

Roles & EXPECTATIONS:

THE FOUNDATION OF SUCCESS

Board of Commissioners Retreat
January 6-8, 2026



Roles and Expectations

1. Commissioners' Expectations of Each Other
 - *Includes procedural expectations*
2. Expectations of Chairperson
3. Expectations of Vice-Chairperson
4. Expectations of the County Manager
5. County Manager Expectations of the Board
6. Expectations of the County Attorney
7. County Attorney Expectations of the Board
8. Expectations of the Clerk to the Board
9. Clerk Expectations of the Board





Commissioner Expectations of Each Other

Support one another as public servants
Respond to constituents (and share communications and response amongst board/chair)
Work a problem to find solution
Conduct office in accordance with the School of Government policies and training provided to commissioners and in accordance with the oath of office
Do not dump on staff; be mindful of their workloads
Allow one another sufficient time to express an opinion
Show respect for one another, especially in public settings.
Keep each other informed on issues as it pertains to the full board
Reach out to constituents of all demographics
Listen, not to respond, but to hear
Show up to meetings prepared
Keep discussions on topic
Respect inherent value of all opinions Refrain from side comments and do not belittle others’ opinions.
Refrain from making assumptions
Discuss rationale for decisions on votes
Actively work to build consensus
Be mindful of commitment to represent the WHOLE county, not just district, income bracket, one organization, race; get broad input.



Commissioner Expectations of Each Other–Procedural

Communicate clearly; speak into the microphone

After the agenda is published, notify the county manager and clerk of any emergency voting items as soon as possible.

Use County email for communication

Conduct Annual Review of the County Manager

Expectations of Chairperson

Anything that commits the Board is subject to full Board review

Encourage all board members to recognize and follow expectations for board members

Keep meetings on track and moving

Help facilitate conversations among board members

Liaise with the County Manager

Transcend commissioner role to provide leadership and work through conflicts

Maintain control of meetings and use the gavel when appropriate

Assure public input

Manage commissioners' meetings in a way that allows for everyone to be heard and not monopolize

Participate in the discussion after everyone else has had their say, but do participate

Communicate with individual board members to share info and facilitate work of the board

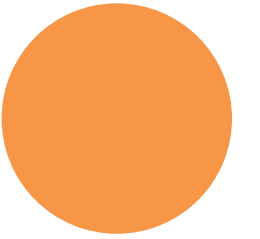
Set the agenda and bring up issues and concerns

Speak for the board/county for formal events and emergencies

Ask speakers to speak into the microphone



Expectations of Vice-Chairperson



Have close communication with the chair on board matters

Have input on the agenda and bring up issues and concerns

Be as familiar with the agenda as the chair

Be prepared to conduct the meeting and know the agenda items



Expectations of County Manager



Communicate to all board members when one board member has asked a question
Questions without policy implications do not have to be sent to all
Be diligent and prompt
Motivate and direct staff
Keep the BOC apprised of county developments (emergent issues)
Coordinate the budgeting process
Carry out full board directives; do not act on directives from one commissioner if there are significant policy implications
Communicate often on emergencies and important issues
Provide suggestions and guidance when appropriate
Provide the same information to all BOC members
Minimize surprises to the board
Work to implement BOC goals; helpful if goals are discussed formally
Provide insight and direction on issues as experience and knowledge allow
Supervise county staff
Communicate frequently and effectively with members of the BOC, town managers, and superintendent of schools
Facilitate Annual Review of the County Manager



County Manager Expectations of the Board



The board should consult with the manager before major policy decisions, not at the meetings without a heads up (no surprises!)

Unexpected Requests at BOC meetings should be referred to staff for review

The manager reports to the full board, not one member

Request agenda items through the clerk with lead time for staff review and analysis

Request staff work through the manager and the manager will request through department heads

It is ok to ask department heads for information directly, please copy the County Manager

Ask when you get or have questions about how departments operate or projects they're involved in

Expectations of the County Attorney

Seek out implications of ordinance changes

Be diligent on details of law

Provide unbiased legal advice

Provide timely follow-up and progress reports on legal matters

Provide support for the board chair to manage BOC meetings, i.e.
procedure

Advise on legal issues, even if we do not ask

Help members ascertain legal grounds on issues that might arise or are
being considered



County Attorney Expectations of the Board

Please provide full information when asking for legal advice/questions

Do not share confidential information outside of closed sessions

The BOC has agreed that if one commissioner goes to the attorney, the attorney will keep that conversation confidential. The attorney will respond to all if the commissioner asks or agrees, unless the attorney has an ethical obligation to do so.*

Do your best not to surprise the attorney in public.

Identify and discuss possible conflicts or ethical issues in advance.

**2026 amendment*



Expectations of the Clerk to the Board

Conduct the public input roster at the regular meetings

Take accurate minutes

Be responsive to informational questions

Communicate to all board members when one member asks a question

Provide timely reports and distribution of information

Find details as requested or point to appropriate records; research if needed

Send out Weekly Update

Track committee updates for BOC reports



Clerk Expectations of the Board

Clerk is in service to the full board, not individual elected officials

Clerk is also in service to the entire organization and residents

Check email in a timely manner (every couple of days at a minimum)

Include chair, vice-chair and county manager on requests (ex. agenda items)

Use county email for all county business



Questions

