

BOARD SELF ASSESSMENT FOR YEAR ENDING 12/31/2025		RESPONDENT							
		1	2	3	4	5	6	7	Avg
A.	ENSURING THE MISSION IS CARRIED OUT								
	Understand the mission of the Dolores Public Library	4	4	5	3	4	4	4	4.0
	Understand the library's programs and services and support them	4	5	5	3	5	4	4	4.3
	* Work effectively together, with communities, volunteers and staff to ensure that the mission is achieved	4	2.5	1	1	4	4	3	2.8
	* Ensure adequate training for Board members	4	2.5	1	1	4	3	2	2.5
B.	MEET FIDUCIARY RESPONSIBILITIES								
	Understand the auditor's report, budget and financial procedures of the organization	4	4	1	2	4	4	4	3.3
	Set appropriate fiscal policy	4	4	1	2	4	4	4	3.3
C.	RESPECT OTHER BOARD MEMBERS								
	Prepare for and attending board meetings	4	4	3	3	4	4	4	3.7
	* Ensure that board meetings are effective (i.e. start and end on time, follow an agenda, encourage honest dialogue, resolve problems and move toward solutions)	4	2.5	1	2	4	4	2	2.8
	* Demonstrate respect for their peers by completing assignments by the agreed upon deadline	4	4	1	2	2	4	3	2.9
	* Support Board decisions even if you don't agree	5	3	2	2	1	4	1	2.6
D.	MAINTAIN PROFESSIONAL AND ETHICAL STANDARDS								
	* Board members maintain high professional and ethical standards in the conduct of all activities within and outside the organization	3	2.5	3	3	2	3	2	2.6
	Board members are attentive to issues of conflict of interest	4	4	2	1	4	4	4	3.3
	Board members are attentive to issues of confidentiality	4	4	3	3	4	4	3	3.6
	Board members ensure that selected trustees have needed skills and reflect the diversity of the community	4	3	3	3	2	3	3	3.0
E.	RESPECT AND SUPPORT THE STAFF								
	The Board conducts an annual evaluation of the Executive Director	4	4	3	2	4	4	4	3.6
	Attend to policy related decisions which guide operational activies of staff	4	4	3	2	4	4	4	3.6
	Roads and lines of communication between staff and Board are clearly defined and maintained	4	3	3	3	2	4	4	3.3
	Promote staff appreciation	4	4	2	2	5	4	3	3.4
	The Board demonstrates support of the Executive Director in words and actions	3	3	3	3	5	4	2	3.3
	Monitor and evaluate overall effectiveness of library functioning	4	4	3	2	5	4	4	3.7
F.	ENHANCE PUBLIC IMAGE OF THE ORGANIZATION								
	Advocate on behalf of the organization	4	4	3	3	4	4	4	3.7
	Create effective linkages through community coalitions and partnerships	4	4	3	2	4	3	3	3.3
	Regularly attend library programs and events	3	4	3	3	4	3	4	3.4
G.	RECRUIT OTHER VOLUNTEER LEADERS								
	Identify and develop future leaders and form committees as needed	4	4	3	2	2	3	4	3.1
H.	PLAN AND EVALUATE								
	Develop a 3 year strategic plan	4	4	3	3	4	4	5	3.9
	Set annual goals to achieve the 3 year plan	4	4	1	3	4	3	3	3.1
	Work with the Executive Director to plan for strategic change based on external opportunities and challenges, and internal strengths and weaknesses	4	4	1	3	4	4	4	3.4
	Monitor progress toward meeting annual goals	4	4	1	3	4	3	3	3.1
	Monitor progress toward meeting strategic goals	4	4	1	3	4	4	5	3.6
	COMMENTS								

	RE: Maintain Professional and Ethical Standards -One Board member's conduct is unethical
	RE: Respect and Support the Staff -Two Board members are currently not supportive
	RE: Ensuring the Mission is Carried out - One Board member does not understand these items and does not "Understand the auditors' report, budget and financial procedures"
	RE: Maintain Professional and Ethical Standards - Two board members do not support in " Board Members are attentive to issues of conflict of interest " and " attentive to issues of confidentiality "
	Two Board members do not " demonstrate support of the executive director in words and action s " and " Monitor and evaluate overall effectiveness of library functioning "
	Two board members do not "advocate on behalf of the organization" or "Create effective linkages through community coalitions and partnerships"
	COMMENT: With the exception of two board members who have become increasingly disruptive and problematic because of their consistent conduct that is outside the boundaries of our governance role. The bulk of their concerns are related to management matters which are significantly based on incorrect assumptions on their part and information they have sought from a disgruntled former employee who has consistently misrepresented events, facts, and actions by the director and other staff members. These two board members need to stop interfering with the operations and management of the library and stick to their role in governance or they should be removed from the board. They create a liability for the library and operational well-being of the library.
	RE: Ensuring the Mission is Carried Out - "Work effectively together with communities, volunteers and staff to ensure that the mission is achieved." "Ensure adequate training for Board members" - Trustee communication is tightly controlled, limited and insular. I would like to see more Trustee collaboration through the use of shared Google Docs in between meetings. This would allow us to spend more time preparing/suggesting/editing goals, objectives, policy, reviewing documents (contracts, etc.). Meetings would be less about reviewing and editing but focused on deliberation and adoption. I also recommend networking with other special district library boards. Sharing and comparing knowledge, policy, and practices is invaluable in the effort to enhance the overall governance of the library.
	RE: Meet Fiduciary Responsibilities - While I believe the general fiduciary understanding and practices are being met, there is room for improvement. Important detailed fiscal issues need to be addressed, added to written policy, or updated to provide clarity and specificity. I would like to see greater flexibility and responsiveness to potential issues and anomalies that arise. Several inconsistencies I've pointed out could have been quickly addressed, discussed and fixed, but weren't. Because they were dismissed, it is no longer just an issued of a need for changed policy or procedure, but now one of transparency and communication. The ability to recognize the need for improvement, discuss, and act upon it is an indication of a board that acknowledges imperfections and welcomes the opportunity to repair them.
	RE: Respect Other Board Members - I advocate for Trustees to uphold and elevate their duty of care. The interactions of some Trustees seems to be very limited or topical. Many questions have recently been asked and I'm surprised b the lack of apparent individual interest to ask questions and seek information. It appears that individual judgments and opinions may rely on personal relationships rather than data. #Information is not shared freely and transparently. I often feel that Trustee questions are dismissed or responded to in a patronizing, or defensive manner. Committees/Special Meetings should be scheduled and shared with all Trustees in mind. Special work sessions should be employed so that 3+ Trustees can attend and ask questions about a topic in an environment with less time constraints that a typical board meeting. #Adding items to the agenda should be far more accessible to all Trustees. #Honest dialogue between Trustees is curbed and discouraged. There are many topics, one specific to the Director and his personal manner of speaking and relating to Trustees and community members, that seem to be generally avoided. This appears to have resulted in avoidance/timid discussion of related topics and continued negative patterns of behavior. #I would like to have documents to be reviewed and discussed at board meetings sent to Trustees much further in advance. The individual ED Evaluation Forms and the draft ED Contract were given at the meeting to be discussed and voted. I find that there are at least 2-3 additional documents given at the board meetings that were not included in the Board Packet. This does not encourage prepared or effective meetings. This delay also increases the pressure to make decisions without due diligence. #I've observed that the Director's tone, comments, and responses to the Trustees often affect the Trustee communication during meetings. I believe the quality of open dialogue and problem solving between the Trustees is compromised as a result.

[illegible]

LIST 3-5 TOP PRIORITIES FOR BOARD FOR UPCOMING YEAR

Review other board's evaluations

Add to By-Laws conditions which would cause a board member to be removed from the board

Recruit new board members

Come together AS A BOARD to get through these current struggles in a civil and honest manner, keeping the Library's mission at the forefront

Find more ways to show staff appreciation (beyond a yearly bonus) and encourage their input

Review Robert's Rules of Order and use them consistently

Work with the Director as a Board and not individually

Make it a point to express appreciation to the community members who help make the Library the vibrant place it is

Create Annual Execution Plan before creating a budget

Create Policy for information collection and sharing

Define elements of transparency and execute to them

Foster increased communication and information sharing between Trustees

Review and ensure procedures and policy (including but not limited to staff/employee) align to state law

Schedule and attend board training with outside providers such as the Colorado State Library and other to get current, broader perspectives

Create a defined annual plan for the Director and Board that directly executes the Three Year Strategic Plan with measurable criteria

Establish and maintain a centralized, up-to-date, digital shared Board folder to ensure timely, transparent access to Board information: including contents, but not limited to, flash-drive folders and documents, monthly packets, agendas, approved minutes, MOU's, monthly Director's reports, grants/donation data and committee materials.

Address insubordinate conduct and removal of board members

Retain legal counsel to advise on actions necessary to stabilize board governance and mitigate ongoing risk

Develop and adopt enhanced procedures for the recruitment, vetting, and selection of new board members to ensure experience, integrity, and alignment with the library's mission and values.

Review and amend the by-laws as necessary to establish clear authority and due-process procedures permitting the Chair and Board leadership to remove members whose behavior is inconsistent with fiduciary duties, ethics policies, or the standards of conduct expected of all directors

Start working together as a whole board. Set personal issues aside

Develop and use internal and outside sources for training in board roles and responsibilities

Support the work of the library's Executive Director and staff so that they can effectively and efficiently provide library services that meet the needs of the community

Ensure that staff receive competitive financial compensation and benefits for work performed

Resolve differences among board members so that the board can, once again, become a functioning board that focuses on supporting the library's mission and planning for the future

Develop policies to ensure that all board members publicly support board decisions, even when they don't agree, and adhere to state mandated standards relating to the Open Meetings Act

Develop and implement a metric to measure employer satisfaction with the Executive Director as a part of the annual evaluation of the Director' performance