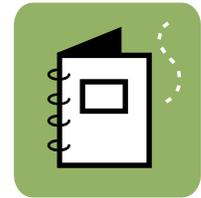


Policy Development & Implementation

How often has your board developed a policy by simply passing a motion that is then only recorded in the minutes? Then when the issue comes up a couple years later someone recalls there may have been policy developed but it becomes very difficult to locate that specific policy buried in the minutes. Therefore, it is important that the board literally have a **policy book** where all policies are filed. This policy book should be reviewed and updated periodically.



Well developed policy is essential in providing structure to the board's operating procedures.

- Always refer to the district's **bylaws** and **Colorado Revised Statutes (CRS) 35-70** when developing the district's policies.
- Bylaws override policy and CRS override bylaws.

It is important to make a distinction between board, personnel, and issue policies.

- **Board policies** establish the board parameters within which board, management, and staff will operate. An example of board policy is a conflict of interest policy which outlines how the board will identify and handle all conflicts of interest.
- **Personnel policies** set consistent guidelines and expectations for employees by the Board.
- **Issue policies** are established in order for the Board to take a position on a natural resource issue or concern. The Board will typically utilize the current CACD Policy Book for this purpose but may also choose to develop specific policy to amend or enhance it. The District may choose to develop "white papers" on specific issues. Issue policies are the foundation for influencing local, state, and national rules, regulations, and legislation.

Organization of a Policy Book:

- Policies should be organized for quick and easy access (i.e. alphabetical, category, etc.)
- Each policy may be on a separate page for ease of inserting new policies as they are developed.
- Each district board member and district manager should have a copy of the policy book for easy reference.
- See [Sample Board Policy](#) and [Sample Personnel Policy](#)



What is Policy?

- Action or procedure considered with reference to values and goals
- A document embodying directions or courses of action adopted by a governing board
- Prudence or wisdom in the management of affairs
- **A definite course or method of action selected from alternatives and in light of given conditions to guide and determine present and future decisions**



What Are The Costs of Inadequate Board Policy?

- Apathy of Board Members and staff
- Confused Board Members and staff
- No real direction
- Dysfunctional Board and staff
- Ineffective Board and District

What Are The Benefits of Developing Coherent, Comprehensive, and Consistent Policies?

- Effective Board serving your constituents/landowners
- Board Members have guidance/direction and therefore know their purpose as a Board Member and District
- Active Board Members and motivated staff
- Well functioning Board and staff
- Landowners have confidence the District is well managed and representing their interests appropriately

What Do We Need Policies On?

- Board Policy
 - Associate Supervisors
 - Audits
 - Bonds
 - Check Writing
 - Committees
 - Confidentiality
 - Conflict of Interest
 - Duties and Standards of Conduct
 - Election Process
 - Ethical Credibility
 - Grant Application & Administration
 - Insurance
 - Involvement in Organizations
 - Mission, Values, and Objectives
 - Officer Authority
 - Officer Vacancies
 - Officers Responsibilities
 - Policy/Position Statements on Issues
 - Programs
 - Purchasing/Expenditures
 - Reimbursements
 - Removal of Officers
 - Return on Investment
 - Supervisor Education/Training
 - Supervisor Representation
 - Terms of Office
 - Vehicle Use
 - Other

- Personnel Policy
 - Termination at Will
 - Employee Conduct
 - Ethics
 - Employment Terms and Conditions
 - Benefits
 - Annual and Sick Leave
 - Performance Evaluation
 - Other

- Issue Policy (CACD Policy Book or District White Papers)
 - Soil
 - Water
 - Animals
 - Plants
 - Air
 - Other

What Do Board Policies Do?

- Determine fund raising policies
- Ensure solvency and financial integrity
- Establish budgeting authority & maintain fiscal accountability
- Identify procedures for delegating to the executive
- Identify standards for board members
- Identify the board's decision making procedures.
- Implement strategic planning & forecasting
- Monitor policy compliance
- Oversee assets & real property
- Policies related to long term resource development, investment, expenditures
- Recognize existing or establish legal authority & legitimacy
- Set priorities among funding alternatives
- Set rules & operating procedures for programs & services
- Other



What Do Personnel Policies Do?

- Establish hiring and evaluating staff criteria
- Establish performance standards for staff
- Set pay, benefits, leave guidelines
- Establish grievance procedures
- Other

What Do Issue Policies Do?

- Provide opportunity for Board dialog and agreement on issues
- Provide statements to other entities and decision makers on the District's view on the issue
- Provide ground work for affecting local, watershed, state, and national policy and legislation

How Do We Evaluate Policy Statements?

- Is it written & explicit?
- Is it up-to-date?
- Is it written clearly and unambiguously?
- Is it available to all?
- Is it brief?
- Is there no significant gaps in policy?

What is the Next Step?

- Develop a policy committee of 2 – 3 board members
- Refer to [Board Policy Example](#) and [Personnel Policy Example](#) for draft language and format – if there is not sample policy on your specific topic, conduct web search and/or contact your CSCB Conservation Specialist for assistance
- Amend the policies to meet your specific needs and format
- Develop your very own 3-ring binder District Policy Book
- Each policy states the date of acceptance
- Board approval of policies is recorded in the board meeting minutes
- Identify other policies that may be needed

Colorado Association of Conservation Districts (CACD) Policies

- Refer to the CACD Policy Book for details on the resolution process and how local districts can affect State and National policy.
 - Districts develop and pass resolutions at the local level
 - Resolution is presented to the District's Watershed at Fall meeting
 - If passed at the Watershed meeting, it moves to the CACD meeting
 - If passed at the CACD meeting it becomes CACD policy or moves to NACD
 - If passed at NACD, it becomes NACD policy