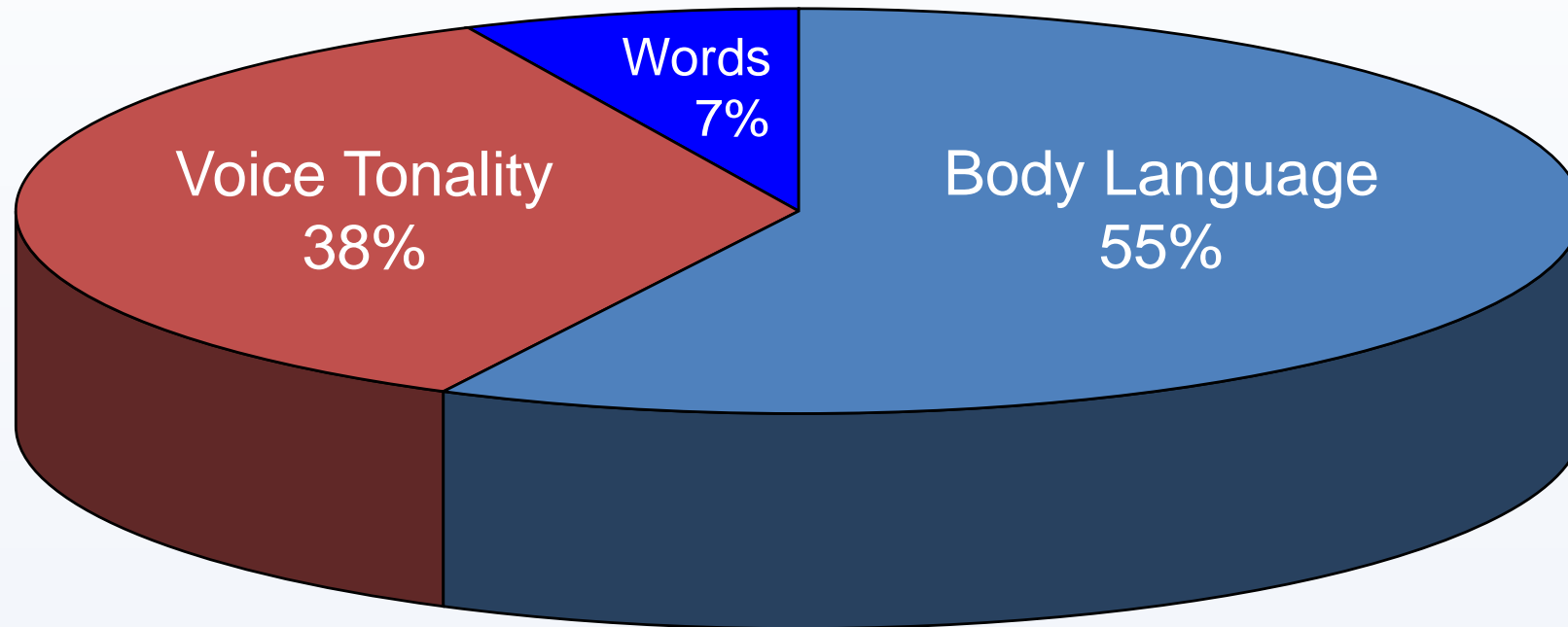
Effective Supervisors with a governance mindset always manage their public manner

“The successes of any leader are determined in large part by the manner in which they carry out their leadership. One of the most important and often least appreciated traits of highly effective supervisors is management of their public behavior.”

— Campbell/Fullan



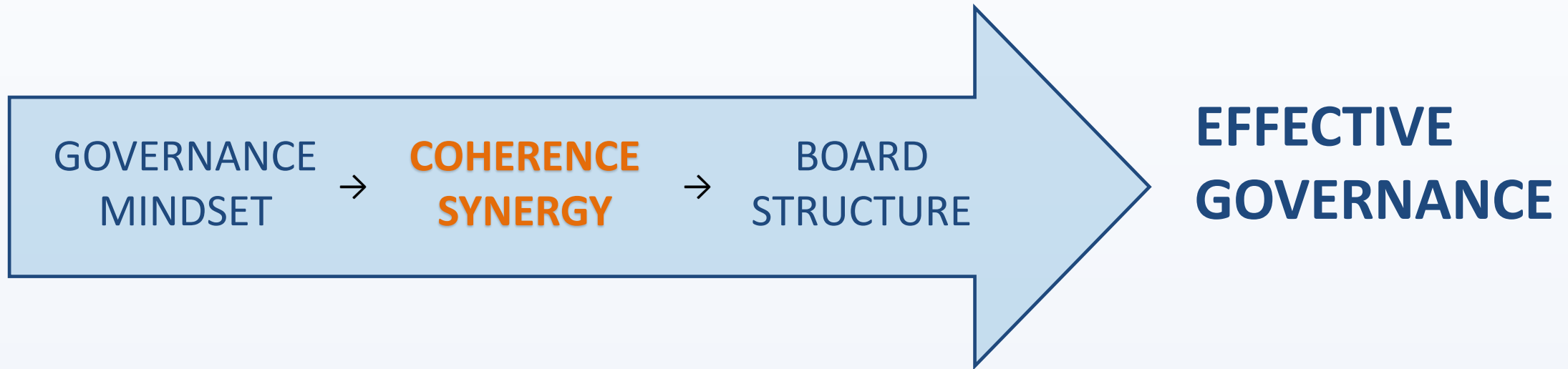
Communication is Both Verbal and Nonverbal







The Three Pillars of Effective Governance



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Pillar II: Governance Culture: Coherence and Synergy

- E Pluribus Unum
- Out of many, one



Unified Not Uniform

Unified: Divergent opinions and points of view are welcomed and encouraged. A unified board brings together very different people unified by a shared common belief. This is a core belief of American Democracy.

Uniform: Remaining the same in all cases and at all times, unchanging in form or character, lock step.



COHERENCE

“THE SHARED DEPTH OF
UNDERSTANDING ABOUT THE
NATURE OF THE WORK”

(FULLAN AND QUINN)

Two key components:

- Collaboration
- Trust



“Enduring great organizations are characterized by a fundamental duality. On the one hand, they have a set of timeless core values and a core reason for being”

Jim Collins
Good to Great

“Unity of purpose is a common focus, super ordinate goals and the core values and beliefs governance team members share in common about the community they serve. Unity of Purpose helps them transcend their differences to fulfill a greater purpose.”

Long Beach USD

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A Shared Unity of Purpose: Coherence

- A shared, relentless commitment to the county and the community they serve, no exceptions, drives the work of the board of supervisors.
- A unity of purpose is system wide, strategic and represents a deep commitment of the county board of supervisors and the CAO.
- It is a unifying force that leads to common ground and a moral imperative, strategic goals and success indicators.



NEW SUPERVISORS : ONBOARDING

- Perhaps the most productive way to build a highly effective governance system built on coherence and collaboration is with the professional onboarding of newly elected supervisors.
- It is important to have a written plan developed by the Board and CAO.
- Early introduction about system thinking, strategic focus, deep learning and managing public manner can play great dividends.



Example: First 100 days what the Board of Supervisors should do

- Individual Supervisors should reach out with a personal welcoming note or a phone call.
- Arrange site visits with the CAO, the board chair and staff directors to introduce the new supervisor to key staff. Encourage the new supervisor to be a learner.
- At the appropriate time, arrange an in-depth discussion meeting with the full board going over the governance handbook with focus on the strategic direction, goals, norms and protocols adopted by the Board.

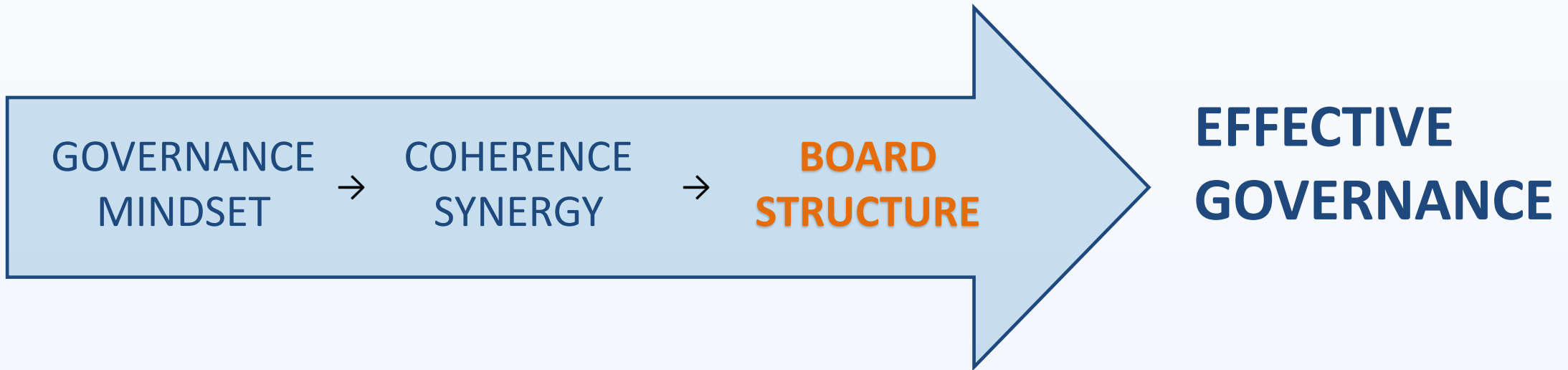


First 100 days what new supervisors should do:

- Join the Board with an open mind understanding that in most cases a new supervisor joins the board with partial information on many issues.
- Suspend all preconceived notions about the county, the staff and the board. Have an open mind. Be a learner.
- Avoid conflicting interests.
- Understand you are only new once and that having time is your best friend. You are not expected to know everything your first day



The Three Pillars of Effective Governance



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Governance Infrastructure

Developing a well-defined governance infrastructure that provides definition, guidance and direction

- Board Responsibilities
- Governance Principles
- Norms
- Protocols

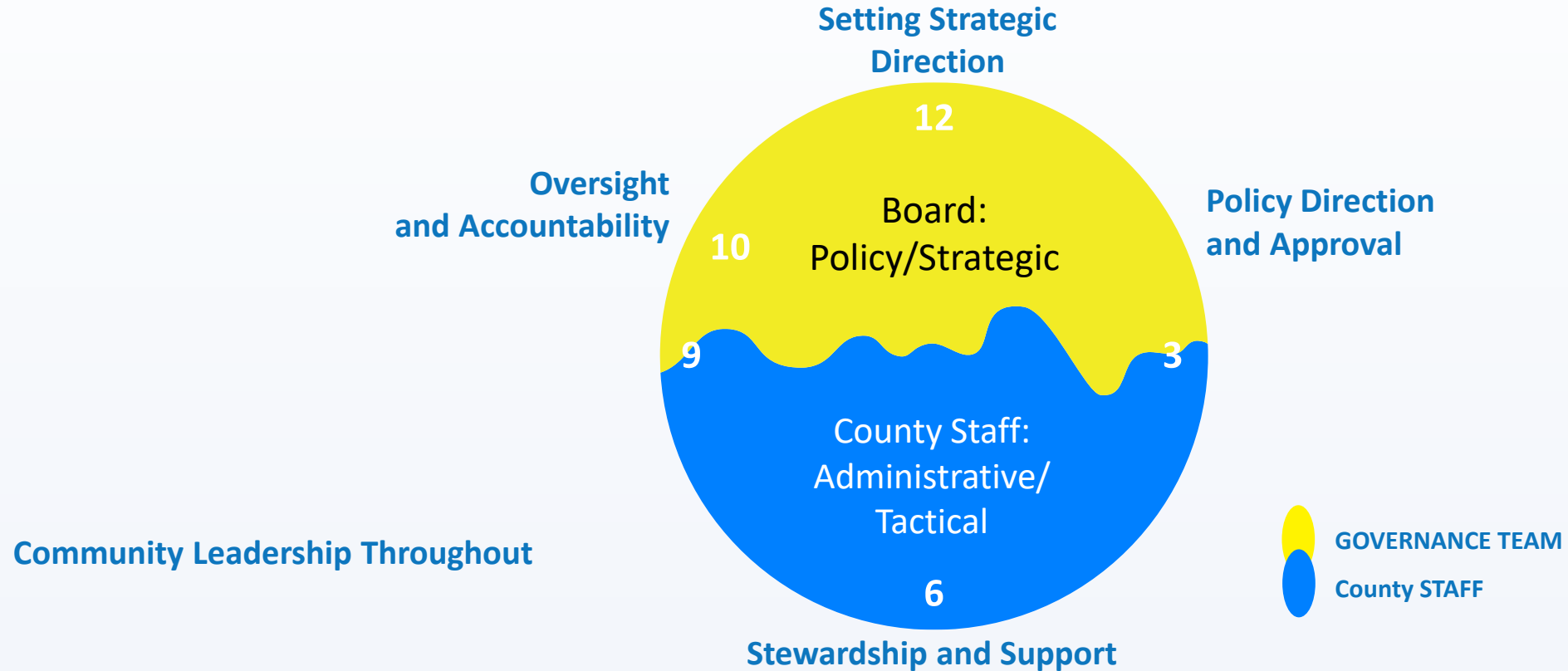


Governance Infrastructure: The Board's Responsibilities

- To set direction
- To establish the county board structure
- To provide support
- To ensure accountability
- To act as community leaders



Governance Responsibilities



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1. Setting Direction

- “...of all the board of supervisors governance responsibilities, the most important and powerful is formally setting the strategic direction for the county.”
- “supervisors must always remember that the products of board work are not the structure and processes, no matter how sound. Rather the products are the increased quality of programs and greater outcomes for all Mono County residents.”

Campbell/Fullan

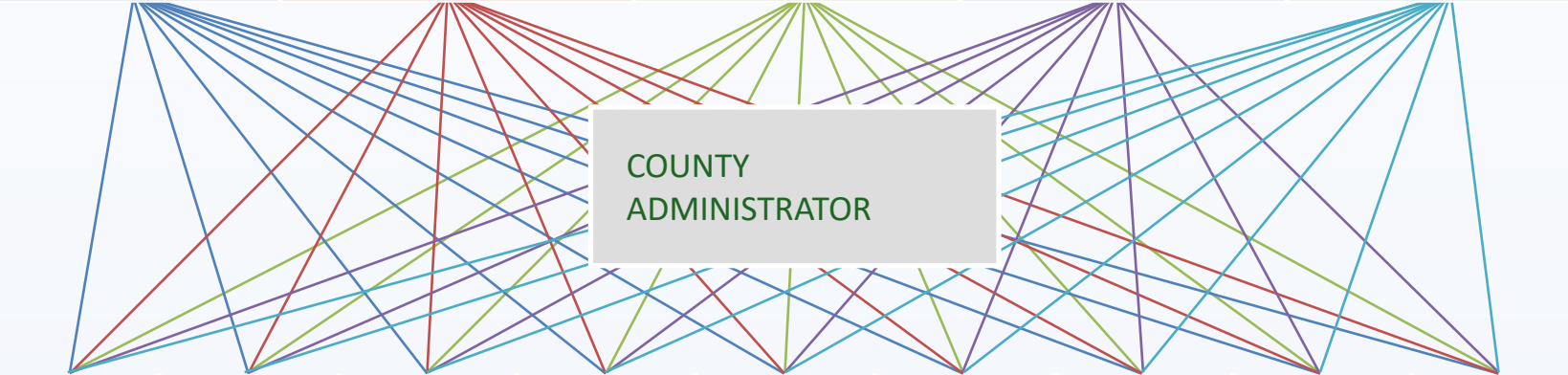
Campbell/Fullan



Board of Supervisors



COUNTY ADMINISTRATOR

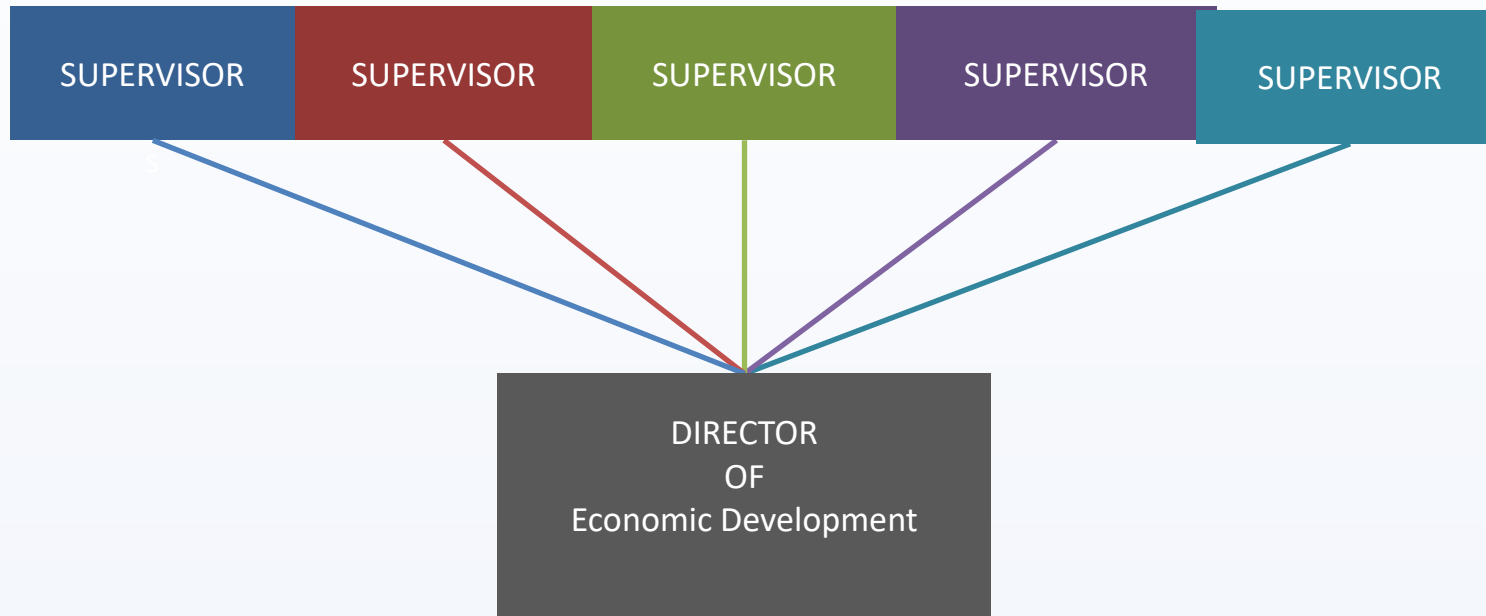


- Agriculture
- Alcohol, Drug and Mental Health
- Child Support Services
- Employment and Social Services
- General Services
- Environmental Health
- Community Development
- Economic Development
- Planning Public Works

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Board of Supervisors





2. Meeting to Meeting Work: Policy Direction and Approvals

- “Nearly every board meeting includes action items requiring board approval. This is where much of the tension between county administration and board governance can occur.
- It is only natural that the gray area between the “what” and the “how” which expands and retracts from issue to issue, would be a natural flash point”

—Campbell/Fullan



3. Stewardship and Support

“It is the ultimate measure of support to the staff when the board governs by the principles it sets, establishes clear, unambiguous direction, and lives by the norms it has established.”

—*Campbell/Fullan*



4. Oversight and Accountability

“No amount of external accountability will be effective in the absence of internal accountability.”

—*Richard Elmore*

“Internal accountability occurs when the board and CAO together ensure that individual and collective responsibility is built into the culture of the county.”

—*Campbell/Fullan*



5. Community Leadership

“There is an important educate-and-lead component to community leadership, but also a critical listen, learn, and facilitate inclusion part. Understanding how to solicit, listen to, and process that input is also a vital part of a trustee’s deep learning.”

—Paul Richmond, Former Executive Director, California State Parent Teacher Association.



Board Infrastructure: Governance Principles

- High performing boards govern with a set of principles that guide their work. These principles are a framework of governance standards against which the board can measure itself.
- It is a way to communicate the principles they have established for their own work to both the county staff and the community.
- It represents a commitment by the board to high quality governance and transparency.



Board Infrastructure: Governance Norms

- A normative structure that sets governance standards on how supervisors will treat each other, the staff and the public.
- Norms exist whether they are explicit or not—if norms are not explicit then behaviors can become habits—some very toxic.

BIGGEST CHALLENGE TO NORMS: APPROVE, FILE AND FORGET



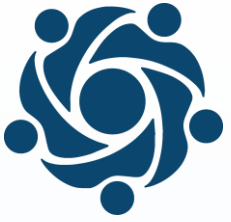
Board Infrastructure: Protocols

- 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, procedures, and protocols, it is virtually impossible for the board to function in a cohesive, consistent, and professional manner.”



Tools to Support Effective Governance

- Discussion Meetings
- Governance Handbook
- Board self-evaluation
- Board continuing education



Conversation /Discussion Meetings

- Meetings of the board and CAO designed to encourage conversation and dialogue
- Brown act noticed meetings
- Normally no "official votes taken"
- Different from study sessions in that it is not intended for formal staff presentations.



Governance Handbook

- If it is not written down it doesn't exist
- Record board decisions on Unity of Purpose, roles and responsibilities, principles, norms and protocols
- Governance handbooks are living documents, intended to be updated as needed when needed.



Board Self Assessment

A POWERFUL TOOL FOR BOARD CONTINUING GOVERNANCE IMPROVEMENT.

AN OPPORTUNITY FOR RICH DISCUSSION AND REINFORCEMENT OF COLLABORATION AND COMMITMENT TO BOARD ADOPTED GOVERNANCE PRINCIPLES, NORMS AND PROTOCOLS.