



BOARD OF TRUSTEES

April 27, 2021

5:30 PM

Leeper Center, 3800 Wilson Avenue, Wellington, CO

Work Session Agenda

Due to social distancing and limited seating, individuals that wish to appear in person at the meeting will need to register by April 27, 2021 at 4:00 p.m. by sending an email to euckerkk@wellingtoncolorado.gov. Once seating is full, registration will be closed. Individuals attending in person will need to arrive at the meeting by 6:20 p.m. and will be required to wear masks.

Individuals wishing to attend the meeting virtually can view the meeting at the link below or by calling into the phone numbers listed below:

Please click the link below to join the webinar:

<https://zoom.us/j/92975544298?pwd=eWV5UENsTlp2YzRzM0E4U0lFSE9Sdz09>

Passcode: 333329

Webinar ID: 929 7554 4298

Or One tap mobile :

US: +16699009128,,92975544298# or +12532158782,,92975544298#

Or Telephone:

US: +1 669 900 9128 or +1 253 215 8782 or +1 346 248 7799 or +1 646 558 8656

A. ITEMS

1. Presentation from the Colorado Municipal League

- Presentation: Kevin Bommer, CML Executive Director



Municipal Elected Office and Best Practices

*Kevin Bommer
Executive Director
Colorado Municipal League*



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Agenda

- I. What is CML?
- II. Your Role as an Elected Official
- III. Appropriate Conduct
- IV. Additional Resources
- V. Questions?



I. WHAT IS CML?

The Organization

The Mission

The Vision

CML Belongs to Our Members



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The Organization

- Nonprofit, nonpartisan association of 270 Colorado municipalities
- Established in 1923 in Boulder (CU)
- Governed by a 21-member Executive Board elected at-large representing 4 population categories
- Staff of 15 full-time, 2 part-time employees



The Mission

CML's Mission:

*Advocacy, information, and training
supporting exceptional municipal governance*



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The Vision

CML's Vision:

*Empowered cities and towns,
united for a strong Colorado*



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CML Belongs to Our Members

- Located near downtown Denver, close to the Colorado State Capitol
- Your headquarters for “everything municipal” in Colorado
- CML exists for our members and because of our members
- *“Trust me. I’m from local government and I’m here to help!”*



II. YOUR ROLE AS AN ELECTED OFFICIAL

Council-Manager Form of Government
Your Role



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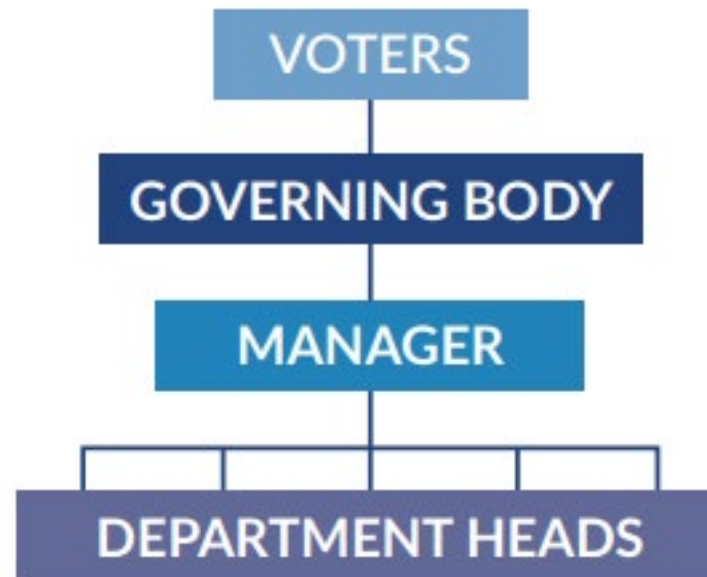
Council-Manager Form of Government

- Two basic features:
 - An elected council (or board) to decide policy questions, and;
 - A professionally trained manager (or administrator) hired by council/board to govern the municipal administration
- Role of the mayor:
 - May be elected at large or from the council
 - Generally, has a limited role conducting council meetings & acting in a ceremonial role without additional administrative powers



Council-Manager Form of Government

The Council-Manager Form



Source: ICMA



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Roles of Elected Office

1. Set public policy
2. Be professional
3. Be accountable
4. Be a big-picture thinker
5. Be a good steward
6. Be an advocate
7. Be a community builder
8. Be a decision-maker
9. Provide oversight
10. Be ethical



Role #1: Set public policy

It's challenging, requires a good understanding of what municipal government can accomplish, and an understanding of the best interests of the public.



Role #2: Be professional

- The public expects an efficient government
- Rational, analytical decision making
- Utilize staff expertise
- Programs and policies should achieve intended outcomes

The goal is finding the proper balance to:

- Be responsive to public expectations while being good stewards of public resources



Role #3: Be accountable

- Once elected – councilmembers represent all their constituents
- All citizens have a right to be heard
- Viewpoints expressed by citizens should be accepted and acknowledged
- Public involvement is essential for the legitimacy of governing process



Role #4: Be a big-picture thinker

- Make decisions that will have significant impact on municipality – both short and long term
- Focus on future impacts – what actions will make a difference?
- Think beyond today's constraints
- See possible connections and relationships



Role #5: Be a good steward

- Listen to and respect citizen views
- Represent all citizens – and those of the future
- Some decisions will be uncomfortable because they will run counter to the wishes of some citizens
- Decisions should be made for the greater good and a common vision



Role #6: Be an advocate

- Act in role of “customer service representative”
- Act as a conduit between citizens and city services
- Citizens see mayors and council members as most responsive to their concerns



Role #7: Be a community builder

- Provide leadership in relationship and consensus building
- Foster relationships that help people work through differences
- Provide forum for all aspects of an issue to be heard and considered



Role #8: Be a decision-maker

- Decision-making role can be like acting as a judge
- Decisions are based on information presented – then voted up or down. There are no “maybe” votes.
- Not always an easy role – but vital to municipal government
- Be decisive and just in your decisions



Role #9: Provide oversight

- You hire the manager in council-manager system
- You hold your direct reports accountable
- Be careful to respect proper roles of governing body versus roles of staff members



Role #10: Be ethical

- Never use confidential information for personal gain
 - Do not accept gifts above the Amendment 41 limits (\$65/year from non-family individuals)
 - Read and learn your ethics policy
 - Do not participate in any decision that directly benefits you personally or your business
 - Do not hold an interest in any contract entered into by the governing body
-



The Public Expects and Deserves Your Very Best

- Honesty
- Decisions that put the community first
- Open and fair decision-making process
- Respect for individuals & the community
- Accountability
- Decorum and professionalism
- Personal character
- Lawful, ethical conduct



III. APPROPRIATE CONDUCT

Personal Conduct

Tips on Conduct

Speak with One Voice

Use or Your Manager as a Resource

Embrace Your New Role

Recognize When Your Role is Changing



Personal Conduct

- Your conduct in relation to your colleagues, staff, and the community impacts your effectiveness as a governing body member (+/-)
- Incivility and divisiveness often seen in partisan politics need not be a part of nonpartisan local government
- You are not only viewed as the city's leaders, but also as the top representatives of the city as an employer – you are setting the example and tone for the entire organization



Personal Conduct

- You hold both actual and “perceived” powers
- You are the center of the organizational universe
- Your words and actions may have an unintended but huge impact on others
- You can never put aside your elected official persona when you are dealing with others in the organization



Tips on Conduct

- Discussion & disagreement are a part of the decision-making process, but must be done respectfully
 - No fisticuffs, physical or verbal
 - No personal jabs
 - Say it once, say it succinctly
No filibustering!



Tips on Conduct

- If there is a division in the governing body, look for ways out of it
 - Rules of Procedure, Rules of Conduct that reflect your agreed-upon values for meeting conduct
 - Develop a “social contract”
 - Retreat to hash out issues, perhaps with a mediator or facilitator



Tips on Conduct

- Citizens have every right to raise concerns and to be critical about the way local government conducts business, BUT:
 - Use the meeting as an opportunity to RECEIVE citizen feedback for appropriate follow-up
 - Do not join in any staff-bashing



Speak with One Voice

- A single governing body consists of individuals, each with different goals and priorities
- It is impossible to reconcile what several different people want
- Resolve to direct your voice primarily to your own direct reports and speak with one voice to them



Speak with One Voice

- The burden is on the you as a governing body to:
 - Sort out the goals and priorities of you and your colleagues.
 - What is most important?
 - Where are you willing to compromise?
 - Establish a singular set of goals, priorities, and directions for your direct reports



Use Your Manager as a Resource

- Use your Manager as a resource to help you do well and look good while doing it!
 - Commit to a “no surprises” approach
 - Nothing wrong with asking for advance assistance in the best time, manner, and approach to raising an issue, and giving staff some research/prep time



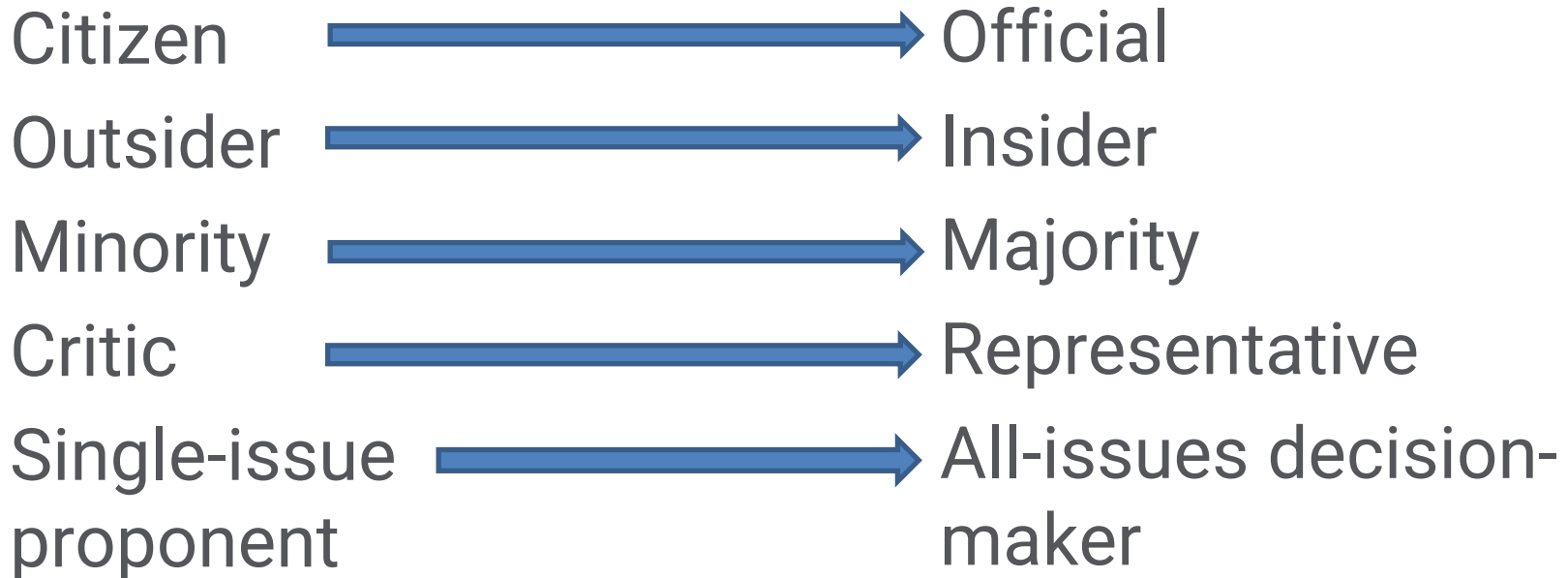
Use Your Manager as a Resource

- Keep in mind the staff's work reflects YOUR policy directions
 - This is important, especially if you are new to the governing body and have questions/concerns about prior policy directions
 - Resist the urge to “clean house” because you are newly elected and want to change policy directions
 - Build on the successes of the past and work to implement new visions gradually



Embrace Your New Role

If you are newly elected, or the balance of power on the Council changes, it means that your role may have changed:



Recognize When Your Role is Changing

- When you were elected, you became the ultimate insider!
- Misunderstanding your role can:
 - Increase the risk of liability for the city & for you
 - Reduce your own effectiveness
- Being part of a collective decision-making body requires collaboration and consensus-building



Summary

- Recognize the change in roles – yours and others
- Stay in your lane!
 - Stay within your “job description”
 - Stay out of those of others
- Act as “we,” not “I.”
You are on a team! So be a team!
- Be cautious about citizen pressures; be deliberative
- Check your personal motives. Decide on what you believe is best for the city.



IV. ADDITIONAL RESOURCES

CML Annual Conference
CML Keeps You Informed



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CML Annual Conference

- ~~June 2021 – Snowmass Village~~ *cancelled*
- **June 24, 2021 – Virtual Annual Business Mtg.**
- **September 22-24, 2021- CML Special Conference @ Westminster, Westin (followed by virtual conference)**
- June 2022 – Breckenridge, Beaver Run
- June 2023 – Aurora, Gaylord Rockies
- June 2024 – Loveland, Embassy Suites
- June 2025 – Westminster, Westin



CML Keeps You Informed

- Training & Outreach
 - Legislative Workshop – February
 - Good Governance workshops (announcement soon)
 - Webinars
 - Fall District Meetings, *in person for 2021!*
- Publications & Periodicals
 - Newsletter/E-Newsletter
 - KnowledgeNow
 - Books and mini-publications
 - Statehouse Report, Action Alerts, CML Update



**Thank you for
your service
to Wellington!**

Contact info:

Kevin Bommer, Executive Director

kbommer@cml.org

(303) 831-6411 * (866) 578-0936



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