



**BOARD OF COUNTY COMMISSIONERS
POLICY MANUAL**

Revised 2025



Bluffs Regional Park at Sunset

BOARD POLICY MANUAL

Table of Contents

INTRODUCTION	3
PURPOSE OF THE BOARD OF COUNTY COMMISSIONERS	4
1.0 CORE PRIORITIES AND STRATEGIC OBJECTIVES	5
2.0 GOVERNANCE PROCESS/COMMITMENTS	
2.1 BCC's Roles and Responsibilities	6
2.2 Responsibilities of the Chair of the BCC	7
2.3 Commissioners' Code of Conduct	8
2.4 BCC – Executive Connection & County Manager Accountability	10
2.5 Accountability of the County Attorney	11
2.6 Board Committee Principles	12
3.0 STAFF OPERATIONS AND LIMITATIONS	
M 3.0 General County Manager Constraint	14
A 3.0 General County Attorney Constraint	14
M 3.1 Treatment of Citizens, Taxpayers, Staff and Volunteers	15
M 3.2 Compensation, Benefits, Employment	16
M 3.3 Financial Planning and Budget	17
M 3.4 Fiscal Management and Controls	18
M 3.5 Protection of Assets	20
M 3.6 Immediate Succession	21
M 3.7 Emergency Preparedness	22
M 3.8 Communications with and Support of the BCC	23
APPENDIX A Monitoring Schedule	24
APPENDIX B Board of County Commissioner Media Management Policy	25

INTRODUCTION

This Board Policy Manual, as adopted by the Board of County Commissioners, includes three categories of governing principles. The first is the Board's Core Priorities and Strategic Objectives, stating the BCC's direction, vision and intended outcomes for the citizens and taxpayers of Douglas County. Next is the Governance Process/Commitments, which clarifies the Board's roles and responsibilities; how they work together; how they work with the County Manager and County Attorney; and how they relate to the citizens of Douglas County. The third section, Staff Operations and Limitations, describes the constraints and limits of the authority and responsibilities of the County Manager and the County Attorney in their roles directing the staff of the Board of County Commissioners.

The BCC 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 BCC realizes they are responsible for providing the funding and organizational support necessary for all County operations.



BOARD OF COUNTY COMMISSIONERS

PURPOSE OF THE BOARD OF COUNTY COMMISSIONERS

Douglas County's three-member Board of County Commissioners is the main policy-making body in the County and works to represent the interests of the citizens of Douglas County at local, state, and national levels. Commissioners are elected at large from one of three geographic districts for four-year staggered terms. In Douglas County, Commissioners are limited to serving two four-year terms.

Colorado State Statutes designate counties to function as an administrative arm of State government and to serve as the legislative, policy-making, and administrative body governing unincorporated areas of the County.

County Commissioners are responsible under state statute for the health, safety and welfare of the citizens including law enforcement, which includes supporting the courts and the district attorney function as well as providing jail facilities through the Sheriff; human services, including administering and carrying out virtually all programs overseen by the Colorado Department of Human Services. Counties may provide health services, although their ability to do so depends on resources available. In Douglas County, health services are provided by the Douglas County Health Department.

Commissioners have a responsibility to provide leadership to County operations through the adoption of the annual budget, which includes all departments, offices, commissions, and other spending agencies funded by county appropriations.

Other powers, authorities, and statutory responsibilities of the Board of County Commissioners include, but are not limited to, the following:

- intergovernmental collaboration in the interest of problem-solving and long-range planning
- manage the business and concerns of the County and care for County property, including the acquisition and disposal of County property
- road and bridge construction, maintenance, and repair
- establishment of voting precincts
- weed control
- adoption of subdivision regulations
- liquor licensing
- enter into contracts, receive grants and gifts
- levy taxes, subject to state tax revenue limitations
- incur debt, either revenue debt (based solely on a specified revenue stream) or general obligation debt, which constitutes a general obligation to repay the debt
- accurate and timely reporting to state and federal agencies as required

Additional information, including statutory references, may be found in the *County Commissioner Handbook*, published by Colorado Counties, Inc. (CCI).

1.0 CORE PRIORITIES AND STRATEGIC OBJECTIVES



2.0 GOVERNING PROCESS/COMMITMENTS

To further its accountability to the citizens and taxpayers of Douglas County, the Board of County Commissioners (BCC) commits to govern lawfully, with an emphasis on: a) outward vision; b) strategic leadership rather than administrative detail; c) clear distinction of Board, County Manager, and County Attorney roles; d) collective rather than individual decisions.

- The BCC will operate fully aware of its fiduciary responsibilities, trusteeship, and stewardship obligations to its constituents.
- The BCC expects ethical and business-like conduct of its commissioners.
- The BCC will cultivate a sense of group responsibility. The BCC may use the expertise of individual members to enhance the Board's understanding of issues, but decisions will be made as a group. *A Commissioner who votes in the minority is free to express his/her dissent but must respect the legitimacy of the majority decision.*
- The BCC 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 BCC code of conduct.
- The BCC will regularly monitor and assess its process and performance.
- The BCC will monitor organizational performance through a fair assessment of whether its Priorities and Staff Operations and Limitations Policies are being fulfilled.

2.1 BCC'S ROLES AND RESPONSIBILITIES

The role of the BCC is to listen to, represent, and serve the citizens and taxpayers of Douglas County.

Accordingly, the roles and responsibilities of the BCC shall be:

- To provide written governing policies that address the achievement of intended long-term results, not the administrative or programmatic means of achieving those results.
- To establish and monitor, at least annually, organizational core priorities and strategic objectives.
- To hire a County Manager and a County Attorney.
- To evaluate the performance of the County Manager and County Attorney through regularly scheduled monitoring.

- Only officially passed motions of the BCC are binding on the County Manager and/or County Attorney.
- Individual commissioners may request information or assistance without Board authorization and those requests shall be reasonably honored; however, should the County Manager or County Attorney believe such a request requires an inappropriate amount of staff time or funds or is disruptive, he/she can refer it to the full Board for authorization to proceed.
- To participate fully in board meetings, deliberations, and decisions including attending meetings, asking questions, challenging assumptions, and following up on issues that may not have been resolved.
- To read and evaluate all reports.
- To ensure that the County has sufficient resources including people, funding, and other assets.
- The BCC is responsible for: adopted resolutions, regulations, ordinances, and fee schedules; land use; legislative positions; representing the County on external boards and commissions; the Audit; the Budget; Boards and Commissions; and statutorily mandated items.
- Where an individual commissioner is representing the BCC's position on proposed legislature in a public forum, the adopted position shall be considered conditional to the information and circumstances at the time of adoption; the commissioner making the representation may change the adopted position to achieve the BCC's goals if new information requires a change in position and all other commissioners are timely notified of the change.
- The BCC serves as the Board of Human Services, Board of Adjustment, and the Liquor Licensing Authority.

2.2 RESPONSIBILITIES OF THE CHAIR OF THE BCC

The Chair of the BCC ensures the integrity of the BCC process. While the default public representative of the board shall be the Chair, each commissioner bears the responsibility of sharing official positions of the Board to outside organizations depending on membership, expertise, and other factors which the BCC may determine in its discretion.

Accordingly, the Chair has the following authority and duties:

- To lead the BCC so that BCC performance is consistent with its own rules and policies and those legally imposed on it from outside the organization.
 - Ensure deliberations are fair, open, and thorough, but also efficient, timely, orderly, and to the point.

- Ensure BCC meeting deliberations include those issues pertaining to BCC roles and responsibilities.
- The Chair will determine the agenda for meetings, although any Commissioner is welcome to request or recommend appropriate matters for BCC consideration.
 - A Commissioner may recommend or request a matter for BCC discussion by submitting the item to the Chair no later than the regularly scheduled agenda planning session.
 - The meeting agenda will be finalized, by the Chair, at a regular agenda planning session.
- The Chair is empowered to preside at Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
- The Chair has no individual authority to make decisions about policies created by the Board or the individual authority to supervise or direct the County Manager or County Attorney.
- To sign all contracts and documents authorized by the BCC.
- It is the intent of the BCC to select the Chair and Vice Chair by rotating on an annual basis by district, however the Board reserves the right to deviate from this process as the BCC in its discretion deems appropriate.

2.3 COMMISSIONERS' CODE OF CONDUCT

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

- Each Commissioner shall fulfill his/her duties unconflicted by loyalties to staff; other organizations, including interest or advocacy groups; and any personal interest as a consumer.
- Each Commissioner must avoid breaching his/her fiduciary duty and the public trust.
 - Each Commissioner will meet with the County Attorney as needed, and at least 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.
 - No Commissioner shall engage in a substantial financial transaction for his/her private business purposes with a person the Commissioner oversees or supervises in the course of official BCC duties.
 - No Commissioner shall perform an official act that directly and substantially benefits a business, or negatively affects a competing business, in which he/she either has a substantial financial interest or is engaged as counsel, consultant, representative, or agent.
 - A Commissioner who has a personal or private interest in any matter proposed or pending

before the County shall disclose such interest to the BCC, 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 BCC.

- A commissioner shall at no time accept an offer of employment from *any* entity, including Douglas County Government or any private sector employer, in consideration of any promise to act or not act for the benefit of said employer while the commissioner is in office.
- Commissioners shall not attempt to exercise individual authority over the organization. The County Manager and County Attorney are accountable only to the BCC as a governing body, and not to individual Commissioners.
- Commissioners will adhere to the confidentiality of issues whether in writing or verbally, as prescribed by law:
 - 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.
 - Any information shared with the BCC in a properly called executive session, shall be presumed to be confidential, and shall not be publicly disclosed.
 - 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.
 - 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 BCC. Questions regarding legal parameters for disclosure shall be relayed to the County Attorney prior to any disclosure.
- Commissioners shall support the maintenance of a positive, professional, and productive workplace environment at the county and inspire confidence in the functioning of county government.
- Commissioners shall conduct themselves at all times in a manner that is professional, respectful, courteous, and civil toward one another and those with whom they engage in their official capacity.
- The Board will advance its Core Priorities by governing with excellence, reflecting community values through fiscal responsibility, transparency, and accountability.
- The Board will operate under the concept of duty of care, a fiduciary responsibility, that is integrated throughout the BCC policy manual. This duty requires decisions to be made in good faith and in a reasonably prudent manner, focused on the County's priorities, policies, and with a reasonable belief that their decisions are in the best interest of the County.
- The Board will operate under the concept of duty of loyalty, integrated throughout the BCC policy manual, including requiring members to always pursue the best interests of the County and the public it serves by representing the County in a favorable light.

- Unless authorized to do so by the BCC, Commissioners will exercise reasonable discretion when deciding to speak to non-board members about BCC matters.
- The Board will adhere to its *Board of County Commissioner Media Management Policy* (Appendix B).
- The Code of Conduct section of the policy manual expresses standards of ethical conduct expected for commissioners. Commissioners themselves have the primary responsibility to ensure that ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of local government.
- If a Commissioner suspects another Commissioner has violated any laws or Board policies, he or she shall bring the matter first to the attention of the individual and/or the BCC. The BCC will seek to resolve the matter expeditiously.
- The Board of County Commissioners may impose sanctions on commissioners whose conduct does not comply with the Board's ethical standards, such as reprimand, formal censure, loss of committee assignment, and/or budget restriction.

2.4 BCC - EXECUTIVE CONNECTION & COUNTY MANAGER ACCOUNTABILITY

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 BCC is concerned, is considered the sole authority and accountability of the County Manager.

Accordingly:

- The BCC will not give instructions to persons who report directly or indirectly to the County Manager.
- The BCC will not directly evaluate any staff other than the County Manager and the County Attorney.
- The BCC will view County Manager performance as identical to organizational performance, so that organizational accomplishment of BCC priorities and compliance with Staff Operations and Limitations policies will be viewed as successful County Manager performance.
- The BCC shall communicate to the County Manager information concerning staff member issues or performance.

2.5 ACCOUNTABILITY OF THE COUNTY ATTORNEY

The BCC 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 BCC and anyone acting on its behalf so long as they are not acting in conflict with the BCC 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.

Accordingly:

- 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.
- 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 accomplishments or violations by the County Attorney.
- The County Attorney may accomplish the duties of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed in this document.
- 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.

DUTIES OF THE COUNTY ATTORNEY

- Timely opinion on documents and contemplated decisions or actions of the BOCC and the County Manager.
- Timely opinion on the legal ramifications of pending or actual laws, regulations, court decisions, and pending or threatened litigation.
- Timely opinion on the legality or propriety under the law of the Board's processes.
- 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.
- When requested or appropriate, alternate language or action to achieve Board or County Manager intentions in a lawful manner.
- Timely and thoughtful advice and recommendations on the range of legal options available.
- 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 BOARD COMMITTEE PRINCIPLES

BCC Boards, Committees and Commissions will be appointed to assist the Board in carrying out its responsibilities and not to interfere with delegation from the BCC to County Manager or County Attorney.

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

- A BCC appointed Board, Committee and Commission is recognized as such only if its existence and charge come from the BCC or is required by law.
- Appointment Process:
 - Board, Committee and Commission vacancies will be advertised as they become available.
 - For specific district appointments, the Commissioner from that district may nominate a resident of his or her district. The Board may consider district nominees from outside his or her district only when qualified applicants are not available or have not applied from within the district.
 - For boards and committees that have at-large appointments, any member of the Board may nominate an appointee.
 - Some appointees are required, by State Statute or bylaw, to represent specific groups and/or interests (e.g., municipal representative, specific credential, or position).
 - The Board may elect to interview applicants to certain boards and commissions.
 - In all cases, the full Board makes the final decision and appointment in a Business Meeting.
- BCC appointed Boards, Committees and Commissions may not speak or act for the BCC except when formally given such authority for specific and time-limited purposes.
- The BCC may strategically use ad hoc committees for specific purposes and limited timeframes.
- BCC appointed Boards, Committees and Commissions will have clear and specific goals, objectives, and timelines. At least once each year, the BCC will evaluate the existence and/or necessity of its Boards, Committees and Commissions.
- Any member of a BCC appointed Board, Committee or Commission is required to follow applicable ethics laws, Board policies, authorizing Resolutions and the signed Boards and Commissions' Code of Conduct. Members will operate within the bounds of applicable statutory authority.
- Members of BCC appointed Boards, Committees and Commissions shall attend no less than seventy-five percent (75%) of all regularly scheduled and special meetings during the year.

- A person may serve on no more than one BOCC appointed 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 BOCC appointed Boards, Committees and Commissions may be deemed to have key knowledge that could be useful to an Ad Hoc Committee.

3.0 STAFF OPERATIONS AND LIMITATIONS

These policies define both the nonnegotiable expectations and the clear boundaries within which the County Manager, County Attorney and all staff must operate.

M 3.0 Within the scope of authority delegated to him/her by the BCC, 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 nor allow conditions that are unsafe, unfair, dishonest, disrespectful or undignified.

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

Accordingly, the County Attorney shall not:

- A 3.0.1 Exercise authority over County Manager or staff other than that in the Office of the County Attorney.
- A 3.0.2 Violate applicable codes of professional ethics and conduct.
- A 3.0.3 Treat the public or staff in a disrespectful or unfair manner.
- A 3.0.4 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.
- A 3.0.5 Contract-out legal services without the knowledge of the Board.
- A 3.0.6 Incur expenditures or fiscal encumbrances beyond those authorized under BOCC Policy.
- A 3.0.7 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.

3.1 TREATMENT OF CITIZENS, TAXPAYERS, STAFF AND VOLUNTEERS

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

- M 3.1.1 Accordingly, regarding the treatment of citizens, taxpayers and customers, the County Manager shall not:
 - M 3.1.1.1 Fail to consider community opinion on relevant issues or make material decisions affecting the community in the absence of relevant community input.
 - M 3.1.1.2 Fail to provide information to the community about relevant decision-making processes and decisions.
 - M 3.1.1.3 Fail to respectfully respond to issues raised by the community.
 - M 3.1.1.4 Unduly breach or disclose confidential information.
- M 3.1.2 Pertaining to paid staff within the scope of his/her authority, the County Manager shall not:
 - M 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.
 - M 3.1.2.2 Allow staff to be unacquainted with personnel policies and procedures upon and during their employment.
 - M 3.1.2.3 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.
 - M 3.1.2.4 Exercise authority over the County Attorney or staff other than those in Board of County Commissioner Departments.
 - M 3.1.2.5 Unreasonably withhold information from the County Attorney, nor shall the County Manager fail to cooperate with the County Attorney in the performance of his/her official functions.
- M 3.1.3 Accordingly, pertaining to volunteers, the County Manager shall not:
 - M 3.1.3.1 Allow volunteers to operate without appropriate resources, as determined by staff, necessary to complete their volunteer efforts.
 - M 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.
 - M 3.1.3.3 Fail to establish departmental volunteer guidelines, as appropriate.

3.2 COMPENSATION, BENEFITS, EMPLOYMENT

M 3.2 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the County Manager shall not cause nor allow jeopardy to the legal or fiscal integrity of the County.

Accordingly, the County Manager shall not:

- M 3.2.1 Change his, or her, own compensation and benefits.
- M 3.2.2 Promise or imply permanent or guaranteed employment or benefit.
- M 3.2.3 Establish compensation and benefits that deviate materially from the regional or professional market for the skills employed unless approved by the BCC.
- M 3.2.4 Establish deferred or long-term compensation and benefits for the organization.
- M 3.2.5 Fail to communicate to the BCC the County Manager's recommendations on salary and benefit changes proposed in the next year's budget.

3.3 FINANCIAL PLANNING AND BUDGET

M 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:

- M 3.3.1 Deviate from the Board's Goal priorities, risks financial jeopardy, or is not derived from a plan projecting in five-year increments.
- M 3.3.2 Deviate from statutory requirements.
- M 3.3.3 Deviate from BCC-stated Goal priorities in its allocation among competing budgetary needs.
- M 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.
- M 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.
- M 3.3.6 Allow designated working capital (or revenue shortfall) fund balance to fall below 10% of operating expenditures or 5% of adopted revenues for sales tax or capital projects funds.
- M 3.3.7 Fail to maintain a Budget Contingency Plan capable of responding to significant shortfalls within the County's budget.
- M 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.
- M 3.3.9 Result in new positions or additions to the staffing without specific approval of the BCC.
- M 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).
- M 3.3.11 Fail to show reserves and designations subject to the requirements of the law and the Governmental Accounting Standards Board.

3.4 FISCAL MANAGEMENT AND CONTROLS

M 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 Priorities.

Accordingly, the County Manager shall not:

- M 3.4.1 Expend more funds than have been appropriated in the fiscal year or are otherwise available.
 - M 3.4.1.1 For purposes of this limitation, restricted fund expenditures are not considered revenues or “otherwise available” funds.
- M 3.4.2 Pay County obligations in an untimely manner or outside of the ordinary course of business.
- M 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.
- M 3.4.4 Use any fund for a purpose other than for which the fund was established.
- M 3.4.5 Fail to establish and implement competitive purchasing policies and procedures that ensure openness and accessibility of contract opportunities.
- M 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 or other authorizing documents related to emergency situations.
- M 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.
- M 3.4.8 Exercise inadequate internal controls over receipts and disbursements or allow material dissipation of assets.
- M 3.4.9 Compromise the independence of the Board’s audit or other external monitoring or advice.
- M 3.4.10 Accept revenues from sources that are not, in fact and appearance, consistent with BCC Priorities.
- M 3.4.11 Incur long-term debt to finance current operating expenditures.
- M 3.4.12 Allow the debt period for bonds used to finance capital projects to exceed the useful life of the project.
- M 3.4.13 Allow County fiscal management practices that negatively impact bond ratings.
- M 3.4.14 Allow specifically classified fund balances to:
 - M 3.4.14.1 Reach levels inadequate to mitigate the risk of current and future revenue shortfalls or unanticipated expenditures.

- M 3.4.14.2 Jeopardize the County's creditworthiness and financial position from unforeseen emergencies.
- M 3.4.15 Fail to submit quarterly financial reports to the BCC during a staff meeting each quarter.
- M 3.4.16 Fail to post appropriate financial information on the County's website to provide adequate disclosure of the County's financial transactions and financial position.

3.5 PROTECTION OF ASSETS

M 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:

- M 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:
 - M 3.5.1.1 Against theft and casualty losses,
 - M3.5.1.2 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
 - M 3.5.1.3 Against employee theft and dishonesty.
- M 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.
- M 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).
- M 3.5.4 Unnecessarily expose County government, the BCC or staff to claims of liability.
- M 3.5.5 Fail to protect County data, information, and files from loss or significant damage.

3.6 IMMEDIATE SUCCESSION

M 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 BCC and County Manager issues and processes.

3.7 EMERGENCY PREPAREDNESS

M 3.7 The County Manager shall not fail to 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:

- M 3.7.1 Have in place adequate plans that prepare for, prevent and/or respond to, and recover from, emergencies and/or disasters.
- M 3.7.2 Establish and maintain a Douglas County Emergency Operations Plan.

3.8 COMMUNICATIONS WITH AND SUPPORT OF THE BCC

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

Accordingly, the County Manager shall not:

- M 3.8.1 Withhold, impede or confound information necessary for the Board's informed accomplishment of its job.
- M 3.8.2 Allow the BOCC to be uninformed (or informed on an untimely basis) about relevant events and issues, including, but not limited to, anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes. Notification of planned internal changes shall be provided in advance, when possible.
- M 3.8.3 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.
- M 3.8.4 Fail to report to the BOCC any and all matters related to actual or perceived: sexual harassment; hostile workplace conditions; discrimination on the basis of race, color, religion, national origin, gender, age, military status, sexual orientation, marital status, or physical or mental disability.
- M 3.8.5 Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.
- M 3.8.6 Deal with the BOCC in a way that favors or privileges certain Commissioners over others except when:
 - M 3.8.6.1 Fulfilling individual requests for information
 - M 3.8.6.2 Responding to officers or committees with respect to duties charged to them by the BOCC.
- M 3.8.7 Fail to inform the BOCC, if, in the County Manager's opinion, the BOCC is not in compliance with its own policies, particularly in the case of the BOCC or Commissioner behavior that is detrimental to the work relationship between the BOCC and the County Manager.
- M 3.8.8 Neglect to submit monitoring reports in a timely, accurate and understandable fashion.
- M 3.8.9 Allow the BOCC to be unaware of any actual or anticipated noncompliance with any priorities or policies, regardless of the Board's monitoring schedule.
- M 3.8.10 Fail to demonstrate support and cooperation with other elected offices.
- M 3.8.11 Allow the Board to be without logistical and clerical assistance.
- M 3.8.12 Fail to provide Commissioners with meeting agendas and packets at least four days before any scheduled BOCC meeting, unless otherwise approved by the Chair.

Appendix A

Monitoring Schedule

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

POLICY	METHOD	FREQUENCY
3.0 General County Manager/Attorney Constraint	N/A	N/A
3.1 Treatment of Citizens, Taxpayers, Staff and Volunteers	Internal	Annually
3.2 Compensation, Benefits, Employment	Internal	Annually
3.3 Financial Planning and Budget	Internal	Annually
3.4 Fiscal Management and Controls	Internal	Bi-annually
3.5 Protection of Assets	Internal	Annually
3.6 Immediate Succession	Internal	Annually
3.7 Emergency Preparedness	Internal	Annually
3.8 Communication with and Support of the Board	Internal	Annually

Appendix B

Board of County Commissioner Media Management Policy

PURPOSE:

The Board of Douglas County Commissioners' *Media Management Policy* formalizes the Board's preferred approach to governance-related media requests seeking commissioner comment and the preferred approach to proactive media outreach by a commissioner.

PROCESS:

When a reporter contacts the County's communication director:

- requesting time with a commissioner who is also a Board Initiative lead, staff informs the full Board and works with the individual commissioner to manage the inquiry
- on a matter of governance that is the domain of the full board, staff will inform the full board, shares which commissioner is in the queue as the spokesperson for the board, seeks an immediate Board decision on who will respond, and works with the individual commissioner to manage the inquiry
- requesting time with a commissioner on a matter for which there is no Board position, staff informs the full Board after which the Board will determine if and how a commissioner will respond.

While rare, it is likely that media will at times contact commissioners directly regarding matters of board governance. It is the Board's expectation that a commissioner will inform the full Board and County communication director and a decision will be made re: how to best manage the inquiry.

It is the Board's expectation that a commissioner will not initiate nor otherwise engage directly with a member of the media or in social media on matters of board governance – regardless of a commissioner's leadership role on an Initiative or Priority – without informing the full Board and the communication director.

When there is a 2-1 vote, a commissioner who votes in the minority is free to express his/her dissent but must respect the legitimacy of the majority decision, consistent with Policy Manual 2.0 Governing Process/Commitments. It is the Board's expectation that the commissioner with the minority opinion will focus their comment(s) upstream framing their remarks on why they believe their opinion/approach is in the public interest, respecting the majority opinion, without disparaging the majority or the majority opinion.

It is the Board's expectation that a commissioner – when aware of forthcoming news – shall not release any portion the news prior to the formal announcement of the news via official County distribution, rather share County news after it is formally announced.

Engagement with those in discussions on the *County's* social media platforms is the domain of staff.

If a media inquiry is related to a matter other than that which would be considered board governance – such as a personal or political matter – the reporter will be encouraged to speak with the commissioner directly.