

FOUR COUNTY BOARD OF ALCOHOL, DRUG ADDICTION,
AND MENTAL HEALTH SERVICES

Subject: Board Responsibility Areas

Serial No. 2.2
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Adopted: 10-9-86

Revised: 5-10-90, 9-10-92, 6-10-10


Chairperson, John Nye

The Board recognizes its accountability for all public alcohol, drug addiction, and mental health services activities, goals, and values. In its carefully considered intent to fulfill this accountability as prudently as possible, the Board chooses to govern itself through performance in the following areas, delegating all further matters to the CEO. Use of valuable Board time and energy will be limited to those involvements that clearly contribute to a defined area of Board responsibility.

1. Responsibility Area 1: Linkage with the agency's 'moral ownership', the citizens of the service region, to whom the Board is primarily accountable. In an explicitly defined manner, the Board shall form its policies regarding agency services, customers, and costs.
2. Responsibility Area 2: Explicit enunciation of policies to be observed by the Board.
 - a. Policies on ends: These clarify, at the Board's level of concern, the impacts Board funded services shall have on clients, which client groups shall be served in what proportions, what the maximum costs of production shall be, and what external standards shall be observed. These policies shall have insofar as possible, a long-range perspective.
 - b. Policies on executive linkage: These policies shall clarify the approach taken by the Board to delegating its authority and to assuring performance.
 - c. Policies on constraint of executive means: These policies, at the Board's level of concern, shall state those values of prudence or ethics which may not be violated by the CEO nor by those to whom the CEO has delegated authority.
 - d. Policies on governance process: These policies shall clarify the Board's approach to governance, including its concept of ownership, use of committee process, description of Board responsibilities, relationship to external authorities, assurance of its own performance, and so forth.
3. Responsibility Area 3: Assurance of performance [in accord with policies stated in 2.]
 - a. Executive performance: This entails knowing the extent to which the CEO complies with policies on ends [2.a.], and policies on means constraints [2.c.].
 - b. Board performance: The Board's actions are measured against policies stated in [2.d.].