
GCLD TRUSTEE HANDBOOK

Revised 2023



Table of Contents

Welcome to the Board of Trustees of the Grand County Library District (GCLD).....	2
GCLD Board of Trustees	3
Suggestions for Trustees.....	4
Learn about the structure of the Board and your role	4
Understand the GCLD organizational structure	4
Understand the Job Description Further	6
General Job Description.....	6
Qualifications.....	6
Desirable Traits	6
Principal Activities	6
Term.....	7
Recent History of GCLD.....	8
The GCLD Policy Manual	10
Reviewing Financial Reports.....	11
Bank Reconciliation.....	11
Budget to Actuals	11
Reference Materials.....	12
Books.....	12
Online Resources.....	12
Organizations	12
Appendix A: Annual Calendar.....	14
Appendix B: Trustee Re-Appointment Tool.....	16

February 2, 2023

Welcome to the Board of Trustees of the Grand County Library District (GCLD)

Our Mission:

Grand County Libraries: linking people to boundless opportunities

Our Motto:

Mountain Libraries Elevate Minds

Our Purpose:

- **Diverse Collection & Services:** Curate valuable resources and services for every user to foster lifelong connections to the library
- **Access:** Make our diverse collections, expertise, and services available when, where, and how users need them
- **Community Resource:** Be an essential service for our community

GCLD Board of Trustees

The GCLD Board consists of seven Trustees. As a candidate to fill a vacancy on the Board, you were interviewed and recommended by the Trustees to the County Commissioners for appointment. The Trustees are the group of individuals to whom the citizens of Grand County through the County Commissioners have entrusted the care of their libraries.

The Grand County Library District is a governing board of trustees and as such:

- has authority to make policy;
- has fiscal and legal responsibility for the control and management of the library; and
- hires/evaluates/fires the executive director.

Grand County Library District is a Title 24 Special District operating under the powers enumerated in [CRS 24-90-109 et seq Library Law](#).

- The current board of Trustees organization chart can be found in the Board By-Laws.
- [Current Trustee contact information](#) can be found at www.gclid.org/trustees.
- Staff and the Board together formulate a broad Vision for GCLD.
- A Mission Statement is created by the Board to indicate how GCLD will pursue that Vision.
- The primary role of the Board is to fulfill, promote and perpetuate GCLD Mission via the [Strategic Plan Framework](#).

Suggestions for Trustees

- Visit each of the libraries; meet the staff and familiarize yourself with the facilities, collection, and services.
- Explore the GCLD website, GCLD Trustee SharePoint Folder and Outlook as these are our electronic communication tools.
- Complete the online cybersecurity training.
- Attend annual Regional SDA Training
- Year 2 attend Colorado Association of Libraries annual conference
- Year 3 attend SDA annual conference

Learn about the structure of the Board and your role

- Members of the Board are appointed for 3-year terms commencing on the date they are appointed by the County Commissioners. Members who are completing a vacated position, are appointed to complete the remainder of the term being filled.
- The Board *governs* GCLD and employs an executive director to *manage* the administration and operation of the Library.
- Its officers are president, vice president, secretary and treasurer.
- Board meeting dates and locations for the coming year are established at the November meeting.
- Meetings of the Board are chaired by the President.
- [Colorado State Sunshine Open Meeting Laws C.R.S. 24-6-401](#) require that all meetings of three or more Trustees are open to the public and should be posted and minutes taken.
- At least one Board meeting per year is held at each of our libraries.
- A suggested reading list and reference websites for Trustees is provided as Reference Materials in this document.

Understand the GCLD organizational structure

- There are currently five branch libraries in the district, as well as online resources:

February 2, 2023

- Fraser Valley Library
 - Granby Library
 - Juniper Library @ Grand Lake
 - Hot Sulphur Springs Library
 - Kremmling Library
 - Online Resources found at www.gclid.org
-
- Each of the five library branches has an on-site manager assisted by library associates and clerks. The online resources are managed by the Director of Library Resources
 - Volunteers provide valuable assistance in each branch library.
 - The Friends of GCLD, an independent 501(C)(3) volunteer organization, raises and donates funds to support to GCLD programs.
 - The Grand County Library Foundation, a 501 (c)(3) entity, which encourages, solicits, receives, holds and manages gifts, bequests, and reserves on behalf of the Grand County Library District so that these assets and their earnings may provide ongoing support for GCLD facilities, staff, programs and services
 - The executive director and district office staff are based at the District Office in Granby: 225 Jasper Ave., Granby CO 80446 Tel: 970.887.9411
 - GCLD seeks guidance from the Special District Association, the Colorado State Library, and/or legal counsel.

Understand the Job Description Further

General Job Description

Participate as a member of a team (the library board) to protect and advance the interests of the broader library community by effectively advising the Executive Director in the fiscal and legal responsibility, management of executive director, development, and advocacy of the Grand County Library District (GCLD).

Qualifications

- A strong desire to preserve and promote GCLD as a public forum for the sharing of information and ideas without prejudice
- Voting resident of Grand County, CO
- GCLD Library cardholder
- Willing and able to give time and talent to GCLD
 - Schedule permits participation in monthly meetings, occasional committee meetings, special library functions, and other community events at which GCLD is promoted.

Desirable Traits

- Adds to the diversity of the Board by understanding and representing the views and opinions of community members, no matter the origin, age, or background
- Functions well in committees, group discussions, public events
- Ability to assess information and make important decisions
- Courage to state one's views on important issues and speak openly during public meetings and committee meetings
- Active in local community
- Good communication skills
- Experience with public boards or public library operations
- Current GCLD user
- A strong sense of legal and ethical conduct appropriate to the position

Principal Activities

- Active meeting participation and regular attendance at monthly GCLD Board of Trustees meetings, committee meetings, and special events
 - Reads distributed materials before each meeting
 - Learns and shares knowledge of issues that may affect GCLD

- Understands and makes decisions on GCLD issues
- Plans for the future of GCLD
 - Participates in the goal setting process for the Board of Trustees and GCLD
 - Approves Library policies and by-laws
 - Strategic planning
 - Fiscal stewardship
 - Reviews and approves annual Library budget
 - Reviews and approves monthly financial reports
- Employs an executive director
 - Hires & terminates
 - Evaluates
 - Advises on Library matters
- Advocates for GCLD
 - Promotes Library as a quality resource
 - Represents GCLD to other community groups and at events
 - Participates as an advocate of GCLD to governmental and political organizations when legislative or other governmental decisions may impact the library.
 - Becomes familiar with the state and national library community
 - Participates in statewide or regional library events and meetings
 - Participates in statewide or regional special district events and meetings

Term

- Three (3) year term; or
- End of term for a position vacated early.

Recent History of GCLD

- In 1995, Grand County library District was established by voters with a 2.41 mil levy. In Nov 2016 the Grand County voters approved a mil increase of 0.95 for 10 years giving a 3.36 total mil levy
- Property tax revenue funds fluctuate annually with changes in property valuations in the County and the Residential Assessment Rate. Tax increases cannot occur without voter approval (TABOR).
- GCLD formed in 1995 through the efforts of the Committee to Protect the Library.
- The two smallest of our libraries, Hot Sulphur Springs and Kremmling, occupy buildings leased from Grand County (Hot Sulphur Springs Library) and the Town of Kremmling (Kremmling Library).
- New buildings were built for three libraries in three towns through a combination of individual donations, grants, tax revenue reserves, and loans:
 - The Fraser Valley Library was built in 1998 and is paid in full.
 - The Granby Library and the Juniper Library @ Grand Lake were built in 2006.
- The debt carried by GCLD for the Granby and Juniper libraries is nearly \$4.9 million (as of 2015) and requires annual lease-purchase payments approaching \$400,000 until 2038.
- In 2013, an increase to the mil levy was proposed to the voters, to compensate for budget reductions precipitated by drastically shrinking property valuations. The proposal was defeated.
- Failure of the ballot issue proposal resulted in reduced open days and hours at the libraries plus a reduction in open hours and staffing.
- In 2018, a 0.95 mill levy set to expire in 2026 was passed by voters. The intent of this mill levy is to reduce district debt by paying of the certificates of participation for Granby and Juniper libraries ten years early.

February 2, 2023

- In 2020 a GCLD Community Needs Assessment was completed to determine the direction of GCLD. This was used to generate a strategic plan framework and guide budgeting decisions in our fluctuating economy.
- In January 2023, GCLD paid off debt on Juniper Library at Grand Lake and Granby Library. This also released Fraser Valley Library as collateral for the two buildings' loan.

The GCLD Policy Manual

- The [GCLD Policy Manual](#) dictates the procedures for the operation of the District. A few important items from that document appear below:
 - The day-to-day operations of GCLD are managed by the Executive Director and staff.
 - The duties of the Board are outlined in the Board By-laws and GCLD Policy.

Reviewing Financial Reports

Bank Reconciliation

- Compare the bank statement's starting balance and ending balance to the QuickBooks report of cleared items. Starting balance and ending balance should match.
- Read through the cleared items.
 - Do they make sense?
 - Are they reasonable?
 - Do you have any questions?

Budget to Actuals

- A detailed report is provided in the monthly board packet
 - Excel file so lines can be expanded for detailed viewing compared to the PDF connected to the agenda and available for public transparency.
- Profit & Loss allows trustees to keep track of funds flowing in and flowing out.
 - An annual budget is approved based upon the total expected income and expenses allowing some wiggle room for over/under in the individual lines; however, the intent is to stay within each line.
 - The Profit & Loss report shows a one-month view as well as year to date (YTD)
 - When reviewing, ask yourself the same three questions as the bank reconciliation
 - Do they make sense?
 - Are they reasonable?
 - Do you have any questions?
- Balance Sheet allows trustees to see a statement of the assets, liabilities, and capital at a particular point of time.
 - Compares current year to past year at same month
 - Includes Restricted, Committed, and Assigned Funds
 - Further clarification on the funds and minimums required is in the GCLD Policy Manual
- Notes to Financial Statements is a monthly report of the financial statements that the Director of Finance adds to explain details in report
- Disposal of Assets is a monthly statement of any assets (furniture, equipment, etc.) that staff recommends removing. Items cannot be disposed of until BoT have approved the disposal.

Reference Materials

Books

- *Boards That Lead* - Ram Charan, Dennis Carey, Michael Useem
- *The Imperfect Board* – Jim Brown

Online Resources

- [Colorado State Library Board Handbook](#)
An introduction to boards and Library Law including Golden Rules for Trustees and ways to advocate for your library in the community.
- [Colorado State Library Laws, Policies, and Standards](#)
Board and Trustee Information including training, support, legal, and policy issues.
- [United for Libraries Resources for Trustees](#)
Short Takes for Trustees, Power Guide for Successful Library Advocacy, Trustee Academy are just some of the incredible training resources available through United for Libraries, a resource from American Library Association, specific for Trustees.
- [CAL Intellectual Freedom Handbook](#)
“Libraries play a crucial role in the foundations of any democratic society, which succeeds only when people are informed about the issues of the day and are able to explore ideas, even controversial ones...”
- [Library Research Service](#)
Conducting research about libraries, providing statistics and analyses to library stakeholders, and working with colleagues in the Colorado library community and beyond to use data more effectively and persuasively.

Organizations

- [Colorado State Library](#) (CSL)
*Part of the Colorado Department of Education, CSL provides grants, guidance, professional development, and resources for Colorado libraries. **Recommend signing up for the [Trustee List Serv.](#)***
- [Special District Association](#) (SDA)

February 2, 2023

*A member-based organization highlighting board training, legislation, and workshops for Colorado special districts. You will receive a member password and login through GCLD. **Recommend reading the monthly publications to remain current on special district issues.***

- [American Library Association](#) (ALA)
The purpose of ALA is to promote library service and librarianship. An organization dedicated to advocacy, legislation, and issues in libraries, ALA is committed to enhance learning and ensure access to information for all.
- [The Friends of Grand County Library, Inc](#) (Friends)
The purpose of the Friends is to raise funds to enhance library programs and services, encourage broad-based public support, use, and enjoyment of GCLD, and foster literacy and learning. The Friends is an independent 501(3)c.
- [Grand County Library Foundation](#) (GCLF or Foundation)
The Foundation builds an endowment with private donations to ensure the long-term financial health of Grand County's five public libraries. The GCLF is a 501(3)c arm of GCLD.

Appendix A: Annual Calendar

January	Town of Fraser	Update Bank Signature Cards Board goals for year – Action item Strategic Plan – Action Plan Director of Facilities Update Committee Appointments
February	Town of Granby	Information Technology Manager Update
March	Town of HSS Town of Kremmling	MOU with Foundation? (State Library Report submitted – State mandated but no board action required)
April	BOCC presentation Town of WP National Library Week	Director of Library Resources Update Accept Financial Audit (April or May)
May (Rotation 1)	Town of Grand Lake presentation	Public Services Update (+ Summer Reading) Accept Financial Audit (April or May)
June (Rotation 2)	SDA regional	(Deadline for audit acceptance)
July (Rotation 3)		6-month budget review 6-month strategic plan review
August (Rotation 4)	SDA/CALCon reservation Request letter of interest for trustees wishing to renew their expiring term for end of year	Preliminary Certificate of Values issued by county on Aug 25 Preliminary Budget Discussion
September (Rotation 5)	Self-Evaluation Officer evaluation (odd years) to be completed prior to October meeting Trustee Evaluation for term renewal (between August and September Meeting) CALCon conference SDA conference	SDA and CALCon conference highlights (may be October depending upon timeframe) Info: renewal of trustee terms info

GCLD Trustee Handbook

February 2, 2023

October	Executive Director Review to be completed by start of November for compilation and discussion at November meeting	Preliminary Budget -post budget for public review by Oct 15 Publish Notice of Budget in local paper by Oct 15 Approve proposed salary and wage ranges for following year Action item to recommend Trustees to Commissioners Approve resolution for credit limits on District Credit Cards Strategic Plan for following year
November	Board Review of Boards operations to be completed by end of November for presentation at annual meeting	Public Hearing: Notice of Budget Approve Resolution setting next year Holiday & Closure Schedule Approve Resolution setting next year Board Meeting Schedule Approve new board member or reappointments for terms expiring December 31 – request approval from BOCC Executive Session of Executive Director review Presentation of Proposed BoT officers on odd years MOU with Friends?
December Annual Meeting		Budget Approval Approve Resolution: Revenues & Expenditures & Adoption of Budget for next year Approve Resolution: Levying General Property of Tax Approve Resolution: Appropriation of Funds Approve Resolution: UMB Bank (until debt paid in full) Final Certificate of Values issued by Dec 10 Budget certified to county by Dec 15 BoT Board Self-Evaluation Review and proposed goals for following years Officer appointments done in odd number year for 2 year term

- By-laws reviewed every 3 years (Policy Committee)
- Annual review of facilities plan (in house)
- 5-year review for facilities planning doc (in house)
- Employee handbook every 2 years (in house)

Appendix B: Trustee Re-Appointment Tool

1. The Trustee Reappointment Committee members will fill out the evaluation tool individually. If, after the results have been compiled and the Committee has discussed the results, a consensus has not been reached, the Committee Chair will be the deciding opinion.
2. If a trustee is found to “not meet expectation” in two or more categories, the trustee will not be recommended for reappointment. (This answers the question: How will these ratings determine the overall decision?)
3. It is recognized that some criteria are subjective. If evidence to the contrary is not present, the best will be assumed.

GCLD Trustee Re-Appointment Tool

Trustee for Review: _____

Date: _____

Re-Appointment Committee _____

Trustee Responsibilities <i>Determine the extent to which the trustee fulfilled expectations in each category below using the examples. Check one box for each category.</i>	Does Not Meet Expectations	Meets Expectations
Attendance: <ul style="list-style-type: none"> • arrives on time and stays for the entire meeting <ul style="list-style-type: none"> ○ Board meetings ○ Committee meetings 		
Board Effectiveness: <ul style="list-style-type: none"> • Prepared-comes having read the Current Board Reports. • Participation-adds to the discussion, votes on issues, expresses dissenting opinions or views respectfully, actively listens and remains engaged. • Team Player-respects that the Board only has authority as a group, not as individual members; works collaboratively with fellow Board members. • Supports the Executive Director and respects the lines of authority, not going around the Executive Director to staff. 		
Community Representation/Advocacy: <ul style="list-style-type: none"> • Is seen as a spokesperson for the Library. • Listens to constituency, understands community interests and issues, and represents them to the Library Board. 		
Committee Work <ul style="list-style-type: none"> • Participates in at least one committee besides the Foundation board and offers to chair a committee. <ul style="list-style-type: none"> ○ As Chair, uses the Committee structure to research options and gain understanding. ○ As Chair, brings consensus & recommendations to the Board. 		

<p>Grand County Library Foundation</p> <ul style="list-style-type: none"> • Encourages and promotes donations to the Foundation. • Supports the Foundation by attending sponsored events. 		
<p>Knowledge</p> <ul style="list-style-type: none"> • Stays abreast of library issues, programs and services. • Supports library principles of Intellectual Freedom and confidentiality. • Brings a talent or expertise that supports the Board needs. • Participates in Board self-evaluation looking for areas of self-growth and improvement. • Participates in appropriate continuing education at least once a year. 		
<p>Ethical Conduct</p> <ul style="list-style-type: none"> • Deals ethically and respectfully with fellow Board members. • Deals ethically and respectfully with staff and does not expect preferential treatment. • Deals ethically and respectfully with the broader library community. • Complies with patron privacy and confidentiality laws standards. • Declares conflicts of interest as required by the Board Bylaws. 		
<p>Oversight</p> <ul style="list-style-type: none"> • Practices governance, not management (controls and directs the making of policy as opposed to exercising executive, administrative or supervisory direction). • Works to ensure policies are in place to address the legal responsibilities of the Board. • Participates in reviewing and adopting budgets and keeps informed of Library financial status. • Participates in annual evaluation of Executive Director and assists other trustees in setting clear direction for the Executive Director. 		

Recommend Re-Appointment

No

Yes