



BIG THOMPSON CANYON,

GOVERNING POLICIES OF THE LARIMER COUNTY BOARD OF COMMISSIONERS

LOVELAND AND FORT COLLINS ROAD, ESTES PARK, COLO.

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Introduction

These Governing Policies, as adopted by the Board of County Commissioners, incorporate four categories of policy. The first category is the Governance Process, which clarifies the Board's job responsibilities and rules, how they work together and how the Board relates to the residents of Larimer County. Category two is Board/Staff Connections, which outlines the delegation and accountability through the County Manager. The third category is Executive Limitations, which describes the prudence, ethics and limitations of the authority and responsibilities of the County Manager in their role as the Chief Appointed Official for the Board directing the staff of the Board of County Commissioners. The first three all work together to efficiently and effectively implement the fourth category, which is the vision, guiding principles, core services and strategic goals of the Board of County Commissioners.

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

LARIMER COUNTY BOARD OF COUNTY COMMISSIONERS GOVERNING POLICIES MANUAL

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POLICY TYPE: GOVERNANCE PROCESS

POLICY 1.0

POLICY TITLE: *GOVERNANCE COMMITMENT*

Within the authority granted to the Larimer County Board of County Commissioners (Board) by Colorado Revised Statutes (state law) and in recognition of the authority granted to other County elected officials by state law, the purpose of the Board, on behalf of Larimer County residents, is to ensure that the Larimer County government 1) adds value to the lives of our residents today and in the future, 2) promotes the public health, safety, and welfare of our residents and communities, 3) operates effectively, efficiently and collaboratively to deliver public services and provide infrastructure by being proactive and innovative, and 4) is a responsible steward of our taxpayer dollars and natural resources. This policy is further defined in the seven sub-sections that follow.

The Board of County Commissioners will approach its responsibilities and tasks within a policy framework that emphasizes an outward, inclusive, and collaborative vision rather than an internal preoccupation; strategic leadership more than administrative detail; a clear distinction of Board and staff roles; collective rather than individual decisions; and a future-thinking and proactive approach rather than reactive.

Within this guiding framework:

- 1.1.1. The Board will operate fully aware of its trusteeship role and stewardship obligations to its constituents.
- 1.1.2. The Board will conduct itself individually and collectively with discipline and civility to govern with excellence through:
 - A. A commitment to matters such as adhering to reasoned policy making principles, speaking with a positive voice, listening with an open mind and focusing on governance adopted in Board policies.
 - B. Individual Board members' thorough preparation for meetings and regular and punctual attendance.
 - C. Continuation of Board development including orientation of new members in the Board's governance process, participation in relevant continuing education and professional development, and periodic Board discussion of process improvement.
- 1.1.3. The Board will guide and motivate the organization through the thoughtful establishment of policies reflecting the community's values and perspectives. The Board's emphasis will be on service and benefits to the community, rather than daily operations and administrative means.
- 1.1.4. The Board, as trustee for and working with Larimer County residents, will be the primary facilitator of policy, while being receptive to policy initiatives from the diverse community sectors, other elected officials and agencies, and staff. The Board will be responsible for its performance as specified in the policy 1.3.1 regarding Board responsibilities and outcomes.
- 1.1.5. The Board will be accountable to Larimer County residents for competent, conscientious, and effective accomplishment of its obligations as a body.
- 1.1.6. The Board will regularly monitor and discuss its own processes and performance and ensure the continuity of its governance capability through continuing education, professional development, and training.

- 1.1.7. A member of the Board who votes in the minority is free to express their dissent and will respect the process and validity of the majority decision.
- 1.1.8 Any member of the Board of County Commissioners will respect the validity of the opinions and reasoning of other commissioners when and after making board decisions.
- 1.1.9 All members of the Board agree to conduct themselves with civility, respect, and integrity.
- 1.1.10 A member of the Board who, in their sole opinion, believes they have a conflict of interest or for any other reason believes they cannot make a fair and impartial decision in a legislative or quasi-judicial decision, will recuse themselves from the discussion and decision. Any recusal will be made prior to any board discussion of the issue and the board member will leave the room or disconnect from the virtual platform for the remainder of the discussion of the issue.

The operating principles and commitments of the Board of County Commissioners, as they relate to the working relationships between the commissioners, other elected officials, staff, and residents of Larimer County, emphasize five key elements. These are 1) fairness; 2) responsibilities as elected officials; 3) respect and trust; 4) honesty and integrity; and 5) clear communication, transparency, and accountability.

1.2.1 **FAIRNESS:** We are committed to fairness in our day-to-day activities. To ensure a culture of fairness, we agree to the following principles:

- A. We will listen to all sides of an issue and take others' concerns seriously.
- B. We will be fair with each other and treat each other as colleagues.
- C. We will be accessible and provide fair and ample opportunities for residents to communicate with the Board, unless such contact may be considered ex-parte communication associated with a quasi-judicial decision.
- D. We will listen to each other, residents and staff, with an open mind and heart, understanding that this does not mean we will always agree, or act as requested. We will agree to disagree with civility.

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 responsible for our own actions as Commissioners, and we will accept responsibility for our own actions.
- B. We will address issues and respond accordingly in a timely and open manner.
- C. We will consider residents' rights and responsibilities; available information, data, and personal stories; and potential unintended consequences when making decisions.
- D. When giving staff responsibility we will grant the appropriate authority to carry out that responsibility.

1.2.3. **RESPECT AND TRUST:** Residents' 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 accept and honor each other's individuality and lived experiences; support each other by leveraging our individual strengths and expertise; work together within our county organization and in the community to accomplish our goals and the goals of Larimer County.
- B. We believe that information flow within our organization and the community is important and that residents should have all of the information that is important to them, whenever possible.

- C. We agree to build trust by respecting each other's feelings and ideas and listening with authenticity.
 - D. 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 and within our county organization
- A. We will lead by example - demonstrating honesty and integrity in all of our public deliberations and actions and in our private lives.
 - B. We are committed to high standards of ethics in our dealings with each other, county employees and all residents.
 - C. We will strive to resolve interpersonal conflicts or problems constructively with the person or persons involved.
- 1.2.5. **COMMUNICATION, TRANSPARENCY AND ACCOUNTABILITY:** We believe that to be effective as elected officials, we must communicate clearly and completely, and be transparent and accountable at all times.
- A. We believe in clear communication, full disclosure, and sharing information accordingly with our county staff, one another as a Board, community members and organizations; other elected officials, agencies, and jurisdictions.
 - B. We adhere to Colorado's Open Meetings (Sunshine) and Open Records (CORA) laws.
 - C. We are committed to providing community members with relevant, accurate and timely information about County goals, operations, finances, budgets, services, programs, processes and decisions.
 - D. We believe it is important to keep each other informed of our activities and the issues we deal with daily as County Commissioners. We understand there are times when residents request confidentiality, and in situations where confidentiality is warranted, we will respect the request for confidentiality and disclose the general nature of the issue to our fellow Commissioners.

The job of the Board of County Commissioners is to lead the County Government toward the desired performance and to assume a good faith effort toward those objectives. The Board's leadership is unique to its trusteeship role and *necessary* for proper governance and management.

1.3.1 The responsibilities of the Board shall be to:

- 1.3.1.1. Make Community Connections: As the Larimer County Board of Commissioners (Board) places a high value on open, participatory government, the Board will cultivate strong connections between Larimer County government and the residents (community members) of Larimer County.
 - A. Needs Assessment: The Board will strive to identify the diverse needs of community members as they relate to Larimer County's activities and scope of influence and shall translate and integrate such knowledge into Board strategies and policies to better serve the public and find solutions (see definition below).
 - B. Advocacy and Ambassadorship: Board members will serve as representatives of Larimer County residents and shall connect with them regarding:
 - i. the residents' relationship with government,
 - ii. the organization's focus on the future, and
 - iii. current County accomplishments.
- 1.3.1.2. Make Agency and Partner Connections: The Board places a high value on partnership and collaboration and will cultivate strong connections with municipal elected leaders, state and federal elected officials, and leaders in other organizations and agencies.
- 1.3.1.3. Provide Governing Policies: At the broadest levels, such policies address each category of organizational decision-making:
 - A. **OUTCOMES:** County services, programs, responsibilities, regional collaborations, financial and resource stewardship to achieve community benefit and improve quality of life.
 - B. **STAFF EXPECTATIONS:** Expectations on staff authority, which establish the prudence and ethics boundaries within which all County Manager and staff activity and decisions must take place.
 - C. **GOVERNANCE PROCESS:** Consistent, transparent, and accountable governance processes for how the Board serves the residents of Larimer County.

D. ***BOARD/STAFF CONNECTION:*** How authority and responsibilities are delegated and monitored for the County Manager and the County Attorney.

1.3.1.4. Provide Assurance of:

- A. County Manager performance (in accordance with policies in 2.1, 2.2, and 2.3)
- B. County Attorney performance (in accordance with policies in 2.4)

1.3.1.5. Approve, Adopt and Implement Regulations, Resolutions, and Ordinances.

The Board Chair's primary responsibilities are to establish procedural integrity and represent the Board of County Commissioners in the community (as delegated by the Board).

Accordingly:

- 1.4.1. The Chair's responsibility is to consistently guide the Board's direction and activities within its adopted rules, procedures, and practices, as well as statutory requirements.
 - 1.4.1.1. Meeting agendas and discussion content will address those issues that are within the purview of the Board to decide, not those of the County's Manager.
 - 1.4.1.2. Deliberation will be fair, open, orderly, thorough, efficient, and focused on the issue at hand.
- 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.

The Board of County Commissioners (Board) shall operate in an ethical and businesslike manner. Accordingly:

- 1.5.1. Members of the Board must represent unconflicted service and dedication to the interests of the residents of the entire County. This accountability supersedes any conflicting obligation 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 service.
- 1.5.2. Members of the Board must avoid any fiduciary conflict of interest, ex-parte communication or nepotism conflicts.
- 1.5.3. Members of the Board 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 may not exercise individual authority over the County government except as explicitly set forth in Board policies.
 - 1.5.5.1. Board's interaction with the County Manager or with 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 the public, press or other entities must recognize the same limitation except when explicitly authorized by the Board in a public meeting or when interacting and speaking as an individual Commissioner.
 - 1.5.5.3. Individual Board members will not make individual judgments of the performance of the County Manager, their 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.

The Board of County Commissioners (Board) 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.
- 1.6.2. Boards and commissions may not speak or act for the Board except when formally given such authority by the Board for specific and time-limited purposes. Expectations and authority will be carefully stated so as not to conflict with authority delegated to the staff. Certain boards, such as the Board of Health have authorities established by statute.
- 1.6.3. Boards and commissions are to help the Board of County Commissioners do its job, not to help staff do its job. Boards and commissions are intended to advise the Board by preparing policy recommendations 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 Larimer County Boards (OPS 100.1).

Other than those statutorily required, all boards and commissions appointed by the Larimer 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.

Accordingly, the following practices shall guide the appointment and operation of all 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 or commission's mission statement and the Board of County Commissioners' charge to the board or commission of their role, responsibility, authority, and a determination of the continuing need for the board or commission.
- 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.

POLICY TYPE: BOARD/STAFF CONNECTION

POLICY 2.0

POLICY TITLE: *GOVERNANCE - MANAGEMENT CONNECTION*

The Board of County Commissioners' official connection to the operation of departments of County Government and staff, under the jurisdiction of the Board of County Commissioners, is the County Manager. This policy is further defined in the four sub-sections that follow.

POLICY TYPE: BOARD/STAFF CONNECTION

POLICY 2.1

POLICY TITLE: *DELEGATION TO THE COUNTY MANAGER*

The Board of County Commissioners' job responsibilities are generally focused on establishing the broadest vision and policies. Implementation and day to day decision making is delegated to the County Manager.

- 2.1.1 Only decisions of the Board of County Commissioners (Board), by majority vote, are binding on the County Manager.
- 2.1.2 With the exception of the County Attorney, the County Manager shall have line authority over all county service areas and departments under the Board. This authority shall include supervision and direct responsibility over day-to-day functions and management decisions required to carry out the objectives of the Board. Employment decisions regarding appointed officials reporting to the County Manager shall be made in close cooperation with the Board.
- 2.1.3 The policies and goals of the Board direct the County Manager to achieve certain results; the policies permit the County Manager to act within acceptable boundaries of prudence and ethics. With respect to the policies, the County Manager is authorized to make all decisions, take all actions, and develop all activities as long as they are consistent with *any reasonable interpretation* of the policies of the Board.
- 2.1.4 No individual member of the Board of County Commissioners has authority over the County Manager. Information may be requested by individual Board members, but if such a request, in the County Manager's judgment, requires a material amount of resources or impacts other necessities, the County Manager may ask for majority Board action on such a request.
- 2.1.5 It is understood that at times it may be in the best interest of the County to waive or grant exceptions to adopted Board policy. The County Manager shall request Board approval for any policy waiver or exception prior to its implementation where Board approval is required.
- 2.1.6 Should the County Manager deem it necessary to, or inadvertently, violate a Board policy, they shall promptly inform the Board of County Commissioners. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the County Manager from subsequent Board judgment of the action.

POLICY TYPE: BOARD/STAFF CONNECTION

POLICY 2.2

POLICY TITLE: *COUNTY MANAGER JOB DESCRIPTION*

As the Board's primary connection to the operations of County government, the County Manager's performance parallels organizational performance (within the scope of the County Manager's authority).

The County Manager's job contributions can be stated as performance in two areas:

- 2.2.1 Board outcomes are met, and policies are followed (within the scope of the County Manager's authority).
- 2.2.2 County government operations are within the boundaries established in Board policies on staff expectations (within the scope of the County Manager's authority).

POLICY TYPE: BOARD/STAFF CONNECTION

POLICY 2.3

POLICY TITLE: *MONITORING COUNTY MANAGER PERFORMANCE*

Overseeing County Manager performance includes measuring organizational performance in comparison with Board policies on outcomes and on staff expectations. Accordingly:

- 2.3.1. The purpose of this oversight is simply to determine the degree to which Board policies are being met. Oversight will be as routine as possible, using a minimum of Board time so that meetings can focus on creating the future.
- 2.3.2. The Board will conduct an annual formal evaluation of the County Manager in October.
- 2.3.3. The Board will provide oversight of the County Manager's performance with respect to these expectations at least annually.

- 3.0 General Executive Guidance
- 3.1 Customer Service
- 3.2 Treatment of Staff and Volunteers
- 3.3 Financial Planning/Budgeting
- 3.4 Financial Condition & Activities
- 3.5 Asset Protection
- 3.6 Emergency CM Back-Up & Replacement
- 3.7 Emergency Preparedness
- 3.8 Compensation and Benefits
- 3.9 Communication and Support to the Board
- 3.10 Capital Equip. & Improve. Programming
- 3.11 Quality of Life
- 3.12 Internal Procedures

- 4.1 Community Vision
- 4.2 Guiding Principles
- 4.3 Core Services
- 4.4 Strategic Plan

The County Attorney is appointed by and advises and represents the BOCC and is authorized by the BOCC to advise and represent in civil matters all County Departments, boards/commissions/councils, employees, Elected Officials (Assessor, Coroner, Clerk & Recorder, Surveyor, Sheriff, Treasurer, and Public Trustee), Larimer County Department of Health and Environment, District Attorney for the Eighth Judicial District of Colorado, and Public Improvement Districts for which the BOCC is ex officio as the Board of Directors (collectively "Represented Parties"). The County Attorney is also appointed by Colorado law to represent the "People of the State of Colorado" in Dependency and Neglect matters, and such representation is statutorily controlled by the Colorado Children's Code, Title 19, Colorado Revised Statutes.

2.4.1 Ethical Obligations of the County Attorney

2.4.1.1 The County Attorney at all times will be guided by, and subject to, the Colorado Rules of Professional Conduct for Attorneys. This includes compliance with Rule 1.13, Organization as Client, which charges the County Attorney with representing the entity of Larimer County acting through the BOCC and County Officials.

2.4.2 County Attorney Authority and Accountability

2.4.2.1 The County Attorney shall provide legal services and representation to the BOCC and is authorized to provide legal services and representation to the Represented Parties so long as they are acting within the scope of their legal duties.

2.4.2.2 The County Attorney is responsible for determining conflicts of interest related to representation of the BOCC and Represented Parties, and timely advising all relevant parties regarding any such conflicts.

2.4.2.3 The County Attorney shall have supervisory and operational control over the legal representation to the BOCC and Represented Parties.

2.4.2.4 The County Attorney shall provide adequate staff to provide legal services and shall, subject to budgetary considerations and appropriations, obtain and oversee the services of outside legal counsel as he/she deems necessary or prudent. When the services of outside counsel are used, the County Attorney shall ensure that such services are cost-effective and competent.

2.4.2.5 The County Attorney is accountable to the BOCC acting as a body rather than to individual Board members. The County Attorney will communicate and assist BOCC members individually but remains accountable to the BOCC as a whole. The County Attorney is responsible for advising the BOCC as a whole when issues or tasks from individual BOCC members may overlap with policy issues, may require considerable resources, or is of a nature that the County

Attorney believes the other members of the BOCC would want to be informed.

2.4.2.6 The County Attorney is accountable for all functions, resources, and personnel of the County Attorney's Office.

2.4.3 County Attorney Expectations

2.4.3.1 The County Attorney shall treat the public, County employees, and others with respect and fairness, and promote a positive image of the County through a high degree of professionalism.

2.4.3.2 The County Attorney shall provide competent, prompt, honest, and straightforward legal advice, and shall not be deterred from giving candid advice by the prospect that the advice maybe unpalatable.

2.4.3.3 In providing legal advice the County Attorney shall refer not only to law but to other considerations such as moral, economic, social, and political factors that may be relevant to the situation.

2.4.3.4 The County Attorney shall zealously advocate while always being consistent with requirements of honest dealings with others.

2.4.3.5 The County Attorney shall maintain timely and open communication and provide timely legal advice and services in all areas of representation.

2.4.3.6 The County Attorney shall timely inform and seek guidance from the BOCC on threatened or anticipated legal claims, changes in the law, or other events that may expose the County to liability or otherwise interfere with implementation of BOCC policies, missions, and goals. This obligation shall run to a Represented Party as applicable.

2.4.3.7 The County Attorney shall timely update the BOCC on the status of all pending litigation against the BOCC and advise about litigation risks and any potential for settlement. This obligation shall run to a Represented Party as applicable.

2.4.3.8 The County Attorney shall maintain general succession plans to ensure Larimer County, the BOCC, and Represented Parties are adequately represented by other member(s) of the County Attorney's Office in the absence of the County Attorney.

2.4.3.9 The County Attorney shall be accessible to, work cooperatively with, and maintain healthy working relationships with the BOCC, County Manager, and all Represented Parties.

2.4.4 County Attorney Performance

2.4.4.1 The BOCC may evaluate the performance of the County Attorney at any time and intends to provide a formal annual review each November.

POLICY TYPE: STAFF EXPECTATIONS

POLICY 3.0

POLICY TITLE: *GENERAL COUNTY MANAGER GUIDANCE*

Within the scope of authority delegated to them by the Board of County Commissioners (Board), the County Manager shall adhere to commonly accepted business and professional ethics. This policy is further defined in the twelve sub-sections that follow.

The quality of life in Larimer County depends on the partnership between residents, elected officials, and County employees. Therefore, within the scope of their authority, the County Manager shall not fail to ensure high standards regarding the treatment of our residents

Accordingly, they shall encourage employees to follow these practices for serving customers:

- 3.1.1 The residents of Larimer County deserve the best possible services and facilities given available resources.
- 3.1.2 Prompt action is provided to resolve problems or issues.
- 3.1.3 Attention is paid to detail and quality service is provided that demonstrates a high level of professionalism.
- 3.1.4 Each employee represents excellence in public service.
- 3.1.5 Each employee performs their work with awareness that each employee is “the County” in the eyes of the public.

POLICY TYPE: STAFF EXPECTATIONS

POLICY 3.2

POLICY TITLE: *TREATMENT OF STAFF AND VOLUNTEERS*

With respect to the treatment of paid and volunteer staff, the County Manager shall create conditions which are safe, fair, and respectful.

Accordingly, pertaining to paid staff within the scope of their authority, the Manager shall:

- 3.2.1 Operate within written personnel policies that clarify personnel rules for employees.
- 3.2.2 Acquaint staff with their rights under this policy upon employment.
- 3.2.3 Commit and adhere to the policies of Equal Employment Opportunity and Fair Labor Standards Act.
- 3.2.4 Make reasonable efforts to provide a safe and equitable working environment for employees, volunteers and community members using county services

With respect to strategic planning for projects, services and activities with a fiscal impact, the County Manager shall protect both the programmatic and fiscal integrity of County government. Accordingly, the County Manager shall use budgeting practices that:

- 3.3.1. Adhere to statutory requirements.
- 3.3.2. Implement Board-stated priorities in its allocation among competing budgetary needs.
- 3.3.3. Contain adequate information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions.
- 3.3.4. Prevent expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, or which are otherwise available.
- 3.3.5. Maintain fund balances or reserves in all funds to a level at or above that established by the Board of County Commissioners.
- 3.3.6. Maintain a Budget Contingency Plan capable of responding to significant shortfalls within the County's budget.
- 3.3.7. Provide for an annual audit.
- 3.3.8. Protect, within their 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 document only with specific approval of the Board of County Commissioners. The County Manager may approve positions funded by grants, which would not impose additional costs to the County in addition to the grant funds.

With respect to the actual, ongoing condition of the County government's financial health, the County Manager shall steward the County's fiscal health and integrity in accordance with Board Objectives policies. Accordingly, the County Manager shall:

- 3.4.1. Expend no more funds than are available.
- 3.4.2. Manage the general fund and other fund balances to remain at least ten percent above annual expenditures as of the end of the fiscal year, unless otherwise authorized by the Board.
- 3.4.3. Maintain cash balances at or above the amount needed to settle payroll and debts in a timely manner.
- 3.4.4. Arrange for payments and filings to be timely and accurate.
- 3.4.5. Ensure all purchases are made using normally prudent protection against conflict of interest and practices in violation of state law or County purchasing procedures.
- 3.4.6. Use all funds only for a purpose for which the fund was established.

Within the scope of their authority in the County and given available resources, the County Manager shall ensure the County's assets are adequately protected and maintained.

Accordingly, they shall:

- 3.5.1. Have in place a Risk Management program which insures against property losses and against liability losses to Board members, staff, and Larimer County to the amount legally obligated to pay.
- 3.5.2. Protect plant, facilities and equipment from improper wear and tear or insufficient maintenance (except normal deterioration and financial conditions beyond County Manager control).
- 3.5.3. Receive, process, or disburse funds under controls sufficient to meet the Board-appointed auditor's standards.
- 3.5.4. Protect County government, its Board of County Commissioners, and staff from third party claims of liability.
- 3.5.5. Protect intellectual property, information and files from loss or significant damage.
- 3.5.6. Acquire, encumber, dispose, or contract for real property only as expressly permitted in County policy.
- 3.5.7. Use internal control standards that are necessary to satisfy generally accepted accounting/auditing standards recognizing that the cost of internal control should not exceed the benefits expected to be derived.

POLICY TYPE: STAFF EXPECTATIONS

POLICY 3.6

POLICY TITLE: *EMERGENCY COUNTY MANAGER REPLACEMENT AND BACK UP*

In order to protect the Board from sudden loss of County Manager services, the County Manager shall have at least two (2) other members of the County management team familiar with Board of County Commissioners and County Manager issues and processes.

- 3.6.1. The Larimer County Assistant County Manager shall act in the capacity of County Manager in their absence. In the absence of the County Manager and Assistant County Manager, a County Service Area Director and/or other senior staff member previously designated by the County Manager will act in the capacity of County Manager.
- 3.6.2. The County Manager shall provide the necessary training needed to enable successful emergency replacement.

In most county emergency situations, the Sheriff of Larimer County, and the Director of Emergency Management have the responsibility and authority to provide emergency response, and coordinate recovery and mitigation activities. In order to protect Larimer County, its residents and its property, the County Manager shall coordinate emergency management functions and shall have in place adequate plans to prevent and/or respond to emergencies and/or disasters.

- 3.7.1 The County Manager shall be responsible for the assigned responsibilities identified in the Larimer County Comprehensive Emergency Management Plan, Part 3: Emergency Operations Plan.
- 3.7.2 The County Manager shall have a Continuity of Operations Plan and a Continuity of Government Plan for the County.
- 3.7.3 In the event of an emergency, the County Manager shall take appropriate action immediately to ensure the safety of the public and public and private assets, including authorizing specific actions by county staff and facilitating the declaration of an emergency by the Board of County Commissioners in a manner consistent with the provisions of Section 5 of the Emergency Management Resolution adopted by the Board of County Commissioners on July 31, 2018 as it may be updated from time to time.

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the County Manager shall protect the fiscal integrity of the County. Accordingly, pertaining to paid workers, they shall:

- 3.8.1. Not change their own compensation and benefits.
- 3.8.2. Not promise or imply permanent or guaranteed employment.
- 3.8.3. Recommend an employee compensation and benefits program which recognizes the regional or professional market for the skills employed.
- 3.8.4. Not establish deferred or long-term compensation and benefits unless directed to do so by the Board or statute or through a collective bargaining agreement.

POLICY TYPE: STAFF EXPECTATIONS

POLICY 3.9

POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE BOARD*

The County Manager shall ensure the Board of County Commissioners (Board) is informed and supported in its work.

Accordingly, they shall:

- 3.9.1 Ensure the Board is aware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has been previously established.
- 3.9.2 Establish a process that brings to the Board staff and community perspectives, issues, and options for informed Board decisions on major policy issues.
- 3.9.3 Present information clearly and concisely.
- 3.9.4 Provide support for official Board activities and communications.
- 3.9.5 Deal with the Board as a whole except when fulfilling individual requests for information.
- 3.9.6 Report in a timely manner any actual or anticipated noncompliance with any policy of the Board.
- 3.9.7 Provide for the Administrative Matters Consent Agenda all items delegated to the County Manager yet required by law or third-party contract to be Board-approved.

POLICY TYPE: STAFF EXPECTATIONS

POLICY 3.10

POLICY TITLE: *CAPITAL EQUIPMENT AND IMPROVEMENTS PROGRAMMING*

With respect to planning for and reporting on capital equipment and improvements programs, the County Manager shall protect the programmatic and fiscal integrity of the organization.

Accordingly, they shall oversee the development of a capital program which:

- 3.10.1 Adheres to the Board's stated priorities.
- 3.10.2 Plans the expenditure in any fiscal period of only those funds that are prudently projected to be available during that period.
- 3.10.3 Contains sufficient detail to enable accurate separation of capital and operational start-up items, cash flow requirements and subsequent audit trail.
- 3.10.4 Projects on-going operating, maintenance, and replacement/perpetuation expenses.
- 3.10.5 Provides regular reporting on the status of the budget and on the progress of each active project, including data such as changes and the financial status of each project, including expenditures to date.

With respect to the County's role to improve the quality of life for the community, the County Manager shall plan for implementing policies of the Board regarding human and economic health, environmental responsibility, and community interests. Specifically, the County Manager shall provide support and oversight of the Climate Smart Larimer County Initiative and Sustainability programs and the work of the Program Manager to involve the community, subject matter experts, and local leaders in developing and implementing a strategy to mitigate and adapt to a changing climate and to foster environmental and economic sustainability and resiliency.

The Manager shall cultivate inclusive and collaborative partnerships that advance equity.

With respect to internal operating procedures, the County Manager will ensure that the County has internal procedures to promote effective and efficient County operations.

POLICY TYPE: BOARD OBJECTIVES

POLICY 4.0

POLICY TITLE: *BOARD OBJECTIVES AND STRATEGIC GOALS*

4.1 Community Vision:

Larimer County is a friendly, inclusive, and thriving place for all people to live, work, play and, most of all, call home.

4.2 Guiding Principles:

Larimer County will add value to the lives of our community members today and in the future by:

- Being good stewards of our public resources
- Promoting innovation, adaptability and committing to continuous improvement
- Providing consistent quality customer service
- Empowering people to take responsibility
- Cultivating inclusive and collaborative partnerships
- Being a fulfilling, enjoyable, and inclusive place to work

4.3 Core Services:

- Human and Economic Health Services: We support healthy people and a thriving local economy.
- Public Safety Services: We support safe communities through impartial and efficient justice services.
- Public Records and Information Services: We provide and maintain vital community information using transparent and open processes.
- Community Planning, Infrastructure, and Resources Services: We maintain quality infrastructure and conduct conscientious planning.
- Strategic Leadership and Administrative Services: We assure engaged services and an efficient, focused county government.
- Non-Operational Governmental Accounts: We manage special purpose funds.

4.4 Strategic Plan:

The Manager shall oversee work on the Strategic Plan Goals and Objectives adopted by the Board and regularly update the Board on progress of the work and seek direction for adjustments or revisions.