

Examples of Nevada County Policies on Leadership, Meeting Governance, and Ethical Behavior

Background: This document consists of examples of existing policies adopted by NACO County Members: Clark, Washoe and Nye Counties. When utilizing this resource to create your own policies governing leadership and meeting governance you should always adhere to existing law. All county commissioners, elected officials and county staff should be familiar with Nevada's Open Meeting and Public Record's laws, as well as policies adopted by [Nevada's Commission on Ethics](#).

Board Meeting Decorum:

- Every Commissioner desiring to speak should address the Chairman, and upon said recognition by the Chairman, should confine discussion to the question under debate.
- Commissioners shall refrain from: speaking while the Chairman or other Board Members are speaking; speaking against their own motion; and disturbing the orderly conduct of the meeting.
- Member, once recognized, should not be interrupted when speaking unless said Member is being called to order. The Member should then cease speaking until the question of order is determined, without debate, by the Chairman, subject to appeal to the Board. If in order, said Member shall be at liberty to proceed.
- Each member of the public speaking on an item shall first state whether he is speaking for or against the motion.
- Member shall be deemed to have yielded the floor when he has finished speaking. A Member may claim the floor only when recognized by the Chairman.
- Board Members shall not speak on a matter again until every Board Member who wishes to speak on the item has had an equal number of opportunities.
- The Chairman shall let the floor alternate, as far as possible, between those favoring and those opposing the motion.

Public Participation / Citizen Input:

- Boards recognize the importance of protecting the right of all citizens to express their opinions on the operation of County government and encourages citizen participation in the local government process. Recognizing the necessity for conducting orderly and efficient meetings in order to complete County business in a timely manner.

General Guidelines for Public Participation:

- *Three (3) minutes per person.*
- *The Chairman may set a limit for organized group presentations of five (5) or more persons up to 15 minutes.*

- *The Chairman may set limits for each side when many persons request to speak on an agenda item.*
 - *The Chairman shall have discretion in setting time limits.*
 - *The Chairman shall have discretion to reopen General Public Comment any time he deems appropriate.*
- At regularly scheduled County Commission meetings, the Board provides two comment periods for citizens to speak on items that are not on the agenda. The two public comment periods are denoted on the agenda as “General Public Comment”. The remarks of each speaker at the initial comment period shall be limited to no more than three (3) minutes, unless the Chairman extends the time. Any citizens who did not speak during the first general public comment period shall have the opportunity to speak during the second general public comment period.
 - There will be a total of fifteen (15) minutes scheduled at the first general public comment period for members of the public to address the Board on any subject matter within the jurisdiction of the Board and which is not an item on the agenda for that meeting or litigation which is pending against the County or its officers or employees.
 - In the event that more than five (5) individuals request to address the Board, the first five (5) unique inquiries will be heard at the beginning of the meeting. The remaining speakers will be heard at the conclusion of the meeting.
 - The matters presented before the Board will then be addressed by staff in the ensuing days, and the County Manager or his designee shall report back to the Board of County Commissioners by written memorandum.
 - If the inquiry is unable to be addressed or resolved by staff, the County Manager or his designee shall report back to the Board of County Commissioners by written memorandum outlining the reasons why the inquiry was unable to be addressed at a staff level and indicating possible solutions for the inquiry (i.e., a change in policy, procedures, or ordinances). This procedure shall not be used if “appeal” mechanisms already exist to address the inquiry.
 - No person may yield speaking time to another person.
 - The Chairman may call for a suspension of this rule at any time during a meeting.
 - When the person’s name is called, the person shall step up to the speaker’s table and shall give the following information in an audible tone for the minutes:
 - Name;
 - Town or City of residence;
 - Whether the person speaks for a group of persons or a third party; if the person represents an organization, whether the view expressed by the person; represents an established policy or position approved by the organization, and whether the person is being compensated by the organization.
 - All remarks shall be addressed to the Commission as a body and not to any Member thereof.

- No person, other than a Member of the Commission, and the person having the floor, may be permitted to enter into any discussion, either directly or through a Member of the Commission, without permission of the Chairman.
- Speakers should make their comments concise and to the point and present any data or evidence they wish the Commission to consider. No person may speak more than once on the same subject unless specifically granted permission by the Chairman.

Decorum for Public Participation:

- Order must be preserved. No person shall, by speech or otherwise, delay or interrupt the proceedings or the peace of the Commission, or disturb any person having the floor. No person shall refuse to obey the orders of the Chairman or the Commission. Any person making irrelevant, impertinent, or slanderous remarks or who becomes boisterous while addressing the Commission shall not be considered orderly or decorous. Any person who becomes disorderly or who fails to confine remarks to the identified subject or business at hand shall be cautioned by the Chairman and given the opportunity to conclude remarks on the subject in a decorous manner and within the designated time limit. Any person failing to comply as cautioned shall be barred from making any additional comments during the meeting by the Chairman, unless permission to continue or address the Commission again is granted by the majority of the Commission Members present.
- If the Chairman or a majority of the Commission Members present declares an individual out of order, he or she will be requested to relinquish the floor. If the person does not do so, he or she is subject to removal from the Commission Chambers or other meeting room.
- Any person who becomes disruptive or interferes with the orderly business of the Commission may be removed from the Commission Chambers or other meeting room for the remainder of the meeting.
- Signs, placards, banners, flags, or other large objects shall not disrupt meetings or interfere with others' visual rights.

Ethical Conduct:

Background

The elected officers and appointed officers and employees of a board should recognize that holding public office and/or employment is a public trust. To preserve that trust, we demand the highest code of conduct and ethical standards. The purpose of this policy is to define and establish the standards of ethical conduct that are required of public officials to ensure their professional integrity in the performance of their duties.

- All elected officials and appointed officials and employees will conduct themselves with honesty and integrity in the course of performing their duties and responsibilities.
- They will act with care and diligence in the course of their employment.

- They will treat everyone, including coworkers, subordinates, supervisors, customers and the public, with the utmost respect and courtesy.
- They will comply with all applicable federal, state, and local laws.
- They will comply with any lawful and reasonable direction given by someone in the employee's agency who has authority to give the direction.
- They will disclose, and take reasonable steps to avoid, any conflict of interest (real or perceived) in connection with their employment.
- They will use County resources in a proper manner.
- They will not provide false or misleading information in response to a request for information that is made for official purposes in connection with their employment.
- They will, at all times, act in a way that upholds the values and the integrity and good reputation of the County.
- They will comply with any other conduct requirement that is prescribed. In addition, consistent with the provisions of NRS 281A.400 and NRS 281.230,

County officials and employees are required to comply with the following:

- No official or employee shall seek or accept any gift, service, favor, employment, engagement, perquisite, gratuity, or economic opportunity or advantage which would tend improperly to influence a reasonable person in his/her position to depart from the faithful and impartial discharge of his/her public duties.
- No official or employee shall use his/her position with the County to secure or grant unwarranted privileges, preferences, exemptions, or advantages for him/herself, any member of his/her household, any business entity in which s/he has a significant pecuniary interest, or any other person.
- No official or employee shall participate as an agent of government in the negotiation or execution of a contract between the governmental entity and any private business in which s/he has a significant pecuniary interest.
- No official or employee shall accept any salary, retainer, augmentation, expense allowance, or other compensation from any private source for the performance of his/her duties as an official or employee.
- If an official or employee acquires, through his/her public duties or relationships, any information which by law or practice is not at the time available to the public generally, s/he shall not use such information to further his/her own current or future pecuniary interests or the current or future pecuniary interests of any other person or business entity.
- No official or employee shall suppress any governmental report or other document or information because the release of such report or information has the potential to impact his/her own pecuniary interests or those with whom s/he has a business or personal relationship.
- No official or employee shall use governmental time, property (including monies or funds), equipment, or other facility to benefit his/her personal or financial interests.
- No official or employee shall attempt to benefit his/her personal or financial interest(s) by influencing or intimidating a subordinate.

- No official or employee shall seek other employment or contracts through the use of his/her official position, or the influence associated thereto.

An official or employee shall not, in any manner, directly or indirectly, receive any commission, personal profit, or compensation of any kind resulting from any contract or other transaction in which the County is in any way interested or affected except:

- A member of any board, commission, or similar body who is engaged in the profession, occupation, or business regulated by the board, commission, or body may, in the ordinary course of his/her business, bid on or enter into a contract with any governmental agency, except the board or commission of which s/he is a member, if s/he has not taken part in developing the contract plans or specifications and s/he will not be personally involved in opening, considering, or accepting offers.
- A public officer or employee, other than an officer or employee described in Section “a” above, may bid on or enter into a contract with a governmental agency if the contracting process is controlled by rules of open competitive bidding, the sources of supply are limited, s/he has not taken part in developing the contract plans or specifications, and s/he will not be personally involved in opening, considering, or accepting offers.

Discrimination, Harassment and Bullying

Counties prohibit policy violations by elected officials that impact employees and/or the workplace. This includes discrimination, harassment and/or retaliation towards employees who are members of legally protected categories in all aspects of employment.

Protected categories are:

- Age 40 or older
- Ancestry or national origin
- Physical or mental disability
- Race or color
- Religion or creed
- Gender/sex, including pregnancy and wages
- Sexual orientation
- Gender identity or expression
- Use of a service animal
- Genetic information
- Opposing an unlawful employment practice
- Past, present or prospective service in the armed services
- Use of protected leave, such as domestic violence leave

Equal Opportunity, Non-Discrimination, and Anti - Harassment

The County is an equal opportunity employer and will not discriminate on the basis of race, color, religion, sex including pregnancy, age, national origin, disability status, sexual orientation, gender identity or expression, or genetic information in employment. In accordance with state and/or federal laws, the County is committed to this Policy, which prohibits unlawful discrimination in the workplace.

The County's Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy is based on the following principles:

- To recruit, hire, compensate, train, evaluate and promote covered County employees without regard to race, color, religion, sex including pregnancy, age, national origin, disability status, sexual orientation, gender identity or expression, or genetic information, except where sex, mental, or physical requirements constitute bona fide occupational qualifications necessary for efficient job performance. The County will take proactive measures in support of equal opportunity in recruitment, hiring, career advancement, and treatment of covered County employees.
- To ensure that policies regarding all terms and conditions of employment will be administered without regard to race, color, religion, sex including pregnancy, age, national origin, disability status, sexual orientation, gender identity or expression, or genetic information.
- To ensure that the workplace for covered County employees is free of discrimination, sexual harassment, harassment, bullying, and retaliation.

Purposes

- To create a workplace that reflects the community;
- To embrace the characteristics that individuals from diverse groups bring to the workplace;
- To define workplace discrimination and harassment and other prohibited conduct;
- To reinforce the County's commitment to provide a work environment free from discrimination, sexual harassment, harassment, bullying, and retaliation and other prohibited conduct for all covered County employees; and
- To address reporting and investigation of workplace discrimination and harassment.

Office of Diversity Support Services

The County Manager will designate the County Office of Diversity (OOD), County Department of Human Resources (HR Department) staff to perform the following services in support of this Policy:

- *Reporting and Monitoring:*
 - The County Manager will designate OOD staff to complete reports or analyses required by federal and state law or regulation including but not limited to the U.S. Equal Employment Opportunity Commission.
 - OOD staff may also be assigned to conduct studies and compile hiring applications and employment statistics to monitor the status of the County's equal opportunity, diversity, and anti-sexual harassment efforts. Any such studies, reports, or materials, which are generated for the purpose of self-critical analyses, are confidential.
- *Americans with Disabilities Act:*
 - The County Manager will designate OOD staff to facilitate compliance with the Americans with Disabilities Act (ADA) through intake of requests for accommodations.
- *Section 504 of The Rehabilitation Act of 1973:*
 - The County Manager will designate OOD staff to coordinate and facilitate compliance with Section 504 of the Rehabilitation Act of 1973.
 - OOD staff may receive, process, and/or investigate complaints of noncompliance with Section 504 and ADA Title II.

- **Recruitment:**
 - HR Department staff will:
 - Announce job openings to reach minorities, women, individuals with disabilities, and other under-represented demographics or groups by advertising or disseminating job openings to appropriate organizations, groups, and agencies;
 - Publicize promotional opportunities throughout the County;
 - Monitor the application process and applicant data to determine effective ways to reach a diverse applicant pool;
 - Review job descriptions and experience requirements of jobs to ensure posted qualifications are job-related;
 - Monitor testing, interview processes, and composition of interview panels to assure compliance with this Policy to avoid unlawful discrimination;
 - Provide interviewers with guidelines and/or training to promote objective assessment of the abilities of candidates;
 - As appropriate, conduct post-selection assessment including reasons for non-selection to ensure selection is based on job-related factors; and
 - Offer career counseling to covered County employees to identify promotional opportunities and training needs, and to encourage preparation and application for career advancement.

Scope

- This Policy applies to all covered County employees regardless of classification, pay grade, length of employment, or full-time or part-time status.
- This Policy governs covered County employee conduct in all County workplaces and vehicles, during business travel, and in any other location where County business is conducted, regardless of whether the property is owned or leased by the County, or whether interacting with covered County employees or other individuals.
- This Policy applies to all covered County employee conduct regardless of whether it occurs during working hours, during a lunch break, during an off-duty work-related social or recreational activity, or when off-duty conduct has a nexus to County employment.
- This Policy applies to every level of County government, including employment and/or access to County facilities, programs, services, and activities.

Definitions

- Bullying means the conduct of a covered County employee that a reasonable person would find intimidating, hostile, offensive, and unrelated to the legitimate business interests of the County and which, unless especially egregious or severe, is directed at a covered County employee on more than one (1) single occasion.
- Covered County employee means members of the Board of County Commissioners, other elected County officials, members of County management, members of department management, and all other County employees including interns.
- Department head means any appointed department head or elected official charged with oversight of a County department which employs covered County employees.
- Discrimination includes, but is not limited to, decisions regarding employment that adversely affect a covered County employee's pay, status, position, or assignment, including opportunities for overtime pay and advancement, and includes decisions regarding recruitment, appointment, compensation, promotion, discipline, demotion, transfers, layoff, recall, termination, and training opportunities.
- Gender identity means an individual's innate identification as either male or female, although it may not correspond to the individual's body or gender as assigned at birth.

- Genetic information means information about an individual's genetic tests, the genetic tests about an individual's family members, and the manifestation of disease or disorder in family members of an individual. The term does not include the age or sex of any individuals.
- Protected status means an individual's sex, race, color, national origin, age, religion, disability status, sexual orientation, genetic information, gender identity, pregnancy status, and any other legally protected characteristic.
- Sexual harassment means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (a) submission to such conduct is made either explicitly or implicitly a term or condition of a covered County employee's employment; (b) submission to or rejection of such conduct by a person is used as the basis for employment decisions affecting the covered County employee; or (c) such conduct has the purpose or effect of unreasonably interfering with a covered County employee's work performance or creating an intimidating, hostile, or offensive work environment. Sexual harassment is prohibited regardless of whether the parties are the same sex or the opposite sex.
- Sexual orientation means the actual or perceived status of a person with respect to his or her sexuality.
- Workplace harassment includes, but is not limited to, any unwelcome verbal, written, or physical conduct that denigrates or shows hostility or aversion towards a person on the basis of a protected status.

Discrimination

- It is the policy of the County to maintain a working environment and recruitment/selection process free from discrimination.
- Prohibited conduct includes, but is not limited to, making employment decisions based on unlawful considerations and treating covered County employees to different terms and conditions of employment.
- Examples of employment decisions and conditions of employment include:
 - Hiring, termination, promotions, job assignments, compensation, job transfers, denying benefits/privileges, discipline, termination, demotion, layoff, recall, and training opportunities.

Sexual Harassment

- It is the policy of the County to maintain a working environment that is free from sexual harassment. Sexual harassment in the workplace will not be tolerated. Where sexual harassment and/or conduct that is sexual in nature and/or has the potential of creating a hostile workplace environment is found to have occurred, the County will act to stop the harassment, to prevent its recurrence, to remedy its effects, and to take appropriate action against those responsible.
- Sexual harassment or a hostile workplace environment may occur when conduct is sexually harassing in nature (by a supervisor or any covered County employee, contractor, and/or vendor) and may include, but is not limited to:
 - Making inappropriate sexual comments about a person's clothing, body or looks;
 - Display or circulation of sexually suggestive/offensive material, including emails;
 - Asking about sexual fantasies, preferences or history;
 - Unsolicited and unwelcome flirtations;
 - Unsolicited and unwelcome physical conduct to include unwanted touching, massaging, grabbing, patting, pinching, hugging, kissing, brushing up against, or cornering someone;

- Repeated requests for dates after the covered County employee has declined a prior request(s);
- Unwelcome so-called “terms of endearment,” such as “sweetheart,” “babe,” “honey,” etc.; or
- Quid Pro Quo sexual harassment that occurs when a superior offers a subordinate an employment benefit in exchange for unwelcome dates and/or sexual favors.

Gender Based Discrimination

- It is the policy of the County to maintain a working environment for all persons that is free from harassment and less favorable treatment based on a person’s gender. The following non-exhaustive list provides examples of gender discrimination in the workplace:
 - Offensive comments about women or men in general;
 - Gender stereotyping to include comments about a person’s abilities based on gender and/or making or denying job assignments solely on perception of what jobs a specific gender “should” perform;
 - Discrimination against an individual because of gender identity, including transgender status; or
 - Gender discrimination based on non-conformance with gender norms and stereotypes.

Bullying and Harassment in The Workplace

- It is the policy of the County to maintain a working environment for all persons that is free from conduct that, whether intentional or unintentional, is considered bullying or harassing in nature as defined in this Policy. In doing so, all covered County employees are responsible for conducting themselves in a manner that will ensure that others are able to work in a professional and respectful environment.
- The following non-exhaustive list provides examples of bullying and harassment in the workplace:
 - Repeated verbal abuse in the form of derogatory remarks, slurs, insults, and epithets;
 - Visual conduct such as derogatory posters, photography, cartoons, drawings, or gestures;
 - Verbal or physical conduct that is threatening, intimidating, or humiliating;
 - Social exclusion or ostracism; or
 - Attempts to induce the covered County employee to act contrary to his or her duty or to do, make, omit, or delay any act, decision, or determination including, but not limited to, regular County Commission agenda items and zoning items.

Retaliation

- Retaliation is taking adverse action against covered County employees for asserting their rights under this Policy or under the law. Adverse actions can include, but are not limited to, transferring the covered County employee to a less desirable position, increasing scrutiny, purposely changing his/her work schedule, or any action that would discourage covered County employees from exercising their rights under the Policy or the law in the future. These rights include filing a complaint under this Policy, filing a complaint with an external government agency such as the U.S. Equal Employment Opportunity Commission, assisting another covered County employee in the filing of a complaint, providing information during an investigation or testifying in a proceeding concerning a violation of this Policy or the law, or otherwise opposing conduct prohibited by this Policy. Retaliation against covered County employees who engage in protected conduct or who assist others in complaints of

discrimination or harassment in violation of this Policy is expressly prohibited. A violation of this section may result in disciplinary action, up to and including termination.

Complaint Process for Unlawful Discrimination

- A covered County employee or applicant for an employment position covered by this Policy may file a complaint with the OOD. A covered County employee may file a complaint under a section of an applicable collective bargaining agreement specifically designating OOD as the office to which such complaints will be referred. All complaints should be submitted in the written format prescribed by the County Manager. Covered County employees or applicants will not be subject to retaliation, reprisal, intimidation, harassment, or modification of employment status as a result of filing a complaint.
- A complaint alleging unlawful discrimination and/or sexual harassment must be filed within the statute of limitations set by state and federal enforcement agencies having jurisdiction over the alleged unlawful activity.
- A complainant may not file a complaint of discrimination with OOD if they have filed a charge of discrimination asserting the same allegations based upon the same events with any other County, state or federal administrative body or officer having jurisdiction to adjudicate complaints of discriminatory practices.
- Upon receipt of a complaint wherein the allegations, if true, would support a finding of a violation of this Policy, OOD staff shall immediately notify the affected department head and the County Manager. Each will be provided a summary of the charge and, as appropriate, a request for information or request for a response to the allegations set forth in the complaint.
- The County Manager, at his or her sole discretion, may assign an investigation to be conducted outside the OOD, in which case the outside investigator will act in lieu of OOD for that complaint.
- The OOD or outside investigator selected by the County Manager shall investigate the allegations of the complaint. When practical, all interviews shall be recorded and made part of the record of the investigation along with all associated documents and other material. Written findings of the investigation shall be fully documented. All information gathered in the course of investigations is confidential except as otherwise mandated by law, or necessary to the implementation of this Policy, and/or necessitated by issues presented in labor administrative proceedings.
- The investigative findings will be submitted to the Equal Opportunity Committee (EEO Committee) as designated by the County Manager. The EEO Committee will determine if a violation of this Policy has occurred and what, if any, corrective action is appropriate.
- If an elected County official is alleged to have violated this Policy, the complainant may be referred to an appropriate state or federal administrative enforcement agency. Referral of a complaint in this manner does not limit the County's ability to take remedial action as it deems appropriate in light of the allegations in the complaint.
- Covered County employees and applicants may, at any time during the process, or at its completion, seek relief outside the County in accordance with the provisions of applicable federal or state statutes.

Complaint Process for Bullying Or Harassment

- A complaint alleging bullying or harassment that is not considered unlawful discrimination will be referred to the HR Department Employee Relations Division (Employee Relations Division) for investigation. Complaints of this nature may be referred back to the originating department for investigation. Investigative findings will be forwarded to the Employee Relations Division to ensure appropriate action is taken under this Policy.
- Violations of the bullying or harassment provisions of this Policy may result in disciplinary action, up to and including termination.

Settlement and Remediation of Claims and Complaints

- If the County's EEO Committee determines that a violation of this Policy has occurred, appropriate remedial action shall be taken under the direction of the County Manager. All communications regarding settlements or other action having fiscal impact will be supervised by the County. All necessary training will be coordinated by the OOD. The County Manager may assign staff or outside resources to mediate among the parties.
- If the County's EEO Committee determines that a violation of this Policy has occurred, remedial action, including, if necessary, discipline commensurate with the severity of the violation shall be undertaken by staff as directed by the County Manager. After the County's EEO Committee has made a finding, the complainant may not proceed on the same facts and legal theory before any other County administrative body or officer.

Responsibilities of Covered County Employees

- All covered County employees who are subjected to or are witnesses to conduct in violation of this Policy are encouraged to report the conduct at the earliest possible stage in order to prevent its escalation and allow the County to take appropriate action to remedy the offensive conduct. Covered County employees may report prohibited conduct to OOD, HR Department, his or her supervisor and/or manager, or department management.
- Department management, managers, or supervisors shall expeditiously as possible make a report to the OOD or the HR Department based on the type of complaint. No supervisor, manager, or department head has authority to agree not to transmit a report or to agree to a delay in transmitting a report. Failure of a supervisor, manager, or department management to discharge responsibilities under this paragraph is a violation of this Policy and may result in disciplinary action, up to and including termination.
- All department heads shall implement this Policy by:
 - Rigorously enforcing the standards imposed by this Policy;
 - Developing and disseminating appropriate departmental procedures that communicate to covered County employees that violations of this Policy will not be tolerated and will result in disciplinary action, up to and including termination;
 - Taking appropriate action to ensure that complaints are promptly forwarded to OOD for investigation;
 - Imposing recommended disciplinary action, up to and including termination, when violations of this Policy are confirmed; and
 - Ensuring that covered County employees receive periodic training regarding this Policy.
- Anonymous complaints containing allegations of conduct in violation of this Policy should be submitted or forwarded to the Director of the HR Department. The HR Department may investigate an anonymous complaint if specific information related to the alleged

incident(s) (e.g. persons involved, description of the conduct, and place of the incident(s)) is included in the anonymous complaint.

- Failure of a department head to discharge responsibilities outlined in this section is a violation of this Policy and may result in disciplinary action, up to and including termination.

Reports to External Agencies

- Covered County employees may seek external review of a harassment complaint or the County's employment practices by filing a complaint with the U.S. Equal Employment Opportunity Commission and/or the Nevada Equal Rights Commission. Certain procedural requirements and deadlines may apply. Information regarding these agencies is posted on departmental bulletin boards and is available on the Internet.

Training

- The County Manager is responsible for developing a program of training to ensure the working environment is free from all acts of discrimination and harassment outlined in this Policy. The program of training will require that new covered County employees of the County receive training regarding this Policy within 30 days after beginning employment and that all covered County employees of the County receive training regarding this Policy at least once every (2) years. Newly promoted supervisors, managers, and department heads shall attend a program of training within the first 60 days of promotion.

Compliance

- Adherence to this Policy is Mandatory. Any covered County employee who fails to comply with this policy is subject to disciplinary action, up to and including termination.

NACO hopes you find this resource useful when crafting policies for your counties. These examples are meant to provide guidance and not be an exhaustive list of any, and all, conduct that should be addressed. Respect, integrity and common sense are the hallmark of great leadership.