

Library Commission Handbook

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**BY-LAWS OF THE
BOULDER PUBLIC LIBRARY COMMISSION**

Article I. General Provisions

Section 1. The name of this commission shall be the Boulder Public Library Commission.

Section 2. The principal office of the said Library Commission shall be located at the Main Branch of the Boulder, Colorado, Public Library.

Section 3. The Library Commission is an advisory commission to the department of library and arts. The said Library Commission shall have such powers, duties and responsibilities as are set forth in the Charter (Article IX, sections 132-136) and Ordinances of the City of Boulder, Colorado, or as may be hereafter provided by an amendment to said Charter.

Article II. Membership

The appointment of members of the Library Commission, the terms of said members, removal of said members, and the filling of vacancies on said Commission shall be as provided in the Charter of the City of Boulder, Colorado, Article IX, Section 130 and by any future amendments to this section of the Charter.

Article III. Meetings

Section 1. The said Library Commission shall hold regular monthly meetings at such times and places as may be agreed upon by the Commission.

Section 2. Special meetings may be called at any time at the request of at least three members of the Commission. Written notice stating the time and place of any special meeting and the purpose for which called, unless said notice is waived, shall be given to each member of the Commission at least two days in advance of such meeting and no business other than that stated in said notice shall be transacted at the special meeting.

Section 3. Each year at its April meeting the Commission shall elect officers and shall make such other organizational arrangements as may be required for the year.

Article IV. Officers

Section 1. The Library Commission shall elect a chair and a vice-chair. There may also be co-chairs instead of a chair and vice-chair.

Section 2. The chair of the Library Commission shall preside at the meetings of the Commission and shall sign, execute, acknowledge and deliver for the Commission all writings of any kind required or authorized to be signed or delivered by the Commission. The signature of the chair shall be attested by the secretary.

Section 3. The director of the library and arts department (or staff designee) shall serve as secretary for the commission. In this capacity, the director shall record the proceedings of each

**BY-LAWS OF THE
BOULDER PUBLIC LIBRARY COMMISSION**

meeting and present the same for approval at the next meeting of the Commission. There shall be kept a permanent file of the minutes of said meetings and of all reports made to the City Council.

Article V. Committees

The chair shall have the right to appoint special committees. Said committees shall be advisory to the Commission and shall not have the authority to act for and on behalf of the Commission.

Article V I. Quorum

Three members constitute a quorum and the affirmative votes of at least three members shall be necessary to authorize any action by the Commission.

Article VI I. Amendments

These By-Laws may be amended at any regular or special meeting of the Library Commission, provided that notice of the proposed amendment has been given to the members of the Commission at the regular meeting preceding the time at which action is taken thereon or providing that said notice of the proposed amendment has been provided to the members of the Commission at least two weeks prior to the meeting at which action is to be taken upon said amendments. The above and foregoing By-Laws for the Boulder Public Library Commission were read and unanimously adopted by the said Library Commission at its meeting of March 2, 2016.

BOULDER PUBLIC LIBRARY COMMISSIONERS
1906-2016

First Commission

Miss Mary Rippon

Mrs. Fred White

Mrs. Adriana Hungerford

Mrs. W.H. Allison

Mrs. H.B. Rosenkrans

Mr. James Cowie

Mrs. Harry M. Pollard

Mrs. C. Henry Smith

Mr. Dan McAllister

Elizabeth L. Olsen

Mary K. Gamble

Mrs. Paul Friggens

Mr. H. B. Millard

Vina Knowles

Mr. Henry W. Callahan

Mrs. J. A. Davis

Elbert Greeman

Mr. Gilbert Callahan

Mr. J. F. Willard

Mrs. R. E. Arnett

Mrs. S. C. Barrett

Mrs. H. O. Dodge

Mrs. C. Henry Smith

Miss Maude McKenzie

Mrs. D. R. Jenkins

Mrs. E. W. Brett

Mrs. Martha Nafe

Mrs. Robert Sterling

Mrs. Gregory W. Cohn

Mr. Maxwell Burger

Mr. W. C. Duvall

Mrs. John D. Gillaspie

Mrs. E. H. Ellis

Ruben L. Olson

Mr. Audley McLure

Mr. Alfred E. Whitaker

Mr. George Clark

Rudolph Johnson

(1951)1956 Eugene H. Wilson 1960

(1954)1957 Mrs. Clyde Reedy 1961 (1956)

1958 Eugene Gullette 1962

1959 Mr. Stanley Hendrickson 1963

(1956)1960 Mrs. James Yeager 1964

1961 Eugene Wilson 1961

BOULDER PUBLIC LIBRARY COMMISSIONERS
1906-2016

(Jan.) 1962 Ralph Underwager (Aug.) 1962
1962 Paul Friggens 1965
1962 Mrs. F. K. Bangs 1966
1963 Carl Ubbelohde 1965
1965 Dolores Kiser 1967
1964 James Buchanan 1968
1965 F. E. Luethi (March) 1966
1966 Mrs. Thomas Bilhorn 1969
1966 Paul Friggens 1968
1968 Eldred Wolzien 1970
1967 Lawrence Coolidge 1971
1968 Dolores Kiser 1972
1969 Alex H. Warner 1973
1970 Janet Roberts (Oct.) 1971
1972 Lawrence C. Brown 1974
1971 Eldred Wolzien 1975
1972 Bryan Morgan 1976
1973 Joanne Arnold (May) 1976
(Jun.) 1976 Harriet Crowe 1977
1974 Doris Hass 1978
1975 Dennis DuBe (Jul.) 1978
(Sept.) 1978 Alice McDonald 1979
1976 Kenneth Charlton 1980
1977 Michael Rayback 1981
1978 Harriet Crowe 1982
1979 Diane Ball 1983
1980 Alice McDonald 1984
1981 Bob Greenlee (Jul.) 1983
(Aug.) 1983 Ridi Van Zandt 1985
1982 J. K. Emery 1986
1983 Hardy Long Frank 1987
1984 Abraham Flexer 1988
1985 Francis Shoemaker 1989
1986 Janis Van Zante 1990
1987 Joseph Geiger (May) 1988
(Jun.) 1988 Duane Deyoe 1991
1988 Allen Sparkman 1992
1989 Jane Butcher 1993
1990 Charles Nilon (Jun.) 1991
(Jul.) 1991 Michael Schonbrun (Dec.) 1992
1993 Ann Cooper 1994
1991 Linda Damon 1995
1992 Arthur Bronstein 1996
1993 Neal McBurnett (June) 1995
(Aug.) 1995 Alex Goulder 1997
1994 Jeff Skala 1999

BOULDER PUBLIC LIBRARY COMMISSIONERS
1906-2016

1995 Ann Cooper 2000
1996 Mariagnes Medrud 2001
1997 Shirley Deeter 2002
1998 Alex Goulder 2003
2000 Linda Loewenstein 2003
1999 Bruce Staff 2004
2001 Ann Aber 2006
2002 Lydia Tate 2007
2003 Catherine Sparkman 2005
2003 Stephen Topping 2010
2004 Steve Clason 2009
2005 Michael Keenan 2008
2006 Nadia Haddad 2011
2007 Sam Fuqua 2012
2008 Annette Mitchell 2013
2009 James Zigarelli 2010
2010 Celeste Landry 2014
2010 Anne Sawyer 2015
2011 Donna O'Brien 2016
2012 Anna Lull 2014
2012 Dan King 2013
2013 Paul Sutter 2016
2014 Alicia Gibb 2018
2014 Joni Teter 2019
2015 Tim O'Shea 2020
2016 Joel Koenig 2017
2016 Juana Gomez 2021

Overview of Library and Arts Department Operations

There are five divisions in the Library and Arts Department.

Administration

Administration is comprised of the office of the director, general administrative functions, such as project/contract management and long-range planning, budget and accounts payable, public information, volunteer services, administrative support for the Library Commission and Arts Commission, and general operations of the Main Library facility. Administration also serves as the liaison to the Boulder Library Foundation by providing administrative support to the annual grants program.

Community Engagement and Enrichment

Community Engagement and Enrichment is focused on engaging the community through materials, programs, literacy, story times, and outreach. This division includes youth services, the acquisition of library materials and electronic resources (e.g. e-books and informational databases), library collection maintenance, the homebound delivery program, and program promotion and graphics. The Carnegie Library for Local History collection and services, the Boulder Reads adult literacy program, and Canyon Gallery exhibits are also part of Community Engagement and Enrichment.

eServices

eServices is comprised of administration and maintenance of library-specific IT systems and equipment, the patron computer reservation and print release system, computer technology support, the library website, and the cataloging of library materials and resources. The division serves as liaison to the Flatirons Library Consortium that operates the integrated library system, i.e. the library catalog and patron database. The BLDG 61 Makerspace is also managed and programmed by eServices.

Public Services

Public Services serves library patrons by addressing all customer service inquiries including general reference and supports patron access to the library's digital collections. The division provides system-wide materials circulation services and shelving, interlibrary loan, maintenance of patron accounts, and administration of the holds and Prospector system. The division also manages the meeting room reservation system and maintains the automated materials handling systems. The Meadows, George Reynolds branch libraries and the NoBo Corner Library operations, programs and services, including literacy, youth services, storytime and outreach are also part of Public Services.

Office of Arts and Culture

The Office of Arts + Culture is the city-wide cultural affairs group for the City of Boulder. Guided by the Community Cultural Plan, the Office supports the Boulder Arts Commission in the distribution of cultural grants, and provides services under eight strategies: support for

Overview of Library and Arts Department Operations

cultural organizations, public art, the creative sector of the economy, initiatives for the mix of venues, programs for neighborhoods and underserved communities, support for artists and creative professionals, civic dialog about the arts, and youth initiatives. These strategies are designed to support city agencies, cultural leaders, and residents in achieving the Community Vision for Culture: *Together, we will craft Boulder's social, physical, and cultural environment to include creativity as an essential ingredient for the well being, prosperity, and joy of everyone in the community.* Accomplishing this vision requires an alignment of all of Boulder's collective cultural endeavors. It is the mission of the Office of Arts + Culture to facilitate the success of this alignment in the creative community.

Library Department Budget Basics

Library Department Funding

The Library Department receives funding from six funds within the city's financial structure. Each fund has unique revenue sources which support unique expenditures. Provided below are descriptions of each fund including revenue sources and expenditure categories, as well as how each fund is used during the city's annual budget process. A summary schematic of the library's funding structure is also included.

General Fund – The General Fund is the library's main funding source. All revenues and expenditures within the General Fund, of which the library's budget is a portion, must be appropriated by City Council through the City of Boulder's annual budget process. Modifications to the library's budget may be made through twice-yearly Adjustment-to-Base (ATB) processes. Library Administration develops the annual budget as well as any mid-year adjustments. The mechanics of these processes are explained in a later section.

General Fund revenues that support citywide operating expenditures, including those of the library, are sourced from a combination of sales and use tax, property tax, and a variety of other taxes. A full description of the General Fund's revenue sources can be found in the Sources and Uses section of the city's 2017 annual budget, which is available on the web at: [Budget](#). Operating revenues that the library independently generates - fines and fees, rental income, proceeds from the sales of used books, etc. - are deposited directly into the General Fund. Any unspent Library Department appropriations at the end of a given fiscal year fall to General Fund Balance and may be re-appropriated at the discretion of the City Council either through the following year's budget process or through the ATB process.

Library Fund – The Library Fund is a pooled repository of revenues generated from four main sources: 1) the one-third property tax mill levy that is dedicated to the library; 2) gifts and contributions given to library; 3) the proceeds from the sale of library property or assets; 4) accrued interest on the fund balance. Both the revenues and expenditures within the Library Fund are tracked separately as many of the revenue sources, especially gifts and donations, are designated for specific purposes such as materials acquisitions or capital improvement at various library locations. The property tax revenues are less restricted and are used to support ongoing library operations and/or materials purchases. Library Administration manages the outlay of monies from the Library Fund and must appropriate both the revenue and expenditures on an annual basis through the budget process. As per [article IX, section 134](#) of the Boulder City Charter, expenditures of revenues from items 2 and 3 above shall be made only upon the favorable recommendation of the library commission.

Computer Replacement Fund (CRF) – The city's Information Technology (IT) Department manages the CRF. The library makes an annual contribution to the CRF based upon IT's cost projections for future replacement of computers as well as software upgrades, workstation technical support, hardware maintenance and network infrastructure maintenance. The

Library Department Budget Basics

contribution formulas are set by the city's IT Department according to industry standards. The CRF is used to fund the replacement and servicing of workstations at the library, both employee workstations and patron workstations. Printers and other peripheral computing equipment are not funded in the CRF. These items may be funded in the Equipment Replacement Fund (below) depending upon acquisition price.

Contributions to the CRF are reflected in the library's annual operating budget. Expenditures out of the library 's CRF balance are included in IT's operating budget and managed according to replacement schedules determined by IT. Any unspent annual appropriations at the end of a given fiscal year fall to CRF balance and must be re-appropriated either in the next year's budget process or through the ATB process.

Equipment Replacement Fund (ERF) – The city's Department of Public Works – Facilities Asset Management (FAM) Division manages the ERF. The library makes an annual contribution to the ERF based upon FAM's inflation-adjusted projections for future replacement of major equipment which are based upon industry standards. These contributions are included in the library's annual operating budget. Expenditures out of the ERF are reflected in FAM's operating budget. The funds within the ERF are used at the discretion of library staff, subject to ERF policies and procedures. Any unspent funds in a given year fall to ERF balance to be used to offset future year's contributions or alternative equipment purchases.

Equipment must meet the following criteria to be included on the ERF:

1. Tangible in nature and does not lose its identity if removed from original location
2. Have a useful life of more than one year
3. Have an original cost of at least \$5,000
 - The ERF cannot cover vehicles, buildings, building materials/machinery, fixtures, or land/land improvements.
 - Furnishings are not included in the ERF; they are funded out of the library's operating budget

Facility Renovation and Replacement Fund (FR&R Fund) - The city's Department of Public Works – Facilities Asset Management (FAM) Division manages the FR&R Fund. The library makes an annual contribution to the FR&R Fund based upon a combination of FAM's facility capital renovation and replacement projections as well as savings for future renovation projects envisioned by library staff. These contributions are reflected in the library's annual operating budget. The funds are used at the discretion of Library Administration subject to FR&R Fund policies. Expenditures out of the FR&R Fund are reflected in FAM's operating and capital budget. Any unspent funds fall to FR&R Fund balance to be programmed for future use.

The FR&R Fund is used specifically for major *maintenance, renovation, and replacement* of capital facilities and equipment and is defined according to the following criteria:

Library Department Budget Basics

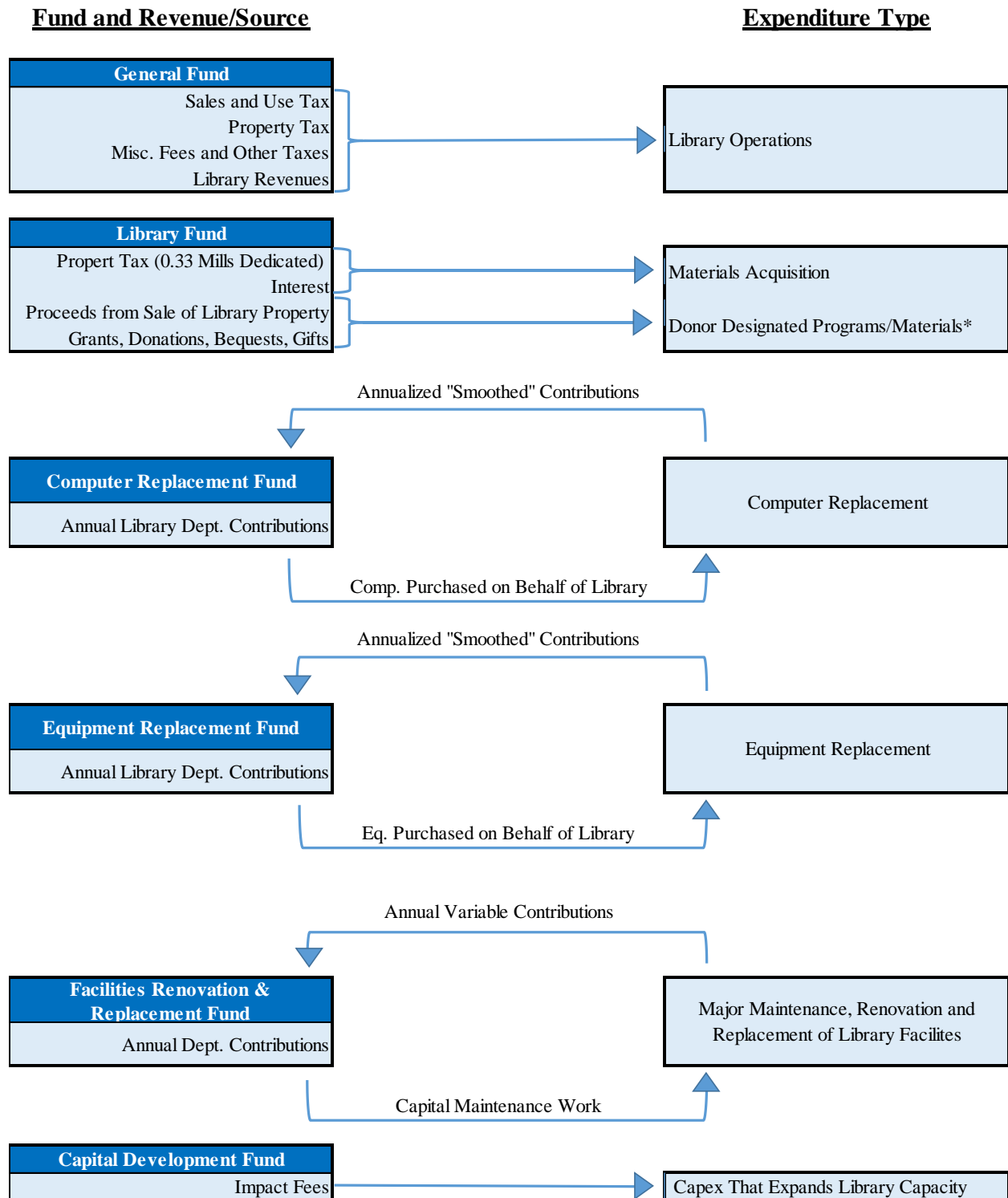
1. Maintenance: maintenance of existing building systems or components where the cost exceeds \$3,000 per repair
2. Renovation: replacement of 50% or more of a building system or component
3. Replacement: replacement of 100% of a building system or component

HVAC (heating, ventilation, and air conditioning) and fixtures are included in FR&R

Capital Development Fund – The city’s Department of Public Works – Facilities Asset Management (FAM) Division manages the Capital Development Fund. The Capital Development Fund is funded with past balances of Capital Development Excise Taxes as well as ongoing collection of Impact Fees. In 2010, the city shifted away from collecting Development Excise Taxes in favor of collecting Impact Fees. These fees are assessed on commercial and private development projects and are to be used to fund capital expansion of municipal facilities necessary to support growing demand for city services. The recipient departments of Capital Development Excise Tax and Impact Fee funding are: Transportation, Parks and Recreation, Police, Fire, Human Services, and Boulder Public Library. Capital Development Funds are programmed and spent at the discretion of FAM in conjunction with staff within the recipient departments. The Capital Development Excise Taxes and Impact Fees collected on behalf of the library can only be spent on capital facility expansion and materials expansion.

Library Department Budget Basics

Library Department Funding Structure



*Budgeted expenditures require favorable recommendation from the Library Commission

Library Department Budget Basics

Budget Development and Adjustment-to-Base Process

Sourcing money from any of the funds described above must occur according to a defined City of Boulder budget schedule. This schedule has two main components. The first component is the annual budget development process during which library staff works with city executive management to determine annual appropriations for the library. This process begins in March and concludes in October when the City Council approves the upcoming year's city budget. Appropriations approved in the annual city budget are available to be spent on January 1 of the following year.

The second component of the budget process is the Adjustment-to-Base (ATB) process. The ATB serves as an opportunity for the library to adjust its annual budget mid-year. Development of the first ATB begins in the March to April timeframe, and ends with City Council approval in either May or June. Library staff cannot spend against appropriations included in the first ATB until they receive council approval. The second ATB follows a similar pattern, beginning in the October to November timeframe, and ending with council approval usually in December. Budget adjustments included in ATBs come from three primary sources:

- Operating Carryover from Fund Balance - Unspent balances that fell to fund balance at the end of the previous fiscal year. These monies support specific projects or programs that span more than one fiscal year.
- Budget Supplemental from Fund Balance – Monies requested from fund balance to support new programs or projects that were not included in the annual budget. The library can only request to appropriate money from fund balance if money is available (in excess of reserve requirements).
- Additional Revenue - Unanticipated revenue that was not included in the annual budget. The ATB is an opportunity for the library to recognize this revenue and appropriate it for specific uses. If the department does not appropriate additional revenue, it falls to fund balance.

Library Department Budget Basics

Budget Calendar

The calendar below lists important date ranges in the budget process and indicates when Library Commission involvement is needed (shaded).

Date	Deliverable/Event
March - April	Review library's first round of adjustments to the current year's base budget and solicit Library Commission input
April - May	First round of adjustments to the current year's base budget due for city manager's review.
May - June	First round of adjustments to the current year's base budget read before City Council (first reading)
May - June	Review next year's Recommended Library Budget and solicit commission input
May - June	First round of adjustments to the current year's base budget read before City Council (second reading)
June	Library and Arts Department director to provide next year's Recommended Library Budget for city manager review
July	Update Library Commission on outcome of first round of adjustments to the current year's base budget
August	Update Library Commission on the City Manager's (next year) Recommended City Budget
August	Recommended City Budget delivered to City Council
September	First City Council Study Session on Recommended City Budget
September	Second City Council Study Session on Recommended City Budget (if needed)
September	Review library second round of adjustments to the current year's base budget and solicit Library Commission input
October - November	Second round of adjustments to the current year's base budget due for city manager's review.
October	First reading of ordinances to approve Recommended City Budget with opportunity for public comment.
October	Second reading of ordinances to approve Recommended City Budget with opportunity for public comment.
November	Update on Approved City Budget (including Library Department Budget)
November - December	Second round of adjustments to the current year's base budget read before City Council (first reading)
November - December	Second round of adjustments to the current year's base budget read before City Council (second reading)
December	Update Library Commission on outcome of second round of the current year's adjustments to base budget

Overview of the Boulder Library Foundation

The Boulder Library Foundation strategically invests in innovative programming and partnerships that enrich the Boulder Public Library and our community. The Foundation is a 501(c)(3) nonprofit organization governed by a volunteer board of directors and supported by individual donors and community partners. The Foundation's purpose is to assist and aid the Library by raising funds from private sources for the benefit of the Library. This includes, without limitation, solicitation and receipt of private gifts, annual giving contributions, deferred gifts, devises and bequests, corporate gifts and foundation grants, and special events.

The Foundation is responsible for identifying and nurturing relationships with potential donors and other friends of the Library; soliciting cash, securities, real and intellectual property, and other private resources for the support of the Library; and acknowledging and stewarding such gifts in accordance with donor intent and its fiduciary responsibilities.

The Foundation Board of Directors is responsible for the control and management of all assets of the Foundation, including the prudent management of all gifts to it, consistent with donor intent and applicable laws. The Foundation is responsible for the performance and oversight of all aspects of its operations based on a comprehensive set of bylaws.

The Boulder Library Foundation website is <http://boulderlibraryfoundation.org/about/> .

Boulder Library Commission Communication Guidelines

Revised March 2, 2016

The City of Boulder maintains a set of [“Rules and Responsibilities”](#) for Board and Commissions. The following is the “Open Meetings Regulation”:

“The general provisions concerning boards and commissions are contained in Chapter 2-3 of the Boulder Revised Code of 1981, as amended. Paragraph 2-3-1(b)(5) requires that each board or commission: “Hold all meetings open to the public, after notice of the date, time, place, and subject matter of the meeting, and provide an opportunity for public comment at the meeting.” This requires, at a minimum, that boards and commissions provide 24 hour specific notice of each meeting by posting a copy of the meeting agenda in the lobby of the Municipal Building. The Citizen Assistance Office provides space for those notices. In addition, most boards and commissions give notice of meetings by publication of the agenda in the *Daily Camera*. Although publication is not required, it is highly recommended. In the past, boards and commissions held agenda meetings and other informal gatherings without giving the required notice. However, 1991 changes to State public meetings law, as well as the consistent interpretation of Chapter 2-3-1, require that if three or more members of a board or commission meet at any time and discuss public business, notice must be given of such meeting, and the meeting must be open to the public. If a chance meeting occurs, the members of the board or commission must refrain from discussing public business or convene in groups of less than three. One-on-one communication about public business between members of a board or commission is permitted at all times, and it is only when three or more members gather that a ‘meeting’ is constituted.”

In order to meet that regulation, the Library Commission developed the following communication guidelines:

All commissioner communications:

- Any two commissioners are allowed to discuss library or commission related topics.
- Even if a commissioner has discussed a topic with other commissioners, there is no limit on the conversation other than to avoid attempting to make a decision outside of a public meeting.
- A commissioner should avoid representing another commissioner’s opinion to other commissioners, staff, or the public.
- No votes or consensus should be gathered outside of a public meeting; the only exceptions are administrative decisions (i.e. deciding meeting day, time, place, etc.)
- Any or all commissioners are permitted to gather outside of scheduled meetings as long as commission business is not discussed.
- If a commission decision must be made in a timeframe not permitting discussion at a regular meeting, a special meeting must be scheduled allowing as much public notice as possible (minimum 24 hours).
- All commission business communications involving more than TWO

Boulder Library Commission Communication Guidelines

Revised March 2, 2016

commissioners or representing a commission opinion to the public are a part of the public record and can be requested by the public at any time.

Commissioner email communications:

- Any email sent to staff and/or one or more commissioners, regarding commission business (administrative business included) is subject to disclosure and considered public record.
- Any two commissioners may exchange email on any topic; messages containing (non-administrative) commission business shall not be forwarded to any other commissioner.
- A commissioner may send informational emails to the entire commission; such messages should include a reminder not to “reply all.” If any commissioner wants to respond or discuss the contents of the email, the topic should be added to our next meeting agenda; “reply all” only to ask for this agenda request.

Examples of all-commission emails:

- 1) Informational topics to be discussed at our next meeting as "heads up"
- 2) Research or public communication to be shared with fellow commissioners, not as a part of an ongoing discussion
- 3) Questions being asked of staff

Questions to Library Staff:

Before sending a substantive request for information to library staff, a commissioner should discuss with and receive agreement from another commissioner to insure that this is a substantive commission request. The commission as a whole, the director, and the deputy director should then be copied on the request so that they all may be aware of the request.

- If/when staff responds via email or memo to questions from a commissioner, staff will try to answer the question as thoroughly as they can and will copy all commission members. Substantive informational emails should be added to the upcoming meeting’s commission memo if not already included in the staff memo.
- If commissioners have follow-up questions that would require more than 15 minutes of staff time to respond, these should be sent to the commission chair and/or vice chair for inclusion in the “Information Request” prior to the next commission meeting.
- For additional guidelines for communicating with staff, see item 8 in “Guiding principles for interaction among Council, Boards, Commission, and City Staff” document included later in the handbook.

Speaking with the public as a commissioner:

Commissioners should represent their ideas as personal (not as the commission) when expressing opinions, unless the commission has voted on that issue. For guidelines for communication with City Council, see “Guiding principles for interaction among Council, Boards, Commission, and City Staff” document included later in the handbook.

GUIDING PRINCIPLES FOR INTERACTION AMONG COUNCIL, BOARDS, COMMISSIONS AND CITY STAFF

Council appreciates deeply the time, specialized knowledge and commitment of members of City boards and commissions. Occasionally, awkward situations have arisen from the lack of clarity about roles and the lack of communication as to how to work seamlessly together. Council realized that articulating some basic principles to guide interactions among boards, commissions, staff and Council might help prevent some of these difficulties. The following guiding principles are offered from the Council in the spirit of partnership and a desire to create a good working relationship.

COUNCIL

1. City policies are established by the City Council. With the exception of limited circumstances (often charter-based), the role of boards and commissions is advisory to the City Council.
2. It is Council's desire to use boards and commissions as the first step for gathering community feedback on difficult and controversial issues as a means to creating viable policy options.
3. All policy expressions on national, international, statewide and county issues should come from Council and not individual boards and commissions. Boards and commissions may suggest that Council take policy positions by resolution but should not independently issue such resolutions.
4. Council members should refrain from discussion with board members any quasi-judicial issues coming before the board. For matters that are not quasi-judicial, Council members may discuss a point of view with board members but should clarify that this perspective may not represent the position of the Council as a whole.

BOARDS AND COMMISSIONS

5. Board and commission members who wish to explain or advocate positions to Council should identify themselves as board members and clarify whether they are speaking from a personal position or on behalf of the majority or minority position that the board has taken.
6. When members of a board or commission disagree about a given issue or policy, Council expects to be apprised of the disagreements and of the reasoning underlying the various points of view.
7. The City Manager is responsible for the budget recommendation to City Council. When a board or commission disagrees with the City Manager's budget, the City Manager should be notified as a matter of courtesy prior to the board or commission members addressing Council.

CITY STAFF

8. Staff takes direction from the City Manager, except as authorized by the Charter. Boards and commissions may request research or other work of staff but, if the work requires more than what staff determines is reasonable, the board or commission, supported by a majority of members at a meeting, must make a direct request of the City Council.
9. City staff ultimately is responsible for supporting City Council. Council expects staff to provide the best professional judgment regarding issues and policies, whether or not boards and commissions agree with those professional judgments. Staff should inform Council when a board or commission disagrees with the staff's position and, when possible, explain

GUIDING PRINCIPLES FOR INTERACTION AMONG COUNCIL, BOARDS, COMMISSIONS AND CITY STAFF

the basis of that disagreement.

10. When several boards and commissions review elements of a given proposal or issue, staff reports to Council should reflect the perspectives of all reviewing boards and commissions.

In addition, the City maintains a Boards and Commissions website as an added resource to its boards and commissions. (www.bouldercolorado.gov, then select Government, scroll down to Boards and Commissions.)