



# DOUGLAS COUNTY

COLORADO

## Board of County Commissioners Policy Manual



**Adopted: October 27, 2009**  
**Revised: March 16, 2010**

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# BOARD POLICY MANUAL

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## POLICIES OF THE DOUGLAS COUNTY BOARD OF COMMISSIONERS

### Introduction

**To further its accountability to the citizens and taxpayers of Douglas County, the Board of County Commissioners (BOCC, Board) adheres to the following principles of governance:**

1. **Ownership:** The BOCC connects its authority and accountability to its “owners” – the citizens and taxpayers of Douglas County – seeing its task as servant-leader to and for them.
2. **Governance Position:** With the ownership above it and operational matters below it, governance forms a distinct link in the chain of command and authority. The Board’s role is that of commander, not advisor. It exists to exercise that authority and properly empower others rather than to be management’s consultant, ornament, or adversary. The BOCC—not the staff—bears full and direct responsibility for the process and products of governance, just as it bears accountability for any authority and performance expectations delegated to others.
3. **Board Holism:** The BOCC makes authoritative decisions directed toward management and toward itself, its individual commissioners, and committees only as a total group. That is, BOCC authority is a group authority rather than a summation of individual authorities.
4. **Goals Policies:** The BOCC defines, in writing, the (a) results, changes, or benefits that should come about for specified goals (b) recipients, beneficiaries, or otherwise defined impacted groups, and (c) at what cost or relative priority for the various benefits or various beneficiaries. These are not all the possible “side benefits” that may occur, but those that form the purpose of the organization, the achievement of which constitutes organizational success. Policy documents containing solely these decisions are categorized as “Goals” in the policies that follow.
5. **Board Means Policies:** The BOCC defines, in writing, those behaviors, values-added, practices, disciplines, and conduct of the BOCC itself and of the Board’s delegation/accountability relationship with its own subcomponents and with the management part of the organization. Because these are not decisions relating to Goals, they are called “Board Means” to distinguish them from “Ends” and “Staff Means”. These decisions are categorized as “Governance Process” and “Board-Management Delegation”.
6. **Management Limitations Policies:** The BOCC makes decisions with respect to its staff’s means decisions and actions only in a proscriptive way in order simultaneously (a) to avoid prescribing means and (b) to put off limits those means that would be unacceptable even if they work. These decisions are categorized as “Management Limitations” in the policies that follow.

## **POLICIES OF THE DOUGLAS COUNTY BOARD OF COMMISSIONERS (CONT'D)**

7. **Policy “Sizes”:** The Board’s decisions in Goals, Governance Process, Board-Management Delegation, and Management Limitations are made beginning at the broadest, most inclusive level and, if necessary, continuing into more detailed levels that narrow the interpretative range of higher levels, one articulated level at a time.
8. **Delegation to Management:** The BOCC honors the exclusive authority/accountability of the County Manager’s role as the sole connector between the Board’s governance role and management.
9. **Any Reasonable Interpretation:** In delegating further decisions—beyond the ones recorded in BOCC policies—the BOCC grants the delegatee the right to use any reasonable interpretation of those policies. In the case of Goals and Management Limitations, that delegatee is the County Manager. In the case of Governance Process and Board-Management Delegation policies, that delegatee is the BOCC Chair except when the BOCC has explicitly designated another Commissioner or BOCC Board, Committee or Commission.
10. **Monitoring:** The BOCC monitors organizational performance through a fair and systematic assessment of whether its Goal and Management Limitations Policies are being fulfilled. This system of monitoring forms the basis of the County Manager's performance evaluation.
11. **Other Elected Officials:** The BOCC acknowledges the roles and statutory responsibilities of the county's other Elected Offices. Nothing contained in this document is intended to interfere with the responsibilities and duties of the other Elected Officials or their Offices. The BOCC realizes they are responsible for providing the funding and organizational support necessary for all elected officials to perform their statutory duties. Organizational support includes the work of a number of county departments – including, but not limited to, the Attorney’s Office, Finance, Human Resources, Information Technology and Facilities.

POLICY TITLE: DOUGLAS COUNTY GOVERNMENT GOALS

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**1.0 Douglas County Government exists so that basic sustainable foundations result in a high quality of life for our citizens, taxpayers and communities. These foundations are provided with results justifying the resources expended.**

The following Douglas County Government Goals are interdependent and therefore not listed in order of importance. The basic, sustainable foundations include:

**1.1 Personal and Public Safety:** Conditions exist that enable people to live in safe and secure communities.

1.1.1 Community resources and planning are designed to mitigate, prepare for, respond to, and recover from disasters and incidents, both man-made and environmental.

1.1.2 Effective law enforcement, fire protection, emergency management, public health, building construction, child and adult wellbeing, and public infrastructure result in safe and secure communities.

**1.2 Multimodal Transportation:** Conditions exist so that:

1.2.1 People and goods move across the County safely, efficiently and affordably.

1.2.2 The transportation system has a positive economic, social and environmental impact.

**1.3 Economic Foundations:** Conditions exist that enable citizens, taxpayers and businesses the opportunity to prosper.

1.3.1 The tax and fee structure are balanced and fair – fostering a strong economy.

1.3.2 The County regulatory process is timely, efficient, effective and responsive.

1.3.3 Business and community organizations, taxpayers and citizens see Douglas County Government as an effective partner in creating a strong economy.

**1.4 Natural Resources:** Conditions exist that ensure a high quality of land, air, water, and wildlife resources.

1.4.1 Highest priority result: Douglas County has sustainable and dependable water supplies of adequate quality and sufficient quantity.

1.4.2 Douglas County water providers implement state-approved water conservation plans.

***POLICY TITLE: DOUGLAS COUNTY GOVERNMENT GOALS (CONT'D)***

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**1.5 Community Services:** Conditions exist so that County programs and public/private partnerships foster an effective safety net for the basic needs of qualified residents.

1.5.1 Basic and essential services exist that provide people the opportunity to be self-sufficient.

**POLICY TITLE: PURPOSE OF THE BOARD**

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**2.0 Within the authority granted to it by Colorado Revised Statutes and in recognition of the authority granted to other County elected officials by Colorado Revised Statutes, the purpose of the BOCC, on behalf of the citizens, taxpayers and customers of Douglas County, is to see to it that Douglas County government:**

- Sets the Goals and achieves the desired results for citizens, taxpayers and customers.
- Achieves its Goals in a fiscally responsible manner.
- Avoids any illegal, imprudent or unethical circumstance.
- To maintain effective linkages, partnerships and communications with citizens and taxpayers.

POLICY TITLE: COMMITMENT STATEMENT

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**2.1 We, the Board of Douglas County Commissioners, are committed to providing responsive and effective leadership by:**

- committing to the oath of office taken upon entering the Office of Douglas County Commissioner. The oath reads:  
*I, (insert name), do solemnly swear, that I will preserve, protect, and defend the Constitution of the United States and the Constitution of the State of Colorado, and faithfully to the best of my ability perform the duties of the office of Douglas County COMMISSIONER upon which I am about to enter, so help me God.*
- supporting open, transparent and accountable government; establishing and adhering to scheduled agenda items; and conducting public meetings in an efficient and effective manner;
- encouraging community involvement in local government by identifying goals and encouraging the accomplishment of outcomes through an open public process in which the business of the public is accomplished in public;
- supporting public processes that provide opportunities for diverse opinions and ideas to be heard and considered;
- affording citizens and taxpayers proper and public due process;
- performing our duties and responsibilities in a professional, fair, open, and respectful manner, while keeping elected officials, citizens, taxpayers, and each other informed in a timely fashion;
- diligent management of financial affairs in order to ensure the County's long-term financial health and the provision of essential public services;
- balancing short-term and long-term priorities in order to promote sustainable communities, a sustainable environment, and sustainable economic opportunities which support and maintain the quality of life in Douglas County;
- providing clear direction and guidance to citizen committees and commissions;
- working to communicate effectively and resolve conflicts to the benefit of our community.

**POLICY TITLE: COMMITMENT STATEMENT (CONT'D)**

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**As County Commissioners, we are committed to working to ensure that Douglas County government:**

- provides services to all Douglas County citizens, taxpayers, and communities in an effective and cost efficient manner;
- maintains the qualities of honesty, integrity, professional competence, and ethical conduct;
- creates an atmosphere that builds commitment, inspires action, and provides due process;
- promotes the health, safety and welfare of all Douglas County communities;
- values, encourages, and supports new ideas, innovation, and reasonable risk taking to create the potential for improved results;
- is concerned with the well-being of its citizens, taxpayers, and employees and acts in such a way to retain each individual's dignity and self-worth;
- communicates effectively and promotes teamwork between County employees, the BOCC, other elected officials, other governmental agencies and the public;
- provides the training and resources that encourage employee excellence;
- establishes and adheres to a philosophy that compensates employees fairly;
- strives for excellence in local governance and public service;
- respects the dignity and differences of each individual citizen and employee.

*POLICY TITLE: GOVERNING STYLE AND VALUES*

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- 2.2 The Board will govern lawfully, observing its governance principles, with an emphasis on: a) outward vision rather than internal preoccupation; b) encouragement of diversity in viewpoints; c) strategic leadership more than administrative detail; d) clear distinction of Board and County Manager roles; e) collective rather than individual decisions; f) future rather than past or present; and g) governing proactively rather than reactively.**
- The BOCC will operate fully aware of its fiduciary responsibilities, trusteeship and stewardship obligations to its constituents.
  - The BOCC expects of its commissioners ethical and business-like conduct.
- 2.2.1 The BOCC will cultivate a sense of group responsibility. The BOCC, not the staff, will be responsible for excellence in governing.
- 2.2.1.1 The BOCC, as trustee for, and working with, the citizens and taxpayers of Douglas County, will be the primary initiator of policy. The BOCC will also be receptive to policy initiatives from others, including citizens and taxpayers, other elected officials, and staff. The BOCC, not the staff, will be responsible for BOCC performance as specified in the policy entitled “County Commissioners’ Job Products” (see Policy 2.3).
- 2.2.1.2 The BOCC will be accountable to the citizens and taxpayers of Douglas County for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no individual commissioner, committee, staff or entity to usurp this role or hinder this commitment.
- 2.2.1.3 A Commissioner who votes in the minority is free to express his/her dissent but must respect the legitimacy of the majority decision.
- 2.2.2 The BOCC may use the expertise of individual members to enhance the Board’s understanding of issues, but will not substitute such expertise for the judgment of the BOCC.
- 2.2.3 The BOCC will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board’s values and perspectives. The Board’s major focus will be on the achievement of intended long-term impacts (the Goals of the BOCC) not on the administrative or programmatic means of attaining those effects.

***POLICY TITLE: GOVERNING STYLE AND VALUES (CONT'D)***

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- 2.2.4 The BOCC 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, adherence to BOCC standards of conduct, and ensuring the continual development of governance capability.
  - 2.2.4.1 Continual BOCC development will include periodic discussion of process-improvement in the Board's governance process and these policies. Orientation of new Commissioners will occur within 30 days prior to or 30 days following the seating of new Commissioner(s).
- 2.2.5 Although the BOCC can change its governing policies at any time, it will always observe those currently in effect.
- 2.2.6 All policies of the BOCC are contained in this document or referenced as a BOCC product, and they remain in effect, unless amended or deleted by BOCC action.
- 2.2.7 The BOCC will continually monitor and assess its process and performance.
- 2.2.8 The Board's activities, with the exception of personnel or other matters of a confidential nature, shall be open and accessible to scrutiny by its "owners" under the provisions of the law.

*POLICY TITLE: COUNTY COMMISSIONERS' JOB PRODUCTS*

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**2.3 The job of the BOCC is to lead the County Government toward the desired performance and to assume a good faith effort toward those objectives. The BOCC leadership is unique to its trusteeship role and necessary for proper governance and management. On behalf of the "ownership" it represents, the BOCC assumes direct responsibility for ensuring appropriate organizational performance.**

Accordingly, the job products of the BOCC shall be:

- 2.3.1. To provide linkage to the ownership. The BOCC places a high value on open, participatory government. The BOCC will act as a conduit by linking the governmental entity and the citizens and taxpayers of Douglas County.
  - 2.3.1.1 NEEDS ASSESSMENT. The BOCC will strive to identify the needs of the citizens, taxpayers and customers as they relate to Douglas County's activities and scope of influence, and shall translate such knowledge into the articulation of the BOCC Goals policies (see Introduction, page one).
  - 2.3.1.2 ADVOCACY AND AMBASSADORSHIP. The BOCC will act as the representatives of the citizens and taxpayers to Douglas County government, and shall take steps to inform and clarify:
    - (i) the citizen/taxpayer relationship with government,
    - (ii) the organization's focus on future results, as well as present accomplishments, and
    - (iii) the relationship and representation between Douglas County and other organizations, both private and public.
- 2.3.2 To provide written governing policies that, at the broadest levels, address each category of organizational decision:
  - 2.3.2.1 OUTCOMES AND GOALS. Organizational products, effects, benefits, to answer the questions: 1) for what good, 2) for which recipients, and 3) at what cost?
  - 2.3.2.2 COUNTY MANAGER LIMITATIONS. Constraints on County Manager authority that establish the prudence and ethical boundaries within which all County Manager and staff activity and decisions must take place.

**POLICY TITLE: COUNTY COMMISSIONERS' JOB PRODUCTS (CONT'D)**

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- 2.3.2.3 GOVERNANCE PROCESS. Specification of how the BOCC conceives carries out and monitors its own task.
- 2.3.2.4 BOARD/MANAGEMENT DELEGATION. How power is delegated and its proper use monitored; the role, authority and accountability of the County Manager and the County Attorney.
- 2.3.3 To produce assurance of:
  - 2.3.3.1 COUNTY MANAGER PERFORMANCE (in accordance with policies stated in 2.3.2.2 and 2.3.2.4).
  - 2.3.3.2 COUNTY ATTORNEY PERFORMANCE (in accordance with policies stated in 2.6).
- 2.3.4 Adopted resolutions, regulations, ordinances, and fee schedules; legislative positions; the Audit; the Budget; Boards and Commissions; and statutorily mandated items.

POLICY TITLE: **AGENDA PLANNING**

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**2.4 The BOCC will prepare and follow an annual agenda plan that includes (1) a complete re-exploration of Goals policies and (2) opportunity for continuous improvement in BOCC performance through BOCC education, enriched input, and deliberation.**

Accordingly:

2.4.1 The BOCC annual planning cycle will conclude each year on March 1, so that administrative planning can be based on accomplishing a one-year segment of long-term Goals. The budgeting cycle shall begin on June 1 for the following calendar year.

2.4.1.1 The cycle will start with the BOCC development of its agenda for the next year.

2.4.1.2 The BOCC will identify its priorities for Goals and other issues to be resolved in the coming year, and will identify the information-gathering necessary to fulfill its role. This may include consultations with selected groups in the ownership, other methods of gaining ownership input, governance education, and other education related to Goals issues (e.g. presentations by advocacy groups, demographers, other providers, staff).

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

2.4.2 The Chair will determine the agenda for any particular meeting, although the Commissioners may request or recommend any appropriate matters for BOCC consideration.

2.4.2.1 By an affirmative vote of a majority of the Commissioners present at a meeting, additional matters may be added to the agenda of any such meeting, as long as it is allowed by statute.

2.4.2.2 A Commissioner may recommend or request a matter for BOCC discussion by submitting the item to the Chair no later than the regularly scheduled agenda planning session.

2.4.2.3 The meeting agenda will be finalized, by the Chair, at a regular agenda planning session. Any other Commissioner, as well as the County Manager, is welcome to attend. The Chair shall ensure that BOCC meeting agendas:

***POLICY TITLE: AGENDA PLANNING (CONT'D)***

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- (i) Reflect the need for monitoring and revision of all BOCC policies, and for monitoring performance of the County Manager relative to the BOCC Goals and Management Limitations policies.
  - (ii) Reflect the need for timely decision-making and community feedback.
- 2.4.2.4 The Chair may delegate this authority to other Commissioners when appropriate, but is ultimately accountable for the BOCC meeting agendas.
- 2.4.3 The BOCC will attend to Consent Agenda items (those items delegated to the County Manager yet required by law or contract to be BOCC-approved) as expeditiously as possible.
- 2.4.4 Monitoring reports due and/or submitted to the BOCC will be on the Business Meeting agenda for acceptance. Discussion of the reports will be only for indication of policy violations or if the BOCC does not consider the Interpretation to be reasonable. Potential, extensive policy revisions under consideration will be scheduled during a BOCC Work Session or future Business Meeting.
- 2.4.5 County Manager evaluation summary and compensation will be decided annually, after a review of monitoring reports received during the past year.

**POLICY TITLE: BOCC CHAIR RESPONSIBILITIES**

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**2.5 The Chair of the BOCC shall be titled “Chair.” The Chair of the BOCC ensures the integrity of the BOCC process and normally serves as the BOCC official spokesperson on matters for which the BOCC has taken an official position.**

Accordingly, the Chair has the following authority and duties:

2.5.1 To lead the BOCC so that the BOCC performance is consistent with its own rules and policies and those legally imposed on it from outside the organization.

2.5.1.1 BOCC meeting deliberations include only issues pertaining to BOCC job products (as described in Policy 2.3)

2.5.1.2 Deliberations are fair, open and thorough, but also efficient, timely, orderly, and to the point.

2.5.1.3 To make decisions that fall within the topics covered by BOCC policies on Governance Process and BOCC - Management Delegation, except:

(i) Concerning the employment or termination of a County Manager or County Attorney, and

(ii) Where the BOCC specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in those policies.

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

2.5.3 The Chair has no authority to make decisions about policies created by the Board within Goals and Management Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the County Manager or Count Attorney.

2.5.4 The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to her or him. The Chair may delegate this authority but remains accountable for its use.

2.5.5 To sign all contracts and documents authorized by the BOCC.

2.5.6 In the absence or inability of the Chair, the Vice-Chair shall have and perform all of the powers and duties of the Chair.

POLICY TITLE: COUNTY ATTORNEY

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**2.6 The BOCC shall have a County Attorney. The purpose of the County Attorney is to ensure that the Board's actions take place with competent and prudent legal counsel and representation. The County Attorney represents the BOCC and anyone acting on its behalf so long as they are not acting in conflict with the BOCC or its policies. In addition, the County Attorney represents the other Douglas County Elected or Appointed Officials so long as they are acting within their statutory duties.**

2.6.1 Accountability of the County Attorney

- 2.6.1.1 The County Attorney is accountable to the Board acting as a body, never to any individual Board member or group of members, nor to the County Manager.
- 2.6.1.2 If individual Board members or Board committees request information or assistance without Board authorization, the County Attorney may refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or is disruptive. In such a case, the requesting member may choose to bring the request to the Board.
- 2.6.1.3 County Attorney accountability is for all resources, including personnel, under his or her control. Therefore, any accomplishments or violations due to actions of a subordinate of the County Attorney are considered to be accomplishments or violations by the County Attorney.
- 2.6.1.4 The County Attorney may accomplish the "Job Products" of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under "Limitations on County Attorney Authority."
- 2.6.1.5 The County Attorney may use any reasonable interpretation of Board policies as they pertain to his/her authority and accountability. The County Attorney is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.

2.6.2 Job Products of the County Attorney

- 2.6.2.1 Timely opinion on documents and contemplated decisions or actions of the BOCC and the County Manager.
- 2.6.2.2 Timely opinion on the legal ramifications of pending or actual laws, regulations, court decisions, and pending or threatened litigation.
- 2.6.2.3 Timely opinion on the legality or propriety under the law of the Board's processes.

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*POLICY TITLE: COUNTY ATTORNEY (CONT'D)*

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- 2.6.2.4 Timely opinion on the legality or propriety under the law of pending or actual acts or omissions of any Commissioner, Board, Committee, Commission, or the County Manager.
- 2.6.2.5 When requested or appropriate, alternate language or action to achieve Board or County Manager intentions in a lawful manner.
- 2.6.2.6 Timely and thoughtful advice and recommendations on the range of legal options available.
- 2.6.2.7 Litigation:
  - (i) Advice regarding avoidance of litigation or settlement of potential litigation.
  - (ii) Timely provision to the Board and the County Manager on the status of settlement negotiations and all threatened/actual litigation.
  - (iii) Settlement of litigation, with authority as obtained from the Board.
  - (iv) Diligent and competent representation of the Board and the County in litigation.
- 2.6.3 Limitations on County Attorney Authority. The County Attorney shall not:
  - 2.6.3.1 Exercise authority over County Manager or staff other than that in the Office of the County Attorney.
  - 2.6.3.2 Violate applicable codes of professional ethics and conduct.
  - 2.6.3.3 Treat the public or staff in a disrespectful or unfair manner.
  - 2.6.3.4 Allow employees under the County Attorney's purview to operate without the same personnel policies, compensation plans and other policies which have been adopted by the County Manager for all County employees.
  - 2.6.3.5 Contract-out legal services except as justified by excess workload, ethical requirements or insufficient expertise of legal staff (and such contracts shall not exceed the Board's allocated budget for the County Attorney's office.)

POLICY TITLE: **COUNTY ATTORNEY (CONT'D)**

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- 2.6.3.6 Incur expenditures or fiscal encumbrances beyond those authorized under BOCC Policy.
- 2.6.3.7 Unreasonably withhold information from the County Manager, nor shall the County Attorney fail to cooperate with the County Manager in the performance of his/her official functions.
- 2.6.4 Evaluation of County Attorney performance.
  - 2.6.4.1 County Attorney accountability is only for job expectations explicitly stated by the Board in this document. Consequently, the provisions herein are the sole basis of any subsequent evaluation of County Attorney performance, though he or she may use any reasonable interpretation of the Board's words.
  - 2.6.4.2 The Board may monitor County Attorney performance with respect to these expectations at any time, but the Board intends to monitor Counsel's performance twice a year at its April and October meetings.

*POLICY TITLE: COMMISSIONERS' CODE OF CONDUCT*

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**2.7 The BOCC commits itself to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as the BOCC. The BOCC acknowledges it has a fiduciary responsibility and ethical responsibilities to the public trust.**

- 2.7.1 Each Commissioner must have loyalty to the entire ownership, unconflicted by loyalties to staff, other organizations, including interest or advocacy groups, citizens of a Commissioner District, membership on other BOCC Boards, Committees, and Commissions, and any personal interest as a consumer.
- 2.7.2 Each Commissioner must avoid breaching his/her fiduciary duty and the public trust.
  - 2.7.2.1 No Commissioner shall engage in a substantial financial transaction for his/her private business purposes with a person the Commissioner inspects or supervises in the course of official BOCC duties.
  - 2.7.2.2 No Commissioner shall perform an official act that directly and substantially benefits a business or other undertaking in which (s)he either has a substantial financial interest or is engaged as counsel, consultant, representative, or agent.
  - 2.7.2.3 A Commissioner who has a personal or private interest in any matter proposed or pending before the County shall disclose such interest to the BOCC, and to the public when and if appropriate, and shall not vote thereon and shall refrain from attempting to influence in any manner the decisions of the other members of the BOCC.
  - 2.7.2.4 Each commissioner will meet with the County Attorney annually to discuss potential conflicts of interest. If a determination is made that a potential conflict of interest exists, or the appearance of a conflict of interest may exist, disclosure shall be made in accordance with state law and Board policy.
  - 2.7.2.5 A Commissioner should not within six months of terminating his/her office obtain employment from Douglas County Government.
  - 2.7.2.6 No Commissioner should perform an official act that directly and substantially affects a business or other undertaking to its economic detriment when (s)he has a substantial financial interest in a competing firm or undertaking.

**POLICY TITLE: COMMISSIONERS' CODE OF CONDUCT (CONT'D)**

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- 2.7.3 Commissioners shall not attempt to exercise individual authority over the organization.
- 2.7.3.1 A Commissioner's interaction with the County Manager or with staff must recognize the lack of authority vested in individuals except when explicitly BOCC authorized. The County Manager is accountable only to the BOCC as an organization, and not to individual Commissioners. Therefore, the relationship between the County Manager and individual Commissioners of the BOCC, including the Chair, is collegial, not hierarchical.
  - 2.7.3.2 A Commissioner's interaction with the public, press or other entities must recognize the same limitation and the inability of any Commissioner to officially speak for the BOCC except to repeat explicitly stated BOCC decisions.
  - 2.7.3.3 Concerns related to employee performance that are brought to the attention of the BOCC shall be conveyed to the County Manager.
- 2.7.4 Commissioners will adhere to the confidentiality of issues whether in writing or verbally, as prescribed by law:
- 2.7.4.1 Any documents that are prohibited from disclosure under the Colorado Open Records Act, Criminal Justice Records Act or other statutory authority shall not be publicly disclosed.
  - 2.7.4.2 Any information shared with the BOCC in a properly called executive session, shall be presumed to be confidential, and shall not be publicly disclosed.
  - 2.7.4.3 Documents prepared for deliberation of the BOCC prior to a final decision by the BOCC shall be available to the public.
  - 2.7.4.4 Any information for which disclosure is an issue that suggests a likely privacy interest of one or more individuals, or is otherwise contrary to public policy, shall not be disclosed.
  - 2.7.4.5 Any documents previously determined to be confidential and not subject to public disclosure pursuant to State law, may be reconsidered for disclosure upon the affirmative support of the BOCC. Questions regarding legal parameters for disclosure shall be relayed to the County Attorney prior to any disclosure.

***POLICY TITLE: COMMISSIONERS' CODE OF CONDUCT (CONT'D)***

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2.7.5. BOCC and Committee Meetings:

- 2.7.5.1 Attendance - Because contemplation, deliberation, and decision-making require collaboration and participation, BOCC members are expected to attend BOCC meetings.
  - 2.7.5.2 Preparation and Participation – Each Commissioner will prepare for BOCC and committee meetings, will participate productively in discussions, and is expected to achieve and maintain proficiency in Board governance.
  - 2.7.5.3 Commissioners will keep reasonably up-to-date on changes and trends by attending conferences and by reading professional newsletters, journals, and other sources of information.
- 2.7.6 Commissioners will respect and support the legitimacy and authority of all BOCC decisions, regardless of any Commissioner's personal position on the matter.
- 2.7.7 In the event of a Commissioner's suspected violation of policy, the BOCC will seek to resolve the matter expeditiously. If a Commissioner suspects a violation of Board policy by another Commissioner, he or she shall bring the matter to the attention of the individual and the BOCC.

**POLICY TITLE: BOARD COMMITTEE PRINCIPLES**

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**2.8 BOCC Boards, Committees and Commissions, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from the BOCC to County Manager.**

Accordingly, the following principles shall guide the appointment and operation of all BOCC appointed Boards, Committees, and Commissions:

2.8.1 A BOCC Board, Committee and Commission is recognized as such only if its existence and charge come from the BOCC or is required by law. The authority and responsibility of any BOCC Board, Committee or Commission will not duplicate the authority or responsibility of:

- The BOCC
- County Staff
- Any other BOCC Board, Committee or Commission
- County Attorney

2.8.2 Unless authorized by the Board or required by law, BOCC Boards, Committees and Commissions are designed to help the BOCC do its job, not to help or advise the staff. BOCC Boards, Committees and Commissions ordinarily will assist the BOCC by preparing policy alternatives and implications for BOCC deliberation and by conducting statutorily required actions.

2.8.3 BOCC Boards, Committees and Commissions may not speak or act for the BOCC except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the County Manager.

2.8.4 BOCC Boards, Committees and Commissions cannot exercise authority over staff. Because the County Manager works for the full BOCC, he or she will not be required to obtain approval of a BOCC Board, Committee or Commission before an executive action.

2.8.5 BOCC Boards, Committees and Commissions are to avoid over-identification with organizational parts rather than the whole. Therefore, a BOCC Board, Committee or Commission that has helped the BOCC create policy on some topic will not usually be used to monitor organizational performance on that same subject.

2.8.6 Unless legally required, BOCC Boards, Committees and Commissions will be used strategically and ordinarily in an ad hoc capacity.

*POLICY TITLE: BOARD COMMITTEE PRINCIPLES (CONT'D)*

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- 2.8.7 BOCC Boards, Committees and Commissions will have clear and specific goals, objectives, and timelines. At least once each year, the BOCC will evaluate the existence and/or necessity of its Boards, Committees and Commissions.
- 2.8.8 Any member of a Board, Committee or Commission is required to follow applicable ethics laws, Board policies and the Boards and Commissions' Code of Conduct.
- 2.8.9 A person may serve on no more than one Board, Committee or Commission at a time, unless it is specifically called for in the bylaws or structure of a given committee. Appointments to Ad Hoc Committees created by the BOCC are exempt from the single committee service limitation because members of other Boards, Committees and Commissions may be deemed to have key knowledge that could be useful to an Ad Hoc Committee.
- 2.8.10 The terms of office of appointed members of Boards, Committees and Commissions shall generally be two terms unless otherwise indicated by statute or the authorizing resolution. The BOCC may, in extraordinary circumstances, appoint a member for more than two terms. In instances where appointments are made by another jurisdiction – and not the BOCC – the BOCC shall honor those recommendations, except in extraordinary circumstances.
- 2.8.11 Members of Boards, Committees and Commissions shall attend no less than seventy-five percent (75%) of all regularly scheduled and special meetings during the year.

**Note:** Policy 2.8 (Board Committee Principles) applies to any Board, Committee or Commission that is formed by BOCC action, regardless of terminology, and regardless of whether the group includes Commissioners. It does not apply to committees formed under the authority of the County Manager.

*POLICY TITLE: BOARD COMMITTEE STRUCTURE*

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**2.9 A committee is a Board committee only if its existence and charge come from the BOCC, regardless of whether Commissioner(s) sit on the committee. The only Board committees are those which are set forth in the “Boards and Committees Information Guide”. For a complete listing of current BOCC committees and commissions, their roles and responsibilities, refer to the “Boards and Committees Information Guide”. Unless otherwise stated or required by law, a Board, Committee or Commission ceases to exist as soon as its task is complete.**

**POLICY TITLE: GOVERNANCE INVESTMENT**

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

Accordingly:

- 2.10.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.
- 2.10.2 Training and retraining will be used appropriately to orient new Commissioners and to maintain and increase existing Board member skills and knowledge.
- 2.10.3 Outside monitoring assistance, including fiscal audit, will be arranged as needed so that the BOCC can exercise confident control over organizational performance.
- 2.10.4 Outreach mechanisms will be used as needed to ensure the BOCC understands owner viewpoints and values.
- 2.10.5 Costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance.
- 2.10.6 The Board will establish its governance budget for the next fiscal year each year during the month of October.

**POLICY TITLE: GENERAL COUNTY MANAGER CONSTRAINT**

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**3.0 Within the scope of authority delegated to him/her by the BOCC, the County Manager shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics. The County Manager shall not cause or allow conditions that are unsafe, unfair, dishonest, disrespectful or undignified.**

**POLICY TITLE: TREATMENT OF CITIZENS, TAXPAYERS, STAFF AND VOLUNTEERS**

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**3.1 The success of Douglas County Government depends upon the partnership between citizens, taxpayers, elected officials and County employees.**

- 3.1.1 Accordingly, regarding the treatment of citizens, taxpayers and customers, the County Manager shall not:
  - 3.1.1.1 Fail to inform citizens of their rights, including their right to due process.
  - 3.1.1.2 Ignore community opinion on relevant issues or make material decisions affecting the community in the absence of relevant community input.
  - 3.1.1.3 Allow the community to be uninformed (or informed on an untimely basis) about relevant decision-making processes and decisions.
  - 3.1.1.4 Be disorganized or unclear with respect to interactions with the community.
  - 3.1.1.5 Ignore problems or issues raised by the community or address them in an untimely manner.
  - 3.1.1.6 Allow incompetent, disrespectful or ineffective treatment from County employees.
  - 3.1.1.7 Unduly breach or disclose confidential information.
- 3.1.2 Pertaining to paid staff within the scope of his/her authority, the County Manager shall not:
  - 3.1.2.1 Allow staff to operate without written personnel policies and/or procedures, approved by legal counsel, which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
  - 3.1.2.2 Allow staff to be unacquainted with their rights under this policy upon and during their employment.
  - 3.1.2.3 Retaliate against any staff member for non-disruptive internal expressions of dissent.
  - 3.1.2.4 Prevent staff from using established grievance and/or due process procedures.

**POLICY TITLE: TREATMENT OF CITIZENS, TAXPAYERS, STAFF AND VOLUNTEERS (CONT'D)**

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3.1.2.5 Prevent staff from bringing a grievance to the Board when:

- (i) Internal grievance procedures have been exhausted, or
- (ii) The individual alleges that Board policy has been violated.

3.1.3 Accordingly, pertaining to volunteers, the County Manager shall not:

3.1.3.1 Allow volunteers to operate without appropriate resources necessary to complete their volunteer efforts.

3.1.3.2 Allow volunteers to be unacquainted with resources that are available to them during the time they are at Douglas County completing their volunteer efforts.

3.1.3.3 Retaliate against any volunteer for non-disruptive internal expressions of dissent.

3.1.3.4 Prevent volunteers from using established departmental volunteer guidelines.

3.1.3.5 Prevent volunteers from bringing any issues to the Board when:

- (i) Established departmental volunteer guidelines have been exhausted, or
- (ii) The individual alleges that Board or statutory policy has been violated.

**POLICY TITLE: COMPENSATION, BENEFITS, EMPLOYMENT**

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**3.2 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the County Manager shall not cause or allow jeopardy to fiscal integrity of the County.**

Accordingly, the County Manager shall not:

- 3.2.1 Change his, or her, own compensation and benefits.
- 3.2.2 Promise or imply permanent or guaranteed employment or benefit.
- 3.2.3 Establish compensation and benefits that deviate materially from the regional or professional market for the skills employed unless approved by the BOCC.
- 3.2.4 Establish deferred or long-term compensation and benefits.

**POLICY TITLE: FINANCIAL PLANNING AND BUDGET**

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**3.3 With respect to strategic planning for projects, services and activities with a fiscal impact, the County Manager may not jeopardize either programmatic or fiscal integrity of County government.**

Accordingly, the County Manager shall not allow budgets or financial planning that:

- 3.3.1 Deviate from the Board’s Goal priorities, risks financial jeopardy, or is not derived from a plan projecting in two and five year increments.
- 3.3.2 Deviate from statutory requirements.
- 3.3.3 Deviate from BOCC-stated priorities in its allocation among competing budgetary needs.
- 3.3.4 Contain inadequate information to enable credible projection of revenues and expenses; separation of capital and operational items; cash flow projections; audit trails; identification of reserves, designations and undesignated fund balances; and disclosure of planning assumptions.
- 3.3.5 Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, or which are otherwise available.
- 3.3.6 Allow designated working capital (or revenue shortfall) fund balance to fall below 10% of operating expenditures (or adopted revenues for sales tax or capital expenditures funds).
- 3.3.7 Fail to maintain a Budget Contingency Plan capable of responding to significant shortfalls within the County’s budget.
- 3.3.8 Fail to protect, within his or her ability to do so, the integrity of the current or future bond ratings of the County.
- 3.3.9 Result in new positions or additions to the staffing without specific approval of the BOCC.
- 3.3.10 Present a risk that relates to situations or conditions described as unacceptable in the Fiscal Management and Controls Policy (Policy 3.4).

**POLICY TITLE: FINANCIAL PLANNING AND BUDGET (CONT'D)**

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- 3.3.11 Provides less for Board activities during the year than is set forth in the Governance Investment Policy (Policy 2.10).
- 3.3.12 Fail to show reserves and designations subject to the requirements of the law and "Generally Accepted Accounting Principles".

**POLICY TITLE: FISCAL MANAGEMENT AND CONTROLS**

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**3.4 With respect to the actual, ongoing financial condition of the County government, the County Manager may not cause or allow the development of fiscal jeopardy or a material deviation from Board-established Goals priorities.**

Accordingly, the County Manager shall not:

- 3.4.1 Expend more funds than have been received in the fiscal year or are otherwise available.
  - 3.4.1.1 For purposes of this limitation, restricted fund expenditures are not considered revenues or “otherwise available” funds.
- 3.4.2 Pay County obligations in an untimely manner or outside of the ordinary course of business.
- 3.4.3 Engage in any purchases wherein normally prudent protection has not been given against conflict of interest and shall not engage in purchasing practices in violation of the law or County purchasing procedures.
- 3.4.4 Use any fund for a purpose other than for which the fund was established.
- 3.4.5 Fail to establish and implement competitive purchasing policies and procedures that ensure openness and accessibility of contract opportunities.
- 3.4.6 Make any purchase or contract, or obligate the County for any amount over \$100,000 unless authorized in the County’s Emergency Operations Plan.
- 3.4.7 Allow any other appointed or elected County official to make any purchase or contract, or obligate the County for any amount over \$25,000
- 3.4.8 Exercise inadequate internal controls over receipts and disbursements or allow material dissipation of assets.

**POLICY TITLE: FISCAL MANAGEMENT AND CONTROLS (CONT'D)**

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- 3.4.9 Compromise the independence of the Board’s audit or other external monitoring or advice.
- 3.4.10 Accept revenues from sources that are not, in fact and appearance, consistent with BOCC Goals.
- 3.4.11 Incur debt to finance current operating expenditures.
- 3.4.12 Allow the debt period for bonds used to finance capital projects to exceed the useful life of the project.
- 3.4.13 Allow fiscal management practices that would cause the rating on any county bond issue to fall below Standard and Poor’s AA- rating (or the equivalent rating of another rating agency).
- 3.4.14 Allow reserved, designated and undesignated fund balances to:
  - 3.4.14.1 Reach levels inadequate to mitigate the risk of current and future revenue shortfalls or unanticipated expenditures.
  - 3.4.14.1 Jeopardize the County’s creditworthiness and financial position from unforeseen emergencies.
- 3.4.15 Fail to submit quarterly financial reports to the BOCC during a staff meeting each quarter.

**3.5 Within the scope of his/her authority in the County and given available resources, the County Manager shall not allow the County's assets to be unprotected, inadequately maintained or unnecessarily risked.**

Accordingly, the County Manager shall not:

- 3.5.1 Fail to have in place a Risk Management program that insures against property losses and against liability losses to Commissioners, staff and Douglas County to the amount legally obligated to pay, or allow the organization to be uninsured:
  - 3.5.1.1 Against theft and casualty losses,
  - 3.5.1.2 Against liability losses to Board members, staff and the organization itself in an amount equal to or greater than the average for comparable organizations, and
  - 3.5.1.3 Against employee theft and dishonesty.
- 3.5.2 Allow un-bonded personnel access to material amounts of funds, or fail to provide adequate insurance to protect against employee dishonesty and theft.
- 3.5.3 Subject facilities and/or equipment to improper wear and tear or insufficient maintenance (except normal deterioration and financial conditions beyond County Manager control).
- 3.5.4 Unnecessarily expose County government, the BOCC or staff to claims of liability.
- 3.5.5 Fail to protect intellectual property (including intellectual property developed using County resources), information and files from loss or significant damage.
- 3.5.6 Acquire, encumber, dispose or contract for real property except as expressly permitted in the county's procedure for disposal of county-owned land.
- 3.5.7 Allow internal control standards for the receipt, processing and disbursement of funds to be less than that necessary to satisfy generally accepted accounting/auditing standards recognizing that the cost of internal control should not exceed the benefits expected to be derived.
- 3.5.8 Endanger the County's public image, its credibility, or its ability to accomplish the

*POLICY TITLE: **PROTECTION OF ASSETS (CONT'D)***

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Board's Goals.

3.5.9 Fail to adequately plan for short and long-term capital or facility needs.

3.5.10 Compromise the independence of the Board's auditor or other external monitors or advisors. Engaging parties already chosen by the BOCC as consultants or advisers is not permitted.

**POLICY TITLE: IMMEDIATE SUCCESSION**

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**3.6 In order to protect the Board from sudden loss of County Manager services, the County Manager may have no fewer than two (2) other members of the County management team familiar with BOCC and County Manager issues and processes.**

**3.7 The County Manager shall have an extensive Emergency Preparedness Process in place for improving coordination and strengthening relationships among all emergency management partners – Federal, State, and local governments, voluntary disaster relief organizations, and the private sector to meet basic human needs and restore essential government services following a disaster. This enhanced partnership will reduce human suffering and decrease costly damages to property.**

The County Manager shall not fail to:

- 3.7.1 Have in place adequate plans to prevent and/or respond to emergencies and/or disasters.
- 3.7.2 Establish and maintain a Douglas County Emergency Operations Plan.

**POLICY TITLE: COMMUNICATIONS WITH AND SUPPORT OF THE BOCC**

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**3.8 The County Manager shall not permit the BOCC to be uninformed or unsupported in its work.**

Accordingly, the County Manager shall not:

- 3.8.1 Withhold, impede or confound information necessary for the Board’s informed accomplishment of its job.
- 3.8.2 Allow the BOCC to be uninformed (or informed on an untimely basis) about relevant events and issues.
- 3.8.3 Neglect to submit monitoring reports (including County Manager interpretations of BOCC policies being monitored, as well as reporting data,) required by the BOCC (see “Monitoring County Manager Performance” policy in Board-Management Delegation, 4.4) in a timely, accurate and understandable fashion.
- 3.8.4 Allow the BOCC to be unaware of any actual or anticipated noncompliance with any Goals or Management Limitations policy, regardless of the Board’s monitoring schedule.
- 3.8.5 Let the BOCC be without decision information it requests, or unaware of relevant trends, or other points of view, issues and options as needed for well-informed BOCC decisions.
- 3.8.6 Let the BOCC be unaware of incidental information it requires, including but not limited to anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes – including Administrative Policies. Notification of planned internal changes is to be provided in advance, when feasible.
- 3.8.7 Fail to report to the BOCC any and all matters related to actual or perceived sexual harassment; hostile workplace conditions; or discrimination on the basis of race, color, religion, national origin, gender, age, military status, sexual orientation, and marital status, or physical or mental disability.
- 3.8.8 Fail to inform the BOCC if, in the County Manager’s opinion, the BOCC is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of the BOCC or a Commissioner behavior that is detrimental to the work relationship between the BOCC and the County Manager.

**POLICY TITLE: COMMUNICATIONS WITH AND SUPPORT OF THE BOCC (CONT'D)**

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- 3.8.9 Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:
  - 3.8.9.1 Monitoring
  - 3.8.9.2 Decision Preparation (or Action Item)
  - 3.8.9.3 Incidental (or FYI)
  
- 3.8.10 Allow the BOCC to be without logistical and clerical assistance.
  
- 3.8.11 Allow the BOCC to be without workable, user-friendly mechanisms for official BOCC, officer or committee communications and functions.
  
- 3.8.12 Fail to provide pleasant and efficient arrangements for BOCC and committee meetings.
  
- 3.8.13 Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.
  
- 3.8.14 Deal with the BOCC in a way that favors or privileges certain Commissioners over others except when:
  - 3.8.14.1 Fulfilling individual requests for information
  - 3.8.14.2 Responding to officers or committees with respect to duties charged to them by the BOCC.
  
- 3.8.15 Fail to submit for the Board's Consent Agenda, items delegated to the County Manager yet required by law, regulation, contract or third-party, to be Board-approved, along with applicable monitoring information.
  
- 3.8.16 Fail to inform the BOCC of all County communication with other elected officials.
  
- 3.8.17 Fail to provide Commissioners with meeting agendas and packets at least four days before any scheduled BOCC meeting, unless otherwise approved by the Chair.

**POLICY TITLE: BOCC MANAGEMENT CONNECTION & COUNTY MANAGER ACCOUNTABILITY**

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**4.0 The Board’s sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled County Manager. The County Manager is the Board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the BOCC is concerned, is considered the sole authority and accountability of the County Manager.**

Accordingly:

- 4.0.1 The BOCC will not give instructions to persons who report directly or indirectly to the County Manager.
- 4.0.2 The BOCC will not evaluate any staff other than the County Manager and the County Attorney.
- 4.0.3 The BOCC will view County Manager performance as identical to organizational performance, so that organizational accomplishment of BOCC goals and compliance with Management Limitations will be viewed as successful County Manager performance.
- 4.0.4 The BOCC shall communicate to the County Manager information concerning staff member issues or performance.

**4.1 Only officially passed motions of the BOCC are binding on the County Manager.**

Accordingly:

- 4.1.1 Decisions or instructions of individual Commissioners, officers, or committees are not binding on the County Manager except when the BOCC has explicitly delegated this authority.
- 4.1.2 If Commissioners or committees request information or assistance without BOCC authorization, the County Manager can refer to the BOCC such requests that, in his/her opinion, require an inappropriate amount of staff time or funds or are disruptive.

**POLICY TITLE: DELEGATION TO THE COUNTY MANAGER**

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**4.2 The BOCC will instruct the County Manager through written policies that prescribe the organizational Goals to be achieved, and describe organizational situations and actions to be avoided, allowing the County Manager to use any reasonable interpretation of these policies.**

Accordingly:

- 4.2.1 The BOCC will develop and maintain Goals policies instructing the County Manager 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 Goals issues as defined here are Means issues.
- 4.2.2 The BOCC will develop and maintain Management Limitations policies that limit the latitude the County Manager may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the BOCC, even if they were to be effective in producing the desired results. These policies will be developed systematically from the broadest, most general level to more defined levels. The BOCC will not prescribe organizational means delegated to the County Manager.
- 4.2.3 A single limitation policy at a given level does not limit the scope of any preceding level. As long as the County Manager uses “any reasonable interpretation” of the Board’s Goals and Management Limitations policies, the County Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the County Manager shall have full force and authority as if decided by the BOCC.
- 4.2.4 The BOCC may change its Goals and Management Limitations policies, thereby shifting the boundary between BOCC and County Manager domains. By doing so, the BOCC changes the latitude of choice given to the County Manager. However, as long as any particular delegation is in place, the BOCC will respect and support decisions made by the County Manager that are compliant with BOCC policy, as reasonably interpreted.

*POLICY TITLE: MONITORING COUNTY MANAGER PERFORMANCE*

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**4.3 The BOCC will systematically and rigorously monitor County Manager job performance to determine the extent to which Goals are being achieved and whether operational activities fall within boundaries established in Management Limitations policies.**

Accordingly:

- 4.3.1 Monitoring is simply to determine the degree to which BOCC policies are being met. Information that does not address policy compliance will not be considered in the evaluation of County Manager performance.
- 4.3.2 The BOCC will acquire monitoring data by one or more of three methods:
  - 4.3.2.1 By internal report, in which the County Manager discloses, in writing, policy interpretations and compliance information to the BOCC. As appropriate in a given context, the County Manager may present information to justify his/her interpretation.
  - 4.3.2.2 By external report, in which an external, disinterested third party selected by the BOCC assesses compliance with BOCC policies, as reasonably interpreted by the County Manager, or
  - 4.3.2.3 By direct BOCC inspection, in which a designated member or members of the BOCC assess compliance with the appropriate policy criteria, as reasonably interpreted by the County Manager.
- 4.3.3 In every case, the BOCC will judge whether (a) the County Manager's interpretation is reasonable, and (b) whether data demonstrate accomplishment of, or compliance with, the County Manager's interpretation.
- 4.3.4 In every case, the standard for compliance shall be "any reasonable County Manager interpretation" of the BOCC policy being monitored. The BOCC 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). Interpretations favored by individual board members or by the BOCC as a whole do not constitute a "reasonable person" test.
- 4.3.5 Actions determined to be not compliant with a reasonable interpretation of BOCC policies will be subject to a remedial process agreed to by the BOCC.

**POLICY TITLE: MONITORING COUNTY MANAGER PERFORMANCE (CONT'D)**

All policies instructing the County Manager will be monitored at a frequency and by a method chosen by the BOCC. The BOCC may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule:

<b>POLICY</b>	<b>METHOD</b>	<b>FREQUENCY</b>	<b>SCHEDULE</b>
1.0 Broadest Policy Provision			
1.1 Personal and Public Safety	Internal	Annually	June
1.2 Multimodal Transportation	Internal	Annually	August
1.3 Economic Foundations	Internal	Annually	November
1.4 Natural Resources	Internal	Annually	April
1.5 Community Services	Internal	Annually	August
3.0 General County Manager Constraint	Internal	Annually	September
3.1 Treatment of Citizens, Taxpayers, Staff and Volunteers	Internal	Annually	June
3.2 Compensation, Benefits, Employment	Internal	Bi-annually	May, December
3.3 Financial Planning and Budget	Internal	Bi-annually	April, October
3.4 Fiscal Management and Controls	Internal	Bi-annually	April, November
3.5 Protection of Assets	Internal	Annually	November
3.6 Immediate Succession	Internal	Annually	September
3.7 Emergency Preparedness	Internal Direct Inspection	Annually	September
3.8 Communication with and Support of the Board	TBD	Bi-annually	Jan/Feb & Jun/Jul