

March 18, 2019
Special Meeting
Item # 2a

BOS

Handouts

Board Strategic Workshop



DISCUSSION AGENDA

Monday, 18 March 2019 ♦ June Lake Community Center

9:00 Gathering and Refreshments

9:15 Call to Order, Public Comment, Introduction of Workshop

Times are approximate

9:25 **Characteristics of Effective Governing Boards – Crafting Effective Relationships**

Opening: Path Not Taken

Share life experience insights and stories with each other

Relationship Building: Shared Governance Values

Discussion of individual and shared values of governance and what they mean to each other

Discussion: Roles and Effective Governance of California Counties

Examine the role of County Supervisor highlighting the balance of authority and leadership practices, shared decision-making, and role of the board versus staff

- ♦ Board Governance – *Make effective use of Board time and capacity*
- ♦ Strategies to Enhance Board Governance and Assessment of Governance
- ♦ Board/CAO Relationships, Roles and Authority

Noon Lunch

12:30 Continued discussion on Governance

- ♦ Board/Executive Staff Relationships – *CAO Role, Communications, Assignments*

1:30 **A Vision for Mono County**

Perspectives: Strengths of Mono County: As a community; as an organization

External Scan: Changes in the World Which May Influence County

Discussion: How We See Mono County in 2024/2029

Examine individual and collective vision for the County

2019-2024 Strategic Plan

Discussion: County Strategic Framework

Conversation on key strategies and desired outcomes (Ends)

3:45 **Reflections on Day**

4:00 Adjourn

Attributes of Effective County Boards of Supervisors



Persistent connection to vision, purpose and possibilities

Systematic encouragement to think the unthinkable and to dream of possibilities while anchored in clear sense of purpose

Explicitly address fundamental values

The board is the guardian of organizational values; it focuses on deliberations and explicit pronouncements on those values

Think and act strategically

Strategic leadership demands the long-term viewpoint and the majority of the board's time is spent thinking about the future and creating policy focused on the ends

Force an external focus

Are more concerned with external responsiveness to community expectations and needs than with the internal issues of organizational mechanics.

Practice Pluralism – Facilitate diversity and unity

Optimize the richness of board deliberation and opinion, yet assimilate the variety into one voice, and then speak as one voice.

Enable productivity

Boards press towards leading and not reacting; more in creating than in approving.

Make periodic evaluations of strategy and policy implementation

Regularly review and receive feedback on strategy, outcomes, priorities and changing circumstances from community and staff

Shared definition of roles and responsibilities

The roles of the board, board members and the executive are discussed and are clear on any topic

Establish and abide by the Board—Executive partnership

Board establishes ends and sets limits to CEO means and empowers them; staff acts on means within set limits to achieve ends; Board evaluates results produced.

Balance overcontrol and undercontrol

Clarify those aspects of management which need tight versus loose control; avoid being a “rubber-stamp” or a “micromanager.”

Use board time and energy wisely

Sort out what really needs to be done to enable board to use the precious gift of time productively; avoid the trap of the trivial

Define and adhere to a common basis for behavior and trust building

How the board practices self-discipline and governs itself – holds itself accountable to stick to its job description, respect for each other and rules of governance on the dais, in the district and in staff interactions

Exhibit transparent rules and procedures at meetings

Meetings are conducted respectfully and productively by adherence to agreed-upon norms and procedures designed to enhance decision-making, community engagement and civility

Balance public value to County, district and relevant constituencies

Board acts in trusteeship on behalf of all owners in the county – not just the people who voted for them nor only the people of their district – yet are politically accountable to constituencies, and therefore must balance how these accountabilities coexist in their governance

Pay attention to themselves

Practice continuous individual and collective professional and governance development

STRATEGIC PLAN STRUCTURE



1
INITIATIVE

A broad focus area outcome which the County is working in.

1A
OBJECTIVE

Actionable steps which the organization will be taking to achieve stated goals.

1A.1	TACTIC	MEASURE
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Departmental specific projects, efforts, or strategies which 'add up' to satisfy objectives for the organization.

How we define success for this particular tactic.

1

EXAMPLE:



1
Improve Public Safety & Health

1A
Improve emergency operations and response

1A.1	Improve, repair and replace aging Radio and Communications systems IT / SO	Reduced radio outages and fewer first responder complaints of radio problems
1B.2	Support County and Town efforts for an All Hazards Incident Management Team (AHIMT) SO / CAO	Trained staff who can serve as second responders in regional emergencies
1B.3	Enhance the safety of employees and visitors in County owned properties by providing equipment and training to save the lives of persons experiencing heart attack, cardiac arrest, and stroke. EMS	Place Automated Electronic Defibrillators (AED) in 100% of all active County facilities and provide CPR/AED training for employees.

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2018 MONO COUNTY STRATEGIC PRIORITIES

1	2	3	4	5
Improve Public Safety & Health	Enhance Quality of Life for County Residents	Promote a Fiscally Healthy County and Regional Economy	Improve County Operations	Support the County Workforce
1A: Improve emergency operations and response	2A: Address the housing crisis through policy, assistance, and development programs	3A: Invest in sustaining and maintaining public lands and outdoor recreation	4A: Implement a long-term solution for South County offices	5A: Address compensation and benefits for employee retention and recruitment
1B: Find ways to keep people from going back to jail by reducing future offenses	2B: Monitor and improve public, behavioral health, and social services programs	3B: Monitor and expand successful economic development initiatives and diversify our economic base	4B: Improve operational efficiency and increase customer service and transparency	5B: Create a culture of safety, health & wellness, and work-life balance
1C: Address opioid crisis and substance abuse	2C: Support child & senior care initiatives for residents and County staff	3C: Maintain and expand existing businesses and industries	4C: Plan and implement effective energy savings and environmental protection & compliance initiatives	5C: Invest in resources and training to enhance staff performance and professional development
1D: Establish effective cannabis regulation, education, and enforcement	2D: Sustain and protect community, landscape, and environmental character	3D: Adopt, implement, and monitor fiscal resiliency principles	4D: Implement a performance measurement system to track operational improvements	5D: Develop the next generation of County leaders
1E: Invest in road and other infrastructure projects across the County			4E: Advocate with appropriate external officials to build support for County operations	

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2019-(2021?) MONO COUNTY STRATEGIC FOCUS AREAS

	1	2	3	4	5
INITIATIVES	Improve Public Safety & Health	Enhance Quality of Life for County Residents	Promote a Fiscally Healthy County and Regional Economy	Improve County Operations	Support the County Workforce
	1A: Improve emergency operations and response	2A: Address the housing crisis through policy, assistance, and development programs	3A: Invest in sustaining and maintaining public lands and outdoor recreation	4A: Implement a long-term solution for South County offices	5A: Address compensation and benefits for employee retention and recruitment
	1B: Address opioid crisis and substance abuse	2B: Support child & senior care initiatives for residents and County staff	3B: Monitor and expand successful economic development initiatives and diversify our economic base	4B: Improve operational efficiency and increase customer service and transparency	5B: Create a culture of safety, health & wellness, and work-life balance
OBJECTIVES	1E: Invest in road and other infrastructure projects across the County	2D: Sustain and protect community, landscape, and environmental character	3C: Maintain and expand existing businesses and industries	4C: Plan and implement effective energy savings and environmental protection & compliance initiatives	5D: Develop the next generation of County leaders
	1B: Find ways to keep people from going back to jail by reducing future offenses		3D: Adopt, implement, and monitor fiscal resiliency principles	4D: Implement a performance measurement system to track operational improvements	
	1D: Establish effective cannabis regulation, education, and enforcement	2B: Monitor and improve public, behavioral health, and social services programs		4E: Advocate with appropriate external officials to build support for County operations	5C: Invest in resources and training to enhance staff performance and professional development

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Board Governance Revisited

E Pluribus Unum means “out of the many, the one” and symbolizes the reality of local government where each Board member is appointed as an individual but under the California Constitution, only has the power to govern as a team. Therefore, the success of each board member and the organization is inextricably tied to the success of the full Board and staff working together as a team.

The County Board of Supervisors sets an example for all other local governing bodies and for the people of Mono County now and in the future. Some of the major responsibilities in its governance are to:

- Listen and be a voice for the communities of Mono County,
- Maintain and increase the quality of life,
- Build the economy,
- Provide a safety net for our citizens,
- Ensure that we maintain a good place to live,
- Be fiscally prudent,
- Protect life and property,
- Balance services across the County for all people, and
- Maintain relationships with the Town of Mammoth Lakes and all local agencies countywide.

The characteristics of an effective board include practices that, if followed, will foster a climate of trust, openness and mutual respect amongst its members and include:

- Have a shared vision.
- Be curious and ask questions.
- Use active listening and thoughtfully consider each decision
- Have a sincere desire and willingness to compromise, along with an appreciation and commitment to move forward remembering sometimes people must bend to get things done.
- Show up to meetings prepared and on time.
- Show mutual respect and tolerance for each other, staff and citizens.
- Show a desire to cause no harm to others.
- Be respectful of people’s time by adhering to time constraints imposed by the published agenda.
- Act with honesty and integrity.

County Supervisors must find the balance of authority, leadership practices, and shared decision-making. To achieve this end, Board members promised to strive to:

- Come to the Board meetings prepared and informed by studying agenda packets and getting questions answered by calling relevant staff in advance of the meeting.
- Manage the agenda by watching the time and keeping comments brief, keeping in mind that 5 – 10 minutes is generally a reasonable amount of time to speak during debate.

- Show respect for other board members, staff and the public by avoiding personal attacks and ambushes, never questioning the integrity of staff or criticizing others who aren't present at the meeting.
- During public meetings, ask questions, but don't debate with speakers.
- Prior Board decisions are not revisited except when they are re-agendized in accordance with Board Rules of Procedure Rule 29 or 30.
- Each Board member has permission to interrupt the meeting and ask the Chair for process if any of the above expectations are violated.

The Board expressed what it needs from staff:

- Give the best professional advice.
- During staff reports, answer the following questions:
 - What are others doing?
 - What are "best practices"?
 - What are the impacts or consequences of recommendation?
 - What are the expected outcomes and how do you measure success?
 - What are the opportunities for collaboration?
 - Is it feasible with the current workload?

Staff was asked to provide suggestions for better communications in public Board meetings and their top responses included:

- Strive to give good policy direction and stay out of operations
- Minimize blindsiding with unexpected questions. Call before the meeting to give staff time to find the answers.
- Know when to butt-out – step aside and let staff do their jobs.
- Respect staff's expertise by not requesting that they bring in experts during public session. This is a question that can be asked behind the scenes.
- Take a genuine interest in the topic and encourage staff by appreciating the work product they are presenting.
- Be open and professional when receiving bad news or things you don't to hear
- Show the love with departments that don't get to Board often.
- Show a sincere desire to see others succeed
- Don't forget you wear a coat of authority when asking staff for something.
- Trust your staff and recognize the importance of being heard.