HUERFANO COUNTY BOARD OF COUNTY COMMISSIONERS

GOVERNING POLICIES MANUAL

These Governing Policies, as adopted by the Board of County Commissioners, clarifies the board's own job and rules, how they work together and how the Board relates to the citizens of Huerfano County. These Policies work together to efficiently and effectively implement the vision, direction, and policy of the Board of County Commissioners.

These policies apply to the Board of County Commissioners only. Nothing in these policies is intended or inferred to apply to the other constitutional elected officials of Huerfano County, or their staff.

POLICY 1.0

POLICY TYPE: GOVERNANCE PROCESS POLICY TITLE: GOVERNANCE COMMITMENT

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 Huerfano County Board of County Commissioners (the "Board"), on behalf of the citizens of Huerfano County, is to see to it that the Huerfano County government 1) achieves appropriate results for appropriate persons at an appropriate cost and 2) avoids unacceptable actions and situations.

- 1.1 The Board of County Commissioners will approach its task with a style which emphasizes outward vision while monitoring internal processes; strategic leadership and administrative detail, clear distinction of Board roles, collective rather than individual decisions, looking to the future from a foundation of past and present, and proactivity rather than reactivity.
- 1.2 The operating principles and commitments of the Board of County Commissioners, as it relates to the working relationship between the commissioners, other elected officials, staff and citizens of Huerfano County, are to emphasize fairness; responsibilities as elected officials; respect; honesty and integrity; and communication.
- 1.3 The job of the Board of County Commissioners is to make contributions which lead the County Government toward the desired performance and to assure that it occurs. The Board's specific contributions are unique to its trusteeship role and *necessary* for proper governance and management.
- 1.4 The responsibility of the Chair is, primarily, the procedural integrity of the Board's work and, secondarily, representation of the Board of County Commissioners to outside parties as delegated by the Board.
- 1.5 The Board expects of its members ethical and businesslike conduct.
- 1.6 The Board of County Commissioners may establish boards and commissions to advise the Board in carrying out its responsibilities
- 1.7 Other than those statutorily required, all boards and commissions appointed by the Huerfano County Board of County Commissioners exist so that Board decisions (a) will be made from an informed position, and (b) will be made in a public forum consistent with Board policy.

POLICY 1.1

POLICY TYPE: GOVERNANCE PROCESS POLICY TITLE: GOVERNING STYLE

The Board of County Commissioners will approach its task with a style which emphasizes outward vision while monitoring internal processes; strategic leadership and administrative detail, clear distinction of Board roles, collective rather than individual decisions, looking to the future from a foundation of past and present, and proactivity rather than reactivity.

In this spirit:

- 1.1.1. The Board of County Commissioners will operate fully aware of its trusteeship and stewardship obligation to its constituents.
- 1.1.2. The Board of County Commissioners will conduct itself individually and collectively whatever discipline is needed to govern with excellence through:
 - A. Application of discipline to matters such as policy making principles, role clarification, speaking with one voice and self-policing of any tendency to stray from governance adopted in Board policies.
 - B. Individual Board members' thorough preparation for meetings and regular attendance.
 - C. Continuation of Board development including orientation of new members in the Board's governance process, participation in relevant continuing education, and periodic Board discussion of process improvement.
- 1.1.3. The Board of County Commissioners will direct, control and motivate the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's emphasis will be on impacts on the County.
- 1.1.4. The Board of County Commissioners, as trustee for and working with the citizens of Huerfano County, will be the primary initiator of policy, and will also be receptive to other policy initiatives from citizens, other elected officials, staff, etc. The Board, not the staff, will be responsible for Board performance.
- 1.1.5. The Board of County Commissioners will be accountable to its Huerfano County constituents for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no individual, committee or entity to usurp this role or hinder this commitment.
- 1.1.6. The Board of County Commissioners will regularly monitor and discuss the Board's own process and performance, and ensure the continuity of its governance capability through continuing education and training.
- 1.1.7. A member of the Board of County Commissioners who votes in the minority is free to express his/her dissent but must respect the legitimacy of the majority decision.

POLICY 1.2

POLICY TYPE: GOVERNANCE PROCESS POLICY TITLE: OPERATING PRINCIPLES

The operating principles and commitments of the Board of County Commissioners, as it relates to the working relationship between the commissioners, other elected officials, staff and citizens of Huerfano County, are to emphasize fairness; responsibilities as elected officials; respect; honesty and integrity; and communication.

- 1.2.1 FAIRNESS: We are committed to fairness in our day to day activities. To ensure an atmosphere of fairness, we agree to the following principles:
 - A. We will listen to all sides of an issue.
 - B. We will be fair with each other.
 - C. Citizens will have opportunity to access the Board of County Commissioners.
 - D. We have an obligation to listen to each other, citizens and staff with the understanding that an obligation to listen does not necessarily equate to an obligation to agree or to act as requested.
 - E. We will take others' concerns seriously.
- 1.2.2 RESPONSIBILITIES AS ELECTED OFFICIALS: We understand and agree that we have certain responsibilities to the public and community beyond those simply articulated in law.
 - A. We believe we are each responsible for our own actions as Commissioners. We will take responsibility for our own actions.
 - B. We agree to address issues and respond to each others requests in a timely and open manner.
 - C. We agree to respond to each other in a timely manner, by agreeing on a time for response, when possible.
 - D. We will give equal weight to rights and responsibilities when making decisions.
 - E. When giving staff responsibility we will grant the appropriate authority to carry out that responsibility.
- 1.2.3. RESPECT: Citizens' trust in government is critically important. The key to building and maintaining this trust is placing a high value on respecting each other and those we work with and serve as public officials.
 - A. We agree to take others' concerns seriously.
 - B. We agree to accept and respect each other's individuality, supporting each other by capitalizing on our individual strengths, working together, as a team, utilizing each others' expertise, to accomplish our goals and the goals of Huerfano County.
 - C. We believe that information flow within the organization is important and that all affected parties should have all of the information that is important to them, whenever possible.
 - D. We agree to respect each other's feelings and ideas and to treat everyone with respect.
 - E. We will make every effort to not just listen but to understand the point from others' perspective.
 - F. We understand that respect comes in many forms and we will make every effort to show respect for others both in our verbal and non-verbal actions.
- 1.2.4. HONESTY AND INTEGRITY: As public officials we will hold ourselves to a high standard of

honesty and integrity in the community.

- A. We will deal with each other honestly.
- B. We are committed to high standards of ethics in our dealings with each other, employees, and citizens.
- C. If an interpersonal conflict or problem develops, we will work with the people involved only and strive to settle the conflict or problem in a constructive one on one basis.
- 1.2.5. COMMUNICATION: We believe that to be effective as elected officials, we must communicate clearly and completely at all times.
 - A. We believe in full disclosure and "no surprises" in our internal operations and in working together as a Board. We will strive for open and candid communication among citizens, other elected officials, staff and each other.
 - B. We are committed to providing our citizens with relevant, accurate and timely information about the County goals, services, fiscal programs, services provided, and the decisions that will affect the public.

POLICY 1.3

POLICY TYPE: GOVERNANCE PROCESS POLICY TITLE: BOARD JOB DESCRIPTION

The job of the Board of County Commissioners is to make contributions which lead the County Government toward the desired performance and to assure that it occurs. The Board's specific contributions are unique to its trusteeship role and *necessary* for proper governance and management.

1.3.1 The products of the Board shall be:

- 1. Linkage: As the Huerfano County Board of County Commissioners places a high value on open, participatory government, the board will produce the linkage between Huerfano County government and the Citizens of Huerfano County.
 - A. Needs Assessment: The Board of County Commissioners will strive to identify the needs of the citizens as they relate to Huerfano County's activities and scope of influence, and shall translate such knowledge into the articulation of Board Objectives policies (see definition below).
 - B. Advocacy and Ambassadorship: The Board of County Commissioners will act as the representatives of the citizens to Huerfano County government, and shall take steps to inform and clarify:
 - i. the citizens relationship with government, and
 - ii. the organization's focus on future results, and as well as present accomplishments.
- 2. Written governing policies that, at the broadest levels, address each category of organizational decision:
 - A. OUTCOME: Organizational products, effects, benefits, to answer the questions for (what good, for which recipients, and at what cost?).
 - B. STAFF LIMITATIONS: Constraints on staff authority which establish the prudence and ethics boundaries within which all County staff activity and decisions must take place.
 - C. GOVERNANCE PROCESS: Specification of how the Board of County Commissioners conceives, carries out and monitors its own task.
 - D. BOARD/STAFF LINKAGE: How power is delegated and its proper use monitored; the role, authority and accountability of the County staff.
- 3. Regulations, resolutions, ordinances and legislative impact on other entities.

POLICY 1.4

POLICY TYPE: GOVERNANCE PROCESS POLICY TITLE: CHAIR'S RESPONSIBILITIES

The responsibility of the Chair is, primarily, procedural integrity of the Board's work and, secondarily, representation of the Board of County Commissioners to outside parties as delegated by the Board.

Accordingly:

- 1.4.1. The responsibility of the Chair is to consistently guide the behavior of the Board with its own rules and those legitimately imposed upon it from outside the organization.
 - 1.4.1.1. Meeting agendas and discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide.
 - 1.4.1.2. Deliberation will be fair, open, orderly and thorough, but also efficient, limited to time, and kept to the point.
- 1.4.2. The authority of the Chair is to preside over meetings and to sign documents as authorized by the Board of County Commissioners.
- 1.4.3. The chair represents the Board only when delegated those responsibilities by the Board.

POLICY 1.5

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

The Board expects of its members ethical and businesslike conduct.

Accordingly:

- 1.5.1. Members of the Board of County Commissioners must represent unconflicted loyalty to the interests of the citizens of the entire County. This accountability supersedes any conflicting loyalty such as that to any advocacy or interest groups, or membership on other Boards or staffs. This accountability also supersedes the personal interest of any Board member acting as an individual consumer of the County government's services.
- 1.5.2. Members of the Board of County Commissioners must avoid any fiduciary conflict of interest or nepotism conflicts.
- 1.5.3. Members of the Board of County Commissioners will act in accordance with the Colorado Revised Statutes as they relate to the Board's responsibilities and authorities.
- 1.5.4. Individual Board members can represent the Board on County matters when delegated those responsibilities by the Board.
- 1.5.5. Members of the Board of County Commissioners may not attempt to exercise individual authority over the County government except as explicitly set forth in Board policies.
 - 1.5.5.1.Board of County Commissioners' interaction with the County staff must recognize the lack of authority in any individual Board member or group of Board members except when explicitly authorized by the Board in a public meeting.
 - 1.5.5.2. Individual Board members' interaction with public, press or other entities must recognize the same limitation except when explicitly authorized by the Board of County Commissioners in a public meeting.
 - 1.5.5.3. Individual Board members will not make individual judgments of the performance of the County staff or the County Attorney except as that performance is assessed in accordance with explicit Board of County Commissioners' policies.
 - 1.5.5.4. Individual members of the Board of County Commissioners may not intentionally coerce or intimidate County employees, interfere with County employees' duties or authority.

POLICY 1.6

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARDS & COMMISSIONS PRINCIPLES

The Board of County Commissioners may establish boards and commissions to advise the Board in carrying out its responsibilities.

Accordingly:

- 1.6.1. This policy applies only to boards and commissions which are created at the discretion of the Board of County Commissioners, whether or not it is called a board or commission.
- 1.6.2. Other than those statutorily directed, Boards and commissions may not speak or act for the Board of County Commissioners 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 staff.
- 1.6.3. Boards and commissions are to help the Board of County Commissioners do its job, not to help the staff do its job. Boards and commissions ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Boards and commissions are not created by the Board to advise staff.
- 1.6.4. In keeping with the Board of County Commissioners' broader focus, boards and commissions normally will not have direct dealings with current staff operations. Boards and commissions cannot exercise authority over staff.
- 1.6.5. Because the staff works for the Board, they will not be expected to obtain approval of a board or commission before taking action unless otherwise authorized by state statute, Board policy, or federal regulation.
- 1.6.6. Because of the differing nature of Boards and Commissions, some of which are defined by state statute, the Board shall have and keep current an operating policy defining the role of different boards and setting forth rules and procedures for Huerfano County Boards

POLICY 1.7

POLICY TYPE: GOVERNANCE PROCESS POLICY TITLE: BOARDS & COMMISSIONS

Other than those statutorily required, all boards and commissions appointed by the Huerfano County Board of Commissioners exist so that Board decisions (a) will be made from an informed position, and (b) will be made in a public forum consistent with Board policy.

Accordingly, the following principles shall guide the appointment and operation of all Board of County Commissioners appointed boards and commissions:

- 1.7.1. The authority and responsibility of any board or commission will not duplicate the authority or responsibility of:
 - A. The Board of County Commissioners
 - B. County Staff
 - C. Any other board or commission
 - D. County Auditor
 - E. County Attorney
- 1.7.2. All boards and commissions will undergo a regular sunset review, at least once every five years, and according to a staggered schedule to be adopted separately by the Board of County Commissioners.
- 1.7.3. Said sunset review shall include a review of the Board and Commission's Mission Statement, and of the Board of County Commissioners' charge to the Board or Commission of their role, responsibility and authority.
- 1.7.4. Appointments to all Boards and Commissions by the Board of County Commissioners shall be limited to maximum service of two consecutive terms on any particular board or commission, unless waived by the Board of County Commissioners for the following reasons:
 - 1.7.4.1. Lack of applicants to fill positions on the Board or Commission
 - 1.7.4.2. Lack of applicants with specific required knowledge or skill to fill the position.
 - 1.7.4.3. Lack of applicants who meet specific qualifications as required by policy or statute to fill the position.