



Board of Commissioners

Office: (541) 766-6800

Fax: (541) 766-6893

4500 SW Research Way
Corvallis, Oregon 97333

bentoncountyor.gov

AGENDA

BOARD OF COMMISSIONERS GOAL-SETTING MEETING

Tuesday, January 14, 2025, 9 AM

How to Attend the Goal-setting Meeting

[Zoom Video](#) [Click for Zoom link](#)

In-person: Kalapuya Building, 4500 SW Research Way, Corvallis, Oregon

1. Call to Order and Introductions

2. Review and Approve Agenda

Chair may alter the agenda

3. Announcements

4. New Business

- 4.1 10 minutes – Consideration of Letter of Support for Funding for City of Adair Village Wastewater Infrastructure Capacity Expansion – Rick Crager, Assistant County Administrator
- 4.2 10 minutes – 2025 Proclamations and Events Schedule – Maura Kwiatkowski, Board of Commissioners Office

5. Discussion Topics

- 5.1 30 minutes – 2040 Initiative and 2025-27 Biennium Budget Priorities – Greg Munn, Chief Financial Officer
- 5.2 30 minutes – Leadership Policies and Practices Updates and Review – Rachel McEneny, County Administrator
- 5.3 10 minutes – Discussion of Procedure for Board of Commissioners Response to Community Members – Board of Commissioners
- 5.4 30 minutes – Commissioners' 2025 Committee Assignments, Discussion 2 – Board of Commissioners

- 5.5 15 minutes – Discussion Regarding Board of Commissioners Meetings Protocols – Commissioner Gabe Shepherd

6. County Updates

- 6.1 10 minutes – County Administrator Updates – Rachel McEneny, County Administrator
- 6.2 30 minutes – Commissioner Updates – Benton County Commissioners

7. Other

ORS 192.640(1) “...notice shall include a list of the principal subjects anticipated to be considered at the meeting, but this requirement shall not limit the ability of a governing body to consider additional subjects.”

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting by contacting the Board of Commissioners Office at 541-766-6800 or 800-735-2900 TTY, by email bocinfo@bentoncountyor.gov, or on the County’s website at <https://boc.bentoncountyor.gov/contact/>.

The Board of Commissioners may call an executive session when necessary pursuant to ORS 192.660. The Board is not required to provide advance notice of an executive session; however, every effort will be made to give notice of an executive session. If an executive session is the only item on the agenda for the Board meeting, notice shall be given as for all public meetings (ORS 192.640(2)), and the notice shall state the specific reason for the executive session as required by ORS 192.660.

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 01/14/25

View [Agenda Tracker](#)

Suggested Placement * BOC Tuesday Meeting

Department * Board of Commissioners

Contact Name * Rick Crager

Phone Extension * 5417666246

Meeting Attendee Name * Rick Crager

Agenda Item Details

Item Title * Letter of Support - Infrastructure Funding Support for the City of Adair Village

Item Involves *

Check all that apply

- Appointments
- Budget
- Contract/Agreement
- Discussion and Action
- Discussion Only
- Document Recording
- Employment
- Notice of Intent
- Order/Resolution
- Ordinance/Public Hearing 1st Reading
- Ordinance/Public Hearing 2nd Reading
- Proclamation
- Project/Committee Update
- Public Comment
- Special Report
- Other

Estimated Time * 5 minutes

Board/Committee Involvement * Yes No

Advertisement * Yes No

Issues and Fiscal Impact

Item Issues and Description

Identified Salient Issues *

The City of Adair is seeking \$12 million in funding for the construction of the new wastewater treatment plant. This funding will help address the community's immediate infrastructure needs and lay the foundation for future growth. Given the limited population of Adair Village (approximately 1,500 residents), financing this project without external support is not feasible. The city has already maxed out its capacity for loans; and additional funding from state, federal, and private sources is essential.

By securing this funding, project, Adair Village will be able to:

* Support the development of much-needed housing units, helping to alleviate Benton County's housing crisis.

* Promote sustainable growth, allowing the community to expand without compromising environmental quality.

* Improve infrastructure that benefits current residents and future generations.

The City of Adair Village is seeking letters of support from key stakeholders, including state representatives and local officials, to enhance its efforts in securing necessary funding. These letters will be submitted with the League of Oregon Cities (LOC) Water Infrastructure Needs Survey to advocate Adair Village's wastewater infrastructure needs.

Options *

Option 1 - Direct staff to prepare a letter of support for Board of Commissioners review and approval

Option 2 - Decline to provide a letter of support

Fiscal Impact *

- Yes
- No

2040 Thriving Communities Initiative

Mandated Service?* Yes
 No

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

Core Values*

Select all that apply.

- Vibrant, Livable Communities
- Supportive People Resources
- High Quality Environment and Access
- Diverse Economy that Fits
- Community Resilience
- Equity for Everyone
- Health in All Actions
- N/A

Explain Core Values Selections*

Funding would support increased housing and infrastructure and promote sustainable growth without compromising environmental quality.

Focus Areas and Vision*

Select all that apply.

- Community Safety
- Emergency Preparedness
- Outdoor Recreation
- Prosperous Economy
- Environment and Natural Resources
- Mobility and Transportation
- Housing and Growth
- Arts, Entertainment, Culture, and History
- Food and Agriculture
- Lifelong Learning and Education
- N/A

Explain Focus Areas and Vision Selection*

This project will have a positive impact on addressing the needs of housing and providing economic opportunities and growth.

Recommendations and Motions

Item Recommendations and Motions

Staff Recommendations* Staff recommend the Board of Commissioners approve providing a letter of support to the City of Adair Village in its effort to secure \$12 million of funding for the construction of a new wastewater treatment facility.

Meeting Motions* I move to ...
...approve providing a letter of support for the City of Adair Village and its effort to secure \$12 million of funding for the construction of a new wastewater treatment facility.

Attachments, Comments, and Submission

Item Comments and Attachments

Attachments

Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

Wastwater Funding Needs Handout.docx 54.59KB

Comments (optional)

If you have any questions, please call ext.6800

Department Approver

RICK CRAGER



6030 William R. Carr Ave.
Adair Village, OR 97330
Voice: 541-745-5507
Fax: 541-230-5219

Adair Village Wastewater Infrastructure Improvement Project

Overview:

Adair Village, a growing community in Benton County, Oregon, is in urgent need of wastewater infrastructure upgrades to support future development and address existing capacity constraints. The city's current wastewater treatment plant, which was originally designed for a much larger military base, is outdated and nearing the end of its functional life. As a result, the system is unable to accommodate new housing developments, which are crucial to alleviating the region's severe housing shortage.

Project Background:

- **Current System Capacity Issues:**

Adair Village's wastewater system is at or near capacity, limiting the city's ability to support new housing developments. A proposed 800-unit housing project is currently stalled due to infrastructure constraints, further exacerbating the housing shortage in Benton County.

- **Recent Efforts:**

The city has been working with engineers for over four years to develop a comprehensive wastewater infrastructure improvement plan. This included the completion of a \$2.7 million headworks project, which represents an essential first step in modernizing the wastewater facility.

- **Phase Two - Wastewater Treatment Plant:**

The next phase of the project involves building a new, \$12 million wastewater treatment plant designed to meet the needs of Adair Village for decades to come. This new facility will provide the necessary capacity to accommodate growth, particularly the proposed 800 new housing units, and support ongoing development in the area.

Project Objectives:

- **Increase Capacity:** The new wastewater treatment plant will increase capacity to support growth, including a significant housing development that is critical to addressing the local housing shortage.
- **Modernize Infrastructure:** The replacement of the outdated system will ensure that the community has a modern, environmentally responsible wastewater facility capable of handling the demands of current and future residents.
- **Support Sustainable Growth:** The new facility will provide the infrastructure necessary to ensure the long-term sustainability of the city's development while preserving environmental quality.

Funding Needs:

The city is seeking \$12 million in funding for the construction of the new wastewater treatment plant. This funding will help address the community's immediate infrastructure needs and lay the foundation for future growth. Given the limited population of Adair Village (approximately 1,500 residents), financing this project without external support is not feasible. The city has

already maxed out its capacity for loans, and additional funding from state, federal, and private sources is essential.

Barriers to Funding:

- **Debt Capacity:** The city has already utilized state and federal loans for other infrastructure projects, creating significant debt burden.
- **Limited Financial Capacity:** Adair Village's small population and customer base make it difficult to sustain a \$12 million infrastructure project without significant external funding.
- **Staffing Constraints:** With limited staff, the city faces challenges in identifying, applying for, and managing multiple funding sources to support this project.

Path Forward:

To address these barriers, the city is seeking letters of support from key stakeholders, including state representatives and local officials, to enhance its efforts in securing necessary funding. These letters will be submitted with the League of Oregon Cities (LOC) Water Infrastructure Needs Survey to advocate Adair Village's wastewater infrastructure needs.

Community and Economic Impact:

By securing the necessary funding for this project, Adair Village will be able to:

- Support the development of much-needed housing units, helping to alleviate Benton County's housing crisis.
- Promote sustainable growth, allowing the community to expand without compromising environmental quality.
- Improve infrastructure that benefits current residents and future generations.

Call to Action:

The City of Adair Village is committed to addressing its wastewater infrastructure challenges, but the support of county, state and federal funding programs is essential to completing the project. We urge lawmakers, community leaders, and stakeholders to advocate for increased funding to support small cities like Adair Village that face unique challenges in financing critical infrastructure projects.

For more information, please contact:

Pat Hare
City Administrator
City of Adair Village
Pat.hare@adairvillage.org



Board of Commissioners

Office: (541) 766-6800

Fax: (541) 766-6893

4500 SW Research Way
Corvallis, OR 97333

bentoncountyor.gov

January 9, 2025

RE: Infrastructure Funding Support for Adair Village to Address Housing Needs and Failing Infrastructure

To Whom it May Concern:

On behalf of Benton County, we urge your support for Adair Village's funding request for its Wastewater Infrastructure Improvement Project. This project aligns with the County's 2040 Thriving Community Initiative, particularly the core value of creating vibrant, safe, and livable communities that promote creativity, forward-thinking, a sense of place, and high quality of life.

Adair Village is a growing community in Benton County that is in urgent need of wastewater infrastructure upgrades to support future development and address existing capacity constraints. The city's current wastewater treatment facility is outdated and nearing the end of its functional life. As a result, the system is unable to accommodate new housing developments, which are crucial to alleviating the region's severe housing shortage. Adair Village is seeking \$12 million in funding for the construction of the new wastewater treatment facility.

By securing funding for this project, both Adair Village and Benton County will be in position to create positive community and economic outcomes that include:

- Developing critical housing units that begin to address Benton County's growing housing crisis and effectively help advance the Governor's statewide housing goals.
- Promoting sustainable growth by allowing the community to expand without compromising environmental quality.
- Supporting modernization of aging infrastructure that will more effectively support current residents and future generations.

**RE: Infrastructure Funding Support for Adair Village to Address Housing Needs
and Failing Infrastructure**

January 14, 2025

Page 2

As it relates to the growing housing crisis, Adair Village has already made a significant contribution to this issue by expanding its Urban Growth Boundary to help facilitate the addition of 200 housing units. By successfully securing funding for this project, the city has the potential to move forward on up to 800 additional housing units and make significant progress in supporting the countywide effort of increasing safe, livable, and affordable housing for its community.

Adair Village has the full support of the Benton County Board of Commissioners in completing the work of this essential project.

Sincerely,

BENTON COUNTY BOARD OF COMMISSIONERS

Nancy Wyse, Chair

Pat Malone, Vice Chair

Gabe Shepherd, Commissioner

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 01/14/25

View [Agenda Tracker](#)

Suggested Placement * Work Session

Department * Board of Commissioners

Contact Name * Maura J Kwiatkowski

Phone Extension * 5417663531

Meeting Attendee Name * Maura Kwiatkowski

Agenda Item Details



Item Title * 2025 Board of Commissioners Proclamation and Events Schedule

- Item Involves *** Check all that apply
- Appointments
 - Budget
 - Contract/Agreement
 - Discussion and Action
 - Discussion Only
 - Document Recording
 - Employment
 - Notice of Intent
 - Order/Resolution
 - Ordinance/Public Hearing 1st Reading
 - Ordinance/Public Hearing 2nd Reading
 - Proclamation
 - Project/Committee Update
 - Public Comment
 - Special Report
 - Other

Estimated Time * 15 minutes

Board/Committee Involvement * Yes No

Advertisement * Yes No

Issues and Fiscal Impact

Item Issues and Description

Identified Salient Issues *

The Board of Commissioners annually identifies proclamations to be included on a meeting Consent Calendar, proclamations to be read during Board meetings, and proclamation-associated events desired by the Commissioners.

Options *

Identify proclamations to be included on a meeting Consent Calendar, proclamations to be read during Board meetings, and proclamation-associated events desired by the Commissioners.

Fiscal Impact *

- Yes
- No

Fiscal Impact Description *

Proclamation-associated events desired by the Board generally include a cost for light refreshments for guests, as well as the cost of any mementos desired by the Board.

2040 Thriving Communities Initiative

Mandated Service?* Yes
 No

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

Core Values* Select all that apply.

- Vibrant, Livable Communities
- Supportive People Resources
- High Quality Environment and Access
- Diverse Economy that Fits
- Community Resilience
- Equity for Everyone
- Health in All Actions
- N/A

Explain Core Values Selections* N/A

Focus Areas and Vision* Select all that apply.

- Community Safety
- Emergency Preparedness
- Outdoor Recreation
- Prosperous Economy
- Environment and Natural Resources
- Mobility and Transportation
- Housing and Growth
- Arts, Entertainment, Culture, and History
- Food and Agriculture
- Lifelong Learning and Education
- N/A

Explain Focus Areas and Vision Selection* N/A

Recommendations and Motions

Item Recommendations and Motions

Staff Recommendations * Staff requests the Board of Commissioners identify proclamations to be included on a meeting Consent Calendar, proclamations to be read during Board meetings, and proclamation-associated events desired by the Commissioners.

Work Session Motions * I move to ...
...approve the proclamations to be included on a meeting Consent Calendar, proclamations to be read during Board meetings, and proclamation-associated events desired by the Commissioners as discussed.

Attachments, Comments, and Submission

Item Comments and Attachments

Attachments Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

Proclamation Schedule Worksheet.pdf 46.17KB

Comments (optional) If you have any questions, please call ext.6800

Department Approver RACHEL MCENENY

2025 PROCLAMATION SCHEDULE AND BOARD-SPONSORED EVENTS

Month	Subject Matter	2025	Event?	2024	Event?	2023	Event?
February	February 2024 as Black History Month			✓			
	02/19 Day of Remembrance of Japanese Americans Incarcerated WWII			✓			
March	March 2024 as Women's History Month			✓			
April	April as National Child Abuse and Neglect Prevention Month					✓	
	April 7 - 14 Library Week			✓			
	Public Health Week			✓	✓		
	Proclaiming April 14-20 As Public Safety Telecommunicators Week			✓		✓	
	Crime Victims' Rights Week			✓		✓	
	April 30 as National Therapy Animal Day					✓	
May	Wildfire Awareness Month			✓		✓	
	Historic Preservation Month			✓		✓	
	Community Action Month					✓	
	Asian Pacific Islanders			✓		✓	
	Older Americans Month					✓	
	Mental Health Awareness Month			✓		✓	
	May 19 to 25 Public Works Week			✓			
June	June 19, 2024 as Juneteenth			✓		✓	
	June as 2SLGBTQI+ Pride Month in Benton County			✓	✓	✓	
July	July 26, 2024 as Americans with Disabilities Act Awareness Day			✓			
August	Health Center Week, between August 4 and August 10			✓			
September	September 2024 as Suicide Prevention Month			✓		✓	
	National Preparedness Month					✓	
	Constitution Day - September 5					✓	
October	Hispanic Heritage Month			✓		✓	✓
	Great Shakeout Month			✓		✓	
November	Veterans Day			✓		✓	
	Native American Heritage Month			✓		✓	
	National Rural Health Day/Month			✓		✓	

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 01/14/25

View [Agenda Tracker](#)

Suggested Placement * BOC Tuesday Meeting

Department * Board of Commissioners

Contact Name * Sean McGuire

Phone Extension * 0152

Meeting Attendee Name * Sean McGuire, Sustainability Coordinator;
Greg Munn, Chief Financial Officer

Agenda Item Details 

Item Title * Commissioners' Priorities for the 2040 Initiative and FY2025-27 Budget

Item Involves * Check all that apply

- Appointments
- Budget
- Contract/Agreement
- Discussion and Action
- Discussion Only
- Document Recording
- Employment
- Notice of Intent
- Order/Resolution
- Ordinance/Public Hearing 1st Reading
- Ordinance/Public Hearing 2nd Reading
- Proclamation
- Project/Committee Update
- Public Comment
- Special Report
- Other

Estimated Time * 30 minutes

Board/Committee Involvement * Yes
 No

Advertisement * Yes
 No

Issues and Fiscal Impact

Item Issues and Description

Identified Salient Issues *

The intent of the discussion is for Commissioners to review and confirm their Priorities for the 2025-27 biennium and 2040 Initiative. The provided Priorities are the same that were approved for the FY2023-25 budget and the basis for current Departmental Goals. Staff will present how the Priorities direct goals and budgets, and the CFO will address any questions on how the 2040 Initiative will once again be embedded in the budget process.

Options *

Confirm Commissioners' Priorities

Fiscal Impact *

- Yes
- No

2040 Thriving Communities Initiative

Mandated Service?* Yes
 No

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

Core Values* Select all that apply.

- Vibrant, Livable Communities
- Supportive People Resources
- High Quality Environment and Access
- Diverse Economy that Fits
- Community Resilience
- Equity for Everyone
- Health in All Actions
- N/A

Explain Core Values Selections* The discussion addresses all Core Values.

Focus Areas and Vision* Select all that apply.

- Community Safety
- Emergency Preparedness
- Outdoor Recreation
- Prosperous Economy
- Environment and Natural Resources
- Mobility and Transportation
- Housing and Growth
- Arts, Entertainment, Culture, and History
- Food and Agriculture
- Lifelong Learning and Education
- N/A

Explain Focus Areas and Vision Selection* The discussion will prioritize the Focus Areas

Recommendations and Motions

Item Recommendations and Motions

Staff Recommendations* Confirm the Commissioners' Priorities. Note: Confirmation does not require, nor does staff recommend, a formal motion.

Meeting Motions* I move to ...
N/A.

Attachments, Comments, and Submission

Item Comments and Attachments

Attachments Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

CommissionersPriorities-ReferenceGuide.pdf 219.27KB

Comments (optional) If you have any questions, please call ext.6800

Department Approver RACHEL MCENENY



Commissioners' Priorities of the 2040 Initiative

The following are the five Board of Commissioners' Priorities that address the County's 2040 Thriving Communities Initiative. The Commissioners' Priorities will guide County Departments to identify biennial goals and provide prioritization for the FY2025-27 Budget process. Context and specific examples per Priority were captured by Commissioners to help guide Directors to develop goals and budget proposals.

COMMUNITY RESILIENCY

Climate Crisis – Mitigation: Reducing Greenhouse Gas (GHG) Emissions

- Telework Opportunities and Reducing Travel & Commute Miles
- Virtual/Online Options to Reduce Travel by Public for County Services
- Resource Efficient Construction and Building Standards & Techniques
- Reducing Purchases of Goods & Services

Climate Crisis – Adaptation: Long-Term, Proactive Actions to Prepare for Uncertain Future

- Prepare for Extreme Weather Events (not short-term emergency response)
- Prepare for Changing Habitat, Ecosystems, Non-native Flora & Fauna, etc.
- Adaptation Infrastructure: Bridges, Roads, & Other Structural Design

Social/Community Resiliency

- Supportive Systems & Programs
- Supporting Local Economies & Opportunities

COMMUNITY SAFETY & JUSTICE SYSTEMS IMPROVEMENT

Overarching Principles

- Advance Systemic Approaches
- Increase All Our Communities' Well-Being

Specific Topics & Issues

- Behavioral Health
- Mental Health
- Restorative Justice
- Social Determinants of Health / Public Health

HEALTH & EQUITY IN ALL ACTIONS

Training

- Include & Employ an Equity Lens in Decision-Making
- General & Specific Trainings and Staff Engagement
- Leadership Training: How to Supervise More Appropriately & Meaningfully
- Accommodations & Inclusion

Match Workforce to Communities in Recruitment, Hiring, & Retention

- Broaden Inclusive Recruitment Opportunities
- Review Process to Allow Additional Application Accessibility (not only computer)

HOMELESSNESS & HOUSING INSECURITY

Internal Collaboration & Integration

- Pursue Opportunities to Work with Other Departments & Programs
- Improve Outreach & Engagement to Connect Those in Need with Available Services
- Train & Educate Staff to be Ambassadors to Public with Respect to Specific Resources

Explore & Secure Capacity Resources and Recognize Impacts

- Pursue Innovative Grant Funding or Other Capacity Resources
- Be Creative to Support Initiatives by Landowners, Land Trusts, and/or Non-Profits Interested in Housing Security
- Acknowledge Needs & Provide Support to Cities, Unincorporated Towns, and Rural Areas

RESPONSIBLE GOVERNANCE

- Integrity, Responsibility, Efficiency, & Transparency
- Innovative Community Engagement Tools, Messaging, & Accessibility
- Improving Services Online & In-Person
- Support Inclusive Employee Engagement – Workplace of Choice
- Improve Decision Archives – Board & Ministerial with Searchable Records
- Fiscal Sustainability & Responsibility

BOC Agenda Checklist - Initial Review

Agenda Placement and Contacts

Suggested Agenda Date 01/14/25

[View Agenda Tracker](#)

Suggested Placement* Work Session

Department* Board of Commissioners

Contact Name* Maura J Kwiatkowski

Phone Extension* 5417663531

Meeting Attendee Name* Rachel McEneny, County Administrator

Agenda Item Details

Item Title* Leadership Policies and Practices Updates and Review

Item Involves *

Check all that apply

- Appointments
- Budget
- Contract/Agreement
- Discussion and Action
- Discussion Only
- Document Recording
- Employment
- Notice of Intent
- Order/Resolution
- Ordinance/Public Hearing 1st Reading
- Ordinance/Public Hearing 2nd Reading
- Proclamation
- Project/Committee Update
- Public Comment
- Special Report
- Other

Estimated Time *

30 minutes

Board/Committee Involvement *

- Yes
- No

Advertisement *

- Yes
- No

Issues and Fiscal Impact

Item Issues and Description

Identified Salient Issues *

The Board of Commissioners, County Administrator, and County Counsel periodically review the Leadership Policies and Practices document. The document was last reviewed and updated in March 2021.

The updates to the document include 1) addition of an Assistant County Administrator, 2) title change from County Attorney to County Counsel, 3) addition of a Statement of Acknowledgment form, 4) elimination of the Appendix, 5) minor grammatical and punctuation changes, and 6) updated formatting.

Options *

N/A

Fiscal Impact *

- Yes
- No

2040 Thriving Communities Initiative

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Mandated Service? * Yes
 No

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

Core Values * Select all that apply.

- Vibrant, Livable Communities
- Supportive People Resources
- High Quality Environment and Access
- Diverse Economy that Fits
- Community Resilience
- Equity for Everyone
- Health in All Actions
- N/A

Explain Core Values Selections * N/A

**Focus Areas and
Vision ***

Select all that apply.

- Community Safety
- Emergency Preparedness
- Outdoor Recreation
- Prosperous Economy
- Environment and Natural Resources
- Mobility and Transportation
- Housing and Growth
- Arts, Entertainment, Culture, and History
- Food and Agriculture
- Lifelong Learning and Education
- N/A

**Explain Focus Areas
and Vision
Selection ***

N/A

Recommendations and Motions

Item Recommendations and Motions

Staff N/A
Recommendations*

Work Session I move to ...
Motions* N/A

Attachments, Comments, and Submission

Item Comments and Attachments

Attachments

Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

Benton County Leadership Policies and Practices 250... 189.14KB

Benton County Leadership Policies and Practices 250... 561.41KB

Comments (optional) If you have any questions, please call ext.6800

Department Approver RACHEL MCENENY



~~Benton County~~
Leadership Policies
~~& and~~
Practices

Operational Agreements of the Board, County
Administrator, ~~& and County Attorney~~County Counsel

~~March-January 2025~~

NOTE: The page numbers in this Table of Contents will update when tracked changes are accepted.

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GOVERNING STATEMENT

In Oregon, counties are political subdivisions of state government, mandated to perform certain functions and services in accordance with state law. The Oregon Constitution, Oregon Revised Statutes and the Benton County Charter speak to the powers, duties, and responsibilities of County government, which are exercised by the Board of County Commissioners (the Board). Those include, but are not limited to:

- Adopting a biennial County budget;
- Managing the business concerns of the County;
- Representing the ~~county~~County and having the care of County property;
- Administering public assistance programs;
- Providing services for the aged and veterans;
- Providing and maintaining adequate courtrooms and other court facilities for the state judicial district;
- Maintaining and operating a County jail;
- Maintaining County roads and bridges;
- Negotiating and entering into intergovernmental agreements with other governmental entities; and
- Adopting and enforcing resolutions and ordinances regarding health, safety and welfare issues.

The Board may exercise only those powers granted to counties that are specifically authorized in either state statute, the Oregon Constitution, or ~~the Benton County Home Rule county~~County ~~charter~~Charter.

Within the Board's mandated authority, the Board can make decisions and take actions that have the effect of law, (i.e., establish regulations) ~~as well as and~~ create ~~policy~~policies that ~~is~~ ~~are ultimately then~~ implemented by ~~county~~County staff. The Board is also authorized to take administrative actions to manage the business affairs of the County and to establish such offices as are necessary for the efficient management of the business and concerns of the County.

The Board recognizes the need to delegate with clarity to the two sole employees ~~who report to the Board~~, the County Administrator and ~~County Attorney~~County Counsel, to effectively fulfill the obligations and responsibilities of the Board. However, the Board, as the governing body of the County, is ultimately responsible and accountable to the community members of Benton County. The complexities of issues facing the County and the competing interests ~~among within the~~ community ~~stakeholders~~—make a strict delegation of policy and day-to-day operations impractical. ~~Rather, this~~The 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.

The intent of ~~this the~~ Board is to focus on developing policy and providing high-level organizational leadership along with the County Administrator who focuses on day-to-day operational tasks. The Board will maintain meaningful control of the organization while allowing others to perform the day-to-day operations. Maintaining meaningful control requires that the County Administrator and ~~County Attorney~~County Counsel 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 direction. The Board can jointly determine with the County Administrator and ~~County Attorney~~County Counsel what operational tasks may overlap or otherwise impact policy and require more active Board involvement.

The Board's intent is to delegate to the County Administrator and ~~County Attorney~~County Counsel 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 and to be held accountable for meeting the expectations.
3. Regularly checking that expectations are being met.

The Board's policies shall be the primary vehicle for delegating tasks, recording expectations, and monitoring on a regular basis. In these policies, the Board does not intend to form any type of contractual employment arrangement with any employee or person. Rather these are guidelines intended to clarify task responsibility. The document is purposefully written to allow flexibility in interpretation with the expectation ~~that~~ the Board, County Administrator, and ~~County Attorney~~County Counsel will continually and jointly communicate on the need for refinement or more specificity as particular circumstances may warrant.

The Board has five general categories of policies ~~which expressthat~~ communicate the expectations for involvement and delegation:

Policy 1.0 - Governance Commitments of the Board

The Governance Commitments of the Board will clarify how the Board will work together, how the Board will conduct business, and how the Board will interact with community members and outside agencies of the County.

Policy 2.0 - Board / Staff Linkages

~~This~~The 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 Administrator and the ~~County Attorney~~County Counsel.

Policy 3.0 - Executive Limitations

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

Policy 4.0 - Strategic Direction

The Board will provide overall guidance and direction for County operations.

Policy 5.0 - Code of Conduct and Ethics

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

Policy 1.0 GOVERNANCE COMMITMENTS OF THE BOARD

Policy 1.1 County Commissioners Governance Commitments

~~The~~ Board ~~is members are~~ committed to working with each other, other elected officials, staff, and community members in a manner that emphasizes collaboration, courage, respect, preparedness, fiscal responsibility, and communication.

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

- a. Sharing initial perceptions;
- b. Finding common ground and documenting decisions, (i.e., an action item record);
- c. Exploring options;
- d. Working together to develop action steps to move forward;
- e. Focusing on the positive aspects of the roles and achievements.

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

- a. Acting in the best interest of residents of Benton County;
- b. Committing to goals both individually and collectively;
- c. Pursuing the Board goals with courage and determination;
- d. Being willing to admit when wrong and exhibit the willingness to change;
- e. Being 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 Board members, the process, the schedules, the agenda, and timelines. The Board is committed to the following:

- a. Being non-judgmental during interactions;
- b. Allowing disagreement among colleagues, staff, and community members;
- c. Respecting the opinions of one another.

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

- a. Preparing for Board business, planning, Board discussion time, and work sessions by reading staff reports and supporting materials in advance;
- b. Avoiding surprises with each other, the County Administrator and the ~~County Attorney~~ County Counsel by raising agenda-related issues in advance with the County Administrator and/or ~~County Attorney~~ County Counsel.

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

- a. Targeting communication toward the County's strategy, Board 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 Administrator, and the ~~County Attorney~~ County Counsel;

- d. Avoiding surprises with each other, the County Administrator, and the ~~County Attorney~~County Counsel (examples of situations that should be communicated include contacts with the press, taking public positions individually, and taking actions individually that could have an effect on the public, the County or the staff);
 - e. Ensuring all Board members' voices are heard;
 - f. Noticing meetings;
 - g. Avoiding negative criticism of other Board members; ~~provide~~providing constructive criticism.
- 1.1.6. Public Input.** The Board will actively engage and seek input from community members on matters of public interest and concern in order to make informed decisions.
- 1.1.7. Division of Labor.** The Board will practice the effective division of labor by committing to the following:
- a. ~~Commit to~~sSharing the workload, particularly as related to County representation on various boards and committees;
 - b. Fulfilling separate roles while ensuring cross-~~checks~~ checks between these roles;
 - c. Practicing accountability to the Board as a whole and each other individually.
- 1.1.8. Opinions and Votes.** ~~Any member of the~~ Board members will respect the legitimacy of the opinions and reasoning of other ~~commissioners~~Commissioners when and after making Board decisions. A member of the Board who votes in the minority is free to express dissent but will respect the process and legitimacy of the majority decision.
- 1.1.9. Process and Performance.** The Board will regularly monitor and discuss the Board's process and performance to ensure the continuity of the Board's governance capability through self-evaluation, and continuing education and training. The Board will seek facilitation assistance to conduct the self-evaluation and to improve the governance capability if deemed necessary.

Policy 2.0 BOARD/STAFF RELATIONSHIPS & ~~AND~~ EXPECTATIONS

The Board oversees two employees - the County Administrator and ~~County Attorney~~ County Counsel.

Policy 2.1 County Administrator Delegation

The Board's link to the day-to-day operations of ~~county~~ County departments, including elected offices, is the County Administrator. Implementation and subsidiary decision making regarding these tasks is ~~hereby~~ delegated to the County Administrator pursuant to the guidelines, requirements, and constraints set forth herein.

- 2.1.1.** With the exception of legal issues, the County Administrator shall have supervisory and operational control over the day-to-day functions required to carry out the policies and objectives of the Board. A Board member may communicate directly with staff to obtain information to assist in the Board's policy making functions.

When this occurs, other than in casual conversations, the Board member will notify the County Administrator as a courtesy. Significant requests by individual ~~board~~ Board members of staff will be directed through the County Administrator.

The County Administrator will make every reasonable effort to accommodate requests for information; but, if in the opinion of the County Administrator, such requests will require an amount of staff time or resources that would be detrimental to other necessities, the County Administrator may ask the full Board for guidance. ~~(as a general rule, any request by an individual board~~ Board member that may consume more than eight (8) hours of staff time will be brought to the full Board for guidance). The Board will avoid giving direction to persons who report directly or indirectly to the County Administrator.

- 2.1.2.** Only decisions of the Board acting as a Board are binding on the County Administrator. Decisions or instructions of individual Board members are not binding on the County Administrator except in instances when the Board has specifically so authorized ~~such exercise of power~~. However, the responsibility of the County Administrator is 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. The responsibility of the County Administrator, ~~and~~ not the individual Board members, is to communicate with the full Board to obtain consensus on decisions, instructions, or requests of individual Board members.
- 2.1.3.** 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 Administrator to accommodate changes in policy or vision. However, the Board will respect the authority given to the County Administrator 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 Administrator. The County Administrator's responsibility is to discuss with the full Board at the next available opportunity any tasks not clearly delineated or which may overlap with policy issues to obtain consensus on such task.

- 2.1.4.** The negotiation of contracts may be handled by either the County Administrator (or designee) or the ~~County Attorney~~County Counsel, depending on the nature of the issue, as may be agreed upon by the County Administrator and the ~~County Attorney~~County Counsel or as directed by the Board.
- 2.1.5.** 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 Administrator.

Policy 2.2. County Administrator Communication

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

2.2.1. Accordingly, the County Administrator 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 or actions that are, in the County Administrator's judgment, salient and important;
- d. Inform and seek the guidance of the Board on both policy and operational issues that may have an impact on public relations or the public perception regarding how the County is operating;
- e. 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;
- f. In order to support fully informed Board discussions, input, and choices, provide the Board with as many staff and external (including unpopular or politically charged) points of view, issues and a range of options as needed, including fiscal ramifications. The information provided to the Board will be concise and complete in a user-friendly format;
- g. Ensure ~~that~~ the Board receives materials ~~on-in~~ a timely ~~basis-manner~~ to allow for adequate review;
- h. Communicate with an individual ~~board-Board~~ member at the earliest opportunity if, in the County Administrator's opinion, the Board member is not in compliance with the Board's own leadership policies and Board/~~Staff-staff~~ relationships and expectations. If this approach is unsuccessful in remedying the situation, the County Administrator will communicate with the Board as a whole;
- i. Foster open communication and strive to create a coordinated approach to the functions of County government.

2.2.2. The Board recognizes ~~that~~ the County Administrator's duty of loyalty is to the entire Board rather than individual ~~commissioners~~Commissioners. The balancing of this loyalty requires the County Administrator to exercise discretion as to the sharing of information amongst Board members about the acts of or the opinions and beliefs held by individual Board members.

Policy 2.3. County Administrator Relations with Other Elected Officials

The County Administrator is responsible for ensuring ~~that~~ the work of the other Elected Officials (District Attorney and Sheriff) is supported. The County Administrator 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.

2.3.1. Accordingly, the County Administrator will:

- a. Inform and discuss with the other Elected Officials when taking action that may impact employees in the Elected Official's' 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 the Elected Official's' respective offices;
- c. Inform, discuss, and seek input in preparation of the budget for the other Elected Officials 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.

However, as noted, the County Administrator may not exercise control over any matters ~~that are~~ delegated by state statute to any Elected County Official.

Policy 2.4. ~~County Attorney~~County Counsel Delegation

The Board's link to the legality of operations is the ~~County Attorney~~County Counsel. Implementation and subsidiary decision making regarding the legal representation of the County is hereby delegated to ~~this individual~~the County Counsel pursuant to the guidelines, requirements, and constraints set forth herein. The ~~County Attorney~~County Counsel's Office is subject to the same personnel policies and procedures as all other County departments.

2.4.1. The ~~County Attorney~~County Counsel shall have supervisory and operational control over the legal representation of the County. The ~~County Attorney~~County Counsel shall provide legal services to the Board, as well as County Elected Officials (unless a conflict of interest exists between the Board and the elected official), County departments, and County boards. The ~~County Attorney~~County Counsel shall oversee the legal representation of the County on all legal matters, including the preparation, ~~the~~ prosecution, and defense of lawsuits, ~~;~~ the settlement of all outstanding claims; and the general representation of County government.

2.4.2. The negotiation of contracts may be handled by either the County Administrator (or designee) or the ~~County Attorney~~County Counsel, depending on the nature of the issue,

as may be agreed upon by the County Administrator and the ~~County Attorney~~County Counsel or as directed by the Board.

2.4.3. Only decisions of the Board acting as a Board are binding on the ~~County Attorney~~County Counsel. Decisions or instructions of individual Board members are not binding on the ~~County Attorney~~County Counsel except in instances when the Board has specifically authorized such exercise of power. However, the responsibility of the ~~County Attorney~~County Counsel is 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. The responsibility of the ~~County Attorney~~County Counsel, ~~and~~ not the individual Board members, is to communicate with the full Board to obtain consensus on decisions, instructions, or requests of individual Board members.

2.4.4. 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~~County Counsel to accommodate changes in policy or vision.

However, the Board will respect the authority given to the ~~County Attorney~~County Counsel 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~~County Counsel. The ~~County Attorney~~County Counsel's responsibility is to discuss with the full Board at the next available opportunity any tasks not clearly delineated or which may overlap with policy issues to obtain consensus on such task.

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

Policy 2.5. ~~County Attorney~~County Counsel Communication

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

2.5.1. Accordingly, the ~~County Attorney~~County Counsel will:

- a. Inform and seek the guidance of the Board on all significant legal issues that may expose the County to detrimental liability;
- b. Educate the ~~board~~Board on legal issues and liabilities in performing Board duties;
- c. 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;
- d. Inform the Board of internal and external communications or actions that, in the ~~County Attorney~~County Counsel's judgment, are salient and important;

- e. 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;
- f. 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;
- g. Routinely inform the Board about legal issues and status of ongoing projects. 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;
- h. Provide the Board with as many staff and external points of view, issues and a range of options as needed for fully informed Board ~~choices~~ decisions. The information provided to the Board will be concise and complete in a user-friendly format;
- i. Ensure that the Board receives materials on a timely basis to allow for adequate review;
- j. Communicate individually with Board members but ~~will~~ strive to deal with the Board as a whole;
- k. When practical, obtain all Board member's' input on applicable ~~decision~~ decision-making items;
- l. Communicate with ~~an individual board~~ Board member at the earliest opportunity if, in the ~~County Attorney~~ County Counsel's opinion, the Board member is not in compliance with the Board's own leadership policies and Board/~~Staff~~ staff relationships and expectations. If this approach is unsuccessful in remedying the situation, the ~~County Attorney~~ County Counsel will communicate with the Board as a whole;
- m. Foster open communication and strive to create a coordinated approach to the representation of County government.

2.5.2. The Board recognizes that the ~~County Attorney~~ County Counsel's duty of loyalty is to the entire Board rather than individual ~~commissioners~~ Commissioners. The balancing of this loyalty requires the ~~County Attorney~~ County Counsel to exercise discretion as to the sharing of information amongst Board members about the acts of or the opinions and beliefs held by individual Board members.

Policy 2.6. ~~County Attorney~~ County Counsel Relations with Other Elected Officials

The ~~County Attorney~~ County Counsel has been authorized by the Board to support the other Elected Officials (District Attorney and Sheriff) in legal matters.

2.6.1. Accordingly, the ~~County Attorney~~ County Counsel 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 an Elected Official to liability or otherwise affect the functions of an Elected Official's 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 the Elected Official^s' 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~~County Counsel's Office;
- e. Work cooperatively with the other Elected Officials and maintain healthy working relationships in carrying out the legal representation of the County so the Elected Officials can continue to utilize in-house representation for cost savings;
- 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.

However, as noted, the ~~County Attorney~~County Counsel may not exercise control over any matters ~~that are~~ delegated by state statute to any elected County official.

Policy 3.0 EXECUTIVE LIMITATIONS

Policy 3.1. County Administrator Limitations

The County Administrator should not cause or allay 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, the County Administrator will:

- a. Prevent 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 with an up-to-date employee handbook that assists in clarifying day-to-day operations and will operate with 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 accessible to staff;
- d. Promote clear communication with all levels of the organization when policies or procedures change;
- e. Promote an organizational culture of trust;
- f. Maintain a rapport and professional relationships with departmental directors and Elected Officials;
- g. Operate with an established organizational chart and act inside the appropriate chain of command.

3.1.2. Fiscal Health. With respect to fiscal health, the County Administrator 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~~ General fund ~~Fund~~ and other fund balances to decline below percentages and reserves as established by the Board in the Board's Reserve Policy;
- 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 policies and procedures;
- 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 Administrator and Budget Officer, will not allow budgeting that:

- a. Deviates from statutory requirements;
- b. Deviates materially from Board priorities related to 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 as outlined in the County's Reserve Policy;
- 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 community members of Benton 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 in salary~~ salaries and benefits without specific approval of the Board. —The County Administrator's responsibility is 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 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 Administrator will not:

- a. Cause or allow jeopardy to the County's public image or allow discrimination based on race, sex, age, marital status, religion, sexual orientation, national origin, color, veteran status, political affiliation, gender identity, marital status, genetic information, 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. Fail to ensure compensation policies are consistent, fair, incorporate standard business practices, and promote the hiring and retention of highly qualified personnel;
- d. Change compensation and benefits of the County Administrator;
- e. Promise or imply permanent or guaranteed employment.

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

- a. Jeopardize the programmatic or fiscal integrity of the County;
- b. Allow the development of a capital improvement program which significantly deviates from the Board's stated priorities;
- c. Plan to use more funds than are projected to be available in any fiscal period for expenditures;
- d. Fail to project on-going operating, maintenance, and replacement expenses in making such determination;
- e. Fail to provide the Board detailed costs, benefits, budgets, and progress of each capital improvement program to allow accurate assessment both prior to and during construction;
- f. Fail to ensure a maintenance schedule is developed and followed as fiscally practicable.

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

- a. Jeopardize or otherwise adversely impact the policies, objectives and strategies of the Board;
- b. Allow the development of a program ~~which that~~ deviates materially from the Board's stated priorities;
- c. Fail to project initial and on-going costs of such programs;
- d. Fail to provide the Board detailed costs and benefits of each program to allow accurate assessment both prior to and during implementation;
- e. Fail to seek guidance and policy direction from the Board regarding significant program modifications or transfer to other organizations.

3.1.7. Asset Protection. With respect to the County's assets, the County Administrator 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 internal control standards and disbursement of funds controls to be less than ~~that those~~ necessary to satisfy generally accepted government 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-the~~ Board, or staff to claims of liability.

3.1.8. Emergency Plans. With respect to emergency planning, the County Administrator will work with the Sheriff’s Office and Emergency Management to:

- a. Have in place adequate plans to prevent and/or respond to emergencies and/or disasters;
- b. Have a functional and actionable emergency operations plan and a continuity of business operations plan for the County;
- c. Take appropriate action immediately to ensure the safety of the public and public assets, including authorizing specific actions by ~~county~~County staff;
- d. Ensure ~~that~~ emergency plans are operational through training of appropriate personnel.

3.1.9. Public Treatment. With respect to the public, the County Administrator will:

- a. Ensure high standards regarding the treatment of community members and guests;
- b. Ensure ~~that~~ the public gets-receives the best possible services and facilities given available resources;
- c. Ensure ~~that~~ attention is paid to detail and ~~that~~ quality service that demonstrates a high level of professionalism is provided.

3.1.10. Public Information. With respect to information, the County Administrator will 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 Administrator will develop strong ties-connections and cooperative relationships with local jurisdictions including but not limited to other appointed and Elected Officials.

3.1.12. Efficient Operations. With respect to internal operating procedures, the County Administrator will ensure ~~that~~ the County has internal procedures for the well-being of the County to promote effective and efficient County operations. With respect to efficient operations, the County Administrator will:

- a. Ensure ~~that the~~ expectations are clear and employees are held accountable in a consistent and equitable manner;
- b. Ensure ~~that~~ poor performance is addressed in a swift, consistent, and respectful manner;
- c. Seek input from employees, at all levels where-as appropriate, and incorporate applicable feedback into decision making.

3.1.13. Education. With respect to education, the County Administrator will make the Board, County Elected Officials, and ~~county~~County staff aware of changes or pending changes to the law that may adversely impact the policies, visions, and functions of County government.

- 3.1.14. Professional Training.** With respect to training, the County Administrator will maintain and upgrade the professional knowledge, skills and development of staff to effectively carry out the expected duties.
- 3.1.15. Absence from the County.** ~~Absence from the County.~~ The County Administrator will not leave the County without ensuring adequate coverage by the Assistant County Administrator or another member(s) of the County management team who can perform the tasks of County Administrator while absent.
- 3.1.16. Board Goals and Objectives.** ~~Upon~~At the direction of the Board, the County Administrator will work with the Board to establish, and annually update, the Board's goals and objectives.

Policy 3.2. County AttorneyCounty Counsel Limitation

The ~~County Attorney~~County Counsel should not cause or knowingly 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~~County Counsel will:
- a. 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;
 - b. Be accessible 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~~County Counsel will reduce the County's legal exposure from discrimination based on race, sex, age, marital status, religion, sexual orientation, national origin, color, veteran status, political affiliation, gender identity, marital status, genetic information, or disability.
- 3.2.3. Representation.** With respect to representing the County in litigation, negotiations, and all other matters, the ~~County Attorney~~County Counsel will:
- a. Zealously represent the County's best interests;
 - b. Avoid representing the County in any situation that presents a conflict of interest;
 - c. Foster the goals and objectives of the Board;
 - d. Maintain a professional demeanor both internally and externally;
 - e. Take appropriate and timely action to reduce liability to the County;
 - f. Assure ~~that~~ the County is properly represented in all legal proceedings and that all legal documents are approved for form and legality;
 - g. 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 implementation.
- 3.2.4. Education.** With respect to education, the ~~County Attorney~~County Counsel will 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~~County Counsel will provide adequate staff coverage for weekly Board meetings, applicable staff meetings, staff inquiries, and other needed legal services.

3.2.6. Outside Counsel. With respect to outside representation, the ~~County Attorney~~County Counsel will:

- a. Obtain necessary outside counsel to adequately protect the County's interest in a cost-effective manner;
- b. Ensure ~~the~~ services from outside counsel are competent, appropriate, and within approved budgets.

3.2.7. Public Treatment. With respect to the public, the ~~County Attorney~~County Counsel will:

- a. Ensure high standards regarding the treatment of community members;
- b. Ensure a high level of professional conduct;
- c. Ensure professionalism among ~~County Attorney~~County Counsel's ~~office~~Office staff.

3.2.8. Professional Training. With respect to training, the ~~County Attorney~~County Counsel will maintain and upgrade the professional knowledge, skills, and development of staff to effectively represent the County.

3.2.9. Absence from the County. The ~~County Attorney~~County Counsel will not leave the County without ensuring adequate coverage by another member(s) of the ~~County Attorney~~County Counsel's Office who can perform the tasks of ~~County Attorney~~County Counsel while absent.

Policy 4.0 STRATEGIC DIRECTION

Policy 4.1. Strategic Direction

4.1.1. Goals and Objectives. The Board will provide leadership in order to establish a strategic, long-term direction for the organization. In that regard, the Board will establish goals and objectives that provide guidance and direction to the County Administrator for implementation organization wide on an annual basis.

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

- a. Honesty and integrity – Exhibit professional conduct to build and preserve the public trust.
- b. Respect – Consistently demonstrating courtesy, understanding and concern for community members, colleagues, and visitors alike.
- c. Dedication to public service – Understanding that the purpose is to serve the needs of the public.
- d. Open and transparent government – Ensuring that the public is well informed, and welcoming public involvement.
- e. Responsible stewardship of public resources – Demonstrating the utmost care and competence in managing the financial and property resources of the County.
- f. Accountability – Being dedicated through duty and action to the community members, inspiring confidence in County government.

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 or when necessary to deal with exigent circumstances.

4.2.1. The Chair will ensure that the conduct of the Board will be held openly, orderly, efficiently, and with dignity to facilitate an orderly meeting. 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 Administrator to prepare the agenda for full Board meetings. The County Administrator will inform and seek the guidance of the full Board on items to be placed on the agenda 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 in situations requiring immediate action when full Board participation cannot be obtained. The responsibility of the Chair, or through the County Administrator, is 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 decision-making items. The Chair represents the Board only when so delegated such authority by the full Board.

- 4.2.4. The Chair is responsible for responding to correspondence addressed to the full Board.
- 4.2.5. The Chair will preside over meetings and sign documents on behalf of the Board of County Commissioners.
- 4.2.6. The Chair will seek to obtain consensus among ~~board~~ Board members on significant discussion issues in Board meetings.
- 4.2.7. The Chair will initiate the annual performance evaluation process for the County Administrator and the ~~County Attorney~~ County Counsel.
- 4.2.8. The Chair will be responsible to be available to the County Administrator and the ~~County Attorney~~ County Counsel for consulting, as necessary. Individual Board members ~~can~~ may meet with the County Administrator as necessary.

Policy 5.0 CODE OF CONDUCT AND ETHICS

Policy 5.1. Code of Conduct and Ethics

5.1.1. The Board shall operate in an ethical and legal manner and is committed to the following:

- a. Promoting decisions ~~which that~~ benefit the public interest;
- b. Promoting public confidence in ~~county~~ 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 the mission is that of a servant to the public;
- i. Advocating for the best interests of the County and ~~the~~ community members at the local, regional, state, and national levels;
- j. Recognizing and avoiding or disclosing conflicts of interest;
- k. Recognizing and avoiding situations that might create an appearance of impropriety;
- l. Acting with integrity.

5.1.2. Statutory Responsibilities. Members of the Board ~~of County Commissioners~~ will act in accordance with ~~the~~ Oregon Revised Statutes in relation to the Board's responsibilities and authorities. The Board will not:

- a. Perform any statutorily precluded act;
- b. Accept any statutorily precluded gift ([ORS 244.025](#)).

5.1.3. External Communication Protocols. The appropriate communication protocol for engagement of another local government or public entity on official business involving the County is acknowledged as follows:

- a. County Elected Official to external Elected Official;
- b. County Administrator ~~or Assistant County Administrator~~ to external appointed Agency Head (City/County Administrator, Superintendent, etc.);
- c. ~~County Attorney~~ County Counsel to external Agency Attorney;
- d. County staff to external staff.

~~However, there are exceptions recognized to this protocol.~~ There are, however, recognized exceptions to this protocol. The Board members will maintain appropriate channels of communication by using best judgment; to avoid any appearance of impropriety or undue influence; and to keep one another and the County Administrator informed when such contacts do occur.

5.1.4. Boards and Commissions. The Board believes ~~that citizen-community member~~ involvement in County government is a positive and valuable resource to the Board as the governing body of Benton County. Consequently, the Board appoints ~~numerous various~~ boards, commissions, and committees to serve in an advisory capacity, to fulfill functions and duties established by the Board, and to undertake specific assignments as directed by the Board. ~~Board and Commission~~Such appointments shall be made in accordance with Benton County Policy ~~1-A-9A113~~, Volunteer Policy, which may be amended from time to time.

5.1.5. Compliance. Compliance with all policies contained herein shall be reviewed by the Board on an annual basis, or more frequently, if necessary.

STATEMENT OF ACKNOWLEDGMENT OF
LEADERSHIP POLICIES AND PRACTICES

I, _____, hereby acknowledge I have read, understand, and agree to abide by the policies and practices set forth in Benton County Leadership Policies and Practices [Operational Agreements of the Board of Commissioners, County Administrator, and County Counsel], revised January 14, 2025. I understand it is my responsibility to familiarize myself with these policies.

By signing this statement, I acknowledge I am aware of the expectations outlined in these policies and practices and that I will adhere to them in the course of my activities with Benton County.

Signature _____

Date _____

Printed Name _____

Position/Title _____

APPENDIX

DOCUMENT REVIEW CHANGES

The following are document changes & discussions which occurred during the Benton County Board of Commissioners Goal-Setting Meetings –

APPENDIX

January 12, 2021 & February 9, 2021. The sections not mentioned below were agreeable to the Board with no further discussion.

APPENDIX

LOCATION	DESCRIPTION
Document	<u>Change the word ‘citizens’ to ‘community members’</u>
Document	<u>Removed the use of gender neutral pronouns</u>
Section 1.1.4	<u>County Administrator acknowledged the importance of receiving information with advance notice, and strives to send information out on Fridays before the meetings.</u>
Section 1.1.9	<u>Chair commented the Board needs to refer to this section to create an honest evaluation.</u>
Section 2.1.1	<u>Chair acknowledged this can be difficult at times but appreciates the feedback. Discussion of additional language specifying how communication should be relayed to the County Administrator. No changes made at this time.</u>
Section 2.1.5	<u>Discussion of additional language specifying an emergency due to delegation of Board Chair as decision authority. No changes made at this time.</u>
Section 2.2.1.f	<u>Previously this was Section 2.2.f prior to updated document formatting. Discussion circled back to needing information timely, as discussed in Section 1.1.4.</u>
Section 2.3	<u>County Administrator informed Board of the monthly meetings with the Elected Officials.</u>
Section 3.1.1	<u>Removed ‘treatment’ from section header sentence</u>
Section 3.1.3	<u>Commissioner would like the negative language addressed. County Administrator agreed but the document is more prescriptive and if listing allowed items, the document would be much larger. Removed ‘Chief’ from ‘Budget Officer.’</u>
Section 3.1.3.e	<u>Removed ‘Board reserve policy’ and replaced with ‘county reserve policy.’</u>
Section 3.1.5	<u>Board would like this to be re-written</u>
Section 3.1.6.d	<u>Statement re-written</u>
Section 3.1.8	<u>Agreed to include Sheriff and Emergency Management</u>
Section 3.1.9	<u>Removed ‘citizens, residents and guests’ and replaced with ‘community members and guests’</u>

APPENDIX

LOCATION	DESCRIPTION
Section 3.1.13	Questioned to include County Council; Section 3.2.4 addressed concern
Section 3.2	This section was not reviewed but County Attorney County Counsel stated County Council can review this section with the Board upon request
Section 3.2.7	Header – Removed ‘Citizen’ and replaced with ‘Public’
Section 4.1.1	Moved ‘on an annual basis’ to the end of the section
Section 4.2.1	Removed ‘attempt to’ from first sentence – ‘Chair will ensure...’ not ‘attempt to ensure...’
Section 4.2.2	Removed Chair in second sentence to only include the County Administrator on the politically sensitive issues:
Section 4.2.3	Discussion to include language for Chair responsibility and correspondence. The Chair is currently responsible in practice. Added new 4.2.4 to reflect discussion
Section 4.2.4	New section to capture Chair responsibility regarding correspondence to full Board
Section 4.2.6	Formally Section 4.2.5. Included ‘in Board meetings’ when needing consensus
Section 4.2.8	Formally Section 4.2.7. Removed ‘As the liaison to the Board’ and inserted ‘The Chair...’ Included responsibility of the Chair to be available for consulting: New language for individual Board members meeting with County Administrator
Section 5.1.2	Referenced ORS 244.025
Section 5.1.3	Provided more clarity between Elected Officials and external individuals
Section 5.1.5	Discussed mechanism to review document for compliance, with agreement there is none but to review annually in this way.

LEADERSHIP POLICIES AND PRACTICES

Operational Agreements of the
Board of Commissioners, County
Administrator, and County Counsel

January 14, 2025



NOTE: The page numbers in this Table of Contents will update when tracked changes are accepted.

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GOVERNING STATEMENT

In Oregon, counties are political subdivisions of state government, mandated to perform certain functions and services in accordance with state law. The Oregon Constitution, Oregon Revised Statutes and the Benton County Charter speak to the powers, duties, and responsibilities of County government, which are exercised by the Board of County Commissioners (the Board). Those include, but are not limited to:

- Adopting a biennial County budget;
- Managing the business concerns of the County;
- Representing the County and having the care of County property;
- Administering public assistance programs;
- Providing services for the aged and veterans;
- Providing and maintaining adequate courtrooms and other court facilities for the state judicial district;
- Maintaining and operating a County jail;
- Maintaining County roads and bridges;
- Negotiating and entering into intergovernmental agreements with other governmental entities; and
- Adopting and enforcing resolutions and ordinances regarding health, safety and welfare issues.

The Board may exercise only those powers granted to counties that are specifically authorized in either state statute, the Oregon Constitution, or the Benton County Home Rule County Charter.

Within the Board's mandated authority, the Board can make decisions and take actions that have the effect of law, i.e., establish regulations and create policies that are then implemented by County staff. The Board is also authorized to take administrative actions to manage the business affairs of the County and to establish such offices as are necessary for the efficient management of the business and concerns of the County.

The Board recognizes the need to delegate with clarity to the two sole employees who report to the Board, the County Administrator and County Counsel, to effectively fulfill the obligations and responsibilities of the Board. However, the Board, as the governing body of the County, is ultimately responsible and accountable to the community members of Benton County. The complexities of issues facing the County and the competing interests within the community make a strict delegation of policy and day-to-day operations impractical. The Board's governance policy shall be rooted in a clear delineation of task responsibility and an expectation the Board is adequately and routinely informed of the performance of the various assigned tasks.

The intent of the Board is to focus on developing policy and providing high-level organizational leadership along with the County Administrator who focuses on day-to-day operational tasks. The Board will maintain meaningful control of the organization while allowing others to perform the day-to-day operations. Maintaining meaningful control requires that the County Administrator and County Counsel 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 assigned tasks

are consistent with the Board's overall vision and strategic direction. The Board can jointly determine with the County Administrator and County Counsel what operational tasks may overlap or otherwise impact policy and require more active Board involvement.

The Board's intent is to delegate to the County Administrator and County Counsel 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 and to be held accountable for meeting the expectations.
3. Regularly checking that expectations are being met.

The Board's policies shall be the primary vehicle for delegating tasks, recording expectations, and monitoring on a regular basis. In these policies, the Board does not intend to form any type of contractual employment arrangement with any employee or person. Rather these are guidelines intended to clarify task responsibility. The document is purposefully written to allow flexibility in interpretation with the expectation the Board, County Administrator, and County Counsel will continually and jointly communicate on the need for refinement or more specificity as particular circumstances may warrant.

The Board has five general categories of policies that communicate the expectations for involvement and delegation:

Policy 1.0 - Governance Commitments of the Board

The Governance Commitments of the Board will clarify how the Board will work together, how the Board will conduct business, and how the Board will interact with community members and outside agencies of the County.

Policy 2.0 - Board / Staff Linkages

The 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 Administrator and the County Counsel.

Policy 3.0 - Executive Limitations

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

Policy 4.0 - Strategic Direction

The Board will provide overall guidance and direction for County operations.

Policy 5.0 - Code of Conduct and Ethics

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

Policy 1.0 GOVERNANCE COMMITMENTS OF THE BOARD

Policy 1.1 County Commissioners Governance Commitments

Board members are committed to working with each other, other elected officials, staff, and community members in a manner that emphasizes collaboration, courage, respect, preparedness, fiscal responsibility, and communication.

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

- a. Sharing initial perceptions;
- b. Finding common ground and documenting decisions, i.e., an action item record;
- c. Exploring options;
- d. Working together to develop action steps to move forward;
- e. Focusing on the positive aspects of the roles and achievements.

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

- a. Acting in the best interest of residents of Benton County;
- b. Committing to goals both individually and collectively;
- c. Pursuing the Board goals with courage and determination;
- d. Being willing to admit when wrong and exhibit the willingness to change;
- e. Being 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 Board members, the process, the schedules, the agenda, and timelines. The Board is committed to the following:

- a. Being non-judgmental during interactions;
- b. Allowing disagreement among colleagues, staff, and community members;
- c. Respecting the opinions of one another.

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

- a. Preparing for Board business, planning, Board discussion time, and work sessions by reading staff reports and supporting materials in advance;
- b. Avoiding surprises with each other, the County Administrator and the County Counsel by raising agenda-related issues in advance with the County Administrator and/or County Counsel.

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

- a. Targeting communication toward the County's strategy, Board 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 Administrator, and the County Counsel;
- d. Avoiding surprises with each other, the County Administrator, and the County Counsel (examples of situations that should be communicated include contacts with the press, taking public positions individually, and taking actions individually that could have an effect on the public, the County or the staff);

- e. Ensuring all Board members' voices are heard;
 - f. Noticing meetings;
 - g. Avoiding negative criticism of other Board members; providing constructive criticism.
- 1.1.6. Public Input.** The Board will actively engage and seek input from community members on matters of public interest and concern in order to make informed decisions.
- 1.1.7. Division of Labor.** The Board will practice the effective division of labor by committing to the following:
- a. Sharing the workload, particularly as related to County representation on various boards and committees;
 - b. Fulfilling separate roles while ensuring cross-checks between these roles;
 - c. Practicing accountability to the Board as a whole and each other individually.
- 1.1.8. Opinions and Votes.** Board members will respect the legitimacy of the opinions and reasoning of other Commissioners when and after making Board decisions. A member of the Board who votes in the minority is free to express dissent but will respect the process and legitimacy of the majority decision.
- 1.1.9. Process and Performance.** The Board will regularly monitor and discuss the Board's process and performance to ensure the continuity of the Board's governance capability through self-evaluation, and continuing education and training. The Board will seek facilitation assistance to conduct the self-evaluation and to improve the governance capability if deemed necessary.

Policy 2.0 BOARD/STAFF RELATIONSHIPS AND EXPECTATIONS

The Board oversees two employees - the County Administrator and County Counsel.

Policy 2.1 County Administrator Delegation

The Board's link to the day-to-day operations of County departments, including elected offices, is the County Administrator. Implementation and subsidiary decision making regarding these tasks is delegated to the County Administrator pursuant to the guidelines, requirements, and constraints set forth herein.

- 2.1.1.** With the exception of legal issues, the County Administrator shall have supervisory and operational control over the day-to-day functions required to carry out the policies and objectives of the Board. A Board member may communicate directly with staff to obtain information to assist in the Board's policy making functions.

When this occurs, other than in casual conversations, the Board member will notify the County Administrator as a courtesy. Significant requests by individual Board members of staff will be directed through the County Administrator.

The County Administrator will make every reasonable effort to accommodate requests for information; but, if in the opinion of the County Administrator, such requests will require an amount of staff time or resources that would be detrimental to other necessities, the County Administrator may ask the full Board for guidance. As a general rule, any request by an individual Board member that may consume more than eight (8) hours of staff time will be brought to the full Board for guidance. The Board will avoid giving direction to persons who report directly or indirectly to the County Administrator.

- 2.1.2.** Only decisions of the Board acting as a Board are binding on the County Administrator. Decisions or instructions of individual Board members are not binding on the County Administrator except in instances when the Board has specifically so authorized. However, the responsibility of the County Administrator is to discuss individual Board members' decisions or instructions at the next available opportunity with the full Board to ensure consistency and compliance with Board policies and objectives. The responsibility of the County Administrator, not the individual Board members, is to communicate with the full Board to obtain consensus on decisions, instructions, or requests of individual Board members.
- 2.1.3.** 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 Administrator to accommodate changes in policy or vision. However, the Board will respect the authority given to the County Administrator 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 Administrator. The County Administrator's responsibility is to discuss with the full Board at the next available opportunity any tasks not clearly delineated or which may overlap with policy issues to obtain consensus on such task.

- 2.1.4. The negotiation of contracts may be handled by either the County Administrator (or designee) or the County Counsel, depending on the nature of the issue, as may be agreed by the County Administrator and the County Counsel or as directed by the Board.
- 2.1.5. 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 Administrator.

Policy 2.2. County Administrator Communication

The County Administrator is responsible for ensuring the work of the Board is informed and supported. The desire of the Board is to delegate the day-to-day functions to the County Administrator while recognizing the quality of County government depends on the partnership and team concept between the Board, County Administrator, County Counsel, and staff.

2.2.1. Accordingly, the County Administrator 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 Board policy has been previously based;
 - c. Inform the Board of internal and external communications or actions that are, in the County Administrator's judgment, salient and important;
 - d. Inform and seek the guidance of the Board on both policy and operational issues that may have an impact on public relations or the public perception regarding how the County is operating;
 - e. 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;
 - f. In order to support fully informed Board discussions, input, and choices, provide the Board with as many staff and external (including unpopular or politically charged) points of view, issues and a range of options as needed, including fiscal ramifications. The information provided to the Board will be concise and complete in a user-friendly format;
 - g. Ensure the Board receives materials timely to allow adequate review;
 - h. Communicate with an individual Board member at the earliest opportunity if, in the County Administrator's opinion, the Board member is not in compliance with the Board's own leadership policies and Board/staff relationships and expectations. If this approach is unsuccessful in remedying the situation, the County Administrator will communicate with the Board as a whole;
 - i. Foster open communication and strive to create a coordinated approach to the functions of County government.
- 2.2.2.** The Board recognizes the County Administrator's duty of loyalty is to the entire Board rather than individual Commissioners. The balancing of this loyalty requires the County Administrator to exercise discretion as to the sharing of information amongst Board members about the acts of or the opinions and beliefs held by individual Board members.

Policy 2.3. County Administrator Relations with Other Elected Officials

The County Administrator is responsible for ensuring the work of the other Elected Officials (District Attorney and Sheriff) is supported. The County Administrator 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.

2.3.1. Accordingly, the County Administrator will:

- a. Inform and discuss with the other Elected Officials when taking action that may impact employees in the Elected Officials' 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 the Elected Officials' respective offices;
- c. Inform, discuss, and seek input in preparation of the budget for the other Elected Officials 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.

However, as noted, the County Administrator may not exercise control over any matters delegated by state statute to any Elected County Official.

Policy 2.4. County Counsel Delegation

The Board's link to the legality of operations is the County Counsel. Implementation and subsidiary decision making regarding the legal representation of the County is hereby delegated to the County Counsel pursuant to the guidelines, requirements, and constraints set forth herein. The County Counsel's Office is subject to the same personnel policies and procedures as all other County departments.

2.4.1. The County Counsel shall have supervisory and operational control over the legal representation of the County. The County Counsel shall provide legal services to the Board, as well as County Elected Officials (unless a conflict of interest exists between the Board and the elected official), County departments, and County boards. The County Counsel shall oversee the legal representation of the County on all legal matters, including the preparation, prosecution, and defense of lawsuits; the settlement of all outstanding claims; and the general representation of County government.

2.4.2. The negotiation of contracts may be handled by either the County Administrator (or designee) or the County Counsel, depending on the nature of the issue, as may be agreed upon by the County Administrator and the County Counsel or as directed by the Board.

2.4.3. Only decisions of the Board acting as a Board are binding on the County Counsel. Decisions or instructions of individual Board members are not binding on the County Counsel except in instances when the Board has specifically authorized such exercise of power. However, the responsibility of the County Counsel is to discuss individual

Board members' decisions or instructions at the next available opportunity with the full Board to ensure consistency and compliance with Board policies and objectives. The responsibility of the County Counsel, not the individual Board members, is to communicate with the full Board to obtain consensus on decisions, instructions, or requests of individual Board members.

- 2.4.4.** 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 Counsel to accommodate changes in policy or vision.

However, the Board will respect the authority given to the County Counsel 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 Counsel. The County Counsel's responsibility is to discuss with the full Board at the next available opportunity any tasks not clearly delineated or which may overlap with policy issues to obtain consensus on such task.

- 2.4.5.** Any deviation from Board policies should be by approval of the Board. All deviations should be communicated to the Board by the County Counsel at the next available opportunity.

Policy 2.5. County Counsel Communication

The County Counsel is responsible for ensuring the Board is informed and supported in all legal matters. The desire of the Board is to delegate the legal representation to the County Counsel while recognizing the quality of County government depends upon the partnership and team concept between the Board, County Administrator, County Counsel, and County staff.

- 2.5.1.** Accordingly, the County Counsel will:

- a. Inform and seek the guidance of the Board on all significant legal issues that may expose the County to detrimental liability;
- b. Educate the Board on legal issues and liabilities in performing Board duties;
- c. 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;
- d. Inform the Board of internal and external communications or actions that, in the County Counsel's judgment, are salient and important;
- e. 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;
- f. 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;
- g. Routinely inform the Board about legal issues and status of ongoing projects. 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;

- h. Provide the Board with as many staff and external points of view, issues and a range of options as needed for fully informed Board decisions. The information provided to the Board will be concise and complete in a user-friendly format;
- i. Ensure that the Board receives materials on a timely basis to allow for adequate review;
- j. Communicate individually with Board members but strive to deal with the Board as a whole;
- k. When practical, obtain all Board members' input on applicable decision-making items;
- l. Communicate with an individual Board member at the earliest opportunity if, in the County Counsel's opinion, the Board member is not in compliance with the Board's own leadership policies and Board/staff relationships and expectations. If this approach is unsuccessful in remedying the situation, the County Counsel will communicate with the Board as a whole;
- m. Foster open communication and strive to create a coordinated approach to the representation of County government.

2.5.2. The Board recognizes that the County Counsel's duty of loyalty is to the entire Board rather than individual Commissioners. The balancing of this loyalty requires the County Counsel to exercise discretion as to the sharing of information amongst Board members about the acts of or the opinions and beliefs held by individual Board members.

Policy 2.6. County Counsel Relations with Other Elected Officials

The County Counsel has been authorized by the Board to support the other Elected Officials (District Attorney and Sheriff) in legal matters.

2.6.1. Accordingly, the County Counsel 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 an Elected Official to liability or otherwise affect the functions of an Elected Official's respective office;
- 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 the Elected Officials' 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 the other Elected Officials are properly represented if such conflict would preclude effective representation by the County Counsel's Office;
- e. Work cooperatively with the other Elected Officials and maintain healthy working relationships in carrying out the legal representation of the County so the Elected Officials can continue to utilize in-house representation for cost savings;
- 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.

However, as noted, the County Counsel may not exercise control over any matters delegated by state statute to any elected County official.

Policy 3.0 EXECUTIVE LIMITATIONS

Policy 3.1. County Administrator Limitations

The County Administrator should not cause or allay 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, the County Administrator will:

- a. Prevent 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 with an up-to-date employee handbook that assists in clarifying day-to-day operations and will operate with 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 accessible to staff;
- d. Promote clear communication with all levels of the organization when policies or procedures change;
- e. Promote an organizational culture of trust;
- f. Maintain a rapport and professional relationships with department directors and Elected Officials;
- g. Operate with an established organization chart and act inside the appropriate chain of command.

3.1.2. Fiscal Health. With respect to fiscal health, the County Administrator 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 in the Board's Reserve Policy;
- 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 policies and procedures;
- 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 Administrator and Budget Officer will not allow budgeting that:

- a. Deviates from statutory requirements;

- b. Deviates materially from Board priorities related to 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 as outlined in the County's Reserve Policy;
- 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 community members of Benton 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 in salaries and benefits without specific approval of the Board. The County Administrator's responsibility is 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 plan for projecting ongoing 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 Administrator will not:

- a. Cause or allow jeopardy to the County's public image or allow discrimination based on race, sex, age, marital status, religion, sexual orientation, national origin, color, veteran status, political affiliation, gender identity, marital status, genetic information, 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. Fail to ensure compensation policies are consistent, fair, incorporate standard business practices, and promote the hiring and retention of highly qualified personnel;
- d. Change compensation and benefits of the County Administrator;
- e. Promise or imply permanent or guaranteed employment.

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

- a. Jeopardize the programmatic or fiscal integrity of the County;

- b. Allow the development of a capital improvement program which significantly deviates from the Board’s stated priorities;
- c. Plan to use more funds than are projected to be available in any fiscal period for expenditures;
- d. Fail to project ongoing operating, maintenance, and replacement expenses in making such determination;
- e. Fail to provide the Board detailed costs, benefits, budgets, and progress of each capital improvement program to allow accurate assessment both prior to and during construction;
- f. Fail to ensure a maintenance schedule is developed and followed as fiscally practicable.

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

- a. Jeopardize or otherwise adversely impact the policies, objectives and strategies of the Board;
- b. Allow the development of a program that deviates materially from the Board’s stated priorities;
- c. Fail to project initial and ongoing costs of such programs;
- d. Fail to provide the Board detailed costs and benefits of each program to allow accurate assessment both prior to and during implementation;
- e. Fail to seek guidance and policy direction from the Board regarding significant program modifications or transfer to other organizations.

3.1.7. Asset Protection. With respect to the County’s assets, the County Administrator 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 internal control standards and disbursement of funds controls to be less than those necessary to satisfy generally accepted government 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, the Board, or staff to claims of liability.

3.1.8. Emergency Plans. With respect to emergency planning, the County Administrator will work with the Sheriff’s Office and Emergency Management to:

- a. Have in place adequate plans to prevent and/or respond to emergencies and/or disasters;
- b. Have a functional and actionable emergency operations plan and a continuity of business operations plan for the County;

- c. Take appropriate action immediately to ensure the safety of the public and public assets, including authorizing specific actions by County staff;
- d. Ensure emergency plans are operational through training of appropriate personnel.

3.1.9. Public Treatment. With respect to the public, the County Administrator will:

- a. Ensure high standards regarding the treatment of community members and guests;
- b. Ensure the public receives the best possible services and facilities given available resources;
- c. Ensure attention is paid to detail and quality service that demonstrates a high level of professionalism is provided.

3.1.10 Public Information. With respect to information, the County Administrator will 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 Administrator will develop strong connections and cooperative relationships with local jurisdictions including but not limited to other appointed and Elected Officials.

3.1.12 Efficient Operations. With respect to internal operating procedures, the County Administrator will ensure the County has internal procedures for the well-being of the County to promote effective and efficient County operations. With respect to efficient operations, the County Administrator will:

- d. Ensure expectations are clear and employees are held accountable in a consistent and equitable manner;
- e. Ensure poor performance is addressed in a swift, consistent, and respectful manner;
- f. Seek input from employees, at all levels as appropriate, and incorporate applicable feedback into decision making.

3.1.13 Education. With respect to education, the County Administrator will 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.

3.1.14 Professional Training. With respect to training, the County Administrator will maintain and upgrade the professional knowledge, skills and development of staff to effectively carry out the expected duties.

3.1.15 Absence from the County. The County Administrator will not leave the County without ensuring adequate coverage by the Assistant County Administrator or another member(s) of the County management team who can perform the tasks of County Administrator while absent.

3.1.16 Board Goals and Objectives. At the direction of the Board, the County Administrator will work with the Board to establish and annually update the Board's goals and objectives.

Policy 3.2. County Counsel Limitation

The County Counsel should not cause or knowingly 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 Counsel will:

- a. 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;
- b. Be accessible 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 Counsel will reduce the County's legal exposure from discrimination based on race, sex, age, marital status, religion, sexual orientation, national origin, color, veteran status, political affiliation, gender identity, marital status, genetic information, or disability.

3.2.3. Representation. With respect to representing the County in litigation, negotiations, and all other matters, the County Counsel will:

- a. Zealously represent the County's best interests;
- b. Avoid representing the County in any situation that presents a conflict of interest;
- c. Foster the goals and objectives of the Board;
- d. Maintain a professional demeanor both internally and externally;
- e. Take appropriate and timely action to reduce liability to the County;
- f. Assure the County is properly represented in all legal proceedings and that all legal documents are approved for form and legality;
- g. 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 implementation.

3.2.4. Education. With respect to education, the County Counsel will 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 Counsel will provide adequate staff coverage for weekly Board meetings, applicable staff meetings, staff inquiries, and other needed legal services.

3.2.6. Outside Counsel. With respect to outside representation, the County Counsel will:

- a. Obtain necessary outside counsel to adequately protect the County's interest in a cost-effective manner;
- b. Ensure services from outside counsel are competent, appropriate, and within approved budgets.

3.2.7. Public Treatment. With respect to the public, the County Counsel will:

- a. Ensure high standards regarding the treatment of community members;

- b. Ensure a high level of professional conduct;
- c. Ensure professionalism among County Counsel's Office staff.

3.2.8. Professional Training. With respect to training, the County Counsel will maintain and upgrade the professional knowledge, skills, and development of staff to effectively represent the County.

3.2.9. Absence from the County. The County Counsel will not leave the County without ensuring adequate coverage by another member(s) of the County Counsel's Office who can perform the tasks of County Counsel while absent.

Policy 4.0 STRATEGIC DIRECTION

Policy 4.1. Strategic Direction

4.1.1. Goals and Objectives. The Board will provide leadership in order to establish a strategic, long-term direction for the organization. In that regard, the Board will establish goals and objectives that provide guidance and direction to the County Administrator for implementation organization wide on an annual basis.

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

- a. Honesty and integrity – Exhibit professional conduct to build and preserve the public trust.
- b. Respect – Consistently demonstrate courtesy, understanding and concern for community members, colleagues, and visitors.
- c. Dedication to public service – Understand the purpose is to serve the needs of the public.
- d. Open and transparent government – Ensure the public is well informed, and welcome public involvement.
- e. Responsible stewardship of public resources – Demonstrate the utmost care and competence in managing the financial and property resources of the County.
- f. Accountability – Be dedicated through duty and action to community members, inspiring confidence in County government.

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 or when necessary to deal with exigent circumstances.

4.2.1. The Chair will ensure the conduct of the Board will be held openly, orderly, efficiently, and with dignity to facilitate an orderly meeting. 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 Administrator to prepare the agenda for full Board meetings. The County Administrator will inform and seek the guidance of the full Board on items to be placed on the agenda 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 in situations requiring immediate action when full Board participation cannot be obtained. The responsibility of the Chair, or through the County Administrator, is 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 is responsible for responding to correspondence addressed to the full Board.
- 4.2.5.** The Chair will preside over meetings and sign documents on behalf of the Board of County Commissioners.
- 4.2.6.** The Chair will seek to obtain consensus among Board members on significant discussion issues in Board meetings.
- 4.2.7.** The Chair will initiate the annual performance evaluation process for the County Administrator and the County Counsel.
- 4.2.8.** The Chair will be responsible to be available to the County Administrator and the County Counsel for consulting as necessary. Individual Board members may meet with the County Administrator as necessary.

Policy 5.0 CODE OF CONDUCT AND ETHICS

Policy 5.1. Code of Conduct and Ethics

5.1.1. The Board shall operate in an ethical and legal manner and is committed to the following:

- a. Promoting decisions that 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 cost without sacrificing quality and fiscal responsibility;
- f. Maintaining a respectful attitude toward employees, other public officials, colleagues, and the public;
- g. Effectively and efficiently working with government agencies and organizations to further the interests of the County;
- h. Accepting the responsibility that the mission is that of a servant to the public;
- i. Advocating for the best interests of the County and community members at the local, regional, state, and national levels;
- j. Recognizing and avoiding or disclosing conflicts of interest;
- k. Recognizing and avoiding situations that might create an appearance of impropriety;
- l. Acting with integrity.

5.1.2. Statutory Responsibilities. Members of the Board will act in accordance with Oregon Revised Statutes in relation to the Board's responsibilities and authorities. The Board will not:

- a. Perform any statutorily precluded act;
- b. Accept any statutorily precluded gift ([ORS 244.025](#)).

5.1.3. External Communication Protocols. The appropriate communication protocol for engagement of another local government or public entity on official business involving the County is acknowledged as follows:

- a. County Elected Official to external Elected Official;
- b. County Administrator or Assistant County Administrator to external appointed Agency Head (City/County Administrator, Superintendent, etc.);
- c. County Counsel to external Agency Attorney;
- d. County staff to external staff.

There are, however, recognized exceptions to this protocol. Board members will maintain appropriate channels of communication by using best judgment to avoid any appearance of impropriety or undue influence and to keep one another and the County Administrator informed when such contacts do occur.

5.1.4. Boards and Commissions. The Board believes community member involvement in County government is a positive and valuable resource to the Board as the governing body of Benton County. Consequently, the Board appoints various boards,

commissions, and committees to serve in an advisory capacity, to fulfill functions and duties established by the Board, and to undertake specific assignments as directed by the Board. Such appointments shall be made in accordance with Benton County Policy A113, Volunteer Policy, which may be amended from time to time.

5.1.5. Compliance. Compliance with all policies contained herein shall be reviewed by the Board on an annual basis, or more frequently, if necessary.

STATEMENT OF ACKNOWLEDGMENT OF
LEADERSHIP POLICIES AND PRACTICES

I, _____, hereby acknowledge I have read, understand, and agree to abide by the policies and practices set forth in Benton County Leadership Policies and Practices [Operational Agreements of the Board of Commissioners, County Administrator, and County Counsel], revised January 14, 2025. I understand it is my responsibility to familiarize myself with these policies.

By signing this statement, I acknowledge I am aware of the expectations outlined in these policies and practices and that I will adhere to them in the course of my activities with Benton County.

Signature _____

Date _____

Printed Name _____

Position/Title _____

5.4

COMMISSIONERS' 2025 COMMITTEE ASSIGNMENTS

Updated 2025/01/08

Commissioner Wyse Committee Assignments

Committee Name	Meeting Dates	Time	Focus Area	Notes	Staff contact	Appointed by
Association of Oregon Counties (AOC) Natural Resources Steering Committee; Includes Water Resources	Monthly, 1st Fri (Jan-Jun, Sep-Oct)	8:00-10:00am	NR		Sara Gamaney sgamaney@oregoncounties.org	Self
- AOC Council of Forest Trust Lands Counties Subcommittee (CFTLC)	2nd Fri (Feb, Mar, May, Jun, Aug, Oct)	2:00-4:30pm	NR	*No regular scheduled mtgs, called by the chair.	Sara Gamaney sgamaney@oregoncounties.org	Self
AOC Legislative Committee	Monthly, 2nd Mon (Jan-Jun, Sep-Oct)	10:00am-12:00pm	Advocacy	County Not Otherwise Represented	Sara Gamaney sgamaney@oregoncounties.org	AOC
AOC Transportation and Community Development Steering Committee	Seven Meetings in 2025	1:00-3:00pm	Transportation; Community Development		Sara Gamaney sgamaney@oregoncounties.org	NW is 2025 Co-Chair
City of Adair Village Liaison	Monthly, 1st Tue	6:00-7:00pm	Liaison		Kathy Edmaiston kathy.edmaiston@adairvillage.org	BOC
Community Services Consortium (CSC) - Governing/Full Board	Bimonthly, 4th Mon	2:00- 5:00pm varies	Governance	NW, PM, GS	Emely Day eday@communityservices.us	BOC/CSC Governance
Corvallis-Benton County Economic Development Coalition (EDO)	Quarterly, 3rd Wed (Jan, Apr, Jul, Oct)	3:30-5:00pm	Economic Development (ED)		Heather Stevens/Kate Porsche heather.stevens@corvallisoregon.gov kate.porsche@corvallisoregon.gov https://www.corvallisoregon.gov/bc-edc	BOC
Home, Opportunity, Planning & Equity Advisory Board (HOPE)	Monthly, 4th Wed	4:00-6:00pm	Housing		Julie Arena julie.arena@bentoncountyor.gov	BOC
HOPE Executive Committee	Monthly, 2nd Wed	2:00-5:00pm	Housing		Julie Arena julie.arena@bentoncountyor.gov	BOC
Housing Alliance (HA) Homelessness & Tenant Protection Workgroup	Monthly, 1st Tue	3:00-5:00pm	ED & Advocacy	Discuss issues related to preventing and ending homelessness, and protecting people who rent their homes.	Loren Naldoza lnaldoza@neighborhoodpartnerships.org or Carlos David Garcia cgarcia@neighborhoodpartnerships.org housing-alliance-development--land-use-workgroup@googlegroups.com https://www.oregonhousingalliance.org/2021-legislative-session-recap-addressing-homelessness-protecting-renters/	
Corvallis Chamber of Commerce Board	Monthly, last Thu (Nov & Dec combined)	4:00-5:00pm	Economic Development (ED)		Christy Wood christy@corvallischamber.com	BOC
Corvallis-Benton Library Advisory Board	Quarterly on the first Wednesday in February, May, August and November	6:30-8:00pm	Vibrant Community		Ashlee Chavez - Director ashlee.chavez@corvallisoregon.gov Stephanie Quigley-Conn - Senior Admin Specialist stephanie.conn@corvallisoregon.gov	BOC
City of Monroe Liaison	Monthly, 4th Mon	6:00-9:00pm	Liaison		https://ci.monroe.or.us/	BOC
Oregon Cascades West Council of Governments (COG) Comprehensive Economic Development Strategy (CEDS)		TBD	ED		Justin Peterson jpeterson@ocwog.org	
- COG Economic Development District (CWEDD) Board	Quarterly, 2nd Thurs (Feb, May, Aug, Nov)	9:00-11:00am	ED		Ashlyn Muzechenko amuzechenko@ocwog.org	Required as a member of the COG Exec Committee (PM is current Exec Comm member).

Oregon Department of Forestry (ODF) Forest Trust Lands Advisory Committee (FTLAC)	Monthly, 2nd Fri (Feb, May, Aug)	10:00-12:00pm	Natural Resources (NR)	Michael Wilson michael.wilson@oregon.gov Staff: Samantha Hoffman samantha.hoffman@odf.oregon.gov	Self
City of Philomath Liaison	Bimonthly, 2nd & 4th Mon (4th only if needed)	WS 5:30 & 6:00pm 7:00-8:00pm	Mtg Liaison	https://www.ci.philomath.or.us/index.asp?T ype=B_EV&SEC=B5983F41-9E03-4AB3-BBAF-	BOC
Philomath Chamber of Commerce Liaison	Monthly, 3rd Thurs	12:00-1:00pm	ED	Attend luncheon events.	Lisa Watkins director@philomathchamber.org
Southern Willamette Valley Groundwater Management Area (GWMA)	??	??	NR	Mdlv will check status for 2024	Grace Goldrich-Middaugh grace.goldrich- middaugh@deq.oregon.gov
TOTAL ASSIGNED = 21					

Commissioner Wyse Other Committees

Other Committees	Meeting Dates	Time	Focus Area	Appointed by
Local Officials Advisory Committee (LOAC) (Under Oregon Land Conservation and Development Commission)	Quarterly, and as needed	??	Land Use	Chair jan.guerrero@dlcd.oregon.gov elliott.eastman@dlcd.oregon.gov Phone: 971-600-8861
National Association for the Advancement of Colored People (NAACP)	Monthly, 2nd Thurs	7:00-8:00pm	Equity	Avonlea Capulet info@naacpcorvallisbranch.com
NAACP Housing Committee	??	??	Housing	Has conflicted with Adair Village meeting Jessica Groom housinglinnbentonnaacp@gmail.com
TOTAL OTHER = 3				

Committee Name	Meeting Dates	Time	Focus Area	Notes	Staff contact	Appointed by
911 County Service District Executive Committee	Quarterly, 2nd Wed (Jan, Apr, Jul, Oct)	1:00-2:00pm	Emergency Management		Kristine Steeves Kristine.Steeves@corvallisoregon.gov	BOC
Albany Area Metropolitan Planning Organization (AAMPO) Policy Board	Monthly, 4th Wed	2:30-4:30pm	Transportation		Ashlyn Muzechenko amuzechenko@ocwcog.org	BOC
Alea Citizens Advisory Committee	Monthly; First Monday	6:00pm	Issues of Community Interest			BOC Liaison
AOC Legislative Committee	Monthly, 2nd Mon (Jan-Jun, Sep-Oct)	10:00am-12:00pm	Advocacy	County Not Otherwise Represented	Sara Gamaney sgamaney@oregoncounties.org	AOC
AOC Membership Committee (Region 5)	Quarterly, 2nd Wed (Feb, May, June, Nov) TBD	1:00-2:00pm	Advocacy	Alternate to Pat Farr	Kristen Paul kpaul@oregoncounties.org	AOC
AOC Natural Resources Steering Committee	Monthly, 1st Fri (Jan-Jun, Sep-Oct)	10:00am-12:00pm	Natural Resources		Sara Gamaney sgamaney@oregoncounties.org	Self
AOC Transportation & Community Development Steering Committee	Seven Meetings in 2025	1:00-3:00pm	Economic Development and Transportation		Sara Gamaney sgamaney@oregoncounties.org	Self; NW is 2025 Co-Chair
Capital Improvements Committee (CIC)	Quarterly	No regular time	Governance		Jen Ambuehl Benton Financial Services Staff	BOC
Community Services Consortium (CSC) - Governing/Full Board	Bimonthly, 4th Mon	2:00- 5:00pm varies	Governance	NW, PM, GS	Emely Day eday@communityservices.us	BOC/CSC Governance
Corvallis Chamber Government Relations Committee (Active?)	Monthly					BOC
Corvallis Area Metropolitan Planning Organization (CAMPO) Policy Board	Monthly, 1st or 2nd Wed	3:30-5:30pm	Transportation		Ashlyn Muzechenko amuzechenko@ocwcog.org	BOC
Fair Board Liaison	Monthly, 3rd Mon	6:00-8:00pm	Economic Development and Natural Resources		Jesse Ott, NAPE Director	BOC
Linn Benton Loop Advisory Committee	Quarterly, last Tue (Feb, May, Aug, Nov)	3:00-5:00pm	Transportation	Will continue as CAMPO member	Ashlyn Muzechenko amuzechenko@ocwcog.org	CAMPO
Oregon Cascades West Area Commission on Transportation (CWACT) Full Commission	Bimonthly, 4th Thu (Feb, Apr, Jun, Aug, Oct)	5:00-7:00pm	Transportation	Chair rotates between three counties	Ashlyn Muzechenko amuzechenko@ocwcog.org	BOC Chair attends - yearly rotation bt/ LBL
CWACT Executive Committee	Bimonthly, 2nd Thu (Feb, Apr, Jun, Aug, Oct)	4:00-5:00pm	Transportation	Fills in as chair	Ashlyn Muzechenko amuzechenko@ocwcog.org	BOC
Northwest Oregon Works (NOW) Workforce Investment Board (WIB)	Quarterly, 4th Fri (Jan, Apr, Jul, Oct)	10:00am-12:00pm	Workforce	Shepherd will consider taking	Emily Schwartz Emily@onwib.org	BOC
Oregon Cascades West Council of Governments (COG) Budget/Finance Committee	Bimonthly, 3rd Thu (Jan, Mar, May, Jul, Sep, Nov)	1:00-2:00pm	Governance	Required as a member of the Executive Committee	Ryan Vogt rvogt@ocwcog.org	COG
COG Executive Committee	Bimonthly, 4th Thu (Feb, Apr, Jun, Aug, Oct, Dec)	9:00-11:00am	Governance		Ryan Vogt rvogt@ocwcog.org	BOC
COG Full Board	Bimonthly, 3rd Thu (Jan, Mar, May, Jul, Sep, Nov)	2:00-4:00pm	Governance		Ryan Vogt rvogt@ocwcog.org	BOC
Road User Fee Task Force (RUFTF) (under ODOT)	As needed	1-3pm	Transportation	Committee looks at mileage tax, 60+ members. Partial year during session only. Still active? Scott.BOARDMAN@odot.state.or.us	ODOT/Self	PM
Oregon Metropolitan Planning Organization Consortium (OMPOC)	Quarterly, last Fri (Jan/Apr/Jul/Oct)	9:00am-12:00pm	Transportation	2025 Chair	Kelly Clarke kclarke@lcog.org	CAMPO/AAMPO
South Valley Regional Solutions Advisory Committee	Appears meet quarterly; no schedule posted	TBD	ED & Transportation		Courtney Flathers courtney.l.flathers@oregon.gov	Attends, but not a member
TOTAL COMMITTEE ASSIGNMENTS = 22						

Commissioner Malone Other Committees

Other Committees	Meeting Dates	Time	Focus Area	Notes	Staff contact	Appointed by
Agricultural Research Foundation Board (OSU)	Biannually, Mar & Nov		Natural Resources		Charlene.Wilkinson@oregonstate.edu	Self
Benton County Forestland Classification Committee	Annually, 2nd Fri (Mar)	9:00am-10:00am	NR	meets intermittently, appointed by county as a landowner; need to appoint another landowner.	Michael Curran michael.curran@oregon.gov	Benton County appoints resident landowners.
Benton County Sheriff's Office Forest Patrol Advisory Committee			Law Enforcement in Forests		Sheriff's Office	Not applicable; PM would like to attend meetings.
Linn-Benton Budget Committee	May 2nd Weds May 3rd Weds	6:00-8:00pm 5:00-7:00pm	Governance		Elizabeth Drosch drosche@linnbenton.edu	Self
TOTAL OTHER COMMITTEES = 4						

Committee Name	Meeting Dates	Time	Focus Area	Notes	Staff contact	Appointed by
- AOC Health & Human Services Steering Committee	VARIABLE	3:00-5:00pm	Health		Jessica Pratt jpratt@oregoncounties.org	Self
- AOC Natural Resources Steering Committee	Monthly, 1st Fri (Jan-Jun, Sep-Oct)	10:00am-12:00pm	Natural Resources (NR)		Tim Dooley tdooley@oregoncounties.org	Self
City of Albany Liaison	Council mtgs, 2nd & 4th Wed Work session 2nd & 4th Mon	6:00-8:00pm 4:00-6:00pm	Liaison		Direct with Mayor Alex Johnson	BOC
City of Corvallis Liaison	Council mtgs, 1st and 3rd Mon Work session 1st and 3rd Thu	6 PM 4 PM	Liaison		Alex Downing, Recorder Alex.Downing@corvallisoregon.gov	Self
Community Services Consortium (CSC) - Governing/Full Board	Bimonthly, 4th week	2:00- 5:00pm varies	Social Services	NW, PM, GS	Emely Day eday@communityservices.us	BOC/CSC Governance
- CSC Executive Committee	Bimonthly, 4th week	varies	Governance		Emely Day eday@communityservices.us	CSC Governance
Community Health Centers (CHC) Board of Directors Liaison (nonvoting membership)	Monthly, 3rd Mon	6:30-8:30pm	Health		Patricia Conklin Benton County CHCs	BOC
Historic Resources Commission	Monthly; Last Wednesday	6:30pm-8:30pm			Community Development	BOC
Housing Alliance (HA) Development, Land Use & Preservation Workgroup Assigned Commissioner to be determined	Monthly, 4th Wed	2:30-4:30pm	ED & Advocacy	Discuss issues related to building and maintaining affordable housing, and any associated land use proposals. Rarely attend, but try to follow work.	Loren Naldoza lnaldoza@neighborhoodpartnerships.org Carlos David Garcia cgarcia@neighborhoodpartnerships.org housing-alliance-development--land-use-workgroup@googlegroups.com https://www.oregonhousingalliance.org/2021-legislative-session-focus-building-maintaining-affordable-housing/	N/A Attendance Only
InterCommunity Health Network-Coordinated Care Organization (IHN-CCO) Board	Bimonthly, 1st Wed, even mths	1:00-3:00pm	Health		Bruce Butler bbutler@samhealth.org Michelle Linton mlinton@samhealth.org	IHN-CCO
- IHN CCO Regional Planning Council	Bimonthly, 1st Thu (Feb, Apr, Jun, Aug, Oct, Dec)	9:00-11:00am			Alicia Bublitz transformation@samhealth.org	
- IHP Audit & Compliance Committee	Quarterly, TBD		Health		Chris Norman chnorman@samhealth.org & Stephanna Hidalgo shidalgo@samhealth.org	
InterCommunity Health Research Institute Governance Committee	Quarterly, variable dates	8-9 am	Health		Mellissa Isavoran misavoran@samhealth.org	
Mental Health Addictions, Developmental Diversity, Advisory Committee (MHADDAC)	Monthly, 1st Tue	3-4:15 pm	Health		Damien Sands damien.sands@bentoncountyor.gov	Self
Willamette Criminal Justice Council (WCJC) Executive Committee	Monthly, 2nd Wed	1:30-2:30pm	LE		Kim McDermid kim.mcdermid@bentoncountyor.gov	WCJC
- WCJC Full Council	Monthly, 3rd Wed	3:00-4:30pm	LE			BOC
TOTAL COMMITTEE ASSIGNMENTS = 17						

Commissioner Shepherd Other Committees

Other Committees	Meeting Dates	Time	Focus Area	Appointed by

TOTAL OTHER COMMITTEES =						

updated 9/13/22 **PARKING LOT**

Committee Name	Last meeting dates	Time	Focus Area	Notes	Appointed by	Last Commissioner
NACo Public Lands	Monthly, 2nd Wed	9-10am		Appointed via AOC.		AJ
NACo Western Interstate Region (WIR)/ Public Lands	Monthly, 3rd Fri			Commissioner Joe Briggs, West Region Rep & NACo staff meet mthly to discuss policy, programs, resources & services. Contact Jenny Hilscher at jhilscher@naco.org .		NW attends annual conference
Sustainable Materials Management Plan (SMMP) Task Force			Regional solutions for SMM	Decision regarding representation to be made Benton Staff Liaison is Sean McGuire	BOC	

Additional External Committees	Last meeting dates	Time	Focus Area	Notes	Appointed by	Commissioner
BLM Northwest Oregon Resource Advisory Council (BLM NW OR RAC)	As needed		NR	Reactivated, by appointment.	Secretary of the Interior	AJ