

**City Council
Annual Agenda/ Retreat
Worksheet/ Notes from the Roles and Responsibilities Manual**

1. Chain of Command

The chain of command is important to a good council member. Sometimes the chain of command of an organization can be a little confusing. This simple question/answer illustration of the chain of command might help you:

- A. Who manages the people you serve? _____
- B. Who manages the direct line staff? _____
- C. Who manages supervisors / department heads? _____
- D. Who manages the City Manager? _____
- E. Who manages the mayor and council? _____

2. Responsibility Chart for the City Manager and Council

The items below are typical decisions your board team might have to make in the future. Here's your chance to assign responsibility before you face the issues. As a council/city manager team, discuss this list and decide how you would assign the responsibility for each decision. Label each item with one of the following:

- A = Administrator has complete authority to make the decision.**
- I = Administrator has authority to act and then Inform the council.**
- P = Administrator must seek Prior approval from the council to act.**
- C = Only the Council may make the decision.**

- 1) Decided where to deposit your organization's funds. _____
- 2) Discipline an employee who arrives at work intoxicated. _____
- 3) Send the Comptroller to a three-day leadership conference at your organization's and on work time. _____
- 4) Establish maintenance and appearance standards for building facilities and grounds. _____
- 5) Explore the possibility of a merger with another organization. _____

- 6) Purchase a large new phone system with budgeted funds. _____
- 7) Arrange for an audit of your organization's finances. _____
- 8) Decide which services/programs to cut to meet budget demands. _____
- 9) Retain a consultant to help staff set up a new computer system. _____
- 10) Retain legal counsel for organization. _____
- 11) Recruit a person for a department director position. _____

3. Who's Responsible -The Council or Administrator?

Below are some recommendations for who should be responsible for the various activities and decisions made by your organization insert the alphabet into the column labeled Council which best describes councils role.

- | | |
|--|--|
| A. Monitors | G. Works with Administrator |
| B. No Rule | H. No Role (oversight only) |
| C. Approves | I. Adopts Policy |
| D. Makes decisions and
Assumes responsibility | J. Allocates line item for
salaries in budget |
| E. Establishes policy and
Budget for supplies | K. Evaluates only appointed
position |
| F. Policy should include
amount that can be spent
without council approval | |

AREA	COUNCIL	ADMINISTRATOR
Long-Term goals (more than 1 year)		Recommends and provides input
Short-Term goals (less than 1 year)		Establishes and carries out
Day-To-Day Operations		Makes all management decisions
Budget		Develops and recommends
Capital Purchases		Prepares Requests
Decisions on building,		Recommends (could

Renovation, leasing and Expansion		also sign contracts if given authority)
Supply Purchases		Purchases according to council policy and maintains an adequate audit trail
Major Repairs		Obtains estimates and prepares recommendation
Minor Repairs		Authorizes repairs up to prearranged amount
Emergency Repairs		Notifies Mayor and acts with concurrence from Mayor or council
Cleaning and Maintenance		Sets up Schedule
Fees		Develops Fee Schedule
Billing, Credit and Collections		Proposes policy and implements policy
Hiring of Staff		Approves all Hiring
Staff Deployment and Assignment		Establishes
Firing of Staff		Makes Final Termination Decisions
Staff Grievances		The Grievances stop at the administrator
Personnel Policies		Recommends and administers
Staff Evaluation		Evaluates all other staff

4. A Temptation to Fix Things

Good administrators give staff direction and then stand back to let them do the job. Employees should be given a chance to correct a problem once it's pointed out to them.

Council members cannot act as _____. They must speak with _____ so the administrator can have one boss, not six.

5. The Golden Rule of the Council/Administrator Team

Support of the administrator is the responsibility of the council.
Communication is the responsibility of the Administrator.

Good relations between the Council and the Administrator can break down when you neglect this golden rule. It will help you to remember:

- Council Members _____ their administrators by letting them know what they want by _____.
 - Council Members _____ their administrators by ensuring that _____ to out policies.
 - Administrators carry out the council's plans; they're the managers of the _____.
 - Administrators must provide feedback and recommendation for new actions _____ so the council may know how things are going.
1. _____ and _____ are the necessities for every municipality.

Rules of Parliamentary Procedure

6. _____ is described as a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

7. Public Hearings

One procedure frequently employed in investigating city affairs in preparation for final legislative or administrative action on matters of special concern is the public hearing.

Some Public Hearings are also called a _____.

8. Effective Governing

Decisions of local governing bodies generally fall into three categories:

1. _____
2. _____
3. _____

Decision Making

9. Process of making decisions with respect to any of these three principal areas of municipal activity can be divided into six stages:

Place the six stages in order from 1-6

_____ "Evaluation"- The process of reporting and reviewing, whereby the policy-makers may determine the success or failure of the programs, in whole or in part, in meeting the needs defined in the first stage"

_____ "Need"- The process whereby it is determined that something needs to be done. Such determination is usually based on an awareness of community conditions.

_____ “Projects”- The development of plans for specific allocations of resources to specified agencies to undertake given actions for specified purposes

_____ “Approval”-The official act by which action is authorized and resources are allocated

_____ “Administration”-The action of management in issuing directives, supervising activities, reviewing results, and making required adjustments

_____ “Solutions”- The process of determining which government is responsible, what resources are available, what the scope of responsibility is, and the manner in which an answer to the problem should be formulated

Gathering data or background information is generally the role of governing body members individually and collectively and of municipal departments and administrative heads.

9. Making It Work

Try to keep in mind that the conflicts and problems that you tackle are important to the community you serve. When you work out the problems as a _____, you will make healthy decisions.

10. GUIDELINES FOR COUNCIL MEMBERS

Each Council member receives public input and citizen participation in City government by the following means:

State whether each statement below is True or False.

_____ **Reviewing Recommendations**- Council members receive information from Boards and the public on matters spanning a wide range of interests and needs. Board members review and make recommendations to City Council on matters within their scope of responsibility.

_____ **Assisting with Goal Identification-** One primary responsibility of Council membership is to formulate City goals. What do people say they want in their City? How can this be translated into a set of compatible, consistent, long- and short-range City goals? Advisory groups, staff and citizens can help with the decision-making process, but remembering the distinction between wants and needs is a policy decision and therefore, ultimately rests with City Council.

_____ **Holding Open Meetings-** All meetings of the Council do not have to be open to the public pursuant to the open meetings law.

_____ **Representing General Interests-** Council members must work with the City Manager. They should become directly involved in the administration or operation of City departments, and should direct the administrative staff to initiate programs, conduct studies or establish official policy without approval of the City Council as a whole.

_____ **Open Meeting-** Good practice inviting the public to air grievances at an open meeting.

_____ **Participating-** Election to the City Council provides an opportunity for genuine public service. Although the specific duties of each Board vary widely, there are certain responsibilities City to all members. The following is a summary of important responsibilities that will assist in maximizing one's contribution to the City.

11. Council Members Should

State whether each statement is True or False

- _____ Talk too much and listen too little.
- _____ Publicly criticize a council decision that was voted on and passed by the majority of the council, but that you did not specifically support.
- _____ Demonstrate to fellow council members that you have all the answers for every issue.

- _____ Refuse to change your mind on any issue regardless of the evidence presented.
- _____ Fail to read council packets and prepare for the council meetings.
- _____ Divulge information from an executive council meeting.
- _____ Refuse to compromise when decisions have stalemated.
- _____ Ridicule past council members and the decisions made by the council before you became a member.
- _____ Hold grudges about fellow council members when they do not agree with you.
- _____ Try to dominate conversation at every council meeting.
- _____ Resent the salary of the chief executive or staff because it is more than you or your spouse makes.
- _____ Arrive late and leave early.
- _____ Remind fellow council members “that it has always been this way in the past.”
- _____ appear at park sites or facilities giving orders to employees.
- _____ Want the agency to be a haven for hiring friends and the politically deserving.
- _____ Constantly criticize and question council policies and the executive decisions, and compulsively dissent on almost every issue.
- _____ Do not try to know or understand other people who serve on the council with you. Team building begins by knowing your teammates.
- _____ Have no interest in being educated on being a good council representative.

13. COUNCIL RELATIONS (Do's & Don'ts)

Representing the Council Members should refer such matters to the administrative staff for review and later recommendations back to the Council. _____

Complaints from Citizens Individual Council members receive citizen complaints; these should be referred to the Administration staff for investigation and resolution immediately. _____

More on Handling Complaints Wait to bring up citizen complaints at Council meeting _____

Media Relations Mayor will serve as spokesman unless the City Attorney has been designated by the Council President. _____

Approval of Minutes Spelling and grammar errors should only be brought to the Clerk's attention outside of the meeting. _____

Ordinance/Resolution Preparation The City Administrative staff and/or the City Attorney prepare all ordinances and resolutions for Council consideration. _____

14. CITY COUNCIL/CITY MANAGER AND STAFF RELATIONS

Everybody's Equal _____

Favoritism- _____

Lobbying Councilmembers _____

Council Orders- _____

Use of Resources- _____

Incomplete Staff Work- _____

15. CITY COUNCIL APPOINTMENTS TO CHARITIES, BOARDS AND COMMITTEES
List possible charities, boards and committees below

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____