

SHD Division of Responsibilities

The Board of Health is responsible for setting Health District budget and policy but must balance oversight against managing operations. The Health District's leadership is responsible for implementing Board decisions but must have the authority to ensure effective and efficient operations. To clarify respective roles, the Board adopts the following division of responsibilities.

Who is Responsible?

AREA	DISTRICT LEADERSHIP ⁱ Implements policy	EXECUTIVE COMMITTEE Reviews and makes recommendations ⁱⁱ	BOARD OF HEALTH Sets guidance, reviews and adopts policy
Organizationⁱⁱⁱ	District Leadership	Executive Committee	Board of Health
Long-term goals (taking more than one year); strategic plan	Develops and provides input	Reviews and makes recommendations to Board	Sets guidance and takes action
Annual work plan	Develops and carries out per Board direction	Reviews and makes recommendations to Board	Reviews, comments, and takes action
Budget	Develops and recommends with input from Board Chair and appointed budget committee	Reviews and makes recommendations to Board	Sets guidance and takes action
Programs	Recommends creation or elimination of programs	Reviews and makes recommendations to Board	Takes action creating, eliminating, or modifying programs
Staffing	Recommends size and proposes makeup consistent with goals and budget priorities	Reviews and makes recommendations to Board	Takes action on personnel budget, including FTE allocation by program; takes action on changes in permanent program staffing ^{iv}
Organization structure	Develops and proposes consistent with goals, priorities and strategic plan	Reviews and makes recommendations to Board	Reviews and takes action

Communications	Consistent with leadership roles and responsibilities, prepares and/or reviews communications that are both internal and external to the Health District; advance notice to Board on significant policy matters	Reviews and makes recommendations to Board on significant policy matters or matters of significant public interest, such as press alerts, media inquiries, or health alerts.	Whenever feasible, Board receives advance notice prior to public communications relating to matters of significant public interest, such as press alerts, media inquiries, or health alerts. On issues with significant policy implications, District leadership consults with Board and Board provides input and/or takes action as necessary. Whenever feasible, the Board will be informed of events or actions that have significant risk-management implications.
Expenditures^{iv}	District Leadership	Executive Committee	Board of Health
Building purchase, construction, renovation, and leasing	Studies and recommends	Reviews and makes recommendations to Board ⁱⁱ	Provides direction and guidance on all real estate initial decision-making; takes action
Minor repairs <\$50,000	Authorizes, carries out, and reports to the Board	Sounding board for Administrative Officer	Informed by leadership team through routine monthly reporting
Major repairs >\$50,000	Obtains estimates, prepares recommendations, and carries out Board direction	Under limited circumstances can approve; reports to the Board	Takes action
Emergency repairs <\$100,000	Authorizes, carries out, and reports to the Board	Sounding board for leadership team	Informed through routine monthly reporting
Emergency repairs >\$100,000	Proposes and carries out Board direction	Can approve; reports to the Board	Chair or Vice Chair takes action/informs Board

Emergency medical supplies <\$50,000	Leadership team authorizes, carries out, and reports to the Board	Sounding board for leadership team	Informed through routine monthly reporting
Emergency medical supplies >\$50,000	Proposes	Can approve; reports to the Board	Chair or Vice Chair takes action, informs Board
Capital purchases <\$50,000	Leadership team authorizes, carries out, and reports to the Board	Sounding board for leadership team	No role
Capital purchases >\$50,000	Proposes	Reviews and makes recommendations to full Board or can approve and report to the Board in <u>limited circumstances</u>	Takes action
Non-budgeted expenditures	Recommend and propose	Review and makes recommended actions to full Board	Reviews and takes action
Contracting for legal services	Selects and recommends	Administrative Officer reports proposed recommendation to Executive Committee	Takes action
Contracting for services: <\$50,000/year, <\$100,000 total contract	Authorizes, carries out, and reports to the Board and Executive Committee	Receives report from Administrative Officer	No role
Contracting for services: >\$50,000/year, >\$100,000 total contract	Develops and recommends	Reviews and makes recommendations to Board or can approve and report to the Board in limited circumstances	Takes action
Claims, lawsuits, and risk-management matters	Seeks advise from legal counsel	Receives briefings	Is briefed and provides guidance/decisions

Revenues	District Leadership	Executive Committee	Board of Health
Pursuit of new, extending, or renewing grants or contracts <\$50,000 and not requiring matching funds	Identifies, applies, submits, and reports to the Board	No role	No role
Pursuit of new, extending, or renewing grants and contracts >\$50,000 <u>or</u> requiring matching funds	Identifies, applies, submits, and recommends to Board	Reviews and makes recommendations to Board or can approve and report to the Board in limited circumstances	Takes action
Grant applications and renewals	Informs and recommends to Executive Committee and/or co-chairs	Reviews and makes recommendations to Board	Reviews and takes action on applications for grant funding, approval of grants, expiration or renewal, and the budget and staffing implications thereof
Fees	Develops and recommends fee schedules	Reviews and makes recommendations to Board	Takes action
Labor Relations	District Leadership	Executive Committee	Board of Health
Collective bargaining	Negotiates agreement within parameters set by Board	Provides updates and recommendations on issues and bargaining parameters to Board	Sets direction and bargaining parameters; takes action
Labor relations	Fosters good communications and manages implementation of CBAs	No role	No role

Staff salaries, classifications	Develops salary schedules; recommends reclassifications consistent with approved budget	Reviews and makes recommendations to Board	Approves annual personnel budget; approves reclassifications; approves COLA and salary schedules for non-represented staff
Staff benefits	Develops proposals; negotiates with bargaining units within parameters set by Board	Reviews and makes recommendations to Board	Approves benefit provider agreements/ contracts
Bargaining unit personnel policies	Develops, recommends to the Board, negotiates with bargaining units, and implements	Reviews and makes recommendations to Board	Reviews and takes action
Non-represented personnel policies	Develops and recommends to Board; implements	Reviews and makes recommendations to Board	Reviews and takes action
Hiring of staff	Consistent with budget and Board direction, approves hiring of all subordinate staff; recommends appointment of Health Officer	Reviews and makes recommended actions to Board	Appointment of Administrative Officer and Health Officer (RCW 70.05.50); screens, participates in interviews through ad hoc committee; brings final candidates to full Board for recommendation
Supervisory role	Reference leadership roles and responsibilities, position descriptions	No role	Conducts annual evaluation of Administrative Officer and Health Officer

Discipline, including termination (all staff except Administrative Officer and Health Officer)	Initiates and implements discipline consistent with personnel policies and CBAs	Administrative Officer reports decisions and actions regarding termination of employment and other actions with significant risk to the Health District	Administrative Officer reports decisions and actions regarding termination of employment and other actions with significant risk to the Health District
Discipline, including termination (Administrative Officer/ Health Officer)	No role	Reviews, makes recommendations, provides input to full Board	Disciplines and/or terminates Administrative Officer and Health Officer; conducts Health Officer termination hearing (RCW 70.05.050)

Definitions:

A “Division” is a group of related programs managed by a Division Director.

A “Program” is a group of staff within a “Division” and their various activities to carry out a major objective of the Division. Examples are the Tuberculosis, Food, and WIC programs.

An “Activity” is a specific action taken to carry out District programs. Examples would be developing informational fliers, planning a “Walking School Bus” campaign, and conducting an emergency preparedness exercise.

Order of Succession/Continuity of Operations Plan – See Resolution No. _____

ⁱ District leadership means the Administrative Officer, Health Officer, Deputy Administrative Officer and Division Directors at the direction of the Administrative Officer, Health Officer, and Deputy Administrative Officer

ⁱⁱ Also refer to Executive Committee Purpose and Scope of Authority, Version 2.0, March 2018 and Resolution 98-08

ⁱⁱⁱ See leadership roles and responsibilities as described in approved position descriptions and current organizational chart.

^{iv} All expenditure items presume that adequate funds are available in the Board-approved budget (reference budget). Seasonal or temporary allocation of staff may be determined by District leadership.