



Mono County Board of Supervisors Governance Handbook 2024-25

Members of the Board of Supervisors 2024

District I – Jennifer Kreitz

District II – Rhonda Duggan

District III – Bob Gardner

District IV – John Peters

District V – Lynda Salcido

The Mono County Board of Supervisors Governance Handbook was developed in 2022 and updated in October 2024. This Handbook outlines practices that build and sustain positive Board relationships. It is a living document that is regularly reviewed, and as needed, revised by the Board.

The Handbook is intended to assist Supervisors in carrying out their roles, as well as to provide useful information to prospective supervisors and other interested citizens.

Updated October 1, 2024

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Effective Governance in Mono County

Mono County is governed by the elected Board of Supervisors. Governance is a fundamental function of all public agencies. Governance is the act of transforming the needs and desires of the community into policies that direct the County. The people of Mono County place their faith and trust that the Board will carry out its governance responsibilities meeting the highest standards of quality, effectiveness, and transparency. Whether in Board Chambers, out in the community, or at home, Board members are always stewards of the County.

Effective Boards

High performing Boards have four essential characteristics that are the building blocks of effective governance:

1. **Governing with a shared Moral Imperative leading to a Unity of Purpose**

A moral imperative is system wide, strategic and represents a deep commitment of the Supervisors and the County Administrative Officer. It is a unifying force that leads to a Unity of Purpose, strategic goals and success indicators.

2. **Governing within the role as a Board**

Effective boards value and respect their essential roles, reach mutual agreement on the roles of the Board and the County Administrative Officer and strive to operate within them.

3. **Creating a positive governance culture**

Culture is the tone created by the way people in an organization treat each other. Teams have unwritten (implicit) or written (explicit) agreements about how they will behave. These behavioral ground rules (norms) enable teams to build and maintain a positive culture or shift a negative one.

4. **Structuring the work for effective governance**

Effective boards discuss and agree on the formal structure and processes used by the Board, the CAO, and County Department Heads in their functioning as a team; how they operate and do business.

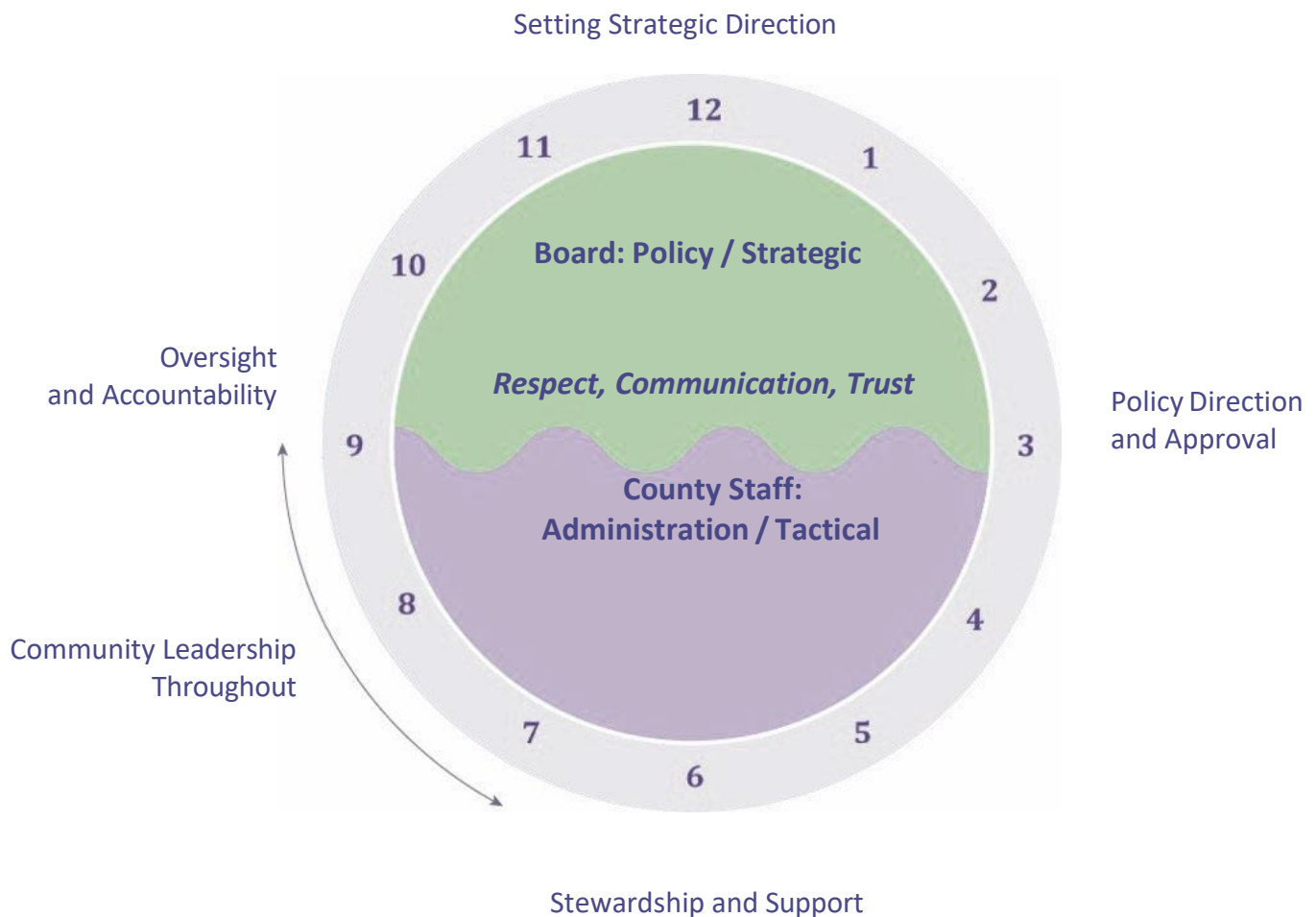
Unity of Purpose

Unity of Purpose is the common focus, mission, values, and goals Supervisors share about the organization and the residents they serve. A unity of purpose is a clear and unambiguous sense of purpose, a moral imperative, that becomes the inspiration behind all board efforts and the lens through which those efforts are viewed. A unity of purpose helps members transcend their differences to fulfill a greater purpose. A unified board is collaborative, cohesive, committed, and consistent.

In all relationships, dealings and transactions, Board member’s act with integrity, openness, respect and honesty. Through these values the board strives to earn and convey trust. The board retains public trust through efficient and cost-effective stewardship of resources.

Roles & Responsibilities

One of the most important characteristics of an effective Board is its understanding and agreement on Board roles and responsibilities. Generally, governance is about setting policy by defining the “what” of the organization, and administration is focused on the “how” policy gets implemented. If the discussion is focused on long-term outcomes, it tends to be strategic; if it is about short-term objectives or incremental steps, it tends to be administrative. Since the line between policy and administration can vary from topic to topic or issue to issue, it is essential that the CAO and the Board have a clear, mutually agreed upon understanding of how their roles and responsibilities will be defined.



The primary responsibilities of the Mono County Board of Supervisors

<p>Set the strategic direction for the County</p>	<ul style="list-style-type: none"> • Ensure the long-term moral purpose and vision is established for the County. • Identify strategic priorities and goals. • Charge staff with tactical decisions to support strategic direction
<p>Establish the governance structure for the County</p>	<ul style="list-style-type: none"> • Hire the CAO and County Counsel and set policy for the hiring of other personnel. • Establish budget priorities and adopt the County Budget. • Adopt ordinances and policies. • Effectively utilize various committees, and commissions.
<p>Provide support to the County</p>	<p>After establishing the structure, the Board – through its plans and actions – has a responsibility to support the CAO and department heads as they carry out the direction of the Board.</p> <p>This involves.</p> <ul style="list-style-type: none"> • Provide clear and consistent direction. • Support and advocate for programs and policies adopted by the Board. • Provide policy direction that supports programs and aligns resources. • Support staff carrying out the BOS direction. • Hold the Board accountable for high quality governance and adherence to Board protocols and policies.
<p>Ensure accountability</p>	<ul style="list-style-type: none"> • Hold the CAO accountable for achieving the goals set by the Board of Supervisors. • Monitor and assess the effectiveness of policies and programs approved by the Board. • Monitor the fiscal health of the County.
<p>Demonstrate community leadership</p>	<ul style="list-style-type: none"> • Engage and involve county residents and other interested parties in appropriate and meaningful ways in setting the priorities, goals, objectives, and major programs of the county. • Communicate clear information about county policies, the fiscal condition and progress on goals. • Listen intuitively to and be informed by the needs and concerns of residents. • Be visible and accessible.

Governance Mindset

In order to carry out these responsibilities board members understand the need to govern with a shared governance mindset and a central moral purpose.

Board Governance Mindset

System Thinking	Governance is a systems job.	Individual board members understand that they are elected to govern the entire County and that counties are extremely complex systems. A systems thinker has transitioned from single issue, narrowed thinking to a fundamental understanding of how all pieces in the organization connect.
Strategic Focus	Governance is a strategic job.	<p>Effective board members always maintain a strategic focus in their work. They understand that individual board members do not have the authority to intervene into the administration of the County. They understand that they are on the Board to govern the County.</p> <p>Board members approach all their responsibilities with a clear focus on serving all people of County and achieving the strategic outcomes they have set.</p>
Preparation	Effective Board Members are always prepared.	Members of the board are committed to doing the deep learning necessary to make decisions based upon high quality information, evidence, and data.
Manner	Effective Board Members model civic behavior.	Effective board members understand that how they govern is often more important than what they say or do. Working toward a common goal with other independently elected board members in a collaborative setting requires patience, understanding, respect and most importantly, common courtesy. They are always respectful of other members' opinions.

Unity of Purpose for Mono County

Our Mission	<ul style="list-style-type: none"> To support all our communities by delivering superior services while protecting our unique rural environment 	
Our Vision	<ul style="list-style-type: none"> Outstanding Community Services Quality of Life Beyond Compare 	
Our Values	<ul style="list-style-type: none"> Customer service Excellence 	<ul style="list-style-type: none"> Integrity Results oriented

Governance Principles

In recognition of this critical role the Board has adopted the following 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 and demonstrate that authority rests with the board as a whole.
Stewardship and Sustainability	<p>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 and sustainable practices.</p>
Decision Making	<p>The Board of Supervisors is committed to high quality, informed and evidence based decision making, governing Mono County with a systems perspective, not favoring one part of the County over another.</p>
Clarity And Coherence	<p>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.</p>
Collaboration and Engagement	<p>The Board of Supervisors will govern in an environment of trust and active collaboration with the Mono County community, the CAO, staff and one another.</p>
Accessibility And Transparency	<p>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.</p>

Accountability	The Board of Supervisors will establish standards of accountability in all county operations and commit to ongoing, continuous improvement.
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Guided by these Governance Principles, the Board will embrace effective governance standards and strategies that encompass the basic characteristics and behaviors which enable governance team members to effectively create a climate for excellence. Working as a team, the board members and the CAO leverage the efforts of the professional staff by:

- Setting direction for the organization reflective of the community’s priorities.
- Creating a supportive framework for action in the County.
- Holding the County accountable through mutually agreed upon mechanisms.
- Providing support to staff through behaviors and actions; and
- Demonstrating community leadership on behalf of residents.

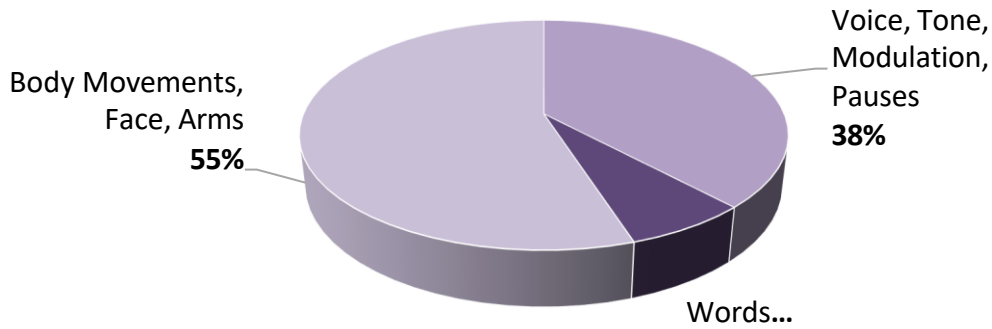
Norms for a Positive Governance Culture

An excellent governance culture is characterized by a board that operates in an environment of trust, respect, and professional demeanor at all times. The board sets the tone for the entire County in how it carries out its governance responsibilities.

Norms within which we agree to work

- 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.

Communication is the currency of effective board members; it is both verbal and non-verbal



Protocols to Facilitate Governance Leadership

Definition

Effective boards operate with formally adopted protocols that provide an operational framework for how board members will work together. Protocols are descriptions of the “way we do things here” and are important as guides for what is an acceptable and unacceptable process and behavior. Protocols exist whether they are specifically identified or not. When they are not overtly stated, they become the habits by which groups perpetuate behaviors, some of which can become detrimental to the effective operation of the board of supervisors.

Unity of Purpose-Setting Direction

1. Strategic Planning - Role of the Board of Supervisors	
Rationale	<ul style="list-style-type: none"> Governance is a strategic function. A component of a highly developed governance system is reaching agreement on the strategic direction and building coherence throughout the system. Critical to success is proactively establishing a multi-year plan that presents a meaningful vision of the future and long-term strategic goals indicating where resources are to be concentrated to accomplish strategic outcomes. <p>The strategic plan</p> <ul style="list-style-type: none"> Supports good decision making; Drives alignment of all processes; Aligns resources with priorities; Communicates our vision and our priorities.
Protocol	<ul style="list-style-type: none"> The Mono County Board of Supervisors is committed to exercising professional and purposeful leadership in ensuring achievement of Mono County’s long-term goals and objectives. Following the Board adoption of the Strategic Plan, the Board will support the adopted Plan and ensure that decisions and directions by the Board are consistent and reinforcing of the Plan.

1. Strategic Planning - Role of the Board of Supervisors	
	<p>Similarly, the County’s Strategic Plan is shared with advisory bodies to facilitate alignment of their focus and efforts.</p> <ul style="list-style-type: none"> • The Board will commit time and energy in board meetings to conduct ongoing strategic discussions regarding implementation and impact of County efforts and programs to accomplish Board adopted strategic goals. • Any requests made by Board members requiring County resources will be brought to the Board for review and approval. • The Board will calendar bi-annual check in reports and an annual review, in alignment with the budget planning process.

2. Use of Board Conversation/ Discussion Meetings	
Rationale	<ul style="list-style-type: none"> • It is the Board’s responsibility to establish a philosophical framework - grounded in the County’s core beliefs and mission - that will serve as the foundation for staff developed plans of action. • The Board wishes to create an environment where open and candid discussion of governance and core beliefs are encouraged and can lead to an enhancement of Board decision-making. The purpose is to uncover areas of agreement and concern and to promote a shared and deep understanding of topics and issues that the governance team will address. Board conversation sessions (or workshops) allow Board members the time for candid dialogue and discussions to develop the shared understanding that leads to the Board’s ownership of the County’s priorities.
Protocol	<ul style="list-style-type: none"> • Conversation sessions (or workshops) are public meetings subject to the provisions of the Brown Act. Conversation sessions/workshops are intended to provide opportunities for open discussion about governance and other relationship issues and often no formal action is taken. The Board will schedule conversation sessions bi-annually or as needed to provide opportunities to explore governance issues in more depth. <p>Conversation sessions are designed for several purposes:</p> <ul style="list-style-type: none"> • To reflect on and strengthen the governance infrastructure, e.g., governance principals, norms, and protocols. • To develop the criteria for problem-solving, action-planning, and decision-making. • To provide an opportunity for the Board members and the CAO to discuss progress on goals, programs, and issues from the big picture, philosophical perspective.

Roles and Responsibilities

3. Interactions with County Staff	
Rationale	<ul style="list-style-type: none"> • Governance of the County relies on the cooperative efforts of elected Supervisors who set the direction and County staff who implement the Board policies and direction. Successful achievement of the Mono County strategic goals and County priorities in large part depends upon the nature of the relationship between the Board of Supervisors and the Mono County staff. • Critical to Board members' ability to make informed and wise decisions is timely and equal access to information. With five independently elected supervisors, it is essential that there be a well-defined, clear process of communication.
Protocol	<ul style="list-style-type: none"> • Open and clear communication among the CAO, County Counsel, Department Heads and the Board is very important. However, any direction to County staff may only come by majority vote of the full Board. Great care will be taken to assure that suggestions or comments by individual Supervisors are not interpreted as direction to staff. • Board members are dependent upon the quality of information provided and encourage the CAO, County Counsel, County Department Heads and staff to keep them informed about successes and challenges facing them. • Board member referrals that are anticipated to involve significant staff time or other resource commitment and/or are a departure from established county or departmental policy require Board approval prior to staff starting work. Board members are encouraged to discuss referrals which may require significant resources with the Chair, County Counsel and CAO. Board approval shall be obtained through majority action of the Board, on an agenda item in which the scope and resource needs of the referral are identified.

4. Evaluating the County Administrator and County Counsel	
Rationale	<ul style="list-style-type: none"> • The CAO and County Counsel evaluations are important leadership tools to focus and align all County efforts. The evaluation process must be clear and fair. It should be goals based, data driven, collaborative and ongoing.
Protocol	<ul style="list-style-type: none"> • The CAO and County Counsel evaluations must be a collaborative process that ensure ongoing feedback and no surprises. • The evaluation process will include a mid-year check on progress on County priorities. The Board will conduct a formal evaluation of the CAO and County Counsel, annually on the anniversary hire date, using an agreed upon evaluation process. The process shall include opportunities for each Board member to participate. The Board Chair will compile the results ensuring that the evaluation represents the consensus of the Board.

Board Operations

5. Board Meeting Agenda Development	
Rationale	<ul style="list-style-type: none"> The major objective of the agenda development process is to allow for open deliberation by the Board of Supervisors on all county matters not to be considered in Closed Session. Critical to effective discussion and deliberation is clarification of the agenda placement process, appropriate placement of items on the Board agenda and sufficient time for gathering information on issues so that the Board of Supervisors can make informed decisions.
Protocol	<ul style="list-style-type: none"> An annual calendar of meetings shall be adopted by the Board. The calendar will include Governance conversation meetings and budget meetings. Inclusion of conversation meetings in the formal calendar shall not preclude convening conversation meetings as needed. Board agendas will be organized around the County priorities and strategic goals. Administrative or County business will be presented, whenever possible, with discussion of potential impact on strategic priorities and goals. Department reports to the Board will be presented with reference to County strategic priorities and goals. The Clerk of the Board of Supervisors prepares an agenda for each meeting in collaboration with the Board Chair, County Administrative Officer, and County Counsel. The Board of Supervisors' meeting agenda is prepared weekly according to the Board of Supervisors' meeting calendar. At least 72 hours before a regular meeting, the Clerk of the Board shall post an agenda. The agenda shall include a brief description of each item to be heard, discussed or considered by the Board. Supervisors are encouraged to contact the County Administrative Officer's office, or appropriate staff with any technical or detailed questions regarding the agenda prior to the board meeting to ensure adequate information is available if necessary.
6. Public Comment in Board Meetings	
Rationale	<ul style="list-style-type: none"> Board of Supervisors meetings are business meetings of the Board held in public to conduct the County's business. The Board of Supervisors welcomes and encourages public engagement and participation at Board meetings. The Board is committed to transparency in all of its governance activities. However, it is essential that the Board operate in a consistent and professional manner in order to accomplish the business of Mono County as well as be respectful of staff time. Consistent with the Ralph M. Brown Act and in order

6. Public Comment in Board Meetings	
	to provide equal treatment to all, the Board may adopt rules and regulations regarding public input.
Protocol	<ul style="list-style-type: none"> • Board members want to ensure that multiple voices of the community are heard and that the process for community input is clearly defined and that community members feel welcomed and are encouraged to participate. • Members of the public have the right to address the Board on any item within the subject matter jurisdiction of the Board. Time for public input will be provided at every Board of Supervisors meeting. • Members of the public shall direct their comments to the Chair. Time limitations are at the discretion of the Chair and may be reduced or extended. • Individual Board members may ask clarifying questions but will not engage in substantive dialogue with persons providing input to the Board. • Public comments on items on the agenda will be called prior to the board taking action on the item.

7. (Electronic) Communication During Board Meetings	
Rationale	<ul style="list-style-type: none"> • A meeting of the Board of Supervisors is a meeting to conduct County business in public. Use of electronic mail (email), notes, and all digital communications shall conform to the same standards of judgment, propriety, and ethics as other forms of County related communication.
Protocol	<ul style="list-style-type: none"> • During Board meetings, Board members will not access electronic messaging systems other than the relevant agenda and corresponding documents. Accessing such communication could be construed as receiving public comment without the transparency associated with having the comment shared publicly. Any such communication is subject to the California Public Records Act. • Other uses of electronic devices during meetings should be limited to instances where a family or business situation makes the communication necessary, at the discretion of the Board member.

8. Self-Monitoring of Board Effectiveness	
Rationale	<ul style="list-style-type: none"> • Conducting a governance self-assessment process demonstrates accountability to the community and the intention of the governance team to strengthen and improve governance practices. • Governance self-assessment sessions are an opportunity to reflect on Board effectiveness and measure adherence to adopted governance principles, norms, and protocols.

Protocol	<ul style="list-style-type: none"> • The Board of Supervisors supports continuous improvement through ongoing evaluation of governance effectiveness. • The Board will participate in at least one workshop annually to review governance team agreements and processes and to participate in a self-evaluation process. The assessment process will align with assessment of progress on the County’s strategic priorities. During the assessment process, the Board may consider any amendments to processes or protocols and schedule consideration of any new policies/protocols resulting from the self-assessment.
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9. New Supervisor Orientation – On Boarding	
Rationale	<ul style="list-style-type: none"> • Members of the Board of Supervisors must be knowledgeable about the complexity of the organization they are governing, and the full range of services, facilities and programs provided by the County. • The most important way a Board can sustain its positive governance culture, and remain a cohesive, unified, vibrant decision-making team is through the purposeful on-boarding of new board members.
Protocol	<ul style="list-style-type: none"> • The Board recognizes the importance of welcoming and helping transition newly elected Board members into the public experience. • The Board encourages all newly elected supervisors to attend the CA State Association of Counties (CSAC), new County Supervisors Institute as soon after election as possible. • The County Administrative Officer and County Counsel will prepare orientation materials, including legal briefings for new Board members and schedule an initial meeting to both establish early and direct communication and provide information necessary to understand the complex organization of the County. • Department Heads, or their designees, will offer orientation to newly elected Board members regarding the departments’ key responsibilities and functions. • The Board will schedule a governance conversation meeting to provide an opportunity to share personal aspirations and to review, discuss and re-confirm the adopted governance principles, norms and protocols as documented in the Mono County Board of Supervisors Governance Handbook.


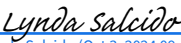



Board in the Community

10. Handling Complaints from the Community	
Rationale	<ul style="list-style-type: none">• The Board strives to be consistent and fair in dealing with complaints and concerns expressed by the community.• It is important that the Board have a clear and consistent process when considering and responding to constituent concerns.• No one Board member has the authority or capability to fix individual problems or concerns.
Protocol	<ul style="list-style-type: none">• The Board of Supervisors is accessible and responsive to community concerns and issues.• The Board values open communication and timely resolution of issues. When approached with concerns or complaints, Board members will:<ul style="list-style-type: none">○ Listen respectfully and openly.○ Remain neutral, understanding that only one side of the issue is being heard.○ Encourage the issue to be addressed by the person who can most directly help them with their concern.• Board members will notify the CAO of the issue or concern, as appropriate.

GOVERNANCE AGREEMENTS SIGNATURE PAGE

We have reviewed and agree to follow the Governance Team principles, norms and protocols in order to support a positive and productive working relationship among the Mono County Board of Supervisors, County Administrative Officer, County Counsel, Department Heads and staff. We shall renew this agreement annually.

Affirmed on this 1st day of October 2024.

 <small>John Peters (Oct 2, 2024 17:15 PDT)</small>	Oct 2, 2024
John Peters, Chair, District 4, Chair	Date
 <small>Lynda Salcido (Oct 3, 2024 09:45 PDT)</small>	Oct 3, 2024
Lynda Salcido, District 5, Vice Chair	Date
 <small>Jennifer Kreitz</small>	Oct 2, 2024
Jennifer Kreitz, District 1, Chair Pro Tempore	Date
 <small>Rhonda Duggan (Oct 2, 2024 12:55 PDT)</small>	Oct 2, 2024
— Rhonda Duggan, District 2	Date
 <small>Bob Gardner (Oct 3, 2024 06:57 PDT)</small>	Oct 3, 2024
Bob Gardner, District 3	Date
Sandra Moberly, County Administrative Officer	Date
Christoper Beck, County Counsel	Date



Mono County Board of Supervisors Procedural Manual

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Effective Governance in Mono County

Mono County is governed by the elected Board of Supervisors. Governance is a fundamental function of all public agencies. Governance is the act of transforming the needs and desires of the community into policies that direct the County. The people of Mono place their faith and trust that the Board will carry out its governance responsibilities meeting the highest standards of quality, effectiveness, and transparency. Whether in Board Chambers, out in the community or at home, Board members are always stewards of the County.

Effective Boards

High performing Boards have four essential characteristics that are the building blocks of effective governance:

Rules Of Procedure of The Board of Supervisors Mono County, California

I. Purpose

The purpose of these Rules of Procedure (“Rules”) is to foster understanding and respect for the democratic process, facilitate compliance with applicable laws, encourage public participation, provide guidance on decorum, and enhance effective and efficient management of Board meetings.

II. General

Rule 1. Applicability of Rules

These Rules are adopted pursuant to Government Code §25003. The Rules shall apply to the Board of Supervisors of the County of Mono whether sitting as the Board of Supervisors of the County or as the governing board of any other commission, authority or board.

These Rules are intended to expedite the transaction of business of the Board in an orderly fashion, and are deemed to be procedural only. The failure to strictly observe application of the Rules shall not affect the jurisdiction of the Board or invalidate any action taken at a meeting that is otherwise held in conformity with the law. Except as otherwise provided by law, these Rules, or any one of them, may be suspended by a majority of the Board.

These Rules supersede and replace all rules of procedure previously adopted by the Board.

Rule 2. Definitions

In interpreting these Rules:

- a. “Board” refers to the Board of Supervisors of Mono County, whether sitting as the Board of

- Supervisors of the County or as the governing body of any other authority or board
- b. “Board member” or “member” refers to a member of the Board
 - c. “Chair”, “Vice-Chair” and “Chair Pro-Tempore” refers to the Board members elected to those respective offices
 - d. “Clerk” refers to the Clerk of the Board of Mono County
 - e. “County Administrator” refers to the County Administrative Officer of Mono County

III. MEETINGS

Rule 3. Regular Meetings and Annual Calendar

Regular meetings generally shall be held on the first three Tuesdays of every month. Any meeting may be cancelled upon the order of the Chair, or by a majority of the members of the Board.

Regular meetings shall commence at 9:00 a.m. The first two regular meetings of the month shall be held at the Board of Supervisors Chambers, 2nd Floor, County Courthouse, 278 Main Street, Bridgeport, California; the third regular meeting of the month shall be held in the Mono Lake Room in the Mono County Civic Center at 1290 Tavern Road or such other location in Mammoth Lakes as may be designated by Board resolution. Videoconferencing will be available each week between Bridgeport and Mammoth Lakes, unless technically infeasible. Business shall normally be conducted between 9:00 a.m. and 5:00 p.m., but may continue past 5:00 p.m., provided a majority of the Board members present do not object.

An annual calendar of meetings shall be adopted by the Board and should include all known regular meetings. All regularly scheduled meetings shall also be streamed live over the internet unless technologically infeasible, and shall be archived and available for later online viewing. Videos shall be available on the county website.

Rule 4. Special Meetings and Budget Hearings

Special meetings may be called at any time by the Chair, or by a majority of the Board members. Upon the call of a special meeting, the Clerk will prepare and distribute, at least 24 hours before the time of the special meeting, written notice to each member and to any local newspaper of general circulation that has requested such notices. The notice shall specify the time and place of the special meeting and the business to be transacted or discussed. No other business shall be considered at these meetings (Government Code §54956).

Budget Hearings, Workshops, Study Sessions and Planning Meetings may be called by the Chair or by a majority of the Board at times and locations in accordance with the law and specified notice provisions.

Rule 5. Emergency Meetings

Emergency meetings may be called by the Chair or by a majority of the Board, in the case of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities. Upon the call of an emergency meeting, the Clerk shall give notice of the meeting, and comply with posting requirements (Government Code §54956.5).

Rule 6. Closed Sessions

Prior to holding any closed session, the Chair shall announce the session in an open meeting, and shall provide an opportunity for public comment on items on the closed session agenda. The listing of such items on the agenda shall constitute such announcement, at the discretion of the Chair. During the closed session, the Board may discuss or consider only those items on the agenda. At the conclusion of the closed session the Board shall orally report action taken, in an open meeting, where required by law (Government Code §54957.1).

IV. ELECTIONS, POWERS, AND DUTIES OF THE CHAIR, VICE-CHAIR, AND CHAIR PRO-TEMPORE

Rule 7. Annual Selection of Chair, Vice Chair and Chair Pro-Tempore

At its first regular meeting, after January 1ST of each year, the Board shall nominate and elect from its membership a Chair, Vice-Chair, and a Chair Pro-Tempore. The Chair shall call the meeting to order, and the first order of business shall be the election of officers for the ensuing calendar year. The Chair, Vice-Chair, and Chair Pro-Tempore shall serve until the election of their successors. It is intended (but not mandated) that the Supervisor elected as Vice-Chair will succeed the Chair in the following year and that the Chair Pro-Tempore shall similarly succeed the Vice-Chair.

Rule 8. Powers of Chair, Vice-Chair, and Chair Pro-Tempore

The Chair shall serve as presiding officer of the Board, rule on questions of procedure and execute official Board records and documents presented by the County Administrator/Clerk. In the absence or unavailability of the Chair, the Vice-Chair shall call the meeting to order and serve as presiding officer. The Vice-Chair shall have and exercise all powers and duties of the Chair for meetings over which he or she is called to preside and at ceremonial and official functions which the Chair cannot attend.

If both the Chair and the Vice-Chair are absent or unable to participate, the Chair Pro-Tempore shall call the meeting to order, serve as the presiding officer, and shall have and exercise all power and duties of the Chair for the meeting over which he or she is called to preside and at ceremonial and official functions which neither the Chair nor Vice-Chair can attend.

V. AGENDAS AND AGENDA MATERIALS

Rule 9. Meeting Agenda

At least 72 hours before a regular meeting, the Clerk shall post an agenda. The agenda shall consist of a brief statement of each item to be considered by the Board (Government Code §54950). The agenda shall indicate the time and location of the meeting and shall be posted as required by law.

Rule 10. Addendums/Supplemental Agenda Items

At least 72 hours before a regular meeting, the Clerk shall prepare, post, and distribute all addendums/supplemental agendas when there has been an item added, continued, deleted, and/or modified since the distribution of the initial meeting agenda.

Rule 11. Use of Agenda Software

All Departments/Agencies shall use Agenda Software provided by the County to prepare agenda items and submit supporting documents. Departments will work directly with the Clerk of the Board if they require assistance in creating an agenda item.

Rule 12. Department/Agency Agenda Responsibilities

When submitting an item for consideration by the Board, it is the responsibility of the originating Department or Agency to provide all required information, and to meet all established deadlines. Exceptions to deadlines will be considered if items are deemed to be time sensitive or of special importance to a Board member. The Clerk of the Board will work directly with departments to add agenda items after the deadline, but shall require departments to obtain approval of the CAO prior to adding late items. Board members may work with the CAO, Clerk of the Board, or pertinent department head when needing to add items to an agenda.

Outside agencies and citizens will work with the Clerk of the Board when requesting an agenda item for Board consideration, and will follow established guidelines found in Appendix C (Request to place an Item on the Board's Agenda by the Public or Non-County Entity).

Rule 13. Review and Filing of Agenda Items

After preparing agenda items in the County's Agenda system, all items shall be reviewed by the County Administrator, County Counsel, and Finance Director, or their designee. Any one of these three reviewers may ask for additional information, clarification, and may determine not to place any item on the agenda that is not complete or is not submitted in accordance with instructions. Without amendment to these Rules, agenda submittal instructions may be amended or additional requirements imposed to ensure appropriate review and Brown Act compliance.

Rule 14. Board Correspondence

Correspondence addressed to the Board of Supervisors will be forwarded by the Clerk of the Board to all Board Members. Upon request of one or more Board Member, the Clerk shall additionally place a particular piece of correspondence on the agenda as correspondence. Correspondence items that require prolonged discussion will be agendaized for a future meeting.

Rule 15. Request to Place Item on Board's Agenda by the Public or Non-County Entities or Individuals

The public or any non-county entity (e.g., other governments, businesses, non-profits groups or other interest groups) should contact the Clerk of the Board of Supervisors (760-932-5533 or 760- 932-5538) for the date of the next available agenda. This information online at: <http://monocounty.ca.gov/bos>; click on Meetings link.

- a. A non-county individual or group seeking placement of an item on the Board of Supervisors' Agenda must have one of the Supervisors sponsor the item along with concurrence from the Board Chair. The name of Board Member sponsor shall be provided to the Clerk of the Board. See Appendix C for procedural guidelines.

Rule 16. Supplemental Correspondence and Information Prior to Board Meeting and During Board Meeting

- a. After Initial Agenda Distribution and Prior to Meeting - Agenda materials distributed via mail, email, or hand delivery to a majority of the Board must be forwarded to the Clerk and made available for public review.
- b. At a Meeting - Documents, including PowerPoint handouts, distributed to Board members by County employees or Board members themselves at the meeting, shall be kept to a minimum. When necessary to distribute materials at a meeting, an electronic copy shall be provided to the Clerk of the Board and posted by the Clerk to the meeting web page. Additionally, paper copies shall be provided to the Clerk for distribution to: Board members, the County Administrator, County Counsel, and the Clerk, with remaining copies available for distribution to the general public. If large numbers of the public are anticipated to attend the Board Meeting on a matter and new information will be distributed to the Board members, then the number of copies should be increased to anticipate the number needed for the public.

Any supplemental correspondence or written information related to an agenda item which is provided to three or more Board members shall be concurrently filed with the Clerk and made a part of the official record.

This Rule shall not apply to attorney-client privileged communications, documents containing information protected from disclosure by the attorney work product doctrine, or information which may not be publicly disclosed under the other applicable law.

Sufficient copies of supplemental correspondence and information should be delivered to the Clerk and the Clerk shall make the appropriate distribution to the Board, CAO and County Counsel.

VI. CONDUCT OF BUSINESS

Rule 17. Order of Business

The Board shall conduct business in the order specified in the posted agenda or as modified at the discretion of the Chair with the concurrence of the Board. The Board may modify or amend the Order of Business for Regular meetings without amending these Rules by attaching the amendment to these Rules as Appendix A.

Rule 18. Board Member; Notification of Absence

If any Board member is unable to attend a meeting of the Board, all reasonable efforts shall be made to notify the Chair, County Administrator, and the Clerk, in writing (electronic mail or regular mail) and as soon as possible to ensure there are sufficient members present to consider all agenda items.

Rule 19. Quorum and Action

Three members of the Board shall constitute a quorum sufficient to transact business. In the absence of a quorum, the remaining members or the Clerk may adjourn the meeting to another date and time in accordance with Government Code §54944 and shall post a Notice of Adjournment.

Rule 20. Matters Not on the Agenda/Emergency Items

No action shall be taken on any item not appearing on a posted agenda except:

- a. Upon a determination by a four-fifths (4/5) vote of the Board, or if less than four-fifths (4/5) of the members are present, a unanimous vote of those members present, that 1) there is a need to take immediate action prior to the next regularly-scheduled meeting, and 2) the need for action came to the County's attention subsequent to the agenda being posted pursuant to Government Code section 54954.2(b).

Any request to hear a matter not on the agenda or emergency item shall be communicated to the Chair, County Administrator, County Counsel and Clerk as soon as the need becomes known.

Rule 21. Consent/Regular Calendar Items

Agenda items on the Consent Calendar are routine in nature, consistent with adopted Board policy, and do not require individual consideration. The Consent Calendar will be enacted by one motion for approval of the recommended actions. There will be no separate discussion of these items prior to the time the Board votes on the motion unless any member of the Board requests removal of a specific item from the Consent Calendar for separate discussion and action. Any Board member may ask the Clerk to record a "no" or "abstention" vote on any Consent Calendar item.

Agenda items on the Regular Calendar require separate discussion and/or action and may include, but are not limited to changes in policy, items that require the Board to consider options and provide direction, requests for new or unbudgeted positions, introductions of a proposed Ordinance, Public Hearings, and other matters as required by law.

Rule 22. Public Hearings

Upon receipt of a request by a Department/Agency or Board member for a public hearing, the County Administrator or Clerk may set the hearing without action of the Board unless the Board is required by law to schedule the hearing. In that event, the matter shall be placed on the Consent Calendar to set the hearing.

Subject to the Chair's right to maintain order, any person wishing to speak at a public hearing shall be heard. Except for rebuttal allowed an applicant, or the appellant in the case of an appeal, each speaker shall speak only once unless otherwise authorized by the Chair.

Each speaker's presentation at a public hearing shall be as brief as possible; visual and other materials may be used as appropriate. The Chair may establish a time limit for presentations. When speakers use or submit to the Board visual or other materials, such materials shall become part of the file and identified and maintained as such. When thumb drives, USB memory sticks, or other portable electronic media (e-media) are submitted to the Board, at least one hard-copy of the information stored on the e-media must be provided to the Clerk. Speakers with lengthy presentations are encouraged to submit them in writing.

The closing of a public hearing signifies the point after which the Board will no longer accept or consider any additional communication on the matter that was the subject of the hearing. As used in this Rule, "communication" includes oral communication; written communication such as documents, letters, and photographs; and any type of electronic communication, including e-mails, e-mail attachments, graphic images, spread sheets, text messages, and social media messages.

Should the Board close a public hearing and continue its deliberations to a subsequent meeting, or announce a tentative decision, by motion or other proceedings, and defer its action on a final decision to a subsequent meeting to allow preparation of appropriate findings and/or conditions of approval, any written or electronic communication received by a Board member or the Clerk after the close of the hearing on the matter that was the subject of the hearing shall be placed in a separate file kept by the Clerk and labeled to indicate it was received after the close of the hearing. Late written and electronic communication shall not be given to Board members, nor should Board members retain copies.

Should County staff determine that communication received after the close of a public hearing should be considered by the Board prior to its rendering a final decision on the matter that was the subject of the hearing, County staff shall recommend to the Board that the hearing be reopened. If the Board concurs, the Board shall reopen the hearing, following appropriate notice, for the limited purpose of receiving testimony and evidence on the new information.

VII. PROCEDURE AND VOTING

Rule 23. Order and Decorum

The Chair shall preserve order and decorum and shall decide all questions of order and procedure subject to an appeal to the Board. The nature of any appeal shall be briefly stated, and the Chair shall have the right to state the reason for his or her decision.

A Board member wishing to speak shall refrain until he or she has been recognized by the Chair. While a Board member is speaking, other Board members shall be respectful and shall not engage in or entertain private discussions.

Consistent with the purpose of the Rules, members are encouraged to use a formal style, including appropriate titles, in addressing the public, staff and each other. All members shall refrain from the use of profanity, emotional outbursts, personal attacks or any speech or conduct which tends to bring the organization into disrepute.

Rule 24. Commitment to Civility

To assure civility in its public meetings, staff and the public are also encouraged to engage in respectful dialog that supports freedom of speech and values diversity of opinion. Please refer to the Mono County Governance Handbook for additional guidance.

Rule 25. Use of Electronic Devices and Documents

The use of electronic documents, via iPads or other electronic means, is encouraged as a means of reducing the production and distribution of paper documents, and thereby decreasing costs.

Any member of the public may view the same electronic documents online at:

http://monocounty.ca.gov/meetings_sub/bos, or may view the documents in paper form in the Clerk's Office.

The Board shall refrain from emailing, texting, using social media, or otherwise engaging in electronic communications in the Board Chambers on matters that are listed on the Board agenda

Rule 26. Motions – General

Any motion for action shall require a second before being acknowledged by the Chair. The Clerk shall enter into the minutes the motion and the names of the moving and seconding members. After a motion is stated by the Chair, it shall be open for debate but may be withdrawn by the maker at any time before a decision is made or an amendment adopted. A motion may be amended with the consent of the moving and seconding members at any time before a decision is made or an amendment adopted unless another motion is pending. The Clerk shall enter into the minutes the vote of each member on each motion.

Rule 27. Voting

It shall take at least three affirmative votes of the Board to pass any motion (Govt. Code §25005), except where supermajority four-fifths (4/5) votes or unanimous votes are required by law. Appendix B contains a list of common items that require a four-fifths (4/5) vote. Appendix B may be updated without amending these Rules. An abstention shall count as neither an “aye” nor a “no” vote.

A supervisor who is absent from all or a part of: (1) a public hearing, (2) an item that requires findings, or (3) an item that is quasi-judicial in nature, may subsequently vote on the matter if the supervisor has reviewed all evidence received during his/her absence, listened to the Clerk’s recording or read a true and complete transcript of the proceedings, and so states on the record

Rule 28. Roll Call Votes

The roll need not be called in voting upon a motion except where specifically required by law or requested by a Board member or the Chair. Each roll call vote shall be made in an order determined by the Clerk or directed by the Chair but generally shall first include: the maker of the motion; the member who seconded the motion; the balance of the members present, with the Chair called last, unless the Chair made, or seconded, the motion.

Rule 29. Conflicts of Interest

Any Board member with a disqualifying conflict of interest must, in compliance with the Political Reform Act:

- a. Publicly state the nature of the conflict in sufficient detail to be understood by the public;
- b. Recuse himself/herself from discussing and voting on item; and
- c. Leave the room until after the discussion, vote, and other disposition of the matter is concluded, unless the matter has been placed on the Consent Calendar.

The member may be allowed to address the Board as a member of the public, but only in the limited circumstances allowed by the Political Reform Act. Disclosure of a conflict shall be noted in the official Board minutes. The member must also comply with all other applicable conflict of interest laws.

Members may not have a financial interest in a contract approved or considered by the Board. In these cases, disclosure and recusal does not remove the conflict and such a contract is considered void (Government Code

§1090), unless a specific exemption applies. The Board member is encouraged to discuss possible conflicts with County Counsel and/or to request advice from the Fair Political Practices Commission prior to the meeting.

Rule 30. Motion to Reconsider

Any Board member who votes in the majority on a question, as well as any Board member who was absent, is eligible to make a motion to reconsider. A motion to reconsider shall be in order during the meeting at which the action to be reconsidered took place provided members of the public in

attendance during the original action are still present in the Board chamber. In all other cases, motions for reconsideration must be placed on a future agenda for action. A motion to reconsider shall require a majority vote. A motion to reconsider, if lost, shall not be renewed nor shall any subject be reconsidered a second time within twelve (12) months except by a four-fifths (4/5) vote of the Board. This rule may be suspended by a majority of the Board. Any board member may make a motion to suspend. A motion to reconsider is not in order if action has been taken which cannot be changed.

Rule 31. Substitute Motion

A substitute motion is an amendment where an entire resolution or section, or one or more paragraphs is stricken and another is inserted in its place. The motion to substitute, if adopted by majority vote, completely supersedes. The vote shall then be taken only on the motion that was substituted. A substitute motion is appropriate if amendments become involved or a paragraph requires considerable changes. A substitute motion may not be made when an amendment is pending.

Rule 32. Ordinances

Ordinances are introduced at one meeting (first reading), then generally placed on the agenda for adoption at a subsequent meeting.

- a. The first reading will become the primary meeting at which: (1) the title of the ordinance will be read;
- b. (2) the Board will typically consider a motion to waive the reading of the text of the ordinance and to introduce the ordinance by title only; (3) members of the public shall have an opportunity to address the ordinance; (4) the ordinance shall be introduced by a motion and majority vote of the Board.
- c. At the second reading: (1) the ordinance may be placed on the Consent Calendar for adoption; (2) if pulled from the Consent Calendar for separate action, the title of the ordinance may be read; (3) a motion to adopt the ordinance may be made; (4) a majority vote will adopt the ordinance unless a 4/5ths vote is required for a particular matter.
- d. Pursuant to Government Code §25123, ordinances shall generally become effective 30 days from the date of final passage.

Other ordinance hearing procedures may be used as required by law.

Rule 33. Planning Matters – Request for Continuance

Any Board member may request that a Planning matter within his/her District be continued to the next available regular meeting that will allow for compliance with any applicable legal noticing requirements, due to that Board member's unavailability at the meeting for which the item is scheduled or for any other reason. Upon concurrence of a majority of the Board, such continuance shall be granted.

Rule 34. Planning Matters – Original Jurisdiction

Any member may request the Board to exercise original jurisdiction over a use permit or other planning application, as authorized under the County Code, except in cases where state law requires a

recommendation of the Planning Commission prior to action by the Board on the matter. A request to exercise original jurisdiction shall be filed in writing with the Clerk, or made orally at a Board meeting, prior to any decision by a lower level decision maker approving or denying the subject application. A request to exercise original jurisdiction need not state the reasons for the request but shall be brought as a noticed agenda item to the full Board for majority approval.

VIII. *DUTIES OF COUNTY STAFF DURING BOARD MEETINGS*

Rule 35. County Administrative Officer

The County Administrative Officer shall be present during Board meetings and shall provide such information as necessary to assist the Board members in their deliberation and decision making. The County Administrator may delegate this responsibility to the Assistant County Administrator, County Finance Director, Human Resources Director, or County Counsel should extraordinary circumstances prevent the discharge of this responsibility.

Rule 36. County Counsel

County Counsel shall be present during Board meetings, and shall serve as advisor to the Board on appropriate rules to comply with legal requirements. All questions of law shall be referred to County Counsel for his or her opinion. County Counsel may delegate this responsibility to the Assistant County Counsel or a Deputy County Counsel.

Rule 37. Clerk of the Board

The Clerk or a Deputy Clerk shall be present during all Board meetings for the purpose of taking and maintaining the minutes of the meeting; presenting and receiving correspondence, records, documents, claims, reports, or petitions; preserving all records; marking or attesting all resolutions and ordinances; imparting information on Board documents of public record; and otherwise fulfilling all duties imposed by law or required by the Board.

The Clerk shall record all regular meetings of the Board. All meetings shall be recorded by audio means. All regularly scheduled meetings, and whenever possible, meetings shall also be recorded by video means. Video recordings shall be available online for later review as soon as practical on the county website at <http://monocounty.ca.gov/meetings>.

Rule 38. Sheriff

The Sheriff, or a representative of the Sheriff's Office, shall at the discretion of the Chair or a majority of Board members, be in attendance at the meeting of the Board, for the purpose of maintaining order and upholding the law.

Rule 39. Department and Agency Directors

Department and Agency Directors, or a designee, having any matter on the agenda for consideration by the Board, whether consent or regular, shall be available for the purpose of providing information to the

Board and shall also attend any Board meeting when requested to do so by a Board member or the County Administrator. Department and Agency Directors may be present in person or by telecommunication as the item warrants. Given Mono County's seasons and efforts to contain costs, Department and Agency Heads are asked to keep these factors in mind when scheduling meeting attendance.

IX. COMMITTEES

Rule 40. Board Committees/Assignments and Reporting Requirements

The Clerk shall maintain a list of Board Committees and Assignments. Annually, the incoming Chair shall review the list of Committees and Assignments. The list of appointments shall be adopted by the Board at its first meeting in January.

All members who are assigned to special projects, committees, and separate boards or commissions shall provide regular reports to the full Board regarding their activity in connection with the special projects, committees, and separate boards or commissions. (Government Code §53234, et. seq.)

Committee members shall call committee meetings as needed provided they are held in conformance with the law. The County Administrator's Office and County Counsel may serve as support staff to all Board created committees. Other department heads and/or staff may also support as requested by the committee.

Rule 41. Board of Supervisors Standing Subcommittees

Standing subcommittees are those subcommittees of the Board of Supervisors which have continuing jurisdiction over a particular subject matter or whose meeting schedule is fixed by resolution or action of the Board. Even if comprised of less than a quorum of the Board, a standing subcommittee is subject to the Brown Act.

The Chair shall recommend, with Board concurrence, members to each standing subcommittee. Generally, appointments shall occur at the Board's first regular meeting in January. All standing subcommittees shall be appointed for the calendar year, and the members shall continue as committee members until their successors have been appointed.

Rule 42. Board of Supervisors' Ad-Hoc Subcommittees

Ad-Hoc subcommittees of the Board of Supervisors are not subject to the Brown Act. They may be formed by Board action, shall be solely composed of members of the Board, shall consist of less than a quorum of the Board, shall serve a limited or single purpose, for a limited time, and shall be dissolved once the specific task assigned is completed.

Ad-Hoc Subcommittees are encouraged to conclude their business at the end of each calendar year. The Clerk will maintain a current index of Ad-Hoc Subcommittees and their purpose.

X. OTHER

Rule 43. Board Member Referrals to Staff

Board member referrals that are anticipated to involve significant staff time or other resource commitment and/or are a departure from established county or departmental policy require Board approval prior to staff starting work. Board members are encouraged to discuss referrals which may require significant resources with the Chair and CAO.

Board approval shall be obtained through majority action of the Board, on an agenda item in which the scope and resource needs of the referral are identified.

Rule 44. Action Summaries and Recordings of Meetings

The Clerk shall prepare and distribute Action Summaries (“minutes”) of Board meetings. The minutes shall consist of the brief statement of each item posted on the agenda and supplemental agenda plus all motions, resolutions and ordinance numbers related thereto, all votes recorded thereon, and the final action taken by the Board. The minutes shall be made available internally and to the public and shall be placed on the Internet.

The Clerk shall maintain the official audio record of each Board meeting for as required by the Mono County Records Retention Policy and will make these recordings available for listening by the public at no charge. Video recordings of meetings shall be archived and available on the internet and shall be available for viewing at no charge on the county website at <http://monocounty.ca.gov/meetings>.

XI. PARTICIPATION OF THE PUBLIC

Rule 45. Public Comment / Time Limits

Members of the public have the right to address the Board on any item within the subject matter jurisdiction of the Board (Government Code §54954.3). Members of the public may state their name but are not required to do so. Members of the public shall direct their comments to the Chair who may, at his or her discretion, request a brief response from staff or, with the concurrence of a majority of the Board, direct that the item be placed on a future agenda for discussion and/or action. Time limitations are at the discretion of the Chair, and may be reduced or extended.

Public comments on items on the agenda will be called prior to the Board taking action on the item.

Under the Public Comment portion of the meeting, members of the public will be allowed to address the Board regarding any item not on the agenda. No action may be taken on items not on the agenda unless authorized by law.

Rule 46. Orderly Conduct

The Chair may determine when orderly conduct of a Board meeting is not feasible due to disruptive behavior by person(s) in attendance. The Chair may request that person(s) disrupting the meeting leave the chambers/meeting room. If order cannot be restored, the Chair may order the chambers/meeting room cleared and continue in session. Members of the news media, except those participating in the

disturbance, shall be allowed to remain. The Chair may re-admit any person(s) provided their re-admission will not disrupt the continued orderly conduct of business. The Chair may also call a recess and reconvene when order has been restored. (Government Code section 54957.9.)

Rule 47. Security and Prohibition of Hazardous Objects

The Board has the power to implement security measures in the chambers/meeting room. Any hazardous object which could impair the safety of individuals in the event of an emergency are prohibited in the chambers/meeting room. Any large object/container that may be deemed a hazardous object which could impair the safety of individuals in the event of an emergency may be prohibited in the chambers/meeting room.

APPENDIX A. Order of Agenda

Generally, business at Regular meetings shall be transacted in the following order. Business may be reordered by the Chair or by a majority of members. The Chair may modify the Agenda Order for the Board's or public's convenience at a particular meeting, provided that no matter noticed for public hearing may be heard prior to the published time. The Board may modify or amend the Agenda Order without amending these Rules.

- I. Call to Order (9:00 a.m.)
- II. Pledge of Allegiance
- III. Public Comment on matters not on the agenda, but within the subject matter jurisdiction of the Board
- IV. Recognitions
- V. County Administrative Officer Report
- VI. Department/Commission Reports
- VII. Consent Calendar
- VIII. Correspondence Received
- IX. Regular Morning Calendar
- X. Public Comment on matters not on the agenda, but within the subject matter jurisdiction of the Board.
- XI. Closed Session
- XII. Reconvene and Report from Closed Session (1:00 p.m. unless adjusted by the Chair as needed)
- XIII. Public Comment on matters not on the agenda, but within the subject matter jurisdiction of the Board
- XIV. Regular Afternoon Calendar
- XV. Board Member Reports on assigned Boards, Councils, Commissions or other meetings attended

Adjournment – Meeting may be Adjourned in the Memory of/Moment of Silence/Reading of Names

APPENDIX B. 4/5ths and Unanimous Vote Requirements

Subject	Vote	Code	Description
Off Agenda Action	Unanimous	Gov. Code §54954.2 (b)(2)	To consider an item not on the Agenda, the Board must make findings that the need to take action arose after the agenda was posted. The vote requires at least four votes of the Board if two-thirds of the members are present. If less than two-thirds are present, it requires a unanimous vote.
Airport	4/5	Gov. Code §26021	Property acquisition for airport purchases by purchase, condemnation or lease; resolution for County aid.
Airport	4/5	Gov. Code §26026	Contribute money to the United States for the acquisition or improvement by the United States or any of its authorized agencies of airports in the county.
Bonds		Gov. Code §§26880, 26885, 26946, 29917, 53595.20, 53345.8; Sts. & Hwys Code §§9132, 5227, 10355, 9534.5; Ed. Code §15145; Pub. Util. Code §§99100, 99102, 99118, 99119	There are many special voting requirements and other processes required for bonds. Please check with County Counsel.
Bridges	4/5	Pub. Contract §20405(c)	Modify the plans, specifications and working details of bridge construction contracts.

Subject	Vote	Code	Description
Budget	4/5	Gov. Code §29088	Changes to proposed budget after budget hearing but prior to final budget
Budget	4/5	Gov. Code §29125	The following transfers and revisions to the adopted appropriations require a 4/5 vote: (1) transfers between funds; or (2) transfers from appropriation for contingencies.
Budget	4/5	Gov. Code §29127	Adopt resolution necessary to appropriate and expend funds necessary to meet specific emergencies.
Budget	4/5	Gov. Code §29130	Make available for appropriation any of the following fund balances: a. Restricted, committed, assigned, and unassigned fund balances, excluding the general reserves and nonspendable fund balance; b. Amounts that are either in excess of anticipated amounts or not specifically set forth in the budget derived from any actual or anticipated increases in financing sources.
Collections	4/5	Gov. Code §26220(a) and (b)	a. Assign for the purpose of collection any or all delinquent bills, claims and accounts, and any or all money judgments taken in the name of the County. b. Assign for the purpose of collection any or all c. delinquent or unsecured taxes.
Condemnation/Eminent Domain	4/5	Code of Civ. Pro. §1245.240	Adopt a resolution of necessity prior to commencing an eminent domain proceeding.
Contracts	4/5	Pub. Contract Code §20128	Modify terms of a construction contract.
Contracts	4/5	Pub. Contract Code §20135	Alter or change in any manner the plans and specifications previously adopted by the Board for the erection, alteration, construction, or repair of any public

Subject	Vote	Code	Description
			building or structure, where such alteration or change increases cost.
Contracts	4/5	Pub. Contract Code §20136	Adopt an order to alter or change a contract that is for the erection, construction, alteration or repair of any public building or other structure.
Contracts	4/5	Pub. Contract Code § 20137	Contracts for the erection, construction, alteration, or repair of any public building or other structure: the Board may authorize a change if it does not exceed 10% of the original contract price.
Contracts	4/5	Pub. Contract Code § 20150.10	Adopt a resolution declaring that a project can be performed more economically by county personnel, or that in the Board’s opinion a contract to perform the project can be negotiated with the original bidders at a lower price than that in any of the bids, or the materials or supplies furnished at a lower price in the open market.
Contracts	4/5	Pub. Contract Code § 22038(a)(2)	After rejection of bids, adopt a resolution that declares that a project can be performed more economically by the employees of the agency.
Contracts	4/5	Pub. Contract Code §22050(a)(1)	In the case of an emergency, repair or replace a public facility, take any directly related and immediate action required by that emergency, and procure the necessary equipment, services and supplies for those purposes, without giving notice for bids to let contracts. (See also Pub. Contract Code §22035.)
Contracts	4/5	Pub. Contract Code §22050(b)(1))	Adopt a resolution or ordinance that delegates to the appropriate county administrative officer, chief engineer or other nonelected agency officer, the authority to order any action pursuant to the emergency powers described in (a)(1) above.
Contracts	4/5	Pub. Contract	Use of specific brand/trade name (without “or equal”) in the invitation of bids or requests for proposals in order to

Subject	Vote	Code	Description
		Code §3400(c)(4)	respond to an emergency declared by a local agency by a four-fifths vote.
Counsel	4/5	Gov. Code § 25203	Employ counsel to assist the district attorney, county counsel or other counsel for the county or public entity for which the Board is the governing body.
Flood Control, Maintenance and Sanitation District	4/5	Gov. Code § 23014	Adopt a resolution appropriating any of its available moneys to a revolving fund (not to exceed \$500,000) to be used by any county sanitation district, county flood control district, or county district maintenance district located wholly within the county for certain purposes.
Legislation	4/5	Gov. Code §25123(d); Elec. Code §9141(a)(4)	Adopt ordinances that are for the immediate preservation of the public peace, health or safety, which contain a declaration of the facts constituting the urgency, in which case the ordinance shall take effect immediately.
Parks	Unanimous	Gov. Code §25583	Adopt a resolution of intention to abandon a park or a portion of a park and fix a time when it will meet to take final action.
Parks	4/5	Gov. Code §25553	Find that the enlargement or improvement of the public park, beach, golf course or recreation ground is of general county interest or that the cost of maintenance is increased by reason of use by residents of the county outside of the city, such that the Board may determine to extend aid to city parks.
Planning	4/5	Gov. Code §65858	Adopt as an urgency measure, an interim ordinance prohibiting any uses that may conflict with a contemplated general plan, specific plan, or zoning proposal. Any extension of time on the interim ordinance also requires a 4/5 vote.
Planning	4/5	Pub. Util. Code §§ 21676, 21676.5	Overrule an airport land use commission's determination.

Subject	Vote	Code	Description
Property	Unanimous	Gov. Code §25363	Cash sale or lease of any property not required for public use at a noticed public auction (4/5ths vote); sale or lease at an unadvertised, private sale can be authorized by simple majority, but only after the Board unanimously finds that the value of the property does not exceed \$500, monthly rental value is less than \$75 or it is a product of a County farm.
Property	Unanimous	Gov. Code §25550 & §25550.5	Conveyance of county property to city for public park purposes.
Property	4/5	Gov. Code §25365(a)	Convey to another governmental agency within the county any real or personal property.
Property	4/5	Gov. Code §25365(b)	Exchange real property with any person, firm or corporation for the purpose of removing defects in the title or where the real property is not required for county use and the real property to be acquired is required for county use.
Property	4/5	Gov. Code §25515.2(c)	Action to approve any sale, lease, lease with option to purchase, development or contract agreement for public property after a request for proposals.
Property	4/5	Gov. Code §25536(a)	Enter leases, concession or managerial contracts involving leasing or subleasing county-owned, leased or managed property devoted to or held for certain purposes.
Property	4/5	Gov. Code §25536(c)	Sell or lease county-owned property without complying with Article 8 “Sale or Lease of Real Property” if the county repurchases or leases back the property as part of the same transaction. Pledge specific revenues as security for the payment of obligations incurred in the repurchase or leaseback of the property.
Property	4/5	Gov. Code §25536.5	Approve an agreement to amend a lease, sublease, concession or managerial contract entered to permit a permanent improvement or alteration of property at the expense of the lessee or concessionaire and to permit a credit on rentals or other reimbursement.

Subject	Vote	Code	Description
Property	4/5	Gov. Code §25526	Adopt a resolution declaring intent to sell or lease property.
Property	4/5	Gov. Code §53867	Determines that property cannot be sold for a sum at least equal to the total of the amount paid, all accrued penalties and delinquencies, and necessary expenses incurred, and local agency may sell the property or lien for less than such total but not less than the fair market value of the property or lien.
Roads	Unanimous	Sts. & Hwy Code §1026(c)	County aid to road districts: order the expense of material for highway construction to be paid out of the county general fund.
Special Assessment Districts	4/5	Sts. & Hy. Code §§ 2808.5, 2808.6, 2808.7	There are several statutory special vote requirements related to special assessment districts. Please consult with County Counsel.
Special Purpose District	Unanimous	Gov. Code § 26909, subd. (b)	Approve a unanimous request made by the governing board of a special district to replace an annual audit with another specified audit.
Streets and Highway	4/5	Sts. & Hwy. Code §942	Let County rent county equipment used in the maintenance and construction of county roads, when such equipment is not in use upon the roads under the jurisdiction of the Board, and arrange the rate of rental compensation, in keeping with the general conditions prevailing in the county in which the transaction is made.
Streets and Highway	4/5	Sts. & Hwy. Code § 969.5	Adopt a resolution that determines that the general county interest demands the improvement or repair of a privately-owned road.
Streets and Highway	4/5	Sts. & Hwy. Code § 1070	Determine that the public convenience and necessity demand the acquisition or construction of a new county highway or improvement, repair or maintenance of any existing county highway, and the expense of such new highway or the expense of improving, repairing, or maintaining such existing highway is too great to pay out

Subject	Vote	Code	Description
			of the road fund of the district (such that the Board may adopt a resolution to make such acquisition or do such work and charge the expense to the county general fund, the road fund of the county, or the district fund of any district benefited).
Streets and Highway	4/5	Sts. & Hwy. Code § 1627	Adopt a resolution that establishes a “county highway right of way acquisition revolving fund” for acquiring rights of way for county highway purposes through purchase or condemnation.
Streets and Highway	4/5	Sts. & Hwy. Code §§ 1680, 1686	Adopt a resolution that determines that certain activities are of general county interest and that county aid may be extended to cities for city streets.
Streets and Highway	4/5	Sts. & Hwy. Code § 1700	Adopt a resolution that declares any highway located in whole or in part within a city to be a county highway for one or more of the following purposes: acquisition of rights-of-way, construction, maintenance, improvement, or repair.
Tax	4/5	Gov. Code § 53724	Approve an ordinance or resolution that proposes a tax that is subject to approval by the voters pursuant to Government Code section 53722.
Tax	4/5	Rev. & Tax. Code § 7285	Approve ordinance proposing a transactions and use tax for general purposes.
Tax	4/5	Rev. & Tax. Code § 7285.5	Adopt ordinance regarding a transactions and use tax for specific purposes.

APPENDIX C. Request to Place Item on Board's Agenda by the Public or Non-County Entities

- a. The public or any non-county entity (e.g., other governments, businesses, non-profits groups or other interest groups) are requested to contact the Clerk of the Board of Supervisors (760-932-5533 or 760-932-5538) for the date of the next available agenda. This information online at: <http://monocounty.ca.gov/bos>; click on **Meetings** link.
- b. A non-county individual or group seeking placement of an item on the Board of Supervisors' Agenda must have one of the Supervisors sponsor the item and concurrence from the Board Chair. The name of Board Member sponsor shall be provided to the Clerk of the Board and listed on the agenda.
- c. The following information is required via email to the Clerk of the Board of Supervisors before the item will be added to the agenda:
 - *A brief description of the item to be discussed.*
 - *Is there a requested Board action, or is this item informational?*
 - *Is there a fiscal impact to the County?*
 - *Name of the person(s) who will be appearing before the Board to make the presentation.*
 - *Amount of time requested, including discussion and questions from the Board.*
 - *Preferred time of presentation, morning or afternoon.*
 - *Morning is between 9:30-12:00 p.m.; afternoon is after 1:00 p.m.*

NOTE: *An afternoon time may not be possible if the meeting will be finished before Noon.*

- *If the request is from an organization, please provide via email a cover memo on the organization's letterhead addressed to the Mono County Board of Supervisors describing in detail the request, expected Board action, and fiscal impact.*
 - *If handouts are to be provided at the Board meeting, provide copies via email to the Clerk of the Board of Supervisors, and bring at least 10 paper copies for public distribution*
 - *If a PowerPoint presentation will be presented, please email it to the Clerk prior to the agenda deadline so it can be included in the Board's packet.*
- d. Upon request, the Clerk of the Board will provide a copy of a sample cover memo.

Appendix II - Welcoming New County Supervisors

Mono County

Welcoming New County Supervisors

Perhaps the most important way a board can sustain its positive governance culture and remain a unified, vibrant decision-making team is through the purposeful on-boarding of new supervisors. Change on boards is inevitable. There is a saying in governance circles that one new Board member creates an entirely new Board. Mono County is committed to taking a well thought out approach to managing the onboarding process of new Supervisors, and to viewing change as an opportunity to refuel and refresh the governance system. The key is managing the onboarding process from start to finish, providing the new Supervisor(s) with a welcoming environment, listening carefully and empathetically, and seeing change as positive. Positive governance culture is sustained and built upon by passing on the unity of purpose, governance principles, and the norms to new generations of Supervisors.

There are four key steps that Mono County will take to help new Supervisors feel welcome and a part of the Board.

First: A meeting will be scheduled with the County Administrative Officer (CAO), County Counsel (COCO) and Board chair either after the new Supervisor is elected or after they are sworn in, as appropriate. This informal orientation session will serve two purposes. One is to find out about the goals and priorities of the new Supervisor. Second is to provide the new Supervisor with the information necessary to understand the complex organization of the county system. The CAO, County Counsel and Board chair should be prepared to answer any and all questions with candor and authenticity. However, it is important for the Board chair, CAO, and COCO not to appear to be lecturing the new Supervisor or inferring a “our way or the highway” message. This is an opportunity to communicate the governance culture of the county and provide a systems and strategic overview.

Second: Reaching out. This is a time for individual members of the Board to extend a personal welcome to the new Supervisor. A personal note, email, or phone call is a very welcoming gesture and signals an openness and receptivity on the part of the Board. This is particularly important if a contested election created tension or outright hostility between individuals. It is here that incumbent Supervisors should suspend assumptions and preconceived notions regarding the new Supervisor(s).

Third: As soon as feasible, site visits should be arranged which will allow the CAO to introduce the new Supervisor to the staff at the county department level where the services are provided. It can be very invigorating for Supervisors to learn more directly about the work of staff at the services level.

For many this is the beginning of an entirely new perspective. This is also an opportunity for department heads and staff to meet and interact with the new Supervisor on a more informal manner than formal Board meetings.

Fourth: As soon as possible, the board should agendaize an in-depth discussion meeting for the new Supervisor at a regular or special meeting with the full Board where all aspects of governance in the county can be explored. At this meeting, the new Supervisor should be given the opportunity to discuss and provide input into the shared core beliefs and values of the Board, the moral imperative, and the strategic goals. Most importantly this is when and where the members of the Board can actively listen to the new supervisor. Listening respectfully and empathetically may be the most important step the Board can take to bring a new supervisor into the positive governance culture of the board.

Just as in the case of the Board chair, CAO, and COCO's initial meeting, it is important that the Board not use this time to "lecture" the new Supervisor or in any way attempt to pressure him or her into "falling in line". This is where the Mono County Governance Handbook is so helpful. The Governance Handbook should be used as a guide for the discussion and time spent with the full Board and the new Supervisor discussing the Mono County governance principles, norms, protocols, and the role and responsibilities the Board. The value of this discussion is not just for the new Supervisors; it is also an opportunity for current Supervisors to revisit these same topics and recommit their support and for the public and other county staff to be reminded of county structures and protocols. At this time the CAO can review major issues that the board is currently addressing and challenges in the future.

It is also an opportunity to emphasize the importance of coherence and a unified governing Board. It should be made clear to new Supervisors that a unified Board with a shared moral imperative is not a lockstep, uniform Board. Divergent opinions and points of view are welcomed and encouraged. New Supervisors should understand that they are part of an important team and that their point of view will be woven into the fabric of the county's governance culture.

There are three additional points that new Supervisors need to keep in mind: (1) the necessity of compliance with applicable legal requirements such as the Public Records Act and the Brown Act; (2) the value of taking advantage of time, everything does not need to be done in the Supervisor's first year; and (3) the importance of identifying and avoiding conflicts of interest. An early lesson for new supervisors is realizing that they can never take off their board hat as long as they are on the Board. In everyone's mind, a Supervisor will always be a Supervisor and as such be privy to special information and have the ability to exercise power in the county.

Perhaps one of the most difficult challenges for new Supervisors is the realization that they do not, as individuals, have the authority to implement changes or "fixes" by themselves to the issues and challenge that motivated them to join the Board in the first place. They quickly realize that even though they were

elected as an individual they do not have legal authority to act alone but they must govern as a member of the Board and only the Board of Supervisors acting in a public meeting with a Board majority has the authority to take action. Therefore, their success as a Supervisor is completely dependent upon the success of the Mono County Board of Supervisors in carrying out its governance responsibilities.