El Dorado County Board of Supervisors Governance Handbook

Members of the Board of Supervisors 2019

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The El Dorado County Board of Supervisors (Board) Governance Manual was developed in 2017 and is a living document that is regularly reviewed and revised as necessary by the Board.

This manual outlines practices that build and sustain positive Board relationships and define a culture of quality, equity and respect.

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Effective Governance in El Dorado County

The El Dorado County Board of Supervisors is committed to the highest standards. The Board of Supervisors and the Chief Administrative Officer (CAO) work together in a unified, collaborative manner and share a deep commitment to the wellbeing, safety and health of the citizens of El Dorado County. This Governance Handbook represents the Board and CAO's dedication to principles of effective governance.

Utilizing effective governance practices, the Board of Supervisors works with the CAO to keep the organization's efforts focused on its mission, values and strategic goals. The community elects Board members to set and monitor the direction of the County with the CAO, who translates this direction into action. It is therefore vital that the Board of Supervisors and CAO have a respectful and productive working relationship based on trust and open communication.

The El Dorado County Board of Supervisors embrace effective governance principles that encompass the basic characteristics and behaviors which enable governance team members to effectively create a climate for excellence in the organization. Whether in Board Chambers, out in the community or at home, Supervisors are always stewards of the County. The integrity of the County is dependent upon the responsible and professional manner in which each Supervisor, and the Board of Supervisors collectively, fulfills its governance roles and responsibilities.

Working as a group, Supervisors 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 organization;
- Holding the organization accountable through mutually agreed upon mechanisms;
- Providing support to staff through behaviors and actions; and
- Demonstrating community leadership on behalf of residents

When done effectively, the opportunity to create a climate for excellence increases dramatically.

Effective governance begins with effective Board members. Although elected from individual supervisorial districts, County Supervisors work together as a governance team with the CAO. Even though it is the Board that governs El Dorado County, the Board is made up of individuals and it is the professional governance manner and effectiveness of individual Supervisors that determines the effectiveness of the Board. Highly effective board members demonstrate a number of common characteristics, perhaps the most important of these is presence of a governance mindset.

Governance Mindset

Governance Mindset is an essential characteristic of an effective Board member. It is knowing how to think about governance and always applying that knowledge and understanding during Board operations. Governance mindfulness understands the roles and responsibilities of the Board and how individual members, working together with their Supervisor colleagues, can enhance their positive, value-added impact.

There are four characteristics of a governance mindset:

1. System Thinking

The heart of a governance mindset is the fundamental realization by Board members that counties are complex systems. A systems thinker has transitioned from single issue, narrowed thinking to a fundamental understanding of how all pieces in the organization connect. This transition is a fundamental core characteristic of effective boards and good governance. System thinkers connect the dots and they understand that a policy or decision in one place will impact a policy or decision in another. They realize and appreciate the implications that governance is often a zero sum game. One decision can stimulate a domino effect in other often unrelated areas.

Governance is the only organizational function focused on the whole, not just pieces. System thinkers understand that anytime they get too deep in detail and administrative functions, they risk losing their perspective and objectivity. They try to not be distracted by day-to-day tactical issues.

2. Strategic Focus

Effective Board members always maintain a strategic focus in their work. They understand that they are not on the Board of Supervisors to administer the County, but rather to govern it. Governance is a strategic function. Board members with a governance mindset understand they are the keepers of the mission, vision and strategic direction of the county. They understand that effective governance requires the Board approach all their responsibilities with a clear focus on achieving the strategic outcomes they have set.

3. Preparation

Effective Board members are always prepared. Supervisors are committed to doing the hard work of being a Board member by leading on behalf of the community they serve. They are committed to making decisions based on quality information, evidence and data.

4. Manner

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 Supervisors in a collaborative setting requires patience, understanding, respect and most importantly, common courtesy. They are always respectful of other members' opinions. Effective board members with a governance mindset model the civic behavior they expect the employees of the County to exhibit.

Effective Boards

It is important to understand the Board, as is true with all governing boards, operates as a well-defined, highly structured, organizational unit. The Board has specific governance duties and responsibilities. For example, the Board sets direction for the county through formally adopted policies and recommendations from County Departments. The Board of Supervisors has financial oversight including adopting the budget and monitoring county finances on a regular basis.

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

1. **Governing with a Unity of Purpose**
   Unity of Purpose is a common focus of overarching goals, values and beliefs that Board members share in common about the organization and the residents they serve that help them transcend their individual difference to fulfill a greater purpose.

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 CAO 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 Board members share. A unity of purpose is a clear and unambiguous sense of purpose that becomes the inspiration behind all Board efforts and the lens through which those efforts are viewed.

Having a unity of purpose demonstrates that governance team members care most of all about what is best for all residents and understand that they must identify common ground in order to provide focused leadership and direction for the County. A defined unity of purpose focuses Board members on desired end results and supports their ability to display a singular focus on achieving those results.

In all relationships, dealings and transactions, Supervisors 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-effectiveness stewardship of resources.

The Board works most effectively when they have a rational and purposeful framework to focus and guide their work. A unity of purpose helps members transcend their differences to fulfill a greater purpose. A unified Board is collaborative, cohesive, committed, and consistent.

Unity of Purpose for El Dorado County

Vision and Mission

Vision: Safe, healthy and vibrant communities respecting our natural resources and historical heritage.

Mission: El Dorado County government shall provide efficient, courteous, and effective services and infrastructure for safety, protection, and well-being of our residents, businesses and visitors.

Core Values

1. **Accountability**: Responsible for our decisions and behavior. Creating a safe environment where we are answerable to our citizens, co-workers, superiors, direct reports, and other stakeholders
2. **Collaboration**: Cross-functional teamwork, communication, and cooperation countywide while creating a silo-free organization.
3. **Integrity**: Doing what is right legally and morally at all times regardless of whether or not someone is watching.
4. **Service Excellence**: (Citizen-Oriented Service)- Provide comprehensive service to all citizens of El Dorado County while loyally doing our job without expectation of recognition or personal gain

Strategic Goals

1. **Public Safety**: Protects the community, prevents crime, enforces the law, administers justice, provides rehabilitative services, and promptly responds to emergencies and calls for service.
2. **Economic Development**: Enable a Prosperous and Vibrant Economy.
3. **Good Governance**: Achieving the best possible process for making & implementing decisions; characterized by honesty, integrity, accountability, transparency, responsiveness, equitability, inclusion, effectiveness, efficiency and following the rule of law.
4. **Infrastructure**: Provide, operate and maintain infrastructure, public facilities, and associated services that protect our community, environment and economic well-being.
5. **Healthy Communities**: Improved health, well-being and self-sufficiency of El Dorado County communities, residents and visitors.

Governance Principles

The El Dorado County Board of Supervisors will:

1. Govern as a team, strategically focused and mission driven.

- Think and act strategically with:
  - Shared purpose and direction
  - Long-term view on strategy and performance, focusing on sustainable success.

2. Make well informed and transparent decisions.

- Be rigorous and transparent about the Board of Supervisors decision making process.
- Have quality information and advice available to support high quality decisions.
- Align goals and resources. Constantly measure results based on facts.
- Ensure that goals are calibrated with resources; staff is not asked to deliver without the tools and means to do the job.

3. Be accountable to each other for the highest standards of Board performance and effectiveness.

- Promote a culture of discussion and inquiry, shared acceptance of disagreements and the ability to find common ground.
- Govern in a collaborative manner with the community, staff and within the Board.
- Assess the Board's effectiveness and adherence to adopted protocols.

4. Establish clear roles, responsibilities and delegated decision making responsibility.

- Members and officials work together to achieve a common purpose within a framework of clearly defined functions and roles.
- Commitment to creating and maintaining a collaborative environment, respecting the roles of staff and the Board.

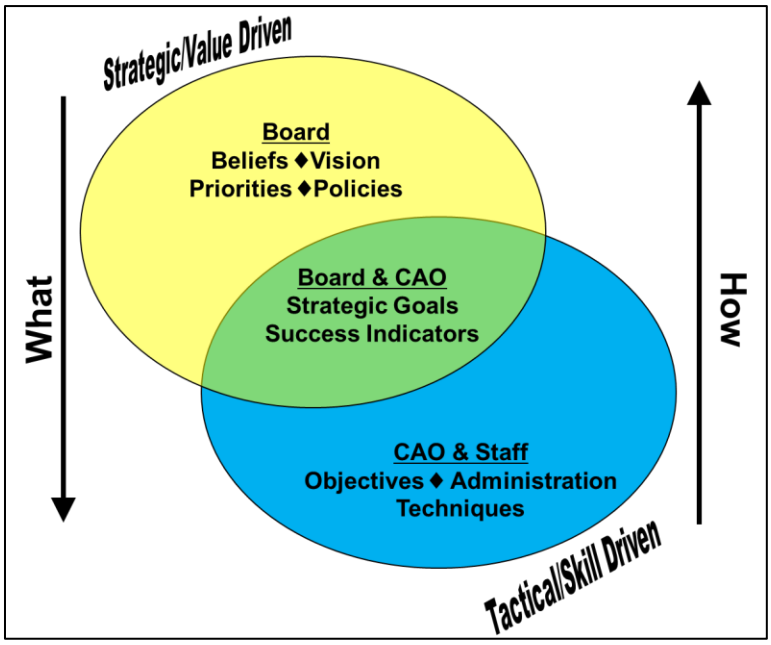
5. Develop the organizational capacity and competencies of Supervisors and Department Heads to operate effectively and fulfill the purpose of the organization.

- Commit to continuous learning and improvement.
- Ensure that members and department heads have the support and appropriate structure they need to perform effectively in their role.

Roles & Responsibilities

One of the most important characteristics of an effective Board is their understanding and agreement on their 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.

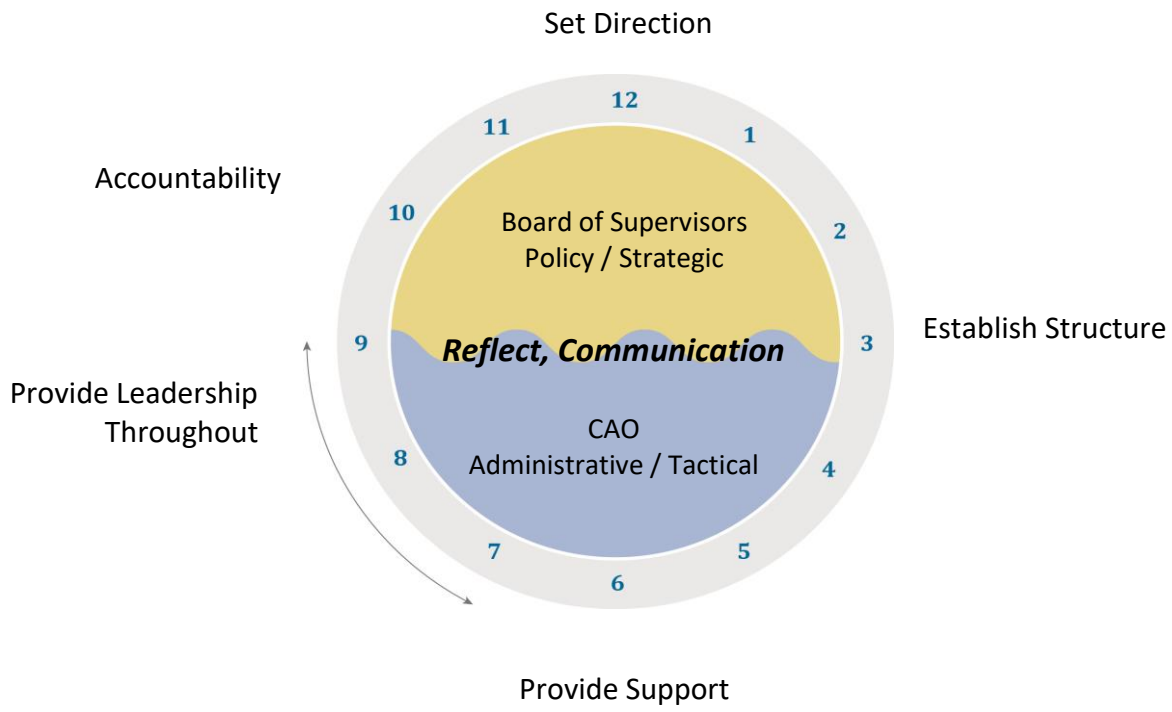
Board Roles



Source: California School Boards Association

The **primary role of the El Dorado County Board of Supervisors** is to collectively set the direction and policy for the County as representatives of the people which:

- Identifies countywide issues (and supervisorial district issues with countywide impact) and puts strategies and coalitions in place to address them.
- Defines and supports the objectives of the County Strategic Plan.
- Ensures fiscal sustainability.



Board Responsibilities

The **primary responsibilities of the El Dorado County Board of Supervisors** are to:

Set the strategic direction for the County

- Ensure the long term vision is established for the County.
- Identify strategic priorities and goals.
- Charge staff with tactical decisions to support strategic direction.

Establish the governance structure for the County

- Appoint the CAO and other department heads as defined in the County Charter and set policy for the hiring of other personnel.
- Establish budget priorities and adopt the County Budget.
- Adopt ordinances and policies.
- Utilize various Boards, Committees and Commissions effectively.
- Work with both appointed and elected department heads.

Provide support to the County - After establishing the structure, the Board – through their behavior and actions – have a responsibility to **support** the CAO and department heads as they carry out the direction of the Board. This involves:

- Providing 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 Board's direction.
- Hold the Board accountable for high quality governance and adherence to Board protocols and policies.

Ensure accountability

- Hold the CAO accountable for achieving the goals set by the Board.
- Monitor and assess the effectiveness of policies and programs approved by the Board.
- Monitor the fiscal health of the County.

Demonstrate community leadership

- Engage and involve county residents and other stakeholders in appropriate and meaningful ways in setting the goals, objectives and major programs of the County.
- Communicate clear information about County policies, the fiscal condition and progress on goals.
- Identify issues through ongoing interaction with a wide variety of stakeholders.
- Become and remain immersed in the needs and concerns of residents.
- Represent the needs of individual districts as well as the needs of the county as a whole.
- Be visible and accessible.

Norms for Positive Governance Culture

Definition

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

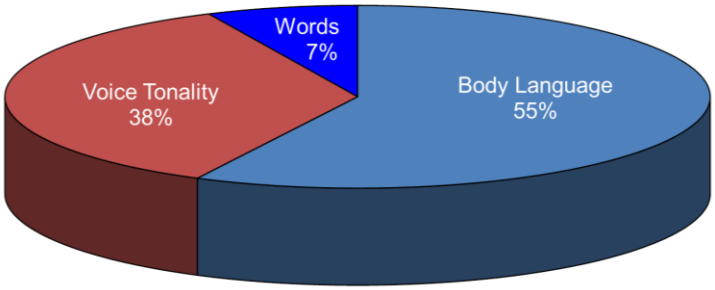
An excellent governance culture is characterized by a Board that operates in an environment of trust, respect and professional demeanor at all times. The Board sets the tone for the entire County in how it carries out its governance responsibilities.

Rules of Engagement

Norms within which we agree to work:

- Listen carefully and intuitively; work to understand other's perspectives
- Be open to challenge our own beliefs and ideas
- Accept constructive disagreement as necessary to yield the best decisions – nothing is personal
- Respect one another's thinking and value individual contributions

Communication 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.

Unity of Purpose-Setting Direction

Topic	Using Board Meetings as Strategic Leadership Tools
Rationale	• Governance is a strategic function. The primary responsibility of any governing Board is setting direction by adopting strategic goals to achieve the organization's vision and mission. • The El Dorado County Board of Supervisors is committed to exercising professional and purposeful leadership in ensuring achievement of El Dorado County's long-term goals and objectives.
Protocol	• The Board of Supervisors 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. The Board will commit to developing a deep understanding of major policy issues and address issues with professionalism and respect. • 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 goals and/or County priorities. • Department reports to the Board will be presented, where appropriate, with reference to County strategic goals and priorities.

Roles and Responsibilities

Topic	Role of the Board Chair
Rationale	The Board of Supervisors annually appoints a Chair of the Board. This position is among the most important positions on the Board. It has a major impact on both the stability and effectiveness of the Board.

Protocol	The Chair of the Board of Supervisors facilitates the efficient and transparent operation of the Board during Board meetings, and performs a lead role in setting the tone for all interactions among the Board, with staff, and the community. The Board Chair ensures that every Board member has the opportunity to participate in the deliberations, and in most cases is the last to speak on specific issues. The Chair of the Board is charged with preserving order and decorum.
	
	The Chair of the Board also:
	• Collaborates with the Clerk of the Board and CAO on the Board meeting calendar.
	• In consultation with the CAO, Clerk of the Board and County Counsel, develops Board meeting agendas.
	• Recommends, with consent of the Board, supervisors to those committees, commissions, agencies, associations, districts, boards, councils or other organizations on which the Board desires representation or which is required by law.
	• Serves as a sounding board for the CAO on matters of significant concern.
	• Generally serves as primary spokesperson for the Board of Supervisors in collaboration with Department Heads:
	  • Press releases and media events
	  • Public events
	  • Correspondence
	  • Exceptions: Emergencies, District-specific events, areas of expertise.
	• Ensures, for complex and significant topics, talking points are provided to all Board members.

Roles and Responsibilities

Topic	Role with Advisory Boards
Rationale	The El Dorado County Board of Supervisors has established through policy and county ordinances a number of county advisory committees. Additional committees are required by state law. Advisory committees are established to provide advice and counsel to the entire board and reflect the commitment of the Board of Supervisors to transparency, engagement of the community, and high quality, evidence based decision making. Because of their importance, it is essential that advisory committees operate in a highly efficient and professional manner.
Protocol	Because of the importance of the county advisory committees, the following guidelines will be followed: • Every advisory committee will receive Brown Act training on an annual basis. • There shall be an annual review of the advisory committee's purpose and effectiveness. • Advisory Committees will provide a report to the Board on a semi-annual basis. • Staff will monitor the effectiveness of advisory committees through review of meeting minutes and committee reports. No more than two supervisors may attend or be appointed to any advisory committee. Supervisors are observers and not expected to influence the committees. One member does not speak for the Board unless authorized to do so.

Roles and Responsibilities

Topic	Interactions with El Dorado County Staff
Rationale	• Successful achievement of the El Dorado County strategic goals and County priorities in large part depends upon the nature of the relationship between the County Board of Supervisors and the El Dorado County staff. The Board values its relationships with County staff. With five independently elected Supervisors, it is essential that there be a well-defined, clear process of communication. • Open, clear communication between County staff and the Board of Supervisors is encouraged. However, any direction to county staff may only come by majority vote of the full Board of Supervisors. Individual Supervisors do not have the authority to independently direct or otherwise cause staff to take action.
Protocol	• No individual Supervisor may direct or cause action to be taken by any El Dorado County staff member. Direction to staff may only be mandated by a majority of the Board of Supervisors through formal action. Great care will be taken to assure that suggestions or comments by individual Supervisors not be interpreted as direction to staff. • When appropriate, individual Supervisor meetings with Department Heads may be held and a Supervisor may invite one other Supervisor to attend. No more than two Supervisors may attend any meeting as per the Brown Act. The Chief Administrative Officer shall be notified whenever such meetings occur. • Whenever important countywide information is provided in informal meetings, all such information shall be distributed to the entire Board of Supervisors by staff.

Roles and Responsibilities

Topic	Role of Supervisor's Assistants
Rationale	• Supervisor's Assistants play an important role in the governance of the County. As a member of the Supervisors team, they perform varied and complex administrative, research, public liaison, and organizational support for members of the Board of Supervisors. The Assistant often plays an important role providing two way communications between the Supervisors office and County staff. • While they do not have the same authority as an elected County Supervisor, Supervisor's Assistants are often viewed as an extension of the Board member, and as such, must operate in their specific role and follow the same protocols as the Board of Supervisors, especially those related to communication.
Protocol	• It is the Board of Supervisors intent that all assistants work together, promoting a culture of sharing information and collaboration. • Each Supervisor will make every effort to assure that their staff understands the common expectations of the assistant's position. Each assistant will: • Be aware of the El Dorado County Governance Handbook and be fully informed on all governance protocols. • Be fully cognizant of the Board's priorities and the strategic goals of the County. • Be fully aware of the requirements of the Brown Act. • Be fully aware of the governance principles adopted by the Board of Supervisors. • Establish a culture of cooperation and collaboration. • Work closely with the Clerk of the Board and the Chief Administrative Officer. • Treat all communications from County Counsel as confidential. Such communications are not to be disclosed to anyone other than their Supervisor.

Board Operations

Topic	Board Meeting Agenda Development
Rationale	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 the issue. The major objective of the agenda process is to allow for open deliberation by the Board of Supervisors on all county matters not to be considered in Closed Session. It is important for the agenda development process to be conducted in an orderly, effective manner to ensure transparency and meeting effectiveness.
Protocol	The Clerk of the Board of Supervisors prepares an agenda for each meeting in collaboration with the Board Chair, Chief Administrative Officer, and County Counsel. The Board of Supervisors' meeting agenda is prepared weekly according to the Board of Supervisors' meeting calendar. An agenda review meeting is typically held on Mondays, 8 days prior to a regular meeting. The Chief Administrative Officer, Board Chair and/or Vice Chair, the Clerk and County Counsel participate in the agenda review meeting. Each Supervisor's Assistant may attend the agenda review meeting at the discretion of the corresponding Supervisor. A draft of each board meeting agenda is discussed at the Agenda Review meeting. The Clerk of the Board publishes the final agenda by close of business the Wednesday before a regular meeting and if necessary, an addendum to that agenda is published by close of business the Friday before the meeting. Board Members may submit items to be added to a given agenda at any time, provided the item(s) are submitted in a timely fashion to be compliant with the Brown Act. (Emphasis on 72 hour requirement for agenda publication) Supervisors are encouraged to contact the Chief Administrative Officer's office with any technical or detailed questions regarding the agenda prior to the board meeting to ensure adequate information is available if necessary.

Board Operations

Topic	Public Comment in Board Meetings
Rationale	Board of Supervisors meetings are business meetings of the Board held in public. It is the policy of the Board that public input to the Board is encouraged. 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 El Dorado County. Consistent with the Ralph M. Brown Act and in order to provide equal treatment to all, the Board may adopt reasonable rules and regulations regarding public input.
Protocol	Time for public input will be provided at every Board of Supervisors meeting. Individuals will have three minutes to address the Board. Individuals authorized by organizations will have three minutes to present organizational positions and perspectives and may request additional time, up to five minutes. At the discretion of the Board, time to speak by any individual may be extended. Public comment on certain agenda items designated and approved by the Board may be treated differently with specific time limits per speaker or a limit on the total amount of time designated for public comment. It is the intent of the Board that quasi-judicial matters have additional flexibility depending upon the nature of the issue. It is the practice of the Board to allocate 20 minutes for public comment during Open Forum and for each agenda item to be discussed. Individual Board members may ask clarifying questions but will not engage in substantive dialogue with persons providing input to the Board. If a person providing input to the Board creates a disruption by refusing to follow Board guidelines, the Chair of the Board may take the following actions. Step 1. Request the person adhere to Board guidelines. If the person refuses, the Chair may turn off the speaker's microphone. Step 2. If the disruption continues, the Chair may order a recess of the Board meeting. Step 3. If the disruption continues, the Chair may order the removal of the person from the Board meeting.

Board Operations

Topic	Self-Monitoring of Board Effectiveness
Rationale	• It is important that the governance of El Dorado County be conducted in a highly effective and efficient way. Assurance of consistency and sustainability of effective governance over time requires ongoing vigilance by the County Board of Supervisors. There are two primary ways to accomplish this. First is by assuming collective responsibility by the entire County Board for the quality of governance and second by conducting annual Board governance self-assessments. • Conducting an annual self-assessment provides an opportunity to review the effectiveness of Board protocols and to assess the overall effectiveness of the Board.
Protocol	• Collective responsibility requires a commitment from each County Supervisor to establish effective governance as the overarching operational goal of the Board. • Each Supervisor will agree to uphold and abide by governance protocols adopted by the Board and will work to resolve any problems that might occur in their implementation. Each Supervisor will assume responsibility for the governance effectiveness of the entire Board. • The Board will annually conduct a Board Self-Evaluation.

Board of Supervisors In the Community

Topic	Handling Complaints from the Community
Rationale	The Board of Supervisors is accessible and responsive to community concerns and issues. The Board strives to be consistent and fair in dealings with complaints and concerns expressed from the community. The Board values open communication and timely resolution of issues.
Protocol	It is important that the Board have a clear and consistent process when considering and responding to constituent concerns. When approached with concerns or complaints, Board members will: • Listen openly and without prior judgment. • Take care in responding, understanding that they are hearing one side or perspective on an issue. • Be mindful of their role in quasi-judicial review. • Always be mindful that the authority to take action rests solely with the majority of the board. • Strive to ensure community members understand the appropriate steps in the complaint process. • Each Supervisor shall intrust that constituent complaints outside each Supervisors' District will be referred to the appropriate Supervisor. Complaint process: • Easily resolved complaints, concerns, or questions are directed to the appropriate department head with communication to the CAO. • Complaints requiring a complex solution and/or policy change are directed to the CAO or County Counsel or appropriate Department Heads with a copy to the Chief Administrative Officer. The CAO should inform the Supervisor of actions or non-actions if appropriate related to the complaint. When considered appropriate either the Supervisor or the CAO may inform the Board Chair regarding the complaint and resolution. • Any threat of litigation shall be directed to County Counsel and the CAO

Board of Supervisors in the Community

Topic	District-Specific Matters
Rationale	The Board, together with the CAO, is the County's governance team and the entire board is the unit of authority; however, each member is elected by their district. Each district includes distinct communities, and each supervisor has a deep connection and understanding of their district and its communities.
Protocol	Board Members respect the unique connection a Supervisor has to their home district. As a courtesy to their fellow Board Members, Supervisors should first discuss issues or concerns specific to another Supervisorial district with the appropriate Supervisor. During the 'To and From' portion of the Board of Supervisors meetings, each Supervisor should report to the Board and the CAO issues and concerns they are involved with in their districts as well as outside their boundaries that effect the entire County.

EL DORADO COUNTY BOARD OF SUPERVISORS GOVERNANCE SELF EVALUATION

One of the most important characteristics of effective governance is the extent to which governing boards conduct regular self-assessments of their own effectiveness. Often, the best judge of what works in governance and what needs improvement are the members of the governance team themselves. Board continuing education and self-assessment is important for a number of reasons, not the least of which is identifying problems before they become serious governance issues. Equally important is the opportunity to identify areas which are working well. Effective governance is often built upon strengths and areas of high performance, one of which is the ability of the board to identify and remedy potential governance problems.

Directions: It is important from time to time to review the governance team's protocols to determine their effectiveness and the extent to which they continue to address the needs of the governance team. For each item below, record an overall rating number with 1 representing least effective (poor) and 5 most effective (excellent).

1	**POOR**	Inconsistent and/or low quality practice of the majority of the Board or the Board as a whole.
2	**FAIR**	Practice somewhat exhibited by some members of the Board or the Board as a whole.
3	**GOOD**	Practice often exhibited by some members of the Board or the Board as a whole.
4	**VERY GOOD**	Consistent practice of the majority of the Board or the Board as a whole.
5	**EXCELLENT**	Consistent and high quality practice of the Board as a whole.

Section I: The Board

#	The Board	1 (Poor) — 5 (Excellent)				
		1	2	3	4	5
1.	The Board is committed to a common vision.					
2.	The Board governs as a team, strategically focused and mission driven.					
3.	The Board governs in a dignified and professional manner, treating everyone with civility and respect.					
4.	The Board governs in an accessible manner, committed to openness and transparency.					
5.	The Board governs in a collaborative manner with the community, staff and within the Board.					
6.	Board meetings are organized and conducted in accordance with agreed upon procedures and reflect Strategic Plan priorities.					
7.	The agenda and background information is made available to the Board in a timely manner according to approved processes.					

#	The Board	1 (Poor) — 5 (Excellent)				
		1	2	3	4	5
8.	The Board meeting agenda and board packet contains sufficient information and clarity of the executive recommendations on which to base board decisions.					
9.	There is a good relationship between how long the Board spends on an agenda item and the importance of the item.					
10.	Supervisors views expressed in Board meetings are received respectfully and with consideration.					
11.	Supervisors have sufficient opportunity to participate in Board discussion during meetings so that proposals can be carefully and thoroughly considered.					
12.	Supervisors are accountable to each other for the highest standards of Board performance and effectiveness.					
13.	Community members are provided equal opportunity for input according to Board procedures and processes and are received with dignity and respect.					
14.	The Board is committed to continuous learning and improvement and conducts periodic evaluations to monitor its own performance.					

Comments:

Section II: Supervisors

#	Supervisors	1 (Poor) — 5 (Excellent)				
		1	2	3	4	5
15.	Supervisors come to meetings on time, familiar with agenda materials and prepared to fully participate in the entire meeting.					
16.	Supervisors communicate with the County Administrator and staff in a climate of trust and mutual respect, avoiding public criticism and demonstrating respect for staff as accomplished professionals in County management and administrative leadership.					
17.	Supervisors understand and support the division of function between the chair, Board members, the County Administrator and staff and avoid dealing with matters related to the day-to-day operations of the County.					

#	Supervisors	1 (Poor) — 5 (Excellent)				
		1	2	3	4	5
18.	Supervisors understand they have no authority as individuals to direct staff. Direction to staff can only come from formal action of the board.					
19.	In requesting studies and reports, Supervisors consider County staff time and other costs required to fulfill the request, as well as alignment with the Strategic Plan.					
20.	Supervisors avoid voting cliques and do not allow personal conflict or personal matters to affect their actions, but reach decisions based solely on the merits of the issue.					
21.	Individual Supervisors refrain from making commitments on behalf of the entire board without approval from the board.					
22.	Supervisors demonstrate a personal responsibility for keeping the meeting moving forward, ensuring a good relationship between how long the Board spends on an agenda item and the importance of the item**.**					
23.	Individual supervisors disclose all of their conflicts of interest, and any concerns regarding other real or potential conflicts of interest are expressed discreetly.					
24.	Supervisors keep confidential information confidential.					
25.	Supervisors support majority decisions of the Board even when individual views may differ.					
26.	Board members do not engage in dialogue or debate with community speakers.					
27.	Advisory committees function effectively. Supervisors are aware of the work of advisory committees and receive reports on a semi annual basis. (Note – Jim – please add more specificity)					

Comments:

SECTION III: Strengths and Areas to Improve

A. What do you think are the biggest issues or challenges the Board must deal with in the short run (two years or less)?

B. What do you think are the combined strengths of the present El Dorado County Board of Supervisors?

C. What are the two to three improvements you would suggest for strengthening the governance effectiveness of the El Dorado Board of Supervisors?