

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

Home rule is the delegation of power from the state to its sub-units of 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



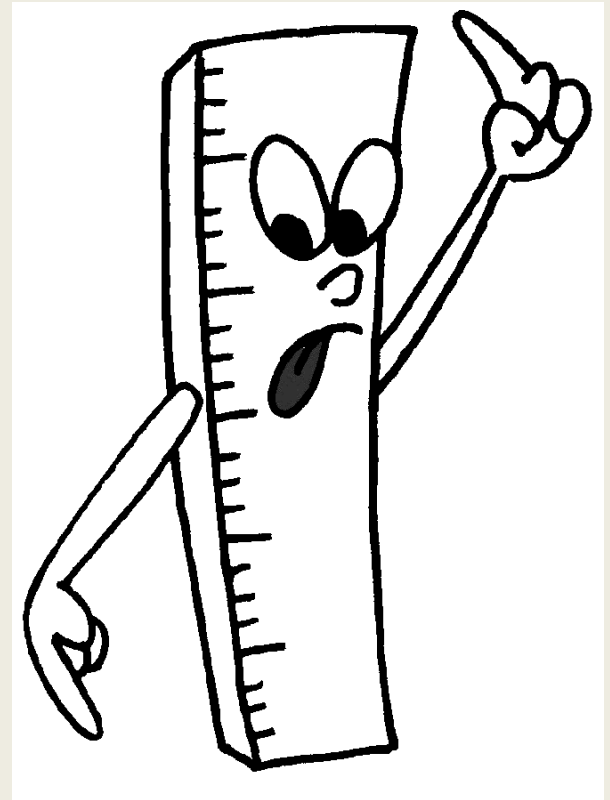
What Home Rule does not do

- ✓ 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



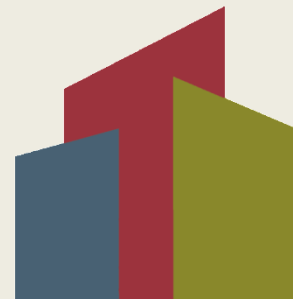
To verify results -

- 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?

Size Matters!

Paying Bills

MUNICIPAL FISCAL PROCEDURES ACT

FUND ACCOUNTING

CONTRACTS FOR PUBLIC IMPROVEMENT

The Budget



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



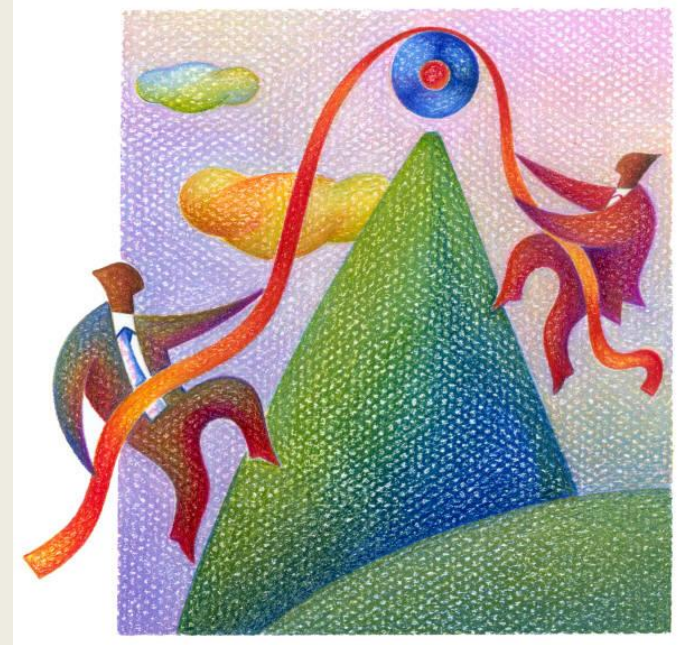
One Voice

- ✓ 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!



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
- $\frac{3}{4}$ 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?

The logo for the Wyoming Association of Municipalities (WAM) features the lowercase letters 'wam' in a white, sans-serif font. The letters are set against a background of three overlapping, semi-transparent rectangular blocks: a blue block behind the 'w', a red block behind the 'a', and a green block behind the 'm'.

wam

Wyoming Association
of Municipalities

Building Strong Communities

Mission

To advocate for cities' and towns' common interest and provide educational opportunities for WAM members.

Building Strong Communities



What can WAM do for you?

- Advocate
- Informational Resource
- Leadership Development
- Educational Programs

Building Strong Communities



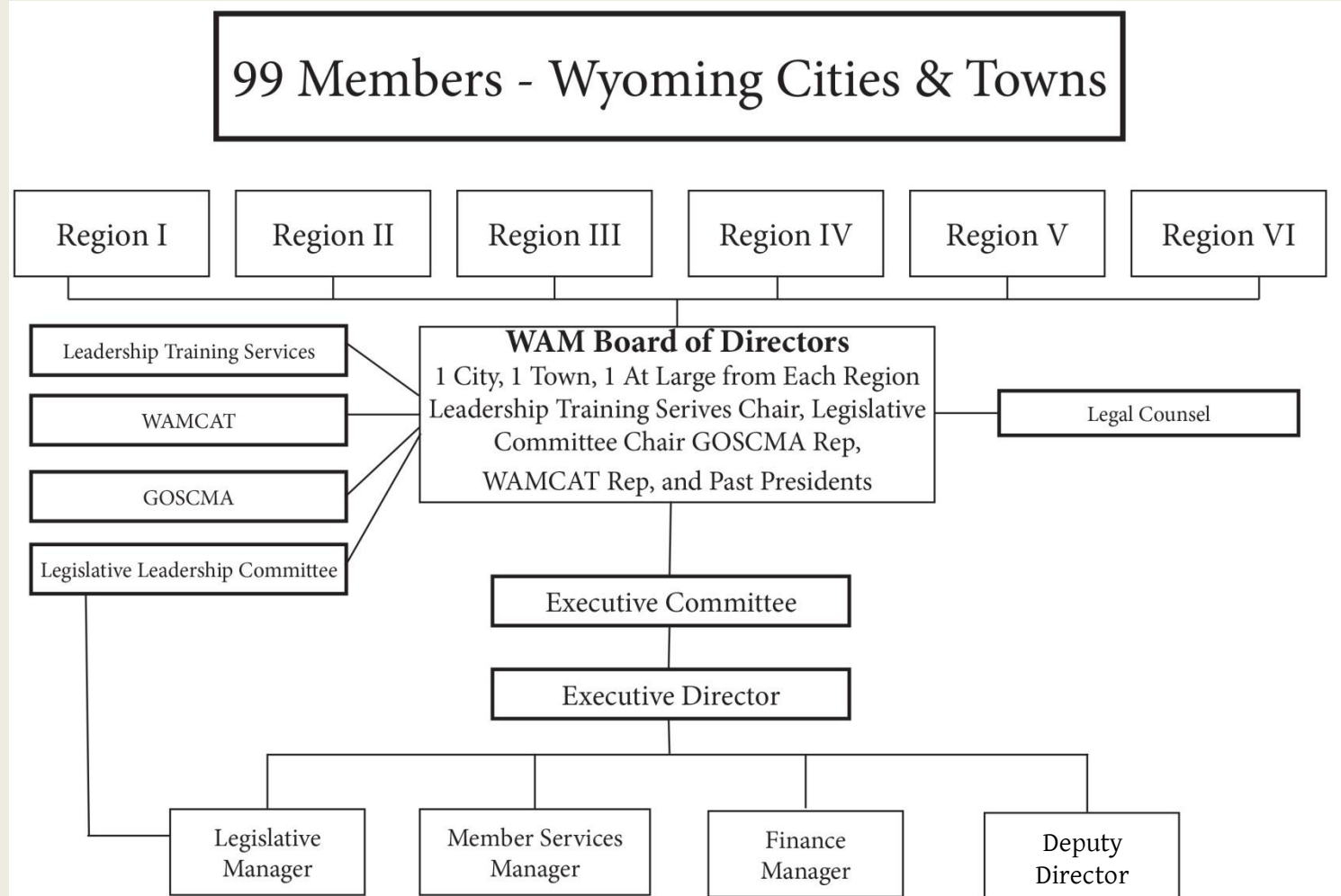
History

- 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

Building Strong Communities



Organization Layout



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

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

Building Strong Communities



Education Opportunities

After advocacy, building effective leadership in cities and towns through WAM training is WAM's second objective.

Building Strong Communities



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.

