



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

June Lake Community Center: 90 W. Granite Ave., June Lake, CA., 93529

**Special Meeting  
March 18, 2019**

9:15 AM Meeting called to order by Chair Peters.  
*Supervisors Present: Corless, Gardner, Halferty, Peters, and Stump.*  
*Supervisors Absent: None.*

**The Mono County Board of Supervisors stream all of their meetings live on the internet and archives them afterward. To listen to any meetings from June 2, 2015 forward, please go to the following link: <http://www.monocounty.ca.gov/meetings>.**

Pledge of Allegiance led by Supervisor Stump.

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

No one spoke.

**2. CLOSED SESSION at 3:35 pm**

**A. Closed Session - Public Employment**

PUBLIC EMPLOYMENT. Government Code section 54957. Title: County Administrative Officer (CAO).

*Reconvene 4:16 PM*  
Nothing to report out of closed session

**3. AGENDA ITEMS**

**A. Board Governance Workshop**

Departments: CAO

(Bill Chiat) - Board governance workshop facilitated by Bill Chiat of the Alta Mesa Group, LLC beginning with a review of progress since the last workshop followed by discussion and goal setting regarding the characteristics of a highly functioning board and how its members interact with one another, staff and the

community, including addressing issues related to vacancy and transition in the office of the County Administrator.

**Action:** Conduct workshop and provide direction to staff.

*Workshop began at 9:16 AM*

**Bill Chiat:**

- Introduced himself.
- (Agenda available in additional documents)

Discussed “the path not taken.”

What is the Board happy about as it reflects on its own governance?

- Ambulance expansion.
- Working together better as a Board.
- Using the Strategic Plan as a guide.
- Make big capital improvement investments.
- Blending the entire County and needs; manage district hats.
- Groups coming together that have not typically met; Board modeling.
- Cannabis, rentals – major issues addressed.
- Build the trust of the public.
- Solid financial base – eases decision making.
- The ability to say “no.”
- The ability to listen.
- Commitment to transparency.
- Labor negotiations.

Improving Governance Practice

- Exercise patience.
- Efficiency and better time management, separate “urgent” from “important.”
- Make our time effective.
- How do we hold ourselves accountable? Are we managing our capacity well?
- How do we best support key staff?
- Recognize impact of Board priorities versus on the fly assignments.

Action

- The ability to ask if we are at a point to make a decision – “Are we ready?”
- Us being prepared
- Staff prepared on presentations.
- Respectful / mindful use of our time.
- How do we best support staff?
- Ability to say we can’t meet expectations.
- Linking resources to results.

*Break: 10:51 AM*

*Reconvene: 11:01 AM*

Expectations of a CAO

- Clear: two-way accountability between CAO and Board.
- Quarterly process for CAO Review.
- CAO Bring feedback for DH on Board performance.
- Expectation of an executive team
- Emphasis on fiscal sustainability.

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- Strong responsiveness to the Board
- Will make decisions that need to be made.
- Compassion: Emp / Board / Community
- Visionary: build excitement
- Live and work in the community
- Give complete information to Board
- Make recommendations when appropriate.
- Enable productivity
- Balance out workload from Board
- Improve communication - internal and external
- Able to engage every employee in their work.

*Break: 12:00 PM*

*Reconvene: 12:31 PM*

What are the Strengths of Mono County?

- Handed out the Strategic Priorities (available in additional documents).
- Strong leadership team – knowledgeable, motivated, compassionate.
- Able to be reflective.
- Integrity.
- Inclusive.
- Skilled and knowledgeable staff.
- Solid finance.
- Scrappy – we do it, no procrastinating.
- Accessible and responsive.
- Embody public service.
- Try new initiatives.
- Value autonomy.
- Beautiful place – love it here, want to be here.
- Board engages the public.
- Teamwork / collaborate across departments.
- Creative with minimal resources.
- Caring amongst staff.
- Pay attention: impact legislation.
- Mindful impacts on the community
- Also are patrons of the County.
- Small size – able implement quickly.

Worked in small groups.

Vision into the next 10 years:

- Team 1: Fiscally resilient and sustainable.
- Solid systems.
- Addressed affordable housing problems.
- Diverse economic base.
- New jail / balance O&M.
- Quality and modern infrastructure and systems.
- Resilient workplace.
- Seamless connectivity: Bridgeport – Mammoth
- EMS Stability
- More collaborative and cooperative.
- Team 5: Keeping current with community needs.
- Good services for seniors.
- Streamlined and accessible services.

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- Continued emphasis on preserving the natural environment.
- Diversified economy – more than what we have now.
- Technological adaptability.
- Fostering regional and cross-agency collaboration and connection.
- Positive and motivated workforce.
- Team 4: Improved infrastructure and staffing (recruitment, morale).
- More financially resilient.
- Efficiency and accountability across departments.
- Daycare / childcare opportunities. Better support of staff, families, work / life balance.
- Increased efficiency of systems. Data use / knowledge / understanding.
- Quality assurance across departments.
- Measurements, metrics.
- Team 2: Year-round countywide sustainable economy (living wage, housing, broadband diversification, resilience).
- Staff's ability to maintain work / life balance while delivering high performance.
- Support sustainable natural resources for communities, quality of life, and economy.
- Sufficient financial resources to support safety net and other essential services.
- Better employee and citizen environment.
- A reduced carbon footprint.
- Increased self-sufficiency. Food security. Income security. Health insurance. Adequate housing.
- Improved recreational opportunities. More and improved trails / facilities. Sustainable and responsible, and maintenance of pristine environment. Visitor ownership.
- Creative financial solutions to resource needs.
- Streamlined, simplified processes.

*Break: 2:11 PM*

*Reconvene: 2:21 PM*

Goals for the next five years:

- Team 5: Support County Workforce.
- Completion of Salary and Benefit Philosophy (Tied to performance).
- 75% of cohort competitive compensation.
- Clearly articulated and understood priorities (effective management systems).
- Succession planning for each department / key position (internship program).
- Stable leadership: retention of key positions.
- Training and leadership development program.
- Employee recognition: Quarterly service awards; advancement opportunities; strength-based growth and cross-training.
- Modernized evaluation systems and review: 360 evaluations at all levels; clear goals; anonymous reporting and feedback; building a culture around feedback and growth.
- Team 3: Co-locating similar departments.
- Co-locating similar departments (Civic Center).
- Use of modern technology: similar integrated systems; community outreach; data collection, analysis, implementation.
- Reduce maintenance and liability of existing infrastructure (Jail).
- Emphasis on collaboration and coordination: Internally and externally; building better relationships for better results.
- Team 5: Improve Public Health and Safety.
- Emergency response available to all citizens.
- Progress / completion of new jail.
- Infrastructure available to address substance abuse.

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- Better process to identify people in need of services and connect with them through education and outreach.
- Adequate resources and staffing to achieve the above.
- Team 4: 120-160 affordable housing units developed / provided.
- 250 – 300 spaces for childcare.
- 100% resilient families (home visits, services available).
- Reduced carbon footprint.
- Increased quality of experiences: stewardship and ownership; education of visitors.
- Team 3:
- Sage Grouse are not listed as endangered; Sustainable fisheries; Integrated recreation system.
- Existing storefronts are filled with thriving business and attracting new businesses; revitalized 395 corridor and Main streets; capital is accessible to businesses; trainings and TA available for all businesses; Live and work in Mono County (including remote workers); new revenue streams (TBID, TOT, Sales Tax, Grants).
- Year-round tourism throughout the County; preventing attention.
- Maintain a structurally balanced budget; funding aligns with mandates, core functions, and strategic priorities.

What do Dept Heads need in a CAO?

- Turned in answers which were discussed during Closed Session.

*Moved to item 2a, Closed Session.*

**ADJOURNED at 4:16 PM**

**ATTEST**

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**JOHN PETERS**  
**CHAIR OF THE BOARD**

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**SCHEEREEN DEDMAN**  
**SR. DEPUTY CLERK OF THE BOARD**