

## **I. GOVERNANCE PROCESS POLICIES**

Governance Process Policies describe the standards of the group; the board and individual behavior to which it agrees to hold itself.

**Policy Type: Governance Process**

**I-A Policy Title: Global Governance Commitment**

Approved: 08/13/14; Reviewed 4/7/21

Pursuant to an election held in Deschutes County on the 3rd day of November 1998, the voters authorized the creation of the Library District to serve Deschutes County. This organization will be called the "Deschutes Public Library District," hereafter referred to as "District." It will assume and perform functions as provided in Chapters 357 and 198 of the Oregon Revised Statutes and all other relevant state statutes that relate to Library Districts. The purpose of the Board, on behalf of the people of Deschutes County, is to see to it that Deschutes Public Library District (1) achieves appropriate results for appropriate persons at an appropriate cost and (2) avoids unacceptable actions and situations.

These Board Governance Policies will not create any enforceable right, contract, employment agreement or expectation on the part of any person; and any deviation from a District policy will not in itself render any District action invalid, void or voidable, nor will such deviation constitute evidence of negligence. The Board may deviate from policy when to do so serves the public interest or would avoid hardship as the Board may determine.

Policies will comply with all applicable federal, state and local laws and regulations. If any policy or portion thereof is found to conflict with any local, state, or federal law or regulation, such policy or such portion thereof will be deemed void without further Board action.

**Policy Type: Governance Process**

**I-B Policy Title: Governing Style**

Approved: 08/13/14; Reviewed 4/7/21

*The Board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of Board and chief executive roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.*

Accordingly,

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Results to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term results not on the administrative or programmatic means of attaining those results.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles,

respect of roles, and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.

4. The Board and Library Director will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Library Director Linkage categories.

**Policy Type: Governance Process**

**I-C Policy Title: Board Job Description**

Approved: 06/08/16; Reviewed 4/7/21

*The job of the Board is to represent the people of Deschutes County in determining and demanding excellent library services.*

Accordingly,

1. The Board is the link between the District and the people of Deschutes County.
2. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
  - a. *Results*: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - b. *Executive Limitations*: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place
  - c. *Governance Process*: Specification of how the Board conceives, carries out, and monitors its own tasks.
  - d. *Board-Library Director Linkage*: How authority is delegated and its proper use monitored; the Library Director role, authority, and accountability.
3. The Board will hold the Director accountable for the performance of the District by measuring his/her performance against the Results Policies and Executive Limitations Policies. (See also Board-Library Director Linkage Policy: "Monitoring Library Director Performance.")
4. The Board will regularly monitor its compliance to the Governance Process and Board-Library Director Linkage policies.
5. Board members will not receive a salary or other form of compensation.
6. Board members may request reimbursement for actual and reasonable travel and other expenses incurred in the performance of official District duties, consistent with District Administrative Rules.
7. In order to effectively carry out their duties, Board members are expected to regularly attend Board meetings, and be adequately prepared and informed.
8. Board members are expected to give the President or the Library Director notice of any anticipated absence.

**Policy Type: Governance Process**

**I-D Policy Title: President/Vice-President Roles**

Approved: 08/13/14; Reviewed 4/7/21

*It is the responsibility of the President to ensure that Board practices conform to Board policy, and to represent the Board to outside parties. In the absence of the President, or during any disability of the President that makes the President unable to serve, the Vice-President will have the powers and duties of the President.*

Accordingly,

1. It is the responsibility of the President to ensure that the Board operates according to its adopted rules as described in these policies, and according to those rules legitimately imposed upon it from outside the organization.
  - a. Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Library Director.
  - b. Deliberation will be fair, open and thorough but also timely, orderly and kept to the point.
2. The authority of the President consists of making decisions that fall within topics covered by Board policies on Governance Process and Board-Library Director Linkage, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.
  - a. The President is empowered to chair Board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
  - b. The President has no authority to make decisions about policies created by the Board within Results and Executive Limitations policy areas. Therefore, the President has no authority to supervise or direct the Library Director.
  - c. The President may represent the Board to outside parties in announcing Board stated positions and in stating Board President decisions and interpretations within the area delegated to her or him.
  - d. The President has the same right as other members of the Board to discuss and to vote on questions before the Board.
  - e. The President signs official District documents on behalf of the Board when authorized to do so by a majority of the Board.
  - f. The President assigns members to serve on committees created by the Board.

**Policy Type: Governance Process**

**I-E Policy Title: Board Committee Principles**

Approved: 08/13/14; Reviewed 4/7/21

Accordingly,

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

2. The Board may create Board committees to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.
3. Board committees may not speak or act for the Board 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 Library Director.
4. Board committees cannot exercise authority over staff. Because the Library Director works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
5. A Board committee that assists the Board to create policy on a topic will not be used by the Board to monitor organizational performance on that same topic.
6. Committees will be used sparingly and ordinarily in an ad hoc capacity.

**Policy Type: Governance Process**

**I-F Policy Title: Annual Calendar**

Approved: 03/07/12; Reviewed 4/7/21

*To accomplish its job products with a governance style consistent with Board policies, the Board will follow a planning calendar that (1) completes re-exploration of Results policies annually, (2) completes a thorough review of Governance process policies, Board-Library Director Linkage Policies, and Executive Limitations Policies at least every two years; and (3) continually improves Board performance through Board education and enriched input and deliberation.*

Accordingly,

1. Any substantive changes to Results Policies will be adopted each year by the last day of November so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Results.
2. The Board will adopt an annual calendar each year.
  - a. Governance education and education related to Results determination (for example, presentations by futurists, demographers, advocacy groups, input from district residents, and staff) will be arranged in the first quarter, to be held during the balance of the year.
  - b. A Board work session will be scheduled at least every two years or when needed to conduct a comprehensive review of Board Governance Process, Board-Library Director Linkage, and Executive Limitations Policies.
3. Library Director monitoring will be included on the meeting agenda if monitoring reports show policy violations or if policy criteria are to be debated.
4. Library Director remuneration will be decided no later than March 31st after a review of monitoring reports since the previous review.

**Policy Type: Governance Process**

**I-G Policy Title: Board Members' Code of Conduct**

Approved: 08/13/14; Reviewed 4/7/21

*The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.*

Accordingly,

1. Members must represent un-conflicted loyalty to the interests of the people of Deschutes County. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - b. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member will adhere to the highest ethical standards in the conduct of District business, as set forth in ORS Chapter 244.
  - c. Board members must not use their positions to obtain employment with the District for themselves, family members, or close associates. Should a member apply for employment, he or she should first resign.
  - d. Members will, at the earliest Board meeting opportunity, disclose their involvement with other organizations, with vendors, or any other associations that might produce a conflict of interest, or the appearance of a conflict of interest.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
  - a. Members' interaction with the Library Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
  - b. Members' interactions with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
  - c. Members will make no judgments of the performance of the Library Director or the organization except as that performance is assessed against explicit Board policies as part of the monitoring process.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature. Board discussion appropriately conducted in executive session under Oregon public meeting law will not be discussed by members outside the executive session.

**Policy Type: Governance Process**

**I-H Policy Title: Cost of Governance**

Approved: 08/13/14; Reviewed 4/7/21

*Because poor governance costs more than learning to govern well, the Board will invest in improving its ability to govern well.*

Accordingly,

1. Board skills, methods, and supports will be sufficient to ensure excellent governance.
  - a. Training will be liberally used to orient new members, and candidates for Board membership, as well as to improve existing member's skills and understanding of the principles of the Board's method of governance.
  - b. All Board members will receive orientation to the Deschutes Public Library District and the role and responsibilities of the Board.

The orientations will be the responsibility of the Board President or designee with the assistance of the Library Director and his staff. Board members will be responsible for taking advantage of the orientation opportunities. The orientation will include an introduction to:

- The Governance by Policy Model
- Board Governance Policies
- Statutory authority and restrictions (ORS), 357.216 –357.286
- Public Records and Meetings Law
- Conflict of Interest, ORS 244.120
- The District budget
- The District's facilities, organization and staff.

- c. Board members are encouraged to attend such conferences and other training programs as the Board may authorize.
2. Outside monitoring assistance will be arranged so that the Board can confidently exercise control over the organization's performance. This includes but is not limited to the fiscal audit.
3. Outreach mechanisms may be used as a means to solicit residents' viewpoints and values.
4. Adequate resources will be allocated to support this goal.

**Policy Type: Governance Process**

**I-I Policy Title: Board Operations**

Approved: 4/7/21; Reviewed 4/7/21

*The Board will operate in a consistent manner, following legislative requirements and the policies detailed herein.*

Accordingly,

1. Board meetings will conform to the following requirements:
  - a. All meetings of the Board, including any meetings of subcommittees or advisory groups appointed by the Board, will be conducted in accordance with the Oregon Public Meetings Law, ORS 192.610-192.710, and 192.990.
  - b. The Board will establish a place and time for the regular monthly meetings.
  - c. In the event of a change of place, time, or date of a regular meeting, each Board member will be notified not less than 24 hours in advance of the meeting.
  - d. Special meetings may be called by the President or a majority of the Board upon compliance with public meeting notice requirements. If the President is absent from the District, special Board meetings may be held at the request of the Vice-President. No special meeting will be held upon less than 24 hours' public notice.
  - e. Emergency meetings may be held at the request of persons entitled to call special meetings, upon less than 24 hours notice in situations where a true emergency exists. An emergency meeting is to be held only in rare and extreme situations. Every effort will be made to notify all Board members and the Library Director 24 hours in advance of the meeting.
  - f. Public comment and public hearing testimony will follow these guidelines:
    - i. Every person desiring to speak will first address the presiding officer and, upon recognition, will give his or her name and city of residence. When giving testimony during a public hearing, individuals will confine their comments to the issue under consideration.
    - ii. The regular Board meeting agenda will provide an opportunity for public comments, including on non-agenda items. This portion of the meeting will be restricted to no more than twenty minutes, unless extended by the presiding officer.
    - iii. Speaker's comments will be limited to three (3) minutes. This time limit may be extended for each speaker or each subject, at the discretion of the presiding officer.
    - iv. Speakers will not repeat their own or other's prior statements.
    - v. Each comment will provide new information not previously considered by the Board, to that individual's knowledge.
    - vi. All questions and discussion by members of the audience will be directed to the presiding officer. Direct discussion between members of the audience and Board members or employees is permitted only at the discretion of the presiding officer.
    - vii. Any member of the public attending a Board Meeting may be required to leave for any conduct deemed disorderly by the Board, including the failure to present comments or testimony in a courteous manner to the Board, its staff, and members of the audience. Before any person is requested to leave a Board Meeting for disorderly conduct, that person will be given a warning by the presiding officer to cease the conduct.
    - viii. At the discretion of the Board President, members of the public may be required to sign-up to comment or testify, prior to the beginning of the meeting. Such sign-up may be required when controversial issues will be discussed, or when many individual speakers are anticipated.

- ix. Executive sessions may be held by the Board for the purposes permitted under Oregon Revised Statutes. Executive sessions are closed to the public. The Board will not take any votes during any executive session, nor make any final decisions during any executive session.
2. Officers of the Board will be elected as follows:
    - a. The President and Vice-President will be elected at the regular Board meeting each July, and will serve a term of one year. Board members may not serve more than two consecutive terms as President.
    - b. In the event that the President resigns or the office otherwise becomes vacant mid-term, the Vice President will automatically become President. The Board will then elect a replacement Vice-President from among its other members.
    - c. Any officer elected by the Board may be removed from office by a majority vote of the Board when, in their judgment, the best interest of the District would be served thereby.
  3. Board meetings will be conducted in a manner to conform with the following requirements:
    - a. A quorum for the transaction of business will consist of a majority of the Board. Board action requires three or more affirmative votes.
    - b. Board members may not assign a Proxy vote, but if absent, may submit written comments on any Agenda item.
    - c. The President will preside at Board meetings. In the President's absence, the Vice President will preside. The President will appoint a Board member to preside at meetings where the President and Vice-President are not present. If the President has failed to appoint a Board member to preside, and if the Vice-President is not present then the remaining members of the Board will elect a Board member to preside at the meeting.
    - d. Any decision of the President or other presiding officer at the meeting may be overridden by a majority vote of the Board.
    - e. The Board will consider proposed new or revised policies twice as follows: (1) the introduction and discussion of a proposed change at one meeting; (2) further deliberation if any, a motion and a vote at a subsequent Board meeting.
    - f. Adoption, amendment or repeal of the Board's established policies will be accomplished by a majority vote of the Board acting upon a motion put before the Board.
    - g. In the event that an emergency is deemed to exist, and said emergency is recorded in the official minutes and agreed to by at least four of the Board members, a guideline or policy can be suspended, added to, or deleted from in the course of a single meeting. An emergency will be defined as an unforeseen circumstance or circumstances requiring immediate action so as to prevent diminishing of the public good.
    - h. Board members may participate in Board meetings by telephone or other electronic means as provided for in the Oregon Revised Statutes.



4. Minutes of Board meetings will be maintained as follows:
  - a. Written minutes and recordings shall be maintained of all public meetings.
  - b. Minutes of executive sessions may be kept either in writing, in the same manner as minutes of public sessions, or by recording.
  - c. Votes will be recorded. Any member may request that his or her vote be changed, if such request is made prior to consideration of the next order of business.
5. The general principles contained within the current edition of Robert’s Rules of Order Newly Revised will guide the proceedings of the Board in all cases to which they are applicable and in which they are consistent with these policies and the Oregon Revised Statutes, at the Board’s discretion. By motion on any issue, the Board may elect to conduct business exclusively by Robert’s Rules of Order Newly Revised so long as these rules do not conflict with the policies of the District and/or the Oregon Revised Statutes.

**Policy Type: Governance Process**

**I-J Policy Title: Board Vacancies**

Approved: 10/13/10; Reviewed 4/7/21

*The Board will ensure that vacancies are filled in a timely and equitable manner.*

Accordingly,

1. The Board shall adhere to ORS 198.320 –*Filling of vacancies on boards of certain districts*- when filling vacancies.
2. At the direction of the Board president, the Director shall publicly advertise for applicants for vacant positions.
3. The Board shall accept and review written applications from prospective Board members.
4. The Board will review applications and select which applicants to interview.
5. The Board shall interview applicants.
6. The Board shall fill the vacant positions by appointment by a majority of the remaining members of the Board.

**Policy Type: Governance Process**

**I-K Policy Title: Board Budget Committee Vacancies**

Approved: 06/08/16; Reviewed 4/7/21

*The Board will ensure that vacancies for the Board Budget Committee are filled in a timely manner and with equitable geographic representation to the degree possible.*

Accordingly,

1. The Budget Committee consists of the Deschutes Public Library Board plus an equal number of appointed electors.
2. “Electors” are registered voters in the district.
3. Electors cannot be officers, agents or employees of the District.
4. Electors are appointed for staggered 3-year terms.

5. All members of the Budget Committee have the same authority.
6. At the direction of the Board president, the Director shall publicly advertise district-wide for applicants for vacant positions.
7. The Board may accept and review written applications from prospective Budget Committee members. Recent past committee members may submit a letter of interest in lieu of application.
8. The Board may review applications and select which applicants to interview.
9. The Board may interview applicants.
10. The Board shall fill the vacant positions by appointment by a majority vote of the Board.
11. If no suitable applicants are identified, the committee may have less than the 10 members but no fewer than six (quorum).

**Budget Committee's Duties:**

1. Receive and review the budget document.
2. Hear the budget message.
3. Hear and consider public comment.
4. Request and receive additional information as needed.
5. Discuss and revise the budget as needed.
6. Approve the budget.
7. Approve the property tax rate.

## **II. BOARD-LIBRARY DIRECTOR LINKAGE POLICIES**

These policies describe how the Board delegates authority to the Library Director. They describe not what is delegated, but how delegation occurs. They also describe why the Board has a Library Director and how the Board will behave in relating to the Library Director.

**Policy Type: Board-Library Director Linkage**

**II-A Policy Title: Global Board-Library Director Linkage**

Approved: 08/13/14; Reviewed 4/7/21

*The Board's sole official connection to the operational organization, its achievements, and conduct will be through the Library Director. The Library Director will be the executive and administrative officer of the District. As prescribed in ORS 357.226, the Library Director will also serve as Secretary to the Board.*

**Policy Type: Board-Library Director Linkage**  
**II-B Policy Title: Terms and Conditions of Employment of the Library Director**  
Approved: 08/13/14; Reviewed 4/7/21

*The Library Director is an “at will” employee that serves at the pleasure of the Board.*

Accordingly,

1. The Board will have the authority to hire the Library Director.
2. The Board will enter into an employment contract with the Library Director which determines the terms, conditions, and compensation of the Library Director.
3. The Board will have the authority to discharge the Library Director without cause, subject to the terms and conditions contained in the employment contract.

**Policy Type: Board-Library Director Linkage**  
**II-C Policy Title: Unity of Control**  
Approved: 06/17/09; Reviewed 4/7/21

*Only decisions of the Board acting as a body are binding on the Library Director.*

Accordingly,

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Library Director except in instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Library Director may refuse such requests that, in the Library Director's opinion, require a material amount of staff time or funds, or are disruptive.
3. A Board Member or committee may submit a request for information directly to the Board.

**Policy Type: Board-Library Director Linkage**  
**II-D Policy Title: Accountability of the Library Director**  
Approved: 06/17/09; Reviewed 4/7/21

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

Accordingly,

1. The Board will not give instructions to persons who report directly or indirectly to the Library Director.
2. The Board will not evaluate, either formally or informally, any staff other than the Library Director.

3. The Board will view Library Director performance as identical to organizational performance, so that organizational accomplishment of Board-stated Results and compliance with Executive Limitations Policies will be viewed as successful Library Director performance.

**Policy Type: Board-Library Director Linkage**

**II-E Policy Title: Delegation to the Library Director**

Approved: 06/17/09; Reviewed 4/7/21

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

Accordingly,

1. The Board will develop policies instructing the Library Director to achieve certain results, for certain recipients, at a specified priority. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Results policies*.
2. The Board will develop policies that limit the latitude the Library Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations policies*.
3. As long as the Library Director uses *any reasonable interpretation* of the Board's Results and Executive Limitations policies, the Library Director is authorized to establish all further policies and procedures, make all decisions, take all actions, establish all practices, and develop all activities.
4. The Board may change its Results and Executive Limitations policies, thereby shifting the boundary between Board and Library Director domains. By doing so, the Board changes the latitude of choice given to the Library Director. But as long as any particular delegation is in place, the Board will respect and support the Library Director's choices.

**Policy Type: Board-Library Director Linkage**

**II-F Policy Title: Monitoring Library Director Performance**

Approved: 08/08/2018; Reviewed 4/7/21

*Systematic and rigorous monitoring of Library Director job performance will be solely against the only expected Library Director job outputs: organizational accomplishment of Board policies on Results and organizational operation within the boundaries established in Board policies on Executive Limitations.*

Accordingly,

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Library Director discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance will be any reasonable Library Director interpretation of the Board policy being monitored.
4. All policies that instruct the Library Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

<b>Policy</b>	<b>Method</b>	<b>Frequency</b>
Asset Protection	Internal	Annually - <i>January</i>
Financial Condition and Activities	Internal External - Audit	Annually - <i>October</i> Annually - <i>October</i>
Compensation and Benefits	Internal	Annually - <i>March</i>
Library Director Succession	Internal	Annually - <i>June</i>
Community Involvement	Internal	Annually - <i>July</i>
Management Practices	Internal External	Annually - <i>August</i> Every two years - <i>January</i>
Treatment of Library Users *	Internal	Annually - <i>September</i>
Results Policies	Internal	Annually - <i>September</i>
Financial Planning and Budgeting	Internal	Annually - <i>October</i>
Collection Development	Internal	Annually - <i>November</i>
Communication and Support	Direct Inspection	Annually - <i>December</i>

\* Include a Review of any revisions to the propositions and policies expressed in the American Library Association Bill of Rights and the American Library Association Freedom to Read Statement.

### **III. EXECUTIVE LIMITATIONS POLICIES**

Executive Limitations policies tell the Library Director what the Board will not tolerate; they are boundary setters. These policies describe the organization’s operational boundaries.

#### **Policy Type: Executive Limitations**

#### **III-A Policy Title: Global Executive Constraint**

Approved: 5/13/2015; Reviewed 4/7/21

*The Library Director will not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.*

Accordingly, the Library Director will not:

1. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
2. Fail to support a climate of trust and collaboration throughout the organization.

**Policy Type: Executive Limitations**

**III-B Policy Title: Management Practices**

Approved: 5/13/15; Reviewed 4/7/21

*The Library Director will not cause or allow management practices to occur which do not reflect contemporary management best practices and legal requirements, and may not cause or allow management practices to be applied inconsistently in a manner that is to the detriment of an employee(s).*

Accordingly, the Library Director will not:

1. Fail to implement collaborative management practices that support a climate of trust throughout the organization.
2. Fail to operate with written personnel rules that conform to contemporary management practices and legal requirements and that provide for effective handling of grievances.
  - a. The grievance process will provide aggrieved employees the opportunity to appeal decisions on alleged violations to the Board.
3. Discriminate against any staff member for the expression of dissent within District protocols.
4. Fail to acquaint staff with their rights under this policy.

**Policy Type: Executive Limitations**

**III-C Policy Title: Community Involvement**

Approved 5/13/15; Reviewed 4/7/21

*With respect to interactions with the community, the Library Director will not cause or allow conditions, procedures, or decisions that endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.*

Accordingly, the Library Director will not:

1. Fail to explore partnerships whenever such partnerships would be cost-effective and of mutual benefit.
2. Fail to seek public input on operational issues as appropriate.
3. Fail to be visible in the community and present a positive image of the library District.

**Policy Type: Executive Limitations**

**III-D Policy Title: Financial Planning and Budgeting**

Approved: 06/17/09; Reviewed 4/7/21

*Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from the Board's Results priorities, risk fiscal jeopardy, or fail to be derived from a multiyear plan.*

Accordingly, the Library Director will not prepare and present a budget that:

1. Is inconsistent with priorities identified by the Board in the Results policies or as part of the annual Results monitoring process.
2. Contains insufficient information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions.
3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be available in that period.

**Policy Type: Executive Limitations**

**III-E Policy Title: Financial Condition and Activities**

Approved: 6/10/2015; Reviewed 4/7/21

*With respect to the actual, ongoing financial condition and activities, the Library Director will not cause or allow the development of fiscal jeopardy or actual expenditures that significantly deviate from Board priorities established in Results policies.*

Accordingly, the Library Director will not:

1. Indebt the organization in an amount greater than can be repaid by the end of the fiscal year.
2. Use any long-term reserves not approved by the Board.
3. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue by the end of the fiscal year.
4. Fail to meet payroll and settle debts in a timely manner.
5. Reduce the current liquid assets at any time to less than the amount required to meet liabilities for the next forty-five days.
6. Make a single purchase or commitment of greater than \$50,000 without prior Board approval, with the following exceptions:
  - a. The Library Director has the authority to approve the purchase of multiple items with an aggregate cost exceeding \$50,000 when the purchase was specifically budgeted during the annual budget process and as long as the total cost does not exceed the budget allocation. (Examples: book purchases, payroll costs, computers.)

- b. The Library Director has the authority to approve a purchase or commitment that was previously approved by the Board as part of a contract award. (Example: construction costs.)
  - c. The purchase of emergency services or materials that exceed \$50,000 may be approved by the Board President with the limitation that the purchases must comply with Oregon Revised Statutes and may not exceed the budgeted allocation for the pertinent expenditure category.
7. Contract for the services of legal counsel without the approval of the Board.
  8. Issue a check unless it is authorized by a warrant signed by the President or another authorized Board member and the Secretary, or the authorized Secretary Pro-Tem.
    - a. In instances in which the District is legally required to issue a check within a prescribed time period, and when the President or another authorized Board member is not available, the Secretary and Secretary Pro-Tem may issue a check or warrant so long as the signature of the President or another authorized Board member is obtained in the form of a warrant and attached to the check at the first opportunity.
  9. Acquire, encumber, or dispose of real property without prior Board approval.
  10. Fail to aggressively pursue receivables after a reasonable grace period.
  11. Fail to track revenues and expenditures against the budget.
  12. Fail to prepare a resolution for the first meeting of the District's year, or whenever it becomes necessary to change the authorizations for signing checks or warrants.
  13. Fail to provide equal services to library patrons who are not residents as long as the increased competition for District Resources does not result in significant reduction of services to District residents.

**Policy Type: Executive Limitations**

**III-F Policy Title: Asset Protection**

Approved: 5/13/15; Reviewed 4/7/21

*The Library Director will not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.*

Accordingly, the Library Director will not:

1. Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to Board members, staff, and the organization as required by Oregon Revised Statutes.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject facilities to improper use or insufficient maintenance.
4. Unnecessarily expose the organization, its Board, or staff to claims of liability.
5. Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; and (2) of over \$10,000 without having obtained comparative prices and quality



6. Fail to protect intellectual property, information, and files from loss or significant damage.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
8. Fail to follow state law regarding the investment of capital assets in secure instruments.

**Policy Type: Executive Limitations**

**III-G Policy Title: Compensation and Benefits**

Approved: 5/13/15; Reviewed 4/7/21

*With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Library Director will not cause or allow jeopardy to fiscal integrity or public image.*

Accordingly, the Library Director will not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to the effects of losses in revenue.
4. Fail to maintain appropriate levels of compensation and benefits sufficient to attract and retain capable employees, subject to fiscal limitations and availability within the labor market. This policy is not subject to the District's grievance process.
5. Enter into a contract for personal services (1) wherein normally prudent protection has not been given against conflict of interest; and (2) of over \$10,000 without having obtained comparative prices and quality.

**Policy Type: Executive Limitations**

**III-H Policy Title: Communication and Support to the Board**

Approved: 5/13/15; Reviewed 4/7/21

*The Library Director will not permit the Board to be uninformed or unsupported in its work.*

Accordingly, the Library Director will not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Library Director Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Fail to make the Board aware of current and anticipated trends, adverse media coverage, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.

3. Fail to inform the Board of any serious organizational situations that could result in impairment of the delivery of library services and a negative image by the stakeholders.
4. Fail to advise the Board if, in the Library Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Library Director Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Library Director.
5. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Fail to provide a mechanism for official Board, officer, or committee communications.
8. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
9. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
10. Fail to supply for the agenda all items delegated to the Library Director yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.
11. Fail to release support materials for regularly scheduled Board meetings no fewer than six days prior to the Board meeting.
12. Fail to post a notice of Board meetings at all branch facilities in a timely fashion.
13. Fail to provide access to current District Policies.

**Policy Type: Executive Limitations**

**III-I Policy Title: Treatment of Library Customers**

Approved: 5/13/15; Reviewed 4/7/21

*With respect to interactions with library customers or those applying to be library users, the Library Director will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.*

Accordingly, the Library Director will not:

1. Use application forms that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing customer information that fail to protect against improper access to the material elicited.
3. Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
4. Fail to establish with customers a clear understanding of what may be expected and what may not be expected from the service offered.

5. Fail to inform customers of this policy, or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
6. Fail to provide mechanisms for customers to provide input and provide timely response when possible.
7. Fail to comply with the propositions and policies expressed in the American Library Association Bill of Rights.
8. Fail to make a copy of Board policies available for inspection and use by the public at the District's main business office and at each branch library during regular business hours.

**Policy Type: Executive Limitations**

**III-J Policy Title: Emergency Library Director Succession**

Approved: 5/13/15; Reviewed 4/7/21

*In order to protect the Board from sudden loss of Library Director services, the Library Director may have no fewer than two other managers familiar with Board and Library Director issues and processes.*

Accordingly, the Library Director will not:

1. Fail to prepare at least two managers who are proficient at the director level in financial management, human resources, and Board governance issues.

**Policy Type: Executive Limitations**

**III-K Policy Title: Collection Development**

Approved: 11/14/12; Reviewed 4/7/21

*The Library Director will not operate without a Collection Development Administrative Policy that supports the Board's Results priorities.*

Accordingly, the Library Director will not:

1. Fail to develop and apply a policy that:
  - a. Clearly defines collection goals that support the achievement of District Results Policies.
  - b. Establishes procedures that are consistent with professional standards for the selection, acquisition, maintenance, evaluation and disposal of materials in the collection.
  - c. Provides for diversity of viewpoints and expressions.
  - d. Does not allow materials to be excluded or removed because of partisan or doctrinal disapproval.
  - e. Does not allow materials to be excluded or removed because of the origin, background, or views of those contributing to their creation.

- f. Establishes procedures for a resident to appeal to the Board a selection decision that has been appealed to, and upheld by, the Library Director.
  - f.1. Each appeal must be submitted and signed by an individual who resides within Deschutes County. Groups or organizations may not submit appeals.
  - f.2. The Board reserves the right to deny consideration of appeals that the Board determines lacks sufficient merit.
  - f.3. The Board reserves the right to deny consideration of multiple appeals of the same item, by one or more individuals, when the Board determines that such appeals would create an unreasonable workload.
  - f.4. The Board reserves the right to deny consideration of multiple appeals of different items by a single individual when such appeals would create an unreasonable workload.
  - f.5. The Board will review an appeal of a selection decision as follows:
    - f.5.a. The Board will determine if the selection decision is in compliance with a reasonable interpretation of this document. The Board will make such a determination by:
      - i. reviewing the specific objections contained in the appeal
      - ii. judging items as whole works and not solely based on random or selected parts
      - iii. reading reviews in professional publications
      - iv. considering the analysis presented by the Library Director
    - f.5.b. The Board will issue a determination no later than the second regular Board meeting after the meeting at which the appeal was presented, unless the Board, by formal action, extends the consideration period by some reasonable amount.
    - f.5.c. Board decisions are final and are not subject to additional appeal.
- 2. Fail to provide a copy of the Board Collection Development Executive Limitations Policy to residents of Deschutes County who say that they are considering contesting a selection that has been upheld by the Library Director.

## **IV. RESULTS POLICIES**

Results Policies describe the effect that the Library District seeks to have on the world outside itself. Each Result consists of three parts:

- ◆ A description of the desired change, difference, benefit, or outcome.
- ◆ The identification, description, or characteristic of the consumer who benefits from the change.
- ◆ The monetary expense, relative worth, or relative priority of the benefit.

### **Policy Type: Results Policies**

#### **IV-A Policy Title: Purpose, Results and Priorities**

Approved: 1/13/2021; Reviewed 12/2/2020

Residents of Deschutes County freely access ideas and information to enrich their lives and build community through life-long learning opportunities consistent with the responsible application of district resources.

1. All residents acquire an appreciation of reading and a desire for knowledge.
  - Residents find physical and digital materials when and where they want them and obtain the help they need to make choices.
  - Residents access programs and services that stimulate discussion, curiosity, literacy and an appreciation of reading.
  - Residents explore and discuss topical issues in a safe and neutral environment.
2. Residents understand the types and scope of services that the library provides.
3. All residents find safe and welcoming places to meet and interact with others or to engage in individual pursuits.
  - Residents enjoy the library as a gathering space, meeting space and cultural center for their community in a non-intimidating and supportive environment.
  - Residents browse the collection, conduct research, or engage in personal reflection free from unreasonable disturbances or distractions.

4. Residents obtain information to resolve an issue or answer a question and have the skills and resources to search for, locate, and evaluate information to meet their needs.
  - Residents obtain the information they need to fully participate in community decision-making.
  - New residents obtain information in a supportive environment and use library resources designed to assist their transition to life in Central Oregon.
  - Residents have the support they need to improve their technology literacy skills.
  - Residents have access to the digital world with no unnecessary restrictions or fees.
  - Residents who have difficulty accessing library facilities obtain library services.