Appendix Table 1: Operationalization of the Taxonomy Domains and Subdomains: Survey questions and coding

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| **Domains and items used for operationalization** | **Survey questions (variable name a), Coding, and Recoding** |
| ***Policy Development (Governance Function)*** | Number of items = 8 |
|  | Indicate whether your local board of health is involved in each of the governance functions listed below: Yes; No; Not sure; Recoding: Yes = 1; else = 0  |
| Adopt public health regulations | Adopt public health regulations (q11a) |
|  | In the past two years, to what extent has your local board of health been involved in policy-related activities in each of the following aspects of public health practice? No involvement; Minor involvement; Major involvement; Do not know |
| **LBoH had major involvement in policy-related activities in specific strategies/activities** | Recoding: Major involvement = 1; else = 0 |
| Tobacco, alcohol, or other drugs  | Tobacco, alcohol, or other drugs (q33) |
| Food safety | Food safety (q37) |
| Waste, water, or sanitation | Waste, water, or sanitation (q38)  |
| Emergency preparedness and response  | Emergency preparedness and response (q34)  |
| Control of infectious diseases  | Control of infectious diseases (q35)  |
| Obesity or chronic disease  | Obesity or chronic disease (q36)  |
| Access to healthcare services | Access to healthcare services (q39) |
| ***Resource Stewardship (Governance Function)*** |  Number of items = 6 |
| **LBoH involvement in the following in the past two years** |   |
|  | Indicate whether your local board of health is involved in each of the governance functions listed below: Yes; No; Not sure; Recoding: Yes = 1; else = 0 |
| LBoH is involved in setting/imposing fees | Set and impose fees (q12a) |
| LBoH is involved in developing LHD budget  | LBoH is involved in developing LHD budget (q10a) |
| LBoH is involved in requesting public health levy | Request a public health levy (q14a) |
| LBoH is involved in imposing PH tax | Impose taxes for public health (q13a) |
|   | To what extent has your board of health been involved in the following activities in the past two years? No involvement; Minor involvement; Major involvement; Do not know. Recoding: Major involvement = 1; else = 0 |
| Long range LHD fiscal planning  | Long-range fiscal planning for the local health department (q29) |
| Advocating for necessary funding to support public health activities  | Advocating for necessary funding to support public health activities (q30) |
| ***Legal Authority (Governance Function)***  | Number of items = 8 |
|  | Indicate the extent to which your local board of health is involved in each of the governance functions below. (Select all that apply.) Board has final authority to do this; Board makes recommendations to another governing body; Board has some other roles; Not sure |
|  | Recoding: Final authority = 1; else = 0 |
| Impose or enforce quarantine or isolation orders | Impose or enforce quarantine or isolation orders (q15b)  |
| Hire or fire agency top executive | Hire or fire agency top executive (q9b) |
| Set and impose fees | Set and impose fees (q12b)  |
| Impose taxes for public health | Impose taxes for public health (q13b)  |
| Adopt public health regulations | Adopt public health regulations (q11b) |
| Request a public health levy | Request a public health levy (q14b) |
| Approve LHD budget |  Approve LHD budget (q10b) |
|   | To what extent has your board of health been involved in the following activities in the past two years? No involvement; Minor involvement; Major involvement; Do not know. Recoding: Major involvement = 1; else = 0 |
| Assessing current provision of public health services against legal requirements  | Assessing current provision of public health services against legal requirements (q32) |
| ***Partner Engagement (Governance Function)***  | Number of items = 6 |
|  | To what extent does your local board of health serve as a linkage between your LHD and the following kinds of organizations in your community? Not at all; To some extent; To a great extent; Not sure |
| **LBoH serves as a linkage between LHD and following entities to "great extent"** | Recoding: Great extent = 1; else = 0 |
| Local government agencies  | Local government agencies (other than LHD) (q43) |
| Hospitals | Hospitals (q41)  |
| Other healthcare providers | Other healthcare providers (q42)  |
| Community non-profit organizations  | Community non-profit organizations (q45) |
| Community businesses or business-oriented organizations  | Community businesses or business-oriented organizations (e.g., Chamber) (q46) |
| Faith-based organizations | Faith-based organizations (q47) |
| ***Continuous Improvement (Governance Function)-18 items*** | Number of items = 17 |
|  |  Which of the following trainings have been offered to your board of health members in the past two years? (Select all that apply) Responses: Check or not check the box. Coding: Checked = 1; unchecked = 0 |
| ***New member orientation training was offered to LBoH in two years*** | Orientation program for new board of health members (q16a)  |
| ***Ad hoc training was offered to LBoH on PH topics in past two years*** | Ad hoc training on public health-related topics (q16c)  |
| ***Formal ongoing training program for members in past two years*** | Formal, ongoing training program for board of health members (q16b) |
| ***Ad hoc training was offered to LBoH on governance in past two years*** | Ad hoc training on governance-related topics (q16d) |
| ***LBoH did QI on their own processes in past two years*** | In the past two years, did the board of health engage in quality improvement activities intended to improve the LHD’s processes or operations? (q22) Yes = 1; No/Don't know = 0. |
|  ***LBoH developed or updated LBoH bylaws in past two years***  | Indicate whether your local board of health has developed or updated each of the following documents within the past five years: Response: Board of health by-laws (q20) Yes = 1; No/Don't know = 0. |
| ***LBoH evaluated own effectiveness in past two years*** |  In the past two years, did the board of health evaluate its own effectiveness? (q21) Yes = 1; No/Don't know = 0.  |
| ***LBoH did QI on LHD processes in past two years*** | In the past two years, did the board of health engage in quality improvement activities intended to improve the board of health’s processes or operations? (q23) Yes = 1; No/Don't know = 0. |
|   | **Indicate whether your local board of health has developed or updated each of the following documents within the past five years**  |
| LBoH developed or updated BOH vision or mission statement in the past two years | Vision or mission statement for the board of health (q17)  |
| LBoH developed or updated BOH goals/objectives in the past two years | Goals and/or objectives for the board of health (q19) |
| LBoH developed or updated BOH SP | Board of health strategic plan (q18) |
| LBoH has bylaws | Does your local board of health have bylaws? (q8) Yes = 1; No/Don't know = 0. |
| **LBoH have had major involvement (rather than minor or no) in the past two years in:**  | To what extent has your board of health been involved in the following activities in the past five years? No; Minor; Major; Don't know. Recoded: Major involvement = 1; else = 0. |
|   | Developing a local health department strategic plan (q27b) |
| Developing or implementing a community health improvement plan  | Developing or implementing a community health improvement plan (q26b)  |
| Developing or using a community health assessment  | Developing or using a community health assessment (q25b) |
| LBoH had major involvement in LHD’s PHAB accreditation activities c | LHD PHAB accreditation activities (q28b) |
| Evaluating progress against community health improvement plan goals and objectives  | Evaluating progress against community health improvement plan goals and objectives (q31) |
| ***Oversight (Governance Function)***  | Number of items = 4 |
| LBoH is involved in the function of hiring or firing of agency top executive  | Indicate whether your local board of health is involved in each of the governance functions listed below: Hire or fire agency top executive (q9a) Yes; No; Not sure. Recoded: Yes = 1; else = 0 |
| LBooH performs formal evaluation of the top executive | In the past 12 months, did the board of health evaluate the performance of LHD’s top executive? (Select one only) (q24): Responses: Conducted a formal, written performance evaluation; Gave feedback (written or oral) on performance, but did not conduct a formal performance evaluation; Did not conduct any type of performance evaluation; Do not know. Recoded: Formal evaluation = 1; else = 0 |
| LBoH directed, encouraged, or supported LHD's PHAB accreditation program **b** |  Which of the following best describes your local board of health’s discussions about the Public Health Accreditation Board’s accreditation program for local health departments? (q48). Coded: directed, encourage or supported = 1; else = 0 |
|  | To what extent does your local board of health serve as a linkage between your LHD and the following kinds of organizations in your community? Not at all; To some extent; To a great extent; Not sure |
| Local elected officials | Local elected officials (q44) |
| ***LBoH characteristics and Strengths*** |   |
| **LBoH composition/member qualifications** |  |
| **Characteristics of LBoH members** |   |
| LBoH size is appropriate  | How many members serve on your local board of health? (q6) Recoded: number of LBoH members within Percentiles 10 and 90 = 1; else = 0. |
|   | Please enter the number of current board members for each of the following characteristics listed. |
| At least one LBoH member is from healthcare professionals,  | Members that are healthcare professionals, either current or retired (e.g., physician, nurse, pharmacist) (Q6a). At least one member = 1; else = 0  |
| At least one LBoH member is currently elected officials | Members that are currently elected officials (q6c). Recoded: At least one member = 1; else = 0 |
| At least one LBoH member with public health training or experience | Members that have public health training or experience prior to serving on the board? (6b). At least one member = 1; else = 0  |
| **Diversity of information sources used by the board to seek community perspectives** |  |
| **In the past two years, LBoH used to actively seek community input on PH issues/initiatives from:** | In the past two years, which of the following has the board of health used to actively seek community input on public health issues/initiatives? (Select all that apply.)  |
|  Elected officials | Elected officials (q40a) |
|  Print/broadcast media | Print or broadcast media (e.g., newspaper, TV, radio) (q40e) |
|  Website & social media | Website or social media (q40d) |
|  Public forums | Public forums (q40c)  |
|  Hearings | Hearings (q40b) |
| **Meeting frequency of the LBoH : Number of meetings in 2014 (Mode1 = 4; Mode2 = 12)** |   |
| Board met at least once every two months (had 6 or more meetings per year) | How many times did your board of health meet during calendar year 2014? Recoded: LBoH met at least once every two months (6+ meetings per year)  |

a. Variable names used in the code book for the survey appear in parenthesis at the end of the question statements in column 2.

b. This variable served as the dependent variable and therefore was not included in the scale.

c. The variable was excluded from the scale.