GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

GOVERNING POLICIES MANUAL
TABLE OF CONTENTS

I	CATEGORY: ENDS	Page	Review Date	Adoption/Revision/ Review
1 to 4	Global Ends Statements	2	Annually - May	Adopted January 2015
II	**CATEGORY: MANAGEMENT LIMITATIONS**			
2.0	General Management Constraint	3	Annually - February	February 2016
2.1	Treatment of Patrons	4 – 7	Annually – February	February 2016
2.2	Treatment of Staff	8 – 9	Annually – February	February 2016
2.3	Financial Condition and Activities	10 – 14	Annually - February	February 2016
2.4	Asset Protection	15 – 20	Annually - February	February 2016
2.5	Financial Planning/Budgeting	21 – 23	Annually - August	August 2016
2.6	Compensation and Benefits	24 – 25	Annually - August	August 2016
2.7	Emergency Executive Director Succession	26	Annually - August	August 2016
2.8	Board Awareness and Support	27 – 31	Annually - August	August 2016
2.9	Materials Selection	32 – 33	Annually - August	August 2016
III	**CATEGORY: BOARD-MANAGEMENT DELEGATION**			
3.0	Governance-Management Connection	34	As Needed	July 2008
3.1	Unity of Control	35	As Needed	July 2008
3.2	Accountability of the Executive Director	36	As Needed	January 2009
3.3	Delegation to the Executive Director	37	As Needed	February 2013
3.4	Monitoring the Executive Director's Performance	38 – 39	As Needed	February 2013
IV	**CATEGORY: GOVERNANCE PROCESS**			
4.0	Governance Commitment	40	As Needed	May 2005
4.1	Governing Style and Values	41 - 42	As Needed	May 2016
4.2	Board Job Products	43 – 44	As Needed	August 2012
4.3	Agenda Planning	45 – 46	As Needed	August 2012
4.4	Chair's Role	47	As Needed	July 2008
4.5	Board Members' Code of Conduct	48 – 49	As Needed	July 2008
4.6	Board Committee Principles	50	As Needed	July 2008
4.7	Board Committee Structure	51	As Needed	July 2008
4.8	Governance Budget	52	As Needed	May 2006

Global Ends Statements:

The Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

2. All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

3. Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes

4. All Jefferson County residents receive maximum return on their shared investment in library services.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.0
POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.0: *GENERAL MANAGEMENT CONSTRAINT*

I hereby present my monitoring report on your Management Limitations policy 2.0 "General Management Constraint", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler ,Executive Director Date: February 18, 2016

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted professional ethics and best practices for public library management.

EXECUTIVE DIRECTOR'S INTERPRETATION: I understand this constraint to include all operational activities that occur within the Library. It does not include activities or decisions occurring or made at the Board level.

I interpret "unlawful" to mean I will not fail to insure that all operational activities are within legal requirements as imposed by all relevant governing bodies, including federal, state, county and city statutes and ordinances.

In matters of prudence and ethics, the Board has comprehensively interpreted these concerns throughout the "Management Limitations". In areas where no specific Board policy exists; I will use the test of "reasonable and prudent" to evaluate the circumstances. In addition, I understand that "commonly accepted professional ethics and best practices for public library management" is an additional qualifier of the Board's intentions. By this, if an issue arises which I believe my response would be judged ethical and prudent but for some reason inconsistent with common practices in public libraries; I would not necessarily have the authority to proceed.

REPORT (COMPLIANT): The implementation of the above measures is incorporated into specific monitoring reports provided to the Board on each of the other Management Limitations policies. I therefore am focusing this response on this policy provision proscribing against any "unlawful" actions or situations.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.1
POLICY TITLE: *TREATMENT OF PATRONS*

MANAGEMENT LIMITATIONS
Initial Monitoring on Policy 2.1: *TREATMENT OF PATRONS*

I hereby present my monitoring report on your Management Limitations policy 2.1 "Treatment of Patrons", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: February 18, 2016

BROADEST POLICY PROVISION

With respect to interactions with patrons, the Executive Director shall not cause or allow conditions or procedures which are unfair, unsafe, undignified, unnecessarily intrusive, or which fail to provide confidentiality in use of facilities and resources, and a high level of customer service.

EXECUTIVE DIRECTOR'S INTERPRETATION: I understand this to mean that the Library may not operate without having and enforcing specific policies that clarify patron rights and staff actions toward patrons. The Executive Director, staff and legal counsel review the policies as needed.

REPORT: Library policy requires regular reporting from all units on these elements. Initial and follow-up reports are issued to the Senior Management Team for review or action.

1. **I shall not elicit and maintain patron information for which there is no clear necessity.**

EXECUTIVE DIRECTOR'S INTERPRETATION: It is our responsibility to protect the patron's privacy in their use of the library, its programs or services, neither requesting nor maintaining information (visual, written or otherwise) about our patrons beyond that either required by law or business necessity.

REPORT (COMPLIANT): Patron data is primarily collected within the Circulation module of the Integrated Library System. Patron-usage information is automatically deleted when use transactions are complete. Patrons may opt to preserve a record of the items they have borrowed through a feature of the Integrated Library System.

I can report compliance.

2. **I shall not collect, review, transmit, store or destroy patron information in a manner that fails to protect against loss of or improper access to that information.**

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my interpretation that we must ensure that the documents or on-line gathering of patron data are handled in a manner, from collection until destruction that avoids inappropriate access or loss of such data.
REPORT (COMPLIANT): Patron information is collected and accessible for reasonable business use only. The electronic storage of this information is secured and print materials containing patron information are properly shredded and destroyed.

I can report compliance.

3. **I shall not fail to maintain facilities that provide a reasonable level of privacy, both aural and visual, and that are reasonably free from public distraction and disturbance.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Our libraries are designed and managed to serve large populations of users at one time. As such, the library provides many venues for quiet reading and study, computer privacy, individual and group study space, etc. All libraries have spaces and/or equipment to assist with this and staff is instructed to assist patrons with finding a suitable work environment that meets their needs.

REPORT (COMPLIANT): Library programs and services are designed to ensure patron privacy in the use of the library. As new technologies and services are added to our program of service, operational activities are vetted between library staff and the Director of Public Services. When space limitations exist, every effort is made to ensure as much patron privacy as possible.

I can report compliance.

4. **I shall not fail to maintain the confidentiality of a patron's use of the JCPL and patron record except as required by law.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Records of patrons' usage of the Library will not be divulged except when necessary for normal library operations or as provided for in CRS 24-90-119, "Privacy of User Records." I have been designated "Custodian of Library Records" by the Board and can make reasonable exception to this requirement upon application by a patron or law.

REPORT (COMPLIANT): All staff receives training as part of their Orientation regarding patron confidentiality and the processes and steps they should follow when requests for patron information are made. The Library worked with law enforcement of area municipalities and jurisdictions, the District Attorney's and the County Attorney's offices to ensure that our processes were in compliance with, and defendable by law. All staff receives training on this as a part of New Employee Orientation and a DVD has been provided to law enforcement explaining the law and how the Library can be of assistance.

I can report compliance.

5. **I shall not fail to ensure that patrons receive prompt, courteous service from competent, well-trained staff.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Educational and training requirements for knowledge, skills and customer service are required and provided to effect useful and respectful service toward our patrons.

REPORT (COMPLIANT): The Library's Employee Relations and Development and Public Services Staff Training units ensure that all hires possess the required education, training and experience for their jobs and have the training required to successfully fulfill their job requirements. The library's customer comment cards and other such avenues for receiving comment on our service characteristically show a pleased patron base.

I can report compliance.

6. **I shall not fail to set and convey the policies for the use and circulation of library materials; fines/charges for damaged or lost items; a fee schedule for non-basic Library services; and policies for the use of bulletin boards and meeting/study rooms.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Policies are in place that effectively direct public use of materials, resources, and facilities, such that all patrons can use our libraries and resources in a reasonable and responsible manner. We inform patrons of these policies so they understand and follow the rules these policies define without significant comment or complaint. Staff is also versed in the policies such that they can address and discuss them with patrons.

REPORT (COMPLIANT): All of the library policies regarding library use are reviewed and updated as needed by library managers and then by senior management.

I can report compliance.

7. **I shall not fail to enforce clearly articulated policies regarding content and control standards for Internet use and safety.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Internet use policies derive largely from state law, as interpreted by the Library and attorney. Access to internet sites complies with filtering as required by law and Board directed library policy. Staff and the public are made aware of these policies so that user and staff expectations are clear. Staff is trained to recognize non-compliant use and intervene if necessary.

REPORT (COMPLIANT): Our principal responsibility is to be compliant with state statute and Library Board direction within the limits of technology.

I can report compliance.

8. **I shall not fail to convey that parents, guardians or caretakers are responsible for monitoring the activities and library use, and controlling the behavior of children or other persons requiring supervision during their library visit.**

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we have a responsibility to inform parents/guardians/caretakers that it is their responsibility, not the Library's, to control use and provide reasonable supervision to their children or charges when visiting/using the library. Staff is directed to intervene when inappropriate or when illegal behaviors or actions interfere with other's use of the library and its resources.

REPORT (COMPLIANT): It is always difficult for staff to maintain awareness of or judge the level of inappropriate behavior and the necessity for intervention in a very busy and active public library such as ours, however, norms and practices in the Library's Code of Conduct have been developed to assist them in making these decisions. As well we make the Code of Conduct available in our libraries and on our website.

I can report compliance.

9. **I shall not fail to inform patrons, as appropriate, of this policy, and to provide an open, accessible patron comment process.**

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we must inform patrons of library policies that concern and/or protect their use and rights in the library. As well, we must provide a patron comment process so that patrons have the opportunity to express their concerns to administration and management.

REPORT (COMPLIANT): The library uses several means by which to solicit and engage in patron comment including personal interactions with staff, electronic and print comment forms, an open-door process for the public to speak with management or administration, electronic and telephone communications and electronic options on the website. We also have our policies posted on our website and will print them when asked by our public.

I can report compliance.

10. **I shall not fail to take appropriate steps to safeguard the safety of library patrons.**

EXECUTIVE DIRECTOR'S INTERPRETATION: I understand that this provision requires me to develop and implement policies and practices to ensure patron safety.

REPORT (COMPLIANT): We maintain a very high level of patron safety conditions. To confirm our safety standards, key staff (facilities, public services, information technology, library manager, etc.); along with local law enforcement conduct safety audits of public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems and surveillance cameras. As well, each library establishes a working relationship with their local law enforcement agencies. The library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.2
POLICY TITLE: *TREATMENT OF STAFF*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.2: *TREATMENT OF STAFF*

I hereby present my monitoring report on your Management Limitations policy 2.2 "Treatment of Staff", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: February 18, 2016

BROADEST POLICY PROVISION

With respect to the treatment of staff and volunteers, the Executive Director shall not cause or allow conditions that are unfair, unsafe, undignified or inconsistent with the Jefferson County Personnel Rules, by which the Library abides.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively addressed this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, pertaining to staff, I shall not:

1. **Operate without a written personnel manual, which clarifies personnel rules for staff.**

   EXECUTIVE DIRECTOR INTERPRETATION: The Library must have in place a personnel manual that sets forth the rules and policies regarding employment with the Library.

   REPORT (COMPLIANT): The Library uses the Jefferson County Personnel Rules as the basis for our personnel manual.

   I can report compliance.

2. **Fail to provide staff with avenues for non-disruptive, internal expression of opinions.**
   EXECUTIVE DIRECTOR INTERPRETATION: I understand this policy to mean that staff must know and be allowed to freely express their support, opposition, and concerns with the Library's policies and practices without fear of reprisal, as long as their dissent is expressed internally, respectfully and in a manner that does not disrupt operations.

   REPORT (COMPLIANT): New Library staff members are made aware that open and honest communication is encouraged at Jefferson County Public Library during their orientation process, and long-standing staff members are aware of this through administrative and management messaging. Jefferson County Public Library is an Equal Opportunity Employer and strongly disapproves of discrimination and harassment. The Library recruits, hires, trains and promotes employees without regard to race, color, religion, sex, national origin, age, disability, sexual orientation or any other status protected by Federal or State law. The Library will not tolerate

retaliation for opposing discrimination and harassment. The Library adheres to a formal complaint process, which is available to staff, through Jefferson County Personnel Rules.

I can report compliance.

3. **Fail to acquaint staff with these governing policies.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my responsibility to ensure that all staff is informed of this policy.

REPORT (COMPLIANT): All monitoring reports are online and staff has access to them. As well, awareness of this policy has been incorporated into the New Employee Orientation for all new staff.

I can report compliance.

4. **Allow staff to be unprepared to deal with emergency situations.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that staff will be informed and trained on emergency policies and practices and appropriate staff will be trained to deal with all emergency situations.

REPORT (COMPLIANT): The Library schedules regular Person-In-Charge (PIC) trainings where staff receives additional training for emergency situations. In turn, all libraries have a trained "Person in Charge" (PIC) on duty during hours of operations. The Senior Management Team also serves as the System PIC where immediate assistance and direction is provided to the location/library PIC, staff and law enforcement. Further, all incidents are reported and evaluated, for revision. Additional training is provided as needed to prepare staff to respond to specific circumstances.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.3
POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.3: *FINANCIAL CONDITION AND ACTIVITIES*

I hereby present my monitoring report on your Management Limitations policy 2.3 "Financial Condition and Activities", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: February 18, 2016

BROADEST POLICY PROVISION

With respect to financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Library Board's Ends priorities.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. **Exceed the Library's total expenditure authorization for operations or capital development.**

EXECUTIVE DIRECTOR INTERPRETATION: This requirement prohibits my spending on behalf of the library above the pre-set operations and/or capital development authorizations established by the Library Board and approved by the Board of County Commissioners during the budget approval process. If circumstances arise where expenditure above the appropriated level is necessary, I must follow the budget transfer process or the supplemental appropriation process, outlined in the Library's Budget Expenditure policy or the provisions of 4 below.

REPORT (COMPLIANT): The Library's expenditure is reviewed monthly against the total amount authorized and reported in the financial statement. This report discloses year-to-date and projected expenses to the end of the year and is included in the monthly Board reports for informational and review purposes. It also includes any required requests and processes for budget transfers when circumstances arise that require expenditures above the appropriated amount.

I can report compliance.

2. **Incur debt (with exception of procurement cards, which are to be paid in full when due).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that no library debt can be incurred without the approval of the Library Board other than short-term procurement card debt, which must always be paid when due. The Library Board can authorize debt as defined in the "Library Law," or by entering into long-term capital debt by means of Certificates of Participation.

REPORT (COMPLIANT): Monthly financial statements issued by the Library's Director of

Finance demonstrate all outstanding obligations which would show any debt as part of the report. These reports are compiled and reviewed monthly by the Library Board.

I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

EXECUTIVE DIRECTOR INTERPRETATION: Accordingly, expenditures that have not been approved by the Board cannot be made in advance.

REPORT (COMPLIANT): Annual internal and external audits look for and report any expense not approved. Also, monthly reports from the Director of Finance regularly report compliance with this limitation and posts requests to the Board when Board approval is required for an expense change.

I can report compliance.

B. Use of Designated and Undesignated Reserves

EXECUTIVE DIRECTOR INTERPRETATION: This limitation requires Board review and approval before any use of reserves can take place, with the exception of automatic working capital drawdowns until tax collection proceeds are posted to our fund.

REPORT (COMPLIANT): All use of reserves (and requests for use of reserves) is shown on budget development plans or financial reports, which are reviewed and approved by the Board.

I can report compliance.

C. Adding any salaried staff positions. This means that no new standard FTE positions beyond currently authorized positions can be added unless they are recommended by me and approved by the Library Board. The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).

EXECUTIVE DIRECTOR INTERPRETATION: This means that no new salaried positions can be added unless they are recommended by me and approved by the Library Board. The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).

REPORT (COMPLIANT): I review and act upon all requests for staffing changes which are reported in my monthly reports and in the annual budgeting process.

I can report compliance.

4. Authorize transfers of greater than $50,000 among line items and categories within the operational fund.

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than $50,000 between expense lines are allowed without board approval but non-emergency transfers greater than $50,000 require Board authorization. The Executive Director may authorize transfers in excess of $50,000 when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

REPORT (COMPLIANT): All budget transfers follow the above guidelines and **a**ny significant transfers are reported in the monthly financial statements. Transfers within capital funds are generally limited by the conditions of those funds, not this policy.

I can report compliance.

5. **Fail to settle payroll obligations and payables in a timely manner.**

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must process all payables in as timely a manner as possible if not in accordance with the vendor's dictates. Payrolls are processed in accordance with county policy.

REPORT (COMPLIANT): Payables are processed on a daily basis, with warrants written weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and pay days are every other Friday. There are twenty-six (26) pay periods per year.

I can report compliance.

6. **Allow payroll or other tax payments or other government ordered payments or filings to be overdue or inaccurately filed.**

EXECUTIVE DIRECTOR INTERPRETATION: The schedules of tax payments to other government units are strictly observed. The two principal payments are payroll taxes and state and local sales tax payments.

REPORT (COMPLIANT): Payroll taxes are paid by the County as part of normal payroll practice and are reflected in our financial statements. Sales tax activity is recorded in the general ledger and the liability is relieved either quarterly or at year end as required by the appropriate jurisdictions.

I can report compliance.

7. **Expend more on a capital project than the amount previously authorized by the Board.**

EXECUTIVE DIRECTOR INTERPRETATION: This means that capital project expenditures greater than approved must not occur. However, small transfers (being no more than 10% of the total cost of the project or $50,000, whichever is less) between individual project funds may be necessary, as they are completed.

REPORT (COMPLIANT): Each month, the Director of Finance issues a capital projects report that shows the comparison between budgeted and actual expense of each project.

I can report compliance.

8. Acquire, encumber, lease or dispose of real property.

EXECUTIVE DIRECTOR INTERPRETATION: By statute, the Library Board is the only authority empowered to hold and acquire property. This means that all decisions regarding real property and buildings, whether owned or leased, must be reviewed and approved by the Board.

REPORT (COMPLIANT): The Library Board holds the authority for acquiring property. As such, the Director of Finance maintains a comprehensive file on our 12 locations and regularly issues updates to that inventory, which are reviewed by me and reported to the Board. The Director of Finance recommends any necessary action to the Board when due.

I can report compliance.

9. Accept gifts or grants from sources that are not, in fact and appearance, legal and consistent with the mission and values of the library.

EXECUTIVE DIRECTOR INTERPRETATION: This means that the Library (nor I on behalf of the Library), cannot accept any gifts or grants when they appear to be inconsistent with our mission and role.

REPORT (COMPLIANT): Through the Operational Agreement between the Library and the Jefferson County Library Foundation, all gifts to the library are processed by the Foundation. In so doing, we have a level of review and the library retains the right to specify the disposition of any gift.

I can report compliance.

10. Fail to pursue material receivables after a reasonable grace period.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must take action to recover material receivables. We have very few material receivables, with the exception of unpaid overdue fines. Material receivables are defined as patron accounts with an accumulation of overdue fines in the amount greater than $25.00 for over 28 days.

REPORT (COMPLIANT): Patrons whose accounts have a balance of outstanding fines and fees in excess of $10 may no longer check out library materials until the balance falls below $10. The library uses several methods for notification and recovery of library materials and monies owed and patrons have several options for payment of these fines. The Library may also pursue outstanding fines via a collection agency.

I can report compliance.

11. Fail to exercise adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must have in place a process of checks and balances to maintain accountability both for payments and for inventory control.

REPORT (COMPLIANT): All payments by the Library are subject to multiple reviews by staff so that payments are only made for goods and services that the library has decided upon. If there are discrepancies in the paperwork, processing stops until a review can determine the validity of the claim. Inventories of equipment and supplies are carefully evaluated on a regular basis to ensure proper disposition of those assets.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.4
POLICY TITLE: *ASSET PROTECTION*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.4: *ASSET PROTECTION*

Signed: Pamela L. Nissler, Executive Director Date: February 18, 2016

BROADEST POLICY PROVISION

The Executive Director shall not allow the Library's assets to be unprotected, inadequately maintained or unnecessarily risked.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

1. **I shall not fail to ensure against theft and casualty losses to at least replacement value, including coverage for Library materials, works of art, mechanical systems, computer equipment and systems, property while in transit, donated items, items not owned by the Library on exhibit/display and all Library facilities, including those buildings not open to the public (Administration, the Library Service Center and Support Services).**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that the library must have in place, a means to ensure against significant loss as expressed in any of the manners above. As well, we must be responsive to the changing value of said items, to changing conditions of risk, and to changes in insurance practices and law.

   REPORT (COMPLIANT): The library's insurance program is part of the County's Risk Management program and we contribute to the pool of coverages as specified by that Department. Some of those coverages are self-insured within the pool and some are purchased from agencies, as appropriate. The Library can direct our specific requirements so the Director of Finance periodically commissions an independent consulting assessment of our needs and adjusts the county pool coverages as necessary.

   I can report compliance.

2. **I shall not fail to ensure against loss or damage to library facilities by implementing a disaster response plan.**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that we must maintain a comprehensive program of disaster response to ensure that the Library facilities are protected from significant loss from natural or man-made disasters.

   REPORT (COMPLIANT): The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each department within the organization during an emergency. This plan insures protection of the library's assets, continuity of operations as well as a rapid

response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is reviewed and updated annually. Additionally, the Library is part of the County's Emergency Operations Center's plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of $50,000 for the executive director during a disaster.

I can report compliance.

3. **I shall not fail to ensure against loss or damage to library computers, technology equipment and systems by implementing a security and replacement plan.**

   EXECUTIVE DIRECTOR INTERPRETATION: In order to be compliant on this measure, we must have in place a security and replacement plan to ensure against loss or damage to the library's technological and communication resources and network.

   REPORT (COMPLIANT): The IT department has created a plan for technological protection and replacement of the library's communication resources and network in the event of theft, catastrophic event, and or accidental or malicious contamination.

   I can report compliance.

4. **I shall not fail to ensure against liability losses to Library Board members, staff and the Library itself, including directors' and officers' liability and errors and omissions coverage, in an amount equal to or greater than the average for comparable organizations.**

   EXECUTIVE DIRECTOR INTERPRETATION: This means maintaining a level of protection for Trustees and staff against liability claims while doing the work of the Library.

   REPORT (COMPLIANT): Errors and Omissions coverage is a standard element in the Risk Management pool and provides protection for the Trustees and staff.

   I can report compliance.

5. **I shall not fail to ensure for general comprehensive on the Library's vehicles.**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must have complete insurance protection for all vehicle operations.

   REPORT (COMPLIANT): Complete vehicle operations insurance coverage is in place as part of the county pool and includes comprehensive, collision and liability coverage.

   I can report compliance.

6. **I shall not fail to ensure against employee theft and dishonesty, and/or have bonding in place for all employees who handle cash.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that all library employees who handle cash or warrants must be bonded to protect the library from such loss from actions by the bonded employee. The coverage should be all-risk.

REPORT (COMPLIANT): All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool.

I can report compliance.

7. **I shall not fail to maintain a system for the management of fixed and controlled assets that provides sufficient information for preparation of financial statements, ensures proper use, and provides for their maintenance, replacement and disposal.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my understanding that this provision requires an asset management system that provides a high level of accountability and gives us the necessary information so that we can reflect an accurate value for fixed assets in our financial statements, track material controlled assets, dispose of fixed and controlled assets in conformance with CRS 24-90-109 (1) (i), and make good decisions about the use and management of library assets.

REPORT (COMPLIANT): The Library's Finance department has a procedure and process to ensure that all the Library's fixed assets with a value over $5,000 are inventoried and accounted for with regard to use, accession and de-accession, and disposal. This requirement is covered under our asset management policy, Jefferson County asset valuation and inventory control practices, and CRS 24-90-109 (1) (i).

I can report compliance.

8. **I shall not fail to maintain and utilize guidelines for the acquisition, lending and de-accession of art.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must maintain art guidelines covering acquisition, lending, maintenance and care, and de-accession of art, which is a distinct and separate collection or asset from library equipment materials.

REPORT (COMPLIANT): The library's art policy recognizes the special nature of the library's art collection. It provides for acquisition, inventory, insurance and maintenance. It also addresses conditions of loaning and displaying.

I can report compliance.

9. **I shall not fail to employ risk management practices to minimize exposure of the organization, its Board or staff to claims of liability.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must

maintain risk management practices that minimize and / or limit claims of liability against the library itself.

REPORT (COMPLIANT): Risk management practices that work to reduce liability are part of the service we receive from County Risk Management. We implement those as directed and appropriate.

I can report compliance.

10. **I shall not allow any purchase wherein normally prudent protection has not been given against conflict of interest.**

    EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that we must have practices in place that guard against staff and board members personally profiting from a procurement decision in which they participated.

    REPORT (COMPLIANT): The Library's procurement processes have oversight procedures to minimize the possibility of conflict of interest. Our processes are careful enough to ensure that conflict would be an uncommon event. Our procurement policy reflects this provision and it is posted on the Library's intranet. Also, Jefferson County has as part of the Personnel Rules, a "Conflict of Interest" policy which covers most significant issues of conflict and which is applicable to all library staff. The library's Policy Governance practices ensure this same oversight for board members.

    I can report compliance.

11. **I shall not allow a purchase of $10,000 or more without using either a negotiated procurement or a competitive bid process, whichever best serves the interests of the Library.**

    EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that significant procurement decisions be competitive or otherwise made in the best interest of the library. Each such decision must demonstrate, as part of the procurement documents, to have been compliant.

    REPORT (COMPLIANT): All procurements and purchases conform to this requirement and are documented in the procurement paperwork.

    I can report compliance.

12. **I shall not fail to store and preserve Library records in accordance with a Records Retention schedule and program under the direction of the Jefferson County Records Management department.**

    EXECUTIVE DIRECTOR INTERPRETATION: The library, as part of its normal practices must carefully preserve its operational history as reflected in it files and records.

    REPORT (COMPLIANT): The library works with the County's Records Management department to develop retention schedules that are consistent with applicable statute and good

business practices.

I can report compliance.

13. **I shall not fail to protect intellectual property, information and files from loss, improper access or significant damage**

    EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that internal documents, files and other operational information must be carefully protected from loss or damage and that access is limited to the terms of public records' statutes and business practices of confidentiality.

    REPORT (COMPLIANT): Operational materials, records and resources are managed under basic business practices of confidentiality and security using available means to do so including locked files, electronic controls, password protection, document and data destruction, etc. Confidential files are kept under careful limits of access. Statutes define much of this process for us and we maintain an active understanding of applicable law.

    I can report compliance.

14. **I shall not receive, process or disburse funds under controls insufficient to meet the County appointed auditor's standards (as set forth in Management Letter and/or other correspondence).**

    EXECUTIVE DIRECTOR INTERPRETATION: This means that our financial controls and practices must be conducted in a manner consistent with applicable standards of accountability as required by law and County practices. These standards are typically part of our routine audit reports or new standards from authorities such as GASB or GAAP.

    REPORT (COMPLIANT): Our financial practices are directed by law and County practices and our Director of Finance and staff follows these structures accordingly.

    I can report compliance.

15. **I shall not compromise the independence of the financial auditor or the Board's other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisors.**

    EXECUTIVE DIRECTOR INTERPRETATION: This provision serves to prevent audit contractors from auditing their own work. This is a practice that can diminish the value and the accuracy of audits and other financial reports. I understand that I must make such financial reporting decisions in a way that ensures independent and accurate audits.

    REPORT (COMPLIANT): The County selects our external auditor; auditors that then proceed to evaluate our financial practices under commonly accepted standards and the terms of their contract. We have, from time to time, requested County approval for additional auditing services from the auditors, to help us document the value of some of our practices or to provide the Board with

additional information. These requests are made and handled to ensure independent and accurate audits and are not in conflict with this policy provision.

I can report compliance.

16. **I shall not endanger the organization's public image, its credibility, or its ability to accomplish Ends.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library's public image and credibility are among its most valuable assets. I understand that a significant part of my work is protecting that asset, taking into account all of our fiscal, technical, informational, service and public relations activities.

REPORT (COMPLIANT): Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service output growth, productive partnerships, invitations to participate as players, high satisfaction approvals and general acceptance that we promote and maintain a positive image in the community.

I can report compliance.

17. I shall not change the organization's name or substantially alter its identity.

EXECUTIVE DIRECTOR INTERPRETATION: The name of this organization is the Jefferson County Public Library. In this provision, the Board has determined that identity changes to the Jefferson County Public Library of any kind must be reviewed and approved by the Board. I further take this to mean that the naming of individual buildings or significant elements of buildings is the Board's prerogative.

REPORT (COMPLIANT): We maintain a careful observance of Board-established names and identities, while investigating the value of selective name changes when such changes can enhance the community's understanding and/or support of our role and our work. In all cases the Library adheres to the Board's naming policy.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.5
POLICY TITLE: *FINANCIAL PLANNING/BUDGETING*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.5: *FINANCIAL PLANNING/BUDGETING*

I hereby present my monitoring report on your Management Limitations policy 2.5 "Financial Planning/Budgeting", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: August 18, 2016

BROADEST POLICY PROVISION

Financial planning for any fiscal year or the remaining part of any fiscal year may not deviate materially from the Board's Ends priorities, risk financial jeopardy, or fail to be derived from multi-year facilities and operating plans.

EXECUTIVE DIRECTOR INTERPRETATION: With the exception of the multi-year planning component, I submit that the Board has comprehensively interpreted this policy in subsequent provisions. In multi-year planning activities, we have a 5 year planning horizon for purposes of cash flow projections. These projections are made to ensure our ability to meet operational objectives and Ends in the short term and in future years. As well, I may revise the budget as the fiscal year proceeds only upon demonstration of compliance with applicable policies and provisions.

Accordingly, the Executive Director shall not present to the Board for approval, nor fail to operate with, a budget plan that:

1. **Does not conform to the County Commissioners' budget development guidelines, or fails to be derived from the County Budget Office (CBO) five-year revenue projections.**

EXECUTIVE DIRECTOR INTERPRETATION: Budget development is governed by the Library Trustees' and the Board of County Commissioners' annual guidelines. Short-term (5-year) revenue projections do not differ from those developed by the County Budget Office unless authorized by the Library Trustees.

REPORT (COMPLIANT): Each step in the budget development process proceeds in accordance with County Budget Office guidelines.

I can report compliance.

2. **Risks incurring those situations or conditions described as unacceptable in the "Financial Conditions and Activities" Board policy, policy 2.3.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Library's budget implementation must plan for the consistent compliance with that policy, which assures that money is only spent to achieve the approved Ends, and that cash-flow is always in a positive mode

(excepting short-term use of the library's "working capital" reserves, normally in the first quarter).

REPORT (COMPLIANT): The Director of Finance and I review the current level of fiscal activity monthly and I am informed of any non-compliant financial conditions.

I can report compliance.

3. **Omits credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library's fiscal planning and management must have adequate data to support the credibility of its projections. This data takes the form of a 5 year cash flow projection based on County revenue and expense projections. This reporting is regularly reviewed by senior managers and the Trustees. Planning assumptions will be included in those reports and special report summaries can be developed as necessary.

Library budgeting separates capital and operational expense as required by the County. The Library Board of Trustees adopted Fund Balance Policy recognizes the financial importance of a stable and sufficient level of fund balance. The policy stipulates that an amount equal to 16% of current year budgeted revenues and 9% of current year budgeted revenues, designated as an "uncertainty reserve", be maintained. Also, Trustee policy regarding the use of capital reserves (2.3.3B) limits capital project expense.

REPORT (COMPLIANT): I meet as necessary with the Director of Finance to review projections and assumptions that make up these types of fiscal reporting. The Trustees use these reports for budget development and oversight.

I can report compliance in developing projections and communicating and also in maintaining the Board approved fund balance policy.

4. **The Executive Director may not fail to ensure that the capital budget provides for the achievement of long-term Ends regarding library service within the County, as well as for construction, maintenance, replacement and financing of facilities.**

EXECUTIVE DIRECTOR INTERPRETATION: Capital planning for library service, construction, maintenance, replacement and financing of facilities is an ongoing activity that is reflected in the annual budget, in the Library's annual strategic priorities and in the five year capital plan.

REPORT (COMPLIANT): The Ends strategic priorities assume the existence and implementation of a capital plan, revised and updated annually in accordance with the Library Board of Trustees direction and the Board of County Commissioners' policy. Also, the library regularly updates its five-year strategic plan.

I can report compliance to the extent of available funding.

5. **Plans the expenditure for operations and debt service in any fiscal year according to the**

actual revenue amount projected to be received in the fiscal year.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must plan for and monitor actual revenues and expenditures against our original budget estimates and adjust estimates as necessary for changes in conditions.

REPORT (COMPLIANT): Monthly and annual reports, including audits, reflect this. Transfers or supplemental appropriations are made when necessary per "Financial Conditions and Activities" Board policy 2.3.

I can report compliance.

6. **Provides less for Board activities during the year than is set forth in the Governance Budget policy (*see policy in Governance Process – 4.8*).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Board establishes its budget for what it believes is important to invest in its own governance. The annual budget for the library allocates the amount stated in the Cost of Governance policy for Board functions.

REPORT (COMPLIANT): The Board determines its "Governance Budget" for each fiscal year and that amount is incorporated into each year's budget.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.6
POLICY TITLE: *COMPENSATION AND BENEFITS*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.6: *COMPENSATION AND BENEFITS*

I hereby present my monitoring report on your Management Limitations policy 2.6 "Compensation and Benefits", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: August 18, 2016

BROADEST POLICY PROVISION

The Executive Director will not cause or allow jeopardy to the organization's fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. Change my own compensation or benefits.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change my compensation or benefits. All such changes and /or recommendations for change must be reviewed and approved by the Library Board, per policy 4.3.6.

REPORT (COMPLIANT): On my employment anniversary date the Board annually sets my compensation upon review of my response and adherence to the previous year's monitoring reports and my performance in the direction and leadership of the library. The Jefferson County Personnel Board sets the benefits for all county employees and mine are as established for Executive Officers / appointed and elected officials within the meaning of Jefferson County Government. These benefits can be changed only by the Personnel Board or the Board of County Commissioners. Any such change is overseen by the library's and county's Human Resources departments.

I can report compliance.

2. Unilaterally propose or establish a unique compensation and benefit practice and program that deviate from the library's established compensation practice.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change the compensation or benefits of library staff without either a change in the library's established compensation philosophy and/or Trustee approval.

REPORT (COMPLIANT): Any and all changes to staff compensation or benefits are in accordance with the library's established compensation practice and County personnel Rules and reviewed and approved by the Library Board.

I can report compliance.

3. **Pertaining to consultants and contract vendors, create obligations over a longer term than revenues can be safely projected, in no event longer than one year.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must maintain control over our use of consultants and contract vendors by ensuring that expected revenue meets the financial obligations of any contractual services and by contractually limiting obligations for payments to the current fiscal year.

REPORT (COMPLIANT): Our Director of Budget and Finance and the County Attorney clearly understand the sound business reasons to use contractual services. As such, all contract language includes the financial abilities and obligations of the library and the duration of service. In practice, when it is in the library's interest to enter into agreements that last longer than the current year, our contracts provide for termination without any cause within a specified number of days or upon a circumstance of non-appropriation and that they have been approved by the County Attorney.

I can report compliance.

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.7: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

I hereby present my monitoring report on your Management Limitations policy 2.7 "Emergency Executive Director Succession", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: August 18, 2016

BROADEST POLICY PROVISION

In order to protect the Board from sudden loss of the Executive Director's services, the Executive Director shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that there are at least two senior management team members prepared to act in an interim capacity as Executive Director if I am not available so that library operations may continue until I return to work or a permanent replacement is named.

REPORT (COMPLIANT): In response to this provision, the positions of Director of Public Services and Director of Budget and Finance are empowered and qualified to assist with the day-to-day operations and strategic projects of the library as well as to serve as, and perform the duties and responsibilities of the Executive Director in the absence of the Executive Director. In addition, the library has a policy of designating one of the senior managers to serve as Library "Person-in-Charge" for any issue that arises at any time.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.8
POLICY TITLE: *BOARD AWARENESS AND SUPPORT*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.8: *BOARD AWARENESS AND SUPPORT*

I hereby present my monitoring report on your Management Limitations policy 2.8 "Board Awareness and Support", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: August 18, 2016

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow the Board to be uninformed or unsupported in its work.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. **Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.**

EXECUTIVE DIRECTOR INTERPRETATION: I interpret this provision to mean that issues of non-compliance are to be regarded by me as matters of priority. I will judge each issue as it arises and report as appropriate. Some will require immediate attention and some may wait for the filing of a formal monitoring report. In any case, non-compliance must always be known by the Board.

REPORT (*COMPLIANT*): Monitoring reports are submitted annually with reporting of compliance or non-compliance. Matters of immediate attention are made known to the library board accordingly.

I can report compliance.

2. **Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Director Performance in *Board-Management Delegation*) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that monitoring reports will be submitted to the Board on their approved schedule and in a form that provides the Board with the necessary data.

REPORT (*COMPLIANT*): The review calendar has been established and is updated regularly and on schedule. Monitoring data and interpretation is provided according to the calendar schedule.

I can report compliance.

3. **Let the Board be unaware of significant incidental information, such as anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal changes. Notification of planned internal changes is to be provided in advance, when feasible.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires timely notification from me to the Board when issues have arisen that significantly affect the library. Since many such issues arise between normal Board reporting sessions, such as Board meetings, I must implement a process of notification to the Board as these come along. We will continue to produce regular reports to the Board in support of meeting discussions and decisions, as prepared by senior managers and the Executive Director.

REPORT (*COMPLIANT*): We have implemented a direct reporting process to the Board, via e-mail, that informs them as quickly as necessary on vital issues. The library's Director of Communication manages the communications process and senior managers and others will notify that office when such notification needs to be sent. Such messages will be followed up in the regular meeting support reports, as necessary.

I can report compliance.

4. **Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies *(Governance Process and Board-Management Delegation*), particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Executive Director.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that I am required by this provision, to monitor all Board processes to ensure they conform to the established policies. In addition, I will be aware of individual Board members' activity for compliance with the Board's policies. My reporting of such issues will be to the Board Chair, unless it is a matter of an individual member. In such cases, I may choose to talk directly to the individual or to the Chair, as appropriate.

REPORT (*COMPLIANT*): This is standard practice and an expectation.

I can report compliance.

5. **Neglect to submit objective decision information required periodically by the Board, or let the Board be unaware of relevant trends.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to provide all relevant information to the Board in support of their decision-making to ensure their objectivity. Further, I must have in place an information process that heightens the Board's ability to understand fundamental library issues and trends.

REPORT *(COMPLIANT):* Where the complexity of a topic justifies a special study session, we have implemented a two-stage process to provide the Board with background information and more

focused information leading to decision-making. The current practice is to provide the background information at these study sessions, primarily in reports from senior managers. The Board then questions and debates these issues, and revisions are prepared for the consent agenda at the regular Board meeting, in support of a necessary decision. The Board has requested that, whenever possible, the background information and the subsequent questions and debates take place at the regular Library Board meetings. The Board then has the choice of deciding its course of action at that time or to defer its decision to the consent agenda at the next regularly scheduled Library Board meeting.

I can report compliance.

6. **Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:**

A. **Monitoring**

EXECUTIVE DIRECTOR INTERPRETATION: Monitoring reports must be delivered to the Board according to the annual report schedule established by the Board and in a distinctive format and structure that is easily followed and understood.

REPORT (COMPLIANT): The monitoring report formats are now complete and format and organizational approval has been given.

I can report compliance.

B. **Decision preparation (or "action item")**

EXECUTIVE DIRECTOR INTERPRETATION: Where the complexity of the decision preparation justifies an in-depth study session, the preparation follows the two step process described in #5 above (background information at study sessions and final decision support at the regular meeting.) Both of these processes are reflected in the agendas for each meeting.

REPORT (COMPLIANT): Study sessions are used to provide background and additional information that is requested or needed.

I can report compliance.

C. **Incidental/ "FYI."**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this reporting, typically of items not needing an immediate decision, may be presented verbally by me or others during, after meeting adjournment or outside of scheduled meetings if necessary. If a reported issue later rises to the level of a required action, the procedures outlined in #5 above must be followed.

REPORT (COMPLIANT): We have implemented this reporting process and I regard it as effective, primarily in giving the Board the opportunity to discuss incidental issues without making a decision based on what could be insufficient information.

I can report compliance.

7. **Fail to provide support for official Board, officer or committee communications and functions, including but not limited to orienting new Board members to Library operations and services.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to provide a high level of communications support to official Board activities and functions as the Board goes about its governance business. I must also assist the Board as it develops its new member orientation program. Further, I must prepare and implement an operational orientation program that is consistent with the Board's own process.

REPORT (COMPLIANT): The Chair manages support for official Board communications and the required new member orientation program is in place.

8. **Fail, when addressing official Board business, to deal with the Board as a whole except when:**

A. **Fulfilling individual requests for information**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to require me to address official Board business with the Board as a whole. When reasonable requests for information come from individual Board members, I will respond according to my best judgment.

REPORT (COMPLIANT): Current practice has been for me to keep all members informed equally, unless it is a matter that involves an individual need, or for which the board chair will inform the full board. I have in the past, and expect in the future, to fulfill most such requests, refer them to the Chair, or supply an individual's request to the entire Board.

I can report compliance.

B. Responding to officers, committees or individuals duly charged by the Board

EXECUTIVE DIRECTOR INTERPRETATION: This important provision is in place as a key element in my work as the Executive Director. As the Board proceeds with its governance work, either as a committee as a whole or through such delegations as the Board may determine, it is my task to provide the most useful information and resources that I can provide.

REPORT (COMPLIANT): Processes are in place for the Executive Director or Senior Management Team members to supply information as needed or requested.

I can report compliance.

9. **Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the Executive Director yet required by law, regulation or contract to be Board-approved.**

EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that all decisions delegated to me that may be governed by Board policy, Jefferson County policy or state statute be referred to the Board for their action, via the consent agenda.

REPORT (COMPLIANT): Processes are in place to bring before the board, regular decisions that must be reviewed by the Board. An updated copy will be given to the Board after being evaluated by my office or the senior management team for compliance.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.9
POLICY TITLE: *MATERIALS SELECTION*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.9: *MATERIALS SELECTION*

I hereby present my monitoring report on your Management Limitations policy 2.9 "Materials Selection", in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: Pamela L. Nissler, Executive Director Date: August 18, 2016

BROADEST POLICY PROVISION

To ensure the retention and preservation of materials with long-term value, the Executive Director shall not fail to ensure continual assessment and evaluation of the Library's collection.

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to have in place written and implemented practices that continuously assess the value of our material collections and make item by item decisions about retention and preservation for long-term value.

Accordingly:

1. **The Executive Director shall not fail to ensure that the Library collection: Reflects the full spectrum of political, religious and cultural beliefs and practices of the residents of Jefferson County.**

EXECUTIVE DIRECTOR INTERPRETATION: Decisions about acquisition, weeding and retention must be directed by a written set of guidelines, the implementation of which will ensure that the library's materials will reflect a wide range of community interests, readership and intellectual endeavor. These guidelines further ensure that staff decisions will be supported when selection and retention decisions are made in terms of these guidelines.

REPORT (COMPLIANT): We have in place comprehensive guidelines to address these issues. They are managed by the library's Collections Manager. I regard our collection management practices to be fully compliant with demonstrated success by measuring circulation statistics and through patron satisfaction surveys.

I can report compliance.

2. **Offers all library users in the community access to materials and resources that contribute to the free expression of ideas.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that access to resources is the key element in having a materials collection. This means that all resources must be equally available to all users and that effective systems are in place to ensure efficient and reliable access.

REPORT (COMPLIANT): We offer complete access to material and electronic resources from any of our libraries as well as from home, office or school. In addition, we provide cataloging that conforms to current standards making our collection accessible. Daily delivery among our libraries provides timely access to requested materials

I can report compliance.

3. Is offered in those formats that best meet the needs of various ages, reading levels, languages, cultural, informational, and educational interests in the community.

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to have in place written and implemented guidelines to ensure that collection development practices will seek the best format(s) for any item added to the collection.

REPORT (COMPLIANT): Our collection development guidelines, managed by the Collections Manager, are implemented to guarantee that all material formats are represented in the collection, as appropriate. A careful balance is maintained among formats so that print, media, digital and other formats support the complete range of library use and users.

I can report compliance.

4. Supports the principles of intellectual freedom and avoidance of censorship.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the materials collection, taken together, supports the range of subject, content and format that is appropriate to the communities we serve. Each item added is a conscious decision regarding the principles of intellectual freedom. Related to that concept is the practice of applying the same principles to a request for removal of an item.

REPORT (COMPLIANT): We have policies in place, as part of our materials selection practices and binding upon all staff who participate in selection, to ensure that material selection decisions satisfy the standards of intellectual freedom. We will reconsider a request for removal or relocation but I require that the basic principles be observed and that intimations of censorship not be a factor in selection or requests for reconsideration.

I can report compliance.

POLICY TYPE: BOARD–MANAGEMENT DELEGATION POLICY 3.0
POLICY TITLE: *GOVERNANCE–MANAGEMENT CONNECTION*

The Library Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer (CEO), titled "Executive Director."

POLICY TYPE: BOARD–MANAGEMENT DELEGATION POLICY 3.1
POLICY TITLE: *UNITY OF CONTROL*

Only officially passed motions of the Library Board are binding on the Executive Director.

Accordingly:

1. Decisions or instructions of individual Library Board members, officers, or committees are not binding on the Executive Director except when the Library Board has specifically delegated this authority.

2. If Library Board members or committees request information or assistance without Library Board authorization, the Executive Director can refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or are disruptive.

POLICY TYPE: BOARD–MANAGEMENT DELEGATION POLICY 3.2
POLICY TITLE: *ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR*

The Executive Director is the Library Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Library Board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly:

1. The Library Board and its individual members will not give instructions to persons who report directly or indirectly to the Executive Director.

2. The Library Board will not evaluate, either formally or informally, any staff other than the Executive Director.

3. The Library Board will view the Executive Director's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Management Limitations will be deemed successful Executive Director performance.

POLICY TYPE: BOARD–MANAGEMENT DELEGATION POLICY 3.3
POLICY TITLE: *DELEGATION TO THE EXECUTIVE DIRECTOR*

The Library Board will instruct the Executive Director through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

Accordingly:

1. The Library Board will develop and maintain *Ends* policies instructing the Executive Director to achieve certain results, for certain recipients at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels. All issues that are not Ends issues as defined here are Means issues.

2. The Library Board will develop and maintain *Management Limitations* policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels. The Library Board will not prescribe organizational means delegated to the Executive Director.

3. As long as the Executive Director uses any reasonable interpretation of the Library Board's Ends and Management Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Executive Director shall have full force and authority as if decided by the Library Board.

4. The Executive Director shall have the authority to enter into contracts in amounts not to exceed $50,000.00. The Library Board shall approve any contract in excess of this amount. If the Executive Director is unavailable to sign a contract not exceeding $50,000.00, the Director of Public Services shall have the authority to bind the Library.

5. The Library Board may change its Ends and Management Limitations policies, thereby shifting the boundary between Library Board and Executive Director domains. By doing so, the Library Board changes the latitude of choice given to the Executive Director. However, as long as any particular delegation is in place, the Library Board will respect and support decisions made by the Executive Director that are compliant with board policy.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: BOARD–MANAGEMENT DELEGATION POLICY 3.4
POLICY TITLE: *MONITORING THE EXECUTIVE DIRECTOR'S PERFORMANCE*

The Library Board will systematically and rigorously monitor Executive Director job performance to determine the extent to which Ends are being achieved and whether operational activities fall within boundaries established in Management Limitations policies. Accordingly:

1. Monitoring is simply to determine the degree to which Library Board policies are being met. Information that does not address policy compliance will not be considered in the evaluation of Executive Director Performance.

2. The Library Board will acquire monitoring data by one or more of three methods:

   A. By internal report, in which the Executive Director discloses, in writing, policy interpretations and compliance information to the Library Board
   B. By external report, in which an external, disinterested third party selected by the Library Board assesses compliance with Library Board policies
   C. By direct board inspection, in which a designated member or members of the Library Board assess compliance with the appropriate policy criteria.

3. In every case, the Library Board will judge whether (a) the Executive Director's interpretation is reasonable, and (b) whether data demonstrate accomplishment of or compliance with the Executive Director's interpretation.

4. In every case, the standard for compliance shall be any reasonable interpretation by the Executive Director of the Library Board policy being monitored. The Library Board is the final judge of reasonableness, and will always judge with a "reasonable person" test (what a reasonably prudent person would do in that context). When judging reasonableness, therefore, interpretations favored by individual board members or by the Library Board as a whole shall not constitute a "reasonable person" test.

5. Actions determined to be not compliant with a reasonable interpretation of Library Board policies will be subject to a remedial process agreed to by the Library Board.

6. All policies instructing the Executive Director will be monitored at a frequency and by a method chosen by the Library Board. The Library Board may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule.

Policy	***Method***	***Frequency/Ongoing Schedule***
2.0	General Management Constraint	Annually - February
2.1	Treatment of Patrons	Annually – February
2.2	Treatment of Staff	Annually – February
2.3	Financial Condition and Activities	Annually - February
2.4	Asset Protection	Annually - February
2.5	Financial Planning/Budgeting	Annually - August

2.6	Compensation and Benefits	Annually - August
2.7	Emergency Executive Director Succession	Annually - August
2.8	Board Awareness and Support	Annually - August
2.9	Materials Selection	Annually - August

(NOTE: As Ends Policies are adopted, they are to be added to this list.)

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.0
POLICY TITLE: *GOVERNANCE COMMITMENT*

The purpose of the Library Board, on behalf of the residents of Jefferson County (the "ownership") is to ensure that Jefferson County Public Library (1) achieves appropriate results for appropriate recipients at an appropriate cost (as specified in the Library Board's Ends policies), *and* (2) avoids unacceptable actions and situations.

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.1
POLICY TITLE: *GOVERNING STYLE AND VALUES*

The Library Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision, (b) encouragement of diversity in viewpoints, (c) strategic leadership, (d) clear distinction of Board and chief executive roles, (e) collective decisions, (f) future rather than past or present, and (g) proactivity.

Accordingly:

1. The Library Board will cultivate a sense of group responsibility. The Library Board, not the staff, will be responsible for excellence in governing. Although the expertise of individual members may be used to enhance the understanding of the Library Board as a body, the Library Board will not substitute such expertise for its own judgment.

2. The Library Board will direct, control and inspire the organization through the careful establishment of broad organizational policies reflecting the Library Board's values and perspectives. The Library Board's primary focus will be on the Library's intended long-term impact on the residents of Jefferson County, not on the administrative or programmatic means of attaining those effects.

3. The Library Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continual development of governance capability.

4. Although the Library Board can change its governing policies at any time, it will conscientiously observe those currently in effect.

5. All policies of the Library Board are contained in this document, and they remain in effect, unless amended or deleted by Board action.

6. The Library Board will ensure continual development of its governance capability through orientation and professional development of new Library Board trustees to, and periodic evaluation of, the Library Board's governance process and these policies.

7. The Library Board will operate in all ways mindful of its accountability obligation to the "ownership", and will allow no officer, individual or committee of the Library Board to prevent the Library Board from fulfilling this commitment.

8. The Library Board will support the principles of intellectual freedom as expressed in the Library's broad, diverse collections, programs and services.

9. The Library Board will monitor and discuss its process and performance at each meeting. Self-monitoring will include comparison of Library Board activity and discipline to Governance Process and Board-Management Delegation policies.

10. The Library Board will abide by the prevailing governing statutes related to Elections and the Fair Campaign Practices Act, Colorado Revised Statutes, § 1-45-101, *et seq*. The act governs the use of public moneys in a campaign involving the election of any person to any public office or involving any ballot question before the electorate. Amendments as a result of changes to a governing statute shall be automatic.

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.2
POLICY TITLE: *BOARD JOB PRODUCTS*

On behalf of the "ownership" it represents, the Library Board assumes direct responsibility for the following:

1. The Library Board will be the conduit linking the ownership and the operational organization.
   A. Needs Assessment: The Library Board will assess the needs of the ownership, through public hearings, outreach events and other community research, and will develop Ends policies identifying the outcomes the organization will produce to address those needs.

   B. Advocacy: The Library Board will inform the ownership of the organization's expected future results, and its present accomplishments.

2. The Library Board will develop and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations:
   A. ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).

   B. MANAGEMENT LIMITATIONS: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

   C. GOVERNANCE PROCESS: Specification of how the Library Board conceives, carries out and monitors its own task.

   D. BOARD/MANAGEMENT DELEGATION: How authority is delegated and its proper use monitored: the Executive Director role, authority and accountability.

3. The Library Board will assure successful organizational performance on Ends and Management Limitations.

4. The Library Board will seek to affect legislation and public policy, as it deems necessary and/or appropriate on behalf of the "ownership."

5. The Library Board will approve an annual budget and submit it and an annual report to the Jefferson County Board of County Commissioners.
   A. The Executive Director shall present the Budget, with appropriate monitoring documentation, to the Library Board, each year in compliance with the budget development schedule provided by the County.

   B. The Library Board will give the public an opportunity for input into the budget process prior to submitting the budget to the Board of County Commissioners.

C. If the Library Board deems that the Budget plan presented is compliant with the Library Board's Financial Planning/Budgeting policy, the Budget will be approved, and submitted to the Board of County Commissioners in compliance with the budget development schedule provided by the County.

6. The Library Board will approve the Library's facility plan and all capital projects above $50,000.

(ANNUAL TARGETS ABOUT INTEGRITY OR COMPLETENESS IN THESE AREAS SHOULD BE ARTICULATED EITHER BY EXPANDING THIS POLICY OR ESTABLISHING A SEPARATE POLICY TITLED, FOR EXAMPLE "ANNUAL GOVERNANCE PLAN.")

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.3
POLICY TITLE: *AGENDA PLANNING*

The Library Board will prepare and follow an annual agenda plan which (1) completes a re-exploration of Ends policies annually and (2) continually improves its performance through Library Board education, enriched input and deliberation.

Accordingly:

1. The Library Board's annual planning cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.

2. The cycle will start in January with the Library Board's development of its agenda for the next year.

    A. The Library Board will identify its priorities for Ends and other issues to be resolved in the coming year, and will identify the areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.

    B. The Chair will, at the commencement of the Board's annual planning cycle, prepare for the Library Board's consideration a tentative agenda plan for the following year's meetings.

3. The Chair will determine the agenda for any particular meeting, although Library Board members may request or recommend any appropriate matters for Board consideration.

    A. A Library Board member may recommend or request a matter for Library Board discussion by submitting the item to the Chair at least ten (10) days prior to the scheduled Board meeting.

    B. The meeting agenda and packet are to be received by Library Board members at least five (5) days prior to the scheduled Board meeting.

    C. By an affirmative vote of a majority of those present at a meeting, additional matters may be added to the agenda of any Library Board meeting.

4. The Library Board will attend to Consent Agenda items (those items delegated to the Executive Director yet required by law or contract to be Board-approved) as expeditiously as possible.

    A. Removal of an item from consent agenda requires a motion and a second.

5. Other than Library Board review/approval of monitoring reports, monitoring and evaluation of Executive Director activities and performance will be included on the agenda only if monitoring reports or other data indicate policy violations, if policy criteria are to be debated or if the Library Board, for any reason, chooses to amend its monitoring schedule.

6. Executive Director remuneration will be decided during the month of the employment anniversary date after a review of monitoring reports received during the last year.

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.4
POLICY TITLE: *CHAIR'S ROLE*

The Chair, serving as the Library Board's chief governance officer (CGO), ensures the integrity of the Board's process and, secondarily, represents the Board to outside parties.

Accordingly:

1. The assigned result of the Chair's job is that the Library Board functions in a manner consistent with its policies and those legitimately imposed upon it from outside the organization.

A. Meeting discussion content will include only those issues that clearly (according to Library Board policy) belong to the Board to decide or to monitor.

B. Information that is neither for monitoring performance nor Library Board decisions will be avoided or minimized, and always noted as such.

C. Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.

2. The Chair is authorized to make decisions consistent with the Library Board's Governance Process and Board/Management Delegation policies, with the exception of (a) employment/termination of the Executive Director, or (b) instances where the Library Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of these policies.

A. The Chair is empowered to preside at Library Board meetings with all of the commonly accepted power of that position, such as ruling and recognizing.

B. The Chair has no authority to make decisions about policies created by the Library Board within Ends and Management Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Executive Director.

C. The Chair may represent the Board to outside parties in announcing Library Board-stated positions and in stating decisions and interpretations within the area delegated to other Board members. The Chair may delegate this authority to other Board members, but remains accountable for its use.

D. The Chair may appoint Library Board members to serve on Board Committees, unless specified otherwise in Bylaws or Library Board policies.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.5
POLICY TITLE: *BOARD MEMBERS' CODE OF CONDUCT*

The Library Board commits itself and its members to ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly:

1. Library Board members must demonstrate loyalty to the interests of the residents of Jefferson County, unconflicted by loyalties to staff, other organizations, or any personal interests as patrons.

2. Library Board members are accountable for discharging their duties honestly and in good faith. Library Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

3. Library Board members must avoid conflict of interest with respect to their fiduciary responsibility.

A. There must be no self-dealing or any conduct of private business or personal services between any Board member and the Library.

B. When the Library Board is to decide upon an issue about which a member has a conflict of interest, that member shall disclose the conflict to the Library Board and absent herself or himself without comment from not only the vote but also from the deliberation.

C. Library Board members must not use their Library Board positions to obtain staff employment for themselves, family members or close associates. Should a Library Board member apply for staff employment, he or she must first resign from the Library Board.

4. Library Board members must not attempt to exercise individual authority over the organization.

A. Library Board members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized, and that the Executive Director is accountable only to the Library Board as a whole, and not to individual Library Board members. The relationship between the Executive Director and individual members of the Library Board, including the Chair, is therefore collegial, not hierarchical.

B. Library Board members' interaction with public, media or other entities must recognize this limitation and that Board members are not to speak for the Executive Director, or to speak for the Library Board except to repeat explicitly stated Library Board decisions.

C. Except for participation in Board deliberation about whether the Executive Director has achieved any reasonable interpretation of Board policies, Library Board members will not publicly express individual judgments of performance of employees or the Executive Director.

5. A Library Board member aware of credible information that suggests that a Library Board policy has been violated, by either the Library Board or the Executive Director, has an affirmative obligation to bring the concern to the Library Board's agenda for monitoring.

6. Library Board members must respect the confidentiality appropriate to issues of a sensitive nature.

7. Library Board members will support the legitimacy and authority of the final determination of the Library Board on any matter, irrespective of the member's personal position on the issue.

8. Library Board members will attend Library Board meetings regularly, and be properly prepared for Library Board deliberations.

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.6
POLICY TITLE: *BOARD COMMITTEE PRINCIPLES*

Board committees, when used, have one essential role —to strengthen and support the work of the Library Board as a whole. Board committees are not to interfere with delegation from the Library Board to the Executive Director, or from the Executive Director to other staff.

Accordingly:

1. Board committees are to help the Library Board do its job, not to help, advise or exercise authority over staff.

2. Board committees most commonly assist the Library Board by undertaking activities not delegated to the Executive Director, by preparing policy alternatives and implications for Library Board deliberation, or by performing specific monitoring functions. Board committees will normally not have direct involvement with current staff operations.

3. Board committees may not speak or act for the Library Board except when formally given such authority for specific and/or time-limited purposes. The Library Board will carefully state its expectations and committee authority (in the "Board Committee Structure" policy) in order not to conflict with authority delegated to the Executive Director.

4. This policy applies to any group formed by Library Board action, whether or not it is called a committee and regardless of whether the group includes Library Board members. It does not apply to committees formed under the authority of the Executive Director.

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.7
POLICY TITLE: *BOARD COMMITTEE STRUCTURE*

A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Library Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a Board Committee will cease to exist when its task is complete. Unless otherwise specified, the Executive Director, or his/her staff designee, will serve as a non-voting member of each committee.

(No Board Committees at this time)

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.8
POLICY TITLE: *GOVERNANCE BUDGET*

The Library Board will consciously invest in its ability to govern competently and wisely.

Accordingly:

1. Library Board skills, methods, and supports will be sufficient to assure governing with excellence.

A. Training and retraining will be used appropriately to orient new members and to maintain and increase existing Library Board member skills and knowledge.

B. Outside monitoring assistance, including fiscal audit, will be arranged as needed so that the Library Board can exercise confident control over organizational performance.

C. Outreach mechanisms will be used as needed to ensure the Library Board understands viewpoints and values of the residents of Jefferson County.

2. Costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance, including funds sufficient for:

A. Library Board training, including publications and dues.

B. Library Board member travel/reimbursements to annually attend the Colorado Association of Libraries (CAL) annual conference, two national conferences, and non-conference travel, as appropriate.

C. Auditing and other third party monitoring of organizational performance.

D. Surveys focus groups and opinion analysis (included in PIO budget).

E. Library Board-hosted ownership linkage/outreach events.

F. Library Board meeting and retreat costs.

3. The Library Board will establish its governance budget for the next fiscal year on a schedule determined by the Library's budget officer in conjunction with the budget process.