Government Operations – Part 1

Local Government Leadership
Core Course
Presenters

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The Government Closest to the People

✓ People – the “Owners”
✓ Governing Body
✓ Staff
Legal Framework

- Enabling legislation
  - Wyoming Constitution – Article 13
  - State Statutes – Title 15
  - State Statutes – Title 16, Chapter 4 – Municipal Fiscal Procedures Act
  - Forms of Government
  - Home Rule

- Charter, Town Code
Home Rule

- Municipal Corporation
- Similarities and differences from private corporations
- Home Rule enabling legislation – December 12, 1972
- How that differs from County government
Origin and Framework of Home Rule

✓ 10th Amendment
✓ Logic of Home Rule
✓ Types of Home Rule
  ✓ Structural
  ✓ Functional
  ✓ Fiscal
  ✓ Personnel
Reality of Home Rule in Wyoming

- Supreme Court has not yet firmly established the Home Rule Amendment
- Examples of home rule application:
  - Creation of Town Administrator
  - Wards or at-large division of municipality
  - Number of Council members
  - Land Use
  - Hiring and termination
  - Municipal court
  - Nuisance abatement
What Home Rule does not do

✓ Existing uniformly applicable statute loophole
✓ Establish debt limits
✓ Determine how to incorporate, annex or dissolve
✓ Civil service or collective bargaining where statutes in 1972 adopted
✓ Levying of taxes, excises, fees
How to exercise Home Rule

- Charter Ordinance
- One size may not fit all!
- Mirroring state statute with traffic laws
- Opt out of state statute not uniformly applicable
- May not opt out of statute which has uniform application
Know what type of government you have

✓ Incorporated Town

✓ OR

✓ First Class City
...and what form of government

✓ Mayor-Council form of government
✓ City Manager form of government

✓ OR

✓ City or Town Administrator by Charter Ordinance
City Managers and Administrators

✓ Many of Mayors’ powers are delegated to the professional manager
✓ Mayor is presiding officer of governing body
✓ Mayor is ceremonial head
What are the basic responsibilities of the Governing Body?

✓ Strategic Management
  ✓ Policy Setting
  ✓ Service/Program Management
✓ Personnel Management
✓ Financial Management
✓ Organizational Management
Strategic Management

✓ Define the Mission of the organization
✓ Set the goals of the organization
✓ Oversight of services to community
Setting Goals

Why?

✓ Gets everyone pulling together
✓ Helps you spend your time more effectively
✓ Sets clear guidelines for staff
✓ Gives you useful budget guidelines
✓ Helps you communicate with constituents and build support for programs and policies
✓ Gives you an evaluation tool
Service/Program Management

• Statutory Powers -
  – Streets and sidewalks, parks, public space, cemeteries, recreation, libraries, museums
  – Police and fire protection
  – Health, safety, welfare of community
  – Sewer, water
  – Airports, public transportation, utility services
Human Resource Management

- Wyoming State Statute - appointment, removal
- Determine tenure of office and compensation
- Approve staff position descriptions
- Establish and revise human resource policy
- Generally, no responsibility for day-to-day management of office
Governing Body Responsibilities

• Communication - public information, building public support
• Guidance - establishment of goals and objectives, identify problems, recommend policies
• Oversight role - macro vs. micro, management
• Keep lines of communication open
Governing Body maintains control by:

- Setting broad parameters for operation of municipality
- Developing a long-range work plan
- Developing job description for appointed employees
- Monitoring and evaluating - trust and verify
To verify results -

• Review reports about finance, results of programs, successes and failures
• Request information to fulfill oversight responsibilities
• Monthly financial statements are windows to monitor organization finances
• Regular review of progress of goal achievement
Staff Roles

- Implement Council decisions
- Provide advice to Council
- Align priorities with governing body goals
Council expects Staff to:

- Manage
- Advise professionally
- Recommend policy
- Implement policies
- Communicate
- Explain
- Develop budget
- Recruit personnel
- Supervise
- Uphold public image
Staff expects Council to:

- Counsel and advise
- Consult
- Delegate
- Clarify responsibilities
- Communicate
- Support
- Hold accountable
- Evaluate
Council/Staff Relationship

✓ No Individual Council Member has Authority over staff
✓ Define the target,
✓ Say what you won’t put up with, and...
✓ Celebrate the Bulls-eyes!
Council Conduct with Staff

- Mutual respect and cooperation
- Treat as professionals
- Direct questions to appropriate supervisor rather than directly to staff member.
- Never publicly criticize an individual employee.
- Information supplied to one council member should go to all
TEAMWORK!!!
Financial Management

✓ Approve the fiscal budget
✓ Establish investment policy
✓ Ensure audit process
What are the statutory financial requirements?
Organizational Management

✓ Supervise and control the affairs of the organization
✓ Attendance at Council meetings
✓ Advocate for the community
Guidelines for Conduct for Elected Officials

✓ Equal voice and vote
✓ Treat each other with equal respect
✓ Be prepared for meetings
✓ Courtesy
✓ Refrain from rude or derogatory remarks
✓ Work toward consensus
The Power of the Council is as a group

- Encourage diversity among the viewpoints brought to the Council
- Respect differences
- Once the vote is taken, the Council has spoken!
Civility

✓ Equal voice and vote
✓ Treat each other with equal respect
✓ Be prepared for meetings
✓ Courtesy
✓ Refrain from rude or derogatory remarks
✓ Work toward consensus
Effective Team Members

- Committed to goals
- Expresses interest in others
- Confronts conflict
- Listens empathetically
- Includes others in decision making
- Values individual differences
Council Communication and Teamwork

✓ Commitment to understanding each others’ perspective
✓ Working in good faith to resolve conflicts – adult to adult conversation
✓ Honorable response – not silence or violence
The Mayor’s Role

- Executive
- Legislative
- Presiding Officer
- Veto
Council Conduct with Public

- Be welcoming, treat with care
- Active listening
- Ask for clarification, but avoid debate and argument with public
- Only chair should interrupt speaker during presentation
- No personal attacks of any kind
- Watch body language
- Make no promise on behalf of council
- No personal comments about other council members
Council Conduct with Boards or Commissions

- Be careful of your attendance at board or commission meetings
- Limit contact w/board members to questions of clarification – no lobbying
- Board members serve community, not council members
Council Conduct with Media

- Build relationships with media
- Public information venue
- Be available and return reporters’ calls
- Never go “off the record”
- Who is the official spokesman?
- Choose words carefully
Municipal Law – the Ordinance

- In writing
- One subject
- Six parts
- Enactment – 3 readings
- Effective Date – After publishing or posting 10 days
- Signed, attested and recorded
Emergency Ordinance

- Can suspend 3 reading requirement
- ¾ motion to suspend rules and to adopt
- Emergency must be specified in preamble
- Effective upon proclamation of mayor followed by “as soon thereafter as is practicable” by publication or posting.
- Signed, attested and recorded
Charter Ordinance

- Form must be same as other ordinances
- Exempt from state statute and make additional provisions if applicable
- Must be approved by 2/3 majority of all elected members
- Effective after publishing for two weeks and at least 60 days after final publication before enactment
- 10% of qualified electors can call for referendum and file with clerk
- Recorded and file certified copy with Sec. of State
- May amend only by another charter ordinance
Resolutions

- Resolution used merely to express an opinion
- Law (ordinance) intended to permanently direct and control
- Temporary effect
- Adoption of policy, stipulating council vote, etc.
Legislative Advocacy

• WAM’s first objective is advocacy
• Aggressive advocacy of state and federal legislation beneficial to Wyoming cities and towns
• Active opposition to legislation detrimental to municipal interests
What is WAM?

Wyoming Association of Municipalities

Building Strong Communities
Mission

To advocate for cities’ and towns’ common interest and provide educational opportunities for WAM members.
What can WAM do for you?

- Advocate
- Informational Resource
- Leadership Development
- Educational Programs
History

- Incorporated in 1967 as the Wyoming Association of Municipalities (WAM).
- Non-profit, non-partisan organization representing Wyoming cities and towns.
- WAM is currently operated by a Board of Directors.
Organization Layout

99 Members - Wyoming Cities & Towns

Region I  Region II  Region III  Region IV  Region V  Region VI

Leadership Training Services  WAMCAT  GOSCMA

Legislative Leadership Committee

WAM Board of Directors
1 City, 1 Town, 1 At Large from Each Region
Leadership Training Services Chair, Legislative Committee Chair GOSCMA Rep,
WAMCAT Rep, and Past Presidents

Legal Counsel

Executive Committee

Executive Director

Legislative Manager  Member Services Manager  Finance Manager  Deputy Director

Building Strong Communities
WAM Committees

Executive Committee (ECOM)
President, vice president, a director from each region, and the GOSCMA and WAMCAT board member representative. Region director selected by region members.

Legislative Leadership Committee (LLC)
President, vice president, and one representative from each region, a GOSCMA representative and WAMCAT representative. Region representatives selected by region members.

Building Strong Communities
Communication

The value of sharing messages

- Visit WAM in Cheyenne
  - Call
  - Email
- Attend your WAM Region Meeting
- Come to WAM Winter Workshop
- Come to WAM Summer Convention

- WAM Publications
- From the Legislature
- Word from WAM
- WAM Connection

Building Strong Communities
Associated Boards

**WAM-JPIC**
(Wyoming Association of Municipalities Joint Powers Insurance Coverage)

**LTS**
(Leadership Training Services)

**WAMCAT**
(Wyoming Association of Municipal Clerks and Treasurers)

**GOSCMA**
(Great Open Spaces City Management Association)

**WAM-WCCA Energy Lease Program**
Education Opportunities

After advocacy, building effective leadership in cities and towns through WAM training is WAM’s second objective.
WAM’s Local Government Leadership Program (LGL)

Excellence is the result of caring more than others think is wise; risking more than others think is safe, dreaming more than others think is practical and expecting more than others think is possible.
Thank You!

This presentation was prepared by Community Builders, Inc., a Wyoming-based consulting firm specializing in community and economic development - Bobbe Fitzhugh and Joe Coyne, Principal Consultants - www.consultCBI.com, under contract and in cooperation with the Wyoming Association of Municipalities.