

Eagle County Leadership Policies and Practices

Operational Agreements Of The Board of
County Commissioners, County Manager
and County Attorney

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Policy

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Board of County Commissioners for Eagle County, Colorado

Governing Statement

The Board of County Commissioners for Eagle County, Colorado will operate using a form of governance based in part on ideas contained in John Carver's Policy Governance® model. This model has been developed to allow us to focus on providing visionary leadership around a larger picture mission while delegating appropriate authority in order to accomplish our organizational purpose.

To effectively accomplish our mission, the Board recognizes the need to delegate with clarity to its two sole employees, the County Manager and County Attorney. However, the Board, as elected officials, is ultimately responsible to the citizens of Eagle County. The complexities of issues facing the County and the competing interests among community stakeholders make a strict delegation of policy and day-to-day operations impractical. Rather, this Board's governance policy shall be rooted in a clear delineation of task responsibility and an expectation that the Board is adequately and routinely informed of the performance of the various assigned tasks.

It is the intent of this Board to focus on providing high-level organizational leadership rather than focusing on day-to-day operational tasks. We will maintain meaningful control of the organization while allowing others to perform the day-to-day operations. Maintaining meaningful control requires that the County Manager and County Attorney routinely advise the Board on day-to-day operational tasks. The Board will be informed of, but not dictate, the handling of such tasks. Through such active and routine communication, the Board can provide appropriate input to ensure that assigned tasks are consistent with the Board's overall vision and strategic plan. We can jointly determine with the County Manager and County Attorney what operational tasks may overlap or otherwise impact policy and require more active Board involvement. It is our intent to delegate to the County Manager and County Attorney with great clarity by completing three steps:

1. Expressing the expectations of the tasks being delegated and the level of input and communication expected from the Board.
2. Assigning the expectations with no ambiguity to the party who is to be held accountable for meeting them.
3. Regularly checking that expectations are being met.

Our policies shall be the primary vehicle for delegating tasks, recording our expectations, and monitoring on a regular basis. These policies are not intended to form any type of contractual employment arrangement with any employee or person. Rather these are guidelines intended to clarify task responsibility. They are purposefully written to allow flexibility in interpretation and it is expected that the Board, County Manager, and County Attorney will continually and jointly communicate on the need for refinement or more specificity as particular circumstances may warrant.

We have four general categories of policies which express our expectations for involvement and delegation:

1. Operational Agreements of the Board

The Operational Agreements of the Board will clarify how the Board will work together, how the Board will conduct business, and how the Board will interact with citizens and outside agencies of the County.

2. Board/Staff Linkages

This Board/Staff Linkages policy will clarify the delegation and task assignment as to departmental operations and staff oversight to the Board's two sole employees, the County Manager and the County Attorney.

3. Executive Limitations

Executive Limitations delineate task expectations, constraints on authority, and required Board input within which the County Manager and County Attorney can act.

4. Vision, Mission Statement, and Strategic Plan

The vision, mission statement, and strategic plans of the Board will provide overall guidance and direction for County operations.

Policy 1.0 Operational Agreements Of The Board

Policy 1.1 County Commissioners Operating Commitments

The Board of County Commissioners are committed to working with each other, other elected officials, staff and citizens in a manner that emphasizes collaboration, courage, respect, preparedness, and communication.

1.1.1 Display Collaboration. The Board shall display collaboration in a concerted effort to reach compromise/consensus. The Board is committed to the following:

- a. Sharing initial perceptions;
- b. Finding common ground and document decisions (action item record);
- c. Exploring options;
- d. Giving and taking on action steps to move forward;
- e. Focusing on the positive aspects of our roles, our achievements, this experience, etc.

1.1.2 Display Courage. The Board will display courage and is committed to the following:

- a. Showing a strong political will both individually and collectively;
- b. Committing to goals both individually and collectively;
- c. Pursing our goals with courage and determination;
- d. Willing to admit we our wrong and willing to change.
- e. Willing to ask if programs or ideas are necessary and fiscally defensible.

1.1.3 Display Respect. The Board is committed to display respect for each other as BoCC members, the process, the schedules, the agenda, and timelines. The Board is committed to the following:

- a. Being non-judgmental in our interactions;
- b. Allowing disagreement among colleagues, staff and community members;
- c. Acknowledging one another;
- d. Minimizing disruptions.

1.1.4 Prepare Proactively. The Board will prepare proactively and is committed to the following:

- a. Practicing early agenda design and preparing for each week's Commissioner agenda by the week prior;
- b. Building time at the end of each Tuesday session in preparation for the following Tuesday's session;
- c. Avoiding surprises with each other, the County Manager, and the County Attorney.

1.1.5 Communicate. The Board will effectively communicate by committing to the following:

- a. Gearing communication toward the County's strategy, BOCC goals, budget and agenda items for the next meeting;
- b. Making communication with each other a priority;
- c. Structuring time for communication with each other, the County Manager, and the County Attorney;
- d. Avoiding surprises with each other, the County Manager, and the County Attorney;
- e. Cascading communication (what, who, when, how) when appropriate;
- f. Ensuring all team members' voices are heard.

1.1.6 Division of Labor. The Board will practice the effective division of labor by committing to the following:

- a. Playing our separate roles while ensuring cross checks between these roles;
- b. Practicing accountability to the full group and to each other.

1.1.7 Compliance with this policy 1.1 shall be reviewed by the Board on a bi-annual basis.

Policy 2.0 Board/Staff Linkages

Policy 2.1 County Manager Delegation

The Board has two employees which it oversees, the County Manager and the County Attorney. The Board's link to the day-to-day operations of county departments, including elected offices, is the County Manager. Implementation and subsidiary decision making regarding these tasks is hereby delegated to the County Manager pursuant to the guidelines, requirements, and constraints set forth herein.

2.1.1 With the exception of legal issues, the County Manager shall have supervisory and operational control over the day-to-day functions required to carry out the policies and objectives of the Board. The Board may communicate directly with staff to obtain information to assist in its policy making functions. Significant requests by individual board members of staff will be directed through the County Manager. The County Manager will make every reasonable effort to accommodate requests for information, but, if in the opinion of the County Manager, such requests will require an amount of staff time or resources that would be detrimental to other necessities the County Manager may ask the full Board for guidance. The Board will avoid giving direction to persons who report directly or indirectly to the County Manager.

2.1.2 Only decisions of the Board acting as a Board are binding on the County Manager. Decisions or instructions of individual Board members are not binding on the County Manager except in instances when the Board has specifically authorized such exercise of power. However, it is the responsibility of the County Manager to discuss individual Board member's decisions or instructions at the next available opportunity with the full Board to ensure consistency and compliance with Board policies and objectives. It is the responsibility of the County Manager and not the individual Board members to communicate with the full board to obtain consensus on decisions, instructions, or requests of individual Board members.

2.1.3 The Board may change its policies or vision, thereby shifting the boundary between Board and County Manager responsibilities. The boundaries between policy and day-to-day operations may, at times, not be clearly delineated and may overlap. The Board may change the latitude of choice given to the County Manager to accommodate changes in policy or vision. However, the Board will respect the authority given to the County Manager herein until such time as a modification or reduction in task authority is clearly identified. The Board's delegation remains contingent upon a clear communication channel between the Board and County Manager. It is the County Manager's responsibility to discuss with the full Board at the next available opportunity any tasks that he/she feels are not clearly delineated or may overlap with policy issues to obtain consensus on such task.

2.1.4 Any deviation from Board policies should be by approval of the Board. All deviations should be communicated to the Board at the next available opportunity by the County Manager.

2.1.5 Compliance with this policy 2.1 shall be reviewed by the Board on a bi-annual basis.

Policy 2.0 Board/Staff Linkages

Policy 2.2 County Manager Communication

The County Manager is responsible for ensuring that the Board is informed and supported in its work. It is the desire of the Board to delegate the day-to-day functions to the County Manager while recognizing that the quality of County government depends upon the partnership and team concept between the Board, County Manager, County Attorney, and staff.

Accordingly, the County Manager will:

- a.** Inform and seek the guidance of the Board on issues that may have an impact on the policy making functions of the Board;
- b.** Make the Board aware of all relevant and changing trends, conditions, public reactions, or events that may affect the assumptions upon which the Board policy has been previously based;
- c.** Inform the Board of internal and external communications that pertain to the County's policies, mission, or goals;
- d.** Inform and seek the guidance of the Board on both policy and operational issues that may have

- e. Routinely inform and seek the guidance of the Board on day-to-day operational tasks that may have a detrimental impact on public relations or the public perception regarding how the County is operating;
- f. Routinely inform the Board of operational issues, strategies, objectives and accomplishments. The Board does not desire to dictate these functions, but rather to be informed and provide input on operational functions that may have unintended effects on Board policy or public perception;
- g. Provide the Board with as many staff and external (including unpopular or politically charged) points of view, issues and options as needed for fully informed Board discussions, input, and choices. The information provided to the Board will be concise and complete in a user-friendly format;
- h. Communicate individually with Board members as circumstances dictate but will obtain full board consensus before any key decisions or actions are taken and will strive to deal with the Board as a whole;
- i. When practical, obtain all Board members' input on applicable decision making items;
- j. Communicate with the Board at the earliest opportunity if, in the County Manager's opinion, the Board is not in compliance with its own policies on Policy Governance and Board/Staff linkages, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the County Manager;
- k. Foster open communication and strive to create a coordinated approach to the functions of County government.

2.2.1 Compliance with this policy 2.2 shall be reviewed by the Board on a bi-annual basis.

Policy 2.0 Board/Staff Linkages

Policy 2.3 County Manager Relations with Other Elected Officials

The County Manager is responsible for ensuring that the Other Elected Officials (Assessor, Coroner, Clerk & Recorder, Surveyor, Sheriff, Treasurer & Public Trustee) are supported in their work. The Manager is responsible for coordinating and working with the Other Elected Officials to ensure Board priorities are accomplished while respecting the autonomous nature of the Other Elected Officials.

Accordingly, the County Manager will:

- a. Inform and discuss with the Other Elected Officials when taking action that may impact employees in their respective offices;
- b. Routinely inform the Other Elected Officials of Board priorities, policies, mission, and goals and any modifications or shifts in these areas that may impact the functions of their respective offices;
- c. Inform, discuss, and seek input from the Other Elected Officials on the preparation of their budget and strive to amicably develop a budget that reflects fiscal integrity, Board priorities, and Other Elected Officials priorities to the extent possible;
- d. Work cooperatively with the Other Elected Officials and maintain healthy working relationships in carrying out the functions of the County;

- e. Be accessible to the Other Elected Officials and foster open communication in order to create a coordinated approach to the functions of County government.

2.3.1 Compliance with this policy 2.3 shall be reviewed by the Board on a bi-annual basis.

Policy 2.0 Board/Staff Linkages

Policy 2.4 County Attorney Delegation

The Board has two employees which it oversees, the County Manager and the County Attorney. The Board's link to the legality of operations is the County Attorney. Implementation and subsidiary decision making regarding the legal representation of the County is hereby delegated to this individual pursuant to the guidelines, requirements, and constraints set forth herein. The County Attorney's Office remains subject to the same oversight by the County Manager as any other department except for the legal representation outlined herein.

2.4.1 The County Attorney shall have supervisory and operational control over the legal representation of the County. The County Attorney shall provide legal services to the Board as well as elected county officials, county departments, and county boards. The County Attorney shall oversee the legal representation of the County on all legal matters including the preparation and negotiations of contracts, the prosecution and defense of law suits, and the general representation of County government.

2.4.2 Only decisions of the Board acting as a Board are binding on the County Attorney. Decisions or instructions of individual Board members are not binding on the County Attorney except in instances when the Board has specifically authorized such exercise of power. However, it is the responsibility of the County Attorney to discuss individual Board member's decisions or instructions at the next available opportunity with the full Board to ensure consistency and compliance with Board policies and objectives. It is the responsibility of the County Attorney and not the individual Board members to communicate with the full board to obtain consensus on decisions, instructions, or requests of individual Board members.

2.4.3 The boundaries between policy and day-to-day legal operations may, at times, not be clearly delineated and may overlap. The Board may change the latitude of choice given to the County Attorney to accommodate changes in policy or vision. However, the Board will respect the authority given to the County Attorney herein until such time as a modification or reduction in task authority is clearly identified. The Board's delegation remains contingent upon a clear communication channel between the Board and County Attorney. It is the County Attorney's responsibility to discuss with the full Board at the next available opportunity any tasks that he/she feels are not clearly delineated or may overlap with policy issues to obtain consensus on such task.

2.4.4 Any deviation from Board policies should be by approval of the Board. All deviations should be communicated to the Board at the next available opportunity by the County Attorney.

2.4.5 Compliance with this policy 2.4 shall be reviewed by the Board on a bi-annual basis.

Policy 2.0 Board/Staff Linkages

Policy 2.5 County Attorney Communication

The County Attorney is responsible for ensuring that the Board is informed and supported in all legal matters. It is the desire of the Board to delegate the legal representation to the County Attorney while recognizing that the quality of County government depends upon the partnership and team concept between the Board, County Manager, County Attorney, and County staff. Accordingly, the County Attorney will:

- a. Inform and seek the guidance of the Board on all legal issues that may expose the County to detrimental liability;
- b. Make the Board aware of all threatened or possible claims of action, all applicable changes in the law, or any other event that may expose the County to liability or otherwise affect the effective implementation of Board policies, missions, and goals;
- c. Inform the Board of internal and external communications or actions that may impact the County's policies, mission, or goals;
- d. Inform and seek the guidance of the Board on legal issues and actions that may have an impact on public relations or the public perception regarding how the County is operating;
- e. Routinely inform and seek the guidance of the Board on day-to-day negotiations, prosecution, or defense of issues that may have a detrimental impact on public relations or the public perception regarding how the County is operating;
- f. Routinely inform the Board of legal issues and accomplishments. The Board does not desire to dictate these functions, but rather to be informed and provide input on legal issues that may have unintended effects on Board policy or public perception;
- g. Provide the Board with as many staff and external points of view, issues and options as needed for fully informed Board choices. The information provided to the Board will be concise and complete in a user-friendly format;
- h. Communicate individually with Board members but will strive to deal with the Board as a whole;
- i. When practical, obtain all Board members' input on applicable decision making items;
- j. Communicate with the Board at the earliest opportunity if, in the County Attorney's opinion, the Board is not in compliance with its own policies on Policy Governance and Board/Staff linkages, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the County Attorney;
- k. Foster open communication and strive to create a coordinated approach to the representation of County government.

2.5.1 Compliance with this policy 2.5 shall be reviewed by the Board on a bi-annual basis.

Policy 2.0 Board/Staff Linkages

Policy 2.6 County Attorney Relations with Other Elected Officials

The County Attorney has been authorized by the Board to support the Other Elected Officials (Assessor, Coroner, Clerk & Recorder, Surveyor, Sheriff, Treasurer & Public Trustee) in their legal matters. Accordingly, the County Attorney will:

- a. Make the Other Elected Officials aware of all threatened or possible claims of action, all applicable changes in the law, or any other event that may expose them to liability or otherwise affect the functions of their respective offices;
- b. Routinely inform and seek the guidance of the Other Elected Officials on negotiations, prosecution, or defense of issues that may have an impact on their respective offices;
- c. Zealously represent the Other Elected Officials' best interests;
- d. Inform and discuss with the Other Elected Officials representation that may conflict with Board priorities and ensure that the Other Elected Officials are properly represented if such conflict would preclude effective representation by the County Attorney's Office;
- e. Work cooperatively with the Other Elected Officials and maintain healthy working relationships in carrying out the legal representation of the County;
- f. Be accessible to the Other Elected Officials and foster open communication in order to create a coordinated approach to the representation of County government.

2.6.1 Compliance with this policy 2.6 shall be reviewed by the Board on a bi-annual basis.

Policy 3.0 Executive Limitations

Policy 3.1 County Manager Limitations

The County Manager should not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, or in violation of Board policies, directives, or commonly accepted business and professional ethics.

3.1.1 Staff Treatment. With respect to staff treatment, the County Manager will not:

- a. Cause or allow conditions, procedures or decisions that are discriminatory, disrespectful, unfair, unsafe, undignified, disorganized or unclear, unnecessarily intrusive or that fail to provide appropriate confidentiality and privacy;
- b. Operate without written personnel rules/employee handbook that clarify rules for staff, provide for a fair and effective handling of grievances, and protect against wrongful conditions;
- c. Be inaccessible to staff.

3.1.2 Fiscal Health. With respect to fiscal health, the County Manager will not:

- a. Jeopardize the fiscal integrity of County government;
- b. Cause or allow the development of fiscal jeopardy or loss of fiscal integrity in accordance with

- Board objectives and policies;
- c. Allow the County's assets to be unprotected, inadequately maintained or unnecessarily risked;
- d. Expend more funds than are available or allow cash to drop below the amount needed to settle payroll and debts in a timely manner;
- e. Allow the general fund and other fund balances to decline below percentages and reserves as established by the Board;
- f. Engage in any purchases wherein normally prudent protection has not been given against conflict of interest or may not engage in purchasing practices in violation of state law or County purchasing procedures;
- g. Use any fund for a purpose other than for which the fund was established;
- h. Fail to keep and maintain financial procedures manual;
- i. Fail to report out-of-the-ordinary fiscal events to the Board in a timely manner;
- j. Relinquish responsibility or accountability for maintaining fiscal health of the organization.

3.1.3 Budget. In accordance with the Fiscal Health requirements set forth herein, the County Manager, as the Chief Budget Officer, will not allow budgeting which:

- a. Deviates from statutory requirements;
- b. Deviates materially from Board priorities in its allocation among competing budgetary needs;
- c. Contains inadequate information to enable credible projection of revenues and expenses;
- d. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, or which are otherwise available;
- e. Reduces fund balances or reserves in any fund to a level below that established by the Board;
- f. Fails to maintain a budget contingency plan capable of responding to significant shortfalls within the County's budget;
- g. Fails to provide for an annual audit that adequately protects the County's fiscal assets;
- h. Fails to contain as many staff and external points of view (including unpopular or politically charged) as needed for fully informed Board choices, decisions, or input;
- i. Fails to be educational and informative to the staff and citizens of Eagle County;
- j. Fails to be derived from multi-year plans and projections;
- k. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow projections, and disclosure of planning assumptions;
- l. Results in new positions or material increases to salary and benefits without specific approval of the Board. It is the County Manager's responsibility to communicate with the Board on what constitutes material increases;
- m. Fails to overlook opportunities to secure funding sources outside the County;
- n. Fails to develop a long-term strategic plan for projecting on-going operating, maintenance and replacement expenses for existing and proposed capital improvements.

3.1.4 Employee Compensation and Benefits. With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the County Manager will not:

- a. Cause or allow jeopardy to the fiscal integrity of the County, or to its public image or discrimination based on race, sex, age, marital status, religion, sexual orientation, national origin, color or disability;
- b. Fail to seek Board guidance and direction on material changes to compensation and benefit

structures and will not allow the County to be without acceptable compensation and benefit guidelines;

- c. Change his or her own compensation and benefits;
- d. Promise or imply permanent or guaranteed employment.

3.1.5 Capital Improvement Programs. With respect to planning for and reporting on capital equipment and improvements programs, the County Manager will not:

- a. Jeopardize either programmatic or fiscal integrity of the County;
- b. Allow the development of a capital program which deviates materially from the Board's stated priorities;
- c. Plan the expenditure in any fiscal period of more funds than are conservatively projected to be available during that period;
- d. Fail to project on-going operating, maintenance, and replacement expenses in making such determination;
- e. Provide enough detail on the costs, benefits, budget, and progress of each capital program to allow the Board to accurately assess the proposed capital improvement program both prior to and during its construction.

3.1.6 All Other County Programs. With respect to planning for and reporting on all County programs, the County Manager will not:

- a. Jeopardize the fiscal integrity of the County or otherwise adversely impact the policies, objectives and strategies of the Board;
- b. Allow the development of a program which deviates materially from the Board's stated priorities;
- c. Fail to project initial and on-going costs of such programs;
- d. Fail to provide enough detail on the costs and benefits of each program to allow the Board to accurately assess the proposed program both prior to and during its implementation.

3.1.7 Asset Protection. With respect to the County's assets, the County Manager will not:

- a. Allow the County's assets to be unprotected, inadequately maintained, abused, or unnecessarily risked;
- b. Fail to have in place adequate property and liability insurance for County operations;
- c. Subject facilities and equipment to improper wear and tear or insufficient maintenance;
- d. Allow the disbursement of funds under controls insufficient to meet auditor's standards or otherwise allow internal control standards to be less than that necessary to satisfy generally accepted accounting/auditing standards;
- e. Fail to properly and proactively maintain building and equipment and will not lack safeguards against theft, loss, or damage of property;
- f. Unnecessarily expose County government, this Board or staff to claims of liability.

3.1.8 Emergency Plans. With respect to emergency planning, the County Manager will not:

- a. Fail to have in place adequate plans to prevent and/or respond to emergencies and/or disasters;
- b. Fail to have a known emergency operations plan and a continuity plan for the County;
- c. Fail to take appropriate action immediately to ensure the safety of the public and public assets, including authorizing specific actions by county staff.

3.1.9 Public Treatment. With respect to the public, the County Manager will not:

- a. Fail to ensure high standards regarding the treatment of our citizens, residents and guests;
- b. Fail to ensure that the public gets the best possible services and facilities given available resources;
- c. Fail to ensure that attention is paid to detail and quality service is provided that demonstrates a high level of professionalism.

3.1.10 Public Information. With respect to information, the County Manager will not fail to provide for and manage the dissemination of County information to further transparency and maintain a positive image.

3.1.11 Jurisdictional Relationships. With respect to external relationships, the County Manager will not fail to develop strong ties and cooperative relationships with local jurisdictions.

3.1.12 Sustainable Communities. With respect to the County's quality of life for the community, the County Manager will not fail to plan for implementing policies of the Board regarding sustainable communities, economic health, environmental responsibility and community interests.

3.1.13 Efficient Operations. With respect to internal operating procedures, the County Manager will ensure that the County may not fail to have internal procedures for the well being of the County to promote effective and efficient county operations

3.1.14 Succession Plan. With respect to succession, the County Manger will not leave the County without a succession plan or adequately covered with other member(s) of the County management team who can perform the tasks of County Manager in his/her absence.

3.1.15 Compliance with this policy 3.1 shall be reviewed by the Board on a bi-annual basis.

Policy 3.0 Executive Limitations

Policy 3.2 County Attorney Limitations

The County Attorney should not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful or may expose the County to unwarranted liability.

3.2.1 Staff Treatment. With respect to staff, the County Attorney will not:

- a. Fail to reduce the County's legal exposure from conditions, procedures or decisions that are discriminatory, disrespectful, unfair, unsafe, undignified, disorganized or unclear, unnecessarily intrusive or that fail to provide appropriate confidentiality and privacy;
- b. Be inaccessible to staff.

3.2.2 Employee Compensation, Benefits, and Relations. With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the County Attorney will not fail to reduce the County's legal exposure from discrimination based on race, sex, age, marital status, religion, sexual orientation, national origin, color or disability.

3.2.3 Representation. With respect to representing the County in litigation, negotiations, and all other matters, the County Attorney will not:

- a. Fail to zealously represent the County's best interests;
- b. Have a conflict of interest precluding objective representation;
- c. Fail to foster the goals and objectives of the Board;
- d. Fail to maintain a professional demeanor both internally and externally;
- e. Fail to take appropriate and timely action to reduce liability to the County;
- f. Fail to assure that the County is properly represented in all legal proceedings and that all legal documents are approved for form and legality;
- g. Fail to provide enough detail on the costs and benefits of each legal matter to allow the Board to accurately assess the proposed matter both prior to and during its implementation.

3.2.4 Education. With respect to education, the County Attorney will not fail to make the Board, County elected officials, and county staff aware of changes or pending changes to the law that may adversely impact the policies, visions, and functions of County government.

3.2.5 Availability. With respect to availability, the County Attorney will not fail to provide adequate staff coverage for weekly BoCC meetings, applicable staff meetings, staff inquiries, and other needed legal services.

3.2.6 Outside Counsel. With respect to outside representation, the County Attorney will not:

- a. Fail to obtain necessary outside counsel to adequately protect the County's interest in a cost-effective manner;
- b. Fail to ensure the services from outside counsel are competent, appropriate, and within ap-

proved budgets.

3.2.7 Citizen Treatment. With respect to the public, the County Attorney will not:

- a. Fail to ensure high standards regarding the treatment of our citizens;
- b. Fail to conduct himself/herself with a high level of professionalism.

3.2.8 Trained Staff. With respect to training, the County Attorney will not fail to maintain and upgrade the professional knowledge, skills and development of its staff to effectively represent the County.

3.2.9 Succession Plan. With respect to succession, the County Attorney will not leave the County without a succession plan or adequately covered with other member(s) of the County Attorney's Office who can perform the tasks of County Attorney in his/her absence.

3.2.10 Compliance with this policy 3.2 shall be reviewed by the Board on a bi-annual basis.

Policy 4.0 Vision, Mission Statement, and Strategic Plan

Policy 4.1 Visionary and Strategic Leadership.

Effective leadership requires a unified vision and direction from the Board of County Commissioners. The Board is committed to providing leadership around a larger picture mission while delegating appropriate authority in order to effectively accomplish our organizational purpose. The Board is committed to establishing a clear purpose, mission statement, values, and strategic plan for itself and all County departments. The Board is committed to revisit and revise its purpose, mission, values, and strategic plan as necessary in the best interests of the organization.

4.1.1 Purpose. The purpose of the County is to enhance the quality of people's lives.

4.1.2 Mission Statement. The Mission Statement of the County is to be the model of excellence for mountain communities.

4.1.3 Values. The County will support, foster, and encourage the following values from the Board and staff:

- a. Passion - The commitment to never be satisfied and go beyond the best;
- b. Integrity - The responsibility to be honest and fair;
- c. Courage - The ability to do what's right even if it is unpopular;
- d. Engagement - The value of involving staff and the community;
- e. Respect - The willingness to accept diversity and differences.

4.1.4 Strategic Plan. The goals and objectives of the Board and all County departments will be contained in an annual strategic plan. The most current strategic plan of the County is entitled "Getting to Great." The document shall be revised on an annual basis to ensure compliance with the most current vision, direction, and policy of the Board.

Policy 4.0 Vision, Mission Statement, and Strategic Plan

Policy 4.2 Chair's Responsibility.

The responsibility of the Chair is to maintain procedural integrity of Board meetings. The Chair shall also represent the Board as delegated by the full Board of County Commissioners or when necessary to deal with exigent circumstances.

4.2.1 The Chair will ensure that the full Board conducts itself openly, orderly, efficiently, and with dignity. The Chair shall keep the discussion content consistent with the agenda and allocated time to the extent reasonably possible.

4.2.2 The Chair will work cooperatively with the County Manager to prepare the agenda for full Board meetings. The Chair will either, by himself/herself or through the County Manager, inform and seek the guidance of the full Board on items to be placed on the agenda or items that may be of a politically sensitive nature.

4.2.3 The Chair will act on behalf of the full Board when so delegated by the Board or when absolutely necessary to protect the County with a situation requiring immediate action when full Board participation cannot be obtained. It is the responsibility of the Chair, acting either by himself/herself or through the County Manager, to communicate and obtain guidance from the full Board at the earliest opportunity when such actions are taken. Except as set forth in this section, the Chair will obtain all Board members' input on applicable decision making items. The Chair represents the Board only when so delegated such authority by the full Board.

4.2.4 The Chair will preside over meetings and sign documents on behalf of the Board of County Commissioners.

Policy 4.0 Vision, Mission Statement, and Strategic Plan

Policy 4.3 Code of Conduct.

The Board of County Commissioner shall operate in an ethical and legal manner.

4.3.1. Ethical Actions. The Board is committed to the following:

- a.** Promoting decisions which benefit the public interest;

- b. Promoting public confidence in county government;
- c. Performing the duties of the Board diligently and promptly;
- d. Maintaining a positive image;
- e. Providing the best service or product at the lowest costs without sacrificing quality and fiscal responsibility;
- f. Maintaining a respectful attitude towards employees, other public officials, colleagues and the public;
- g. Effectively and efficiently working with government agencies and organizations in order to further the interests of the County;
- h. Accepting the responsibility that his or her mission is that of a servant to the public.

4.3.2 Statutory Responsibilities. Members of the Board of County Commissioners will act in accordance with the Colorado Revised Statutes as they relate to the Board's responsibilities and authorities. The Board will not:

- a. Perform any statutorily precluded act that would not be compatible with the Board's impartial and objective performance of his or her duties;
- b. Perform any statutorily precluded act that would improperly influence others to act;
- c. Accept any statutorily precluded gift that would influence the Board's actions.

Decision Making

- A** Approve Decision; "Official"
- C** Consulted before action is taken (seek guidance)
- I** Informed after the fact
- R** Responsibility for requesting/making the decision

Roles & Responsibility Matrix

Decision Category:	BOCC	County Manager	County Attorney	Point Dept. Head	HR Director	Finance Director
Personnel Issues:						
Budgeted FTE adjustment within a department (equity).	I	A		R	C, I	C, I
Unbudgeted FTE adjustment	A	R, C		R	C, I	C, I
Hiring/Firing Director level	C, I	R, A	C, I		C, I	I
Hiring/Firing Employee (Non Dir.)	I	A	C, I	R	R	I
Hiring a Consultant	C, I	R, A	C	R		I
Review and Respond to Department Conflicts (internal to organization)	I	A		R	C	
Review and Respond to Complaints/Concerns about Co. Mgr or Attorney	A	C	C			
Develop/Maintain a Leadership Succession Plan	C, I	A		R	C, I	
Feedback to BoCC on Code of Conduct	C, I	R	R			
Budget Decisions:						
Oversight and Review on Additional Appropriations	I	A		R		C, I
Community Request (not in budget)	A	C, I				C, I
Stimulus/Grant opportunities – how to pursue?	C, I	A	C	R		C, I
Create Department Budget	C, I	A		R		R
Approve Department Budget	A	R		C, I		C, I
Monitor Budget for cost savings and/or overruns	C, I	A		R		R
Capital Expense prioritization	A	R				C, I
Operational Decisions:						
Organizational Structure change	C, I	R, A		I, R (COULD START HERE)	I	

Decision Category:	BOCC	County Manager	County Attorney	Point Dept. Head	HR Director	Finance Director
Manage Cascading Communication w/ in Organization	C, I	R, A		R (COULD START HERE)		
Ensure County adheres to Statutory Regulations	C, I	R, A	R, A			
Lobbying Efforts	C, I	R, A		R (COULD START HERE)		
Complaint from Public	I	R, A		R		
Complaint on Internal Service	I	R, A		R		
Jurisdictional Relations	R	R	C, I	R (COULD START HERE)		
Media Relations	C, I	R, A		R, (COULD START HERE)		
Land Use Application Review	A	I	C, I	C, I		
Significant Culture Change	C, I	R, C	C, I	C, I	C, I	C, I
Sign off on bill paying	I	A		R		R
Policy Decisions:						
Develop Strategic Plan	R, C, I	R, C, I	C, I	C, I		
Develop Objectives to Achieve Strategic Plan	C, I	A, C, I		R, C, I		
Support New Event (not in budget)	A	C, I		R		C, I
Purchase Land	A	R	C, I			C, I
Overtime/Timekeeping Policy	C, I	R, A	C, I	C, I	C, I	C, I
Establish and Maintain Compensation Plan and Benefits Plan/Policy	A	R	C, I	C, I	R	C, I
Determine Statutory Fees for Service	A	R	C, I	R		I
Create or Change Non Statutory Fees	C	R, A	C	C		I
Land Use Regulation Revision	A	C, I	C, I	R		
Support of Ballot Measure	A	C	C	C		
Advisory Board Appointments	A	I	I	C, I		

May 4, 2009

A Approve Decision; "Official" **C** Consulted before action is taken (seek guidance)
I Informed after the fact **R** Responsibility for requesting/making the decision