Inver Grove Heights City Council

Monday, February 3, 2025 at 3:00 PM

Training Room at Fire Station #2
9200 Courthouse Blvd
Inver Grove Heights, MN 55077

AGENDA

NOTICE TO RESIDENTS: Individuals may submit written public comments in advance of the meeting by emailing comments to Rebecca Kiernan (rkiernan@ighmn.gov). Comments received prior to 12:00 p.m. on Monday, February 3, 2025, will be provided to the Council at or before the February 3, 2025 meeting.

1. **Call to Order**
2. **Roll Call**
3. **Approval of Agenda**
4. **Discussion Items**
   - **A.** Review & Discussion of Council Operations
   - **B.** 2025-26 Council Goals & Priorities
5. **Adjourn**

This document is available upon a three (3) business day request in alternate formats such as braille, large print, audio recording, etc. Please contact Rebecca Kiernan, City Clerk, at 651.450.2513 or rkiernan@ighmn.gov.

CITY OF INVER GROVE HEIGHTS

Request for Council Action

SUBJECT: Review & Discussion of Council Operations

MEETING DATE: February 3, 2025
ITEM TYPE: Discussion Items
CONTACT: Kris Wilson, City Administrator, 651.450.2511

ACTION REQUESTED
The Council is asked to participate in a review and discussion of how the Council operates, including the effective use of work sessions, timing and method of communications from staff, and the idea of developing and adopting a Code of Conduct.

BACKGROUND
At periodic intervals in can be helpful for a decision-making body such as a City Council to step back from the week-to-week work and assess how things are going. This can include asking questions such as "are we focused on the right things?", which is the subject of another item on this agenda, but also "are we conducting and accomplishing our work in the best way?" The first is something of a "What" question, while the second is more of a "How" question. I am recommending that the Council use a portion of this year's goal-setting retreat to consider and discuss this second question and several subparts that fall under it.

Council Code of Conduct
In 2024, the City Council reviewed and adopted an Ordinance that "cleaned-up" Title 1, Chapter 5 of the City Code, which addresses Council Rules & Procedure. Many cities go a step further than this and also have a Council Code of Conduct, which documents shared understanding and agreements related to how Councilmembers will interact with one another, City staff and the public in relation to City business. Some also address social media use (again, as it relates to City business), requests for information or research from staff, conflict of interest policies and more. Attached is a recent article on the subject of Council Codes of Conduct from the November/December 2024 issue of MN Cities magazine, which is published by the League of Minnesota Cities.

Staff has collected numerous examples of other cities' codes of conduct - just a few of which are attached as background information. These documents vary from one city to the next and can be relatively brief or concise or more lengthy and in-depth, depending on the needs and preferences of the individual city.

It is not suggested that a full and complete Code of Conduct can or should be developed at the February 3 Retreat, but more than its pros and cons be discussed and that some direction be provided as to if or how the Council wishes to proceed.

Council Work Sessions
As the Council is fully aware, it is the City's current practice to hold a Council Work Session once a month. These meetings are like regular meetings in that they are held in the Counci Chambers, with

the Council seated at the dais and staff or consultants presenting from the podium, and they are both broadcast / web streamed live and made available for playback at a later time. They are unlike regular Council meetings in that they typically have fewer agenda items, with time devoted to background information and initial discussion rather than action items, and we generally do not accept public comment on work session agenda items.

Is this working well for the Council? Are there any changes to the format, setting, frequency or use of work sessions that would benefit how the Council conducts its business?

Communications from Staff
This discussion also presents the opportunity for Council to provide general feedback on communications from staff. This may include staff reports in the agenda packets and staff presentations at Council meetings, but also less formal communications such as the weekly update sent via email. Is this a useful tool for staff to use in communicating with the Council? Are there ways it could be made more useful? Or an alternative means of communication that the Council would prefer?

The Council is asked to review the attached background materials and come prepared to discuss during Monday's retreat.

FISCAL IMPACT

RECOMMENDATION

ATTACHMENTS
1. Does Your City Have a Code of Conduct (MN Cities Magazine NovDec 2024)
2. EXAMPLE - City of Blaine Code of Conduct
3. EXAMPLE - City of Savage Rules of Decorum
4. EXAMPLE - City of Shakopee Norms of Behavior
5. EXAMPLE - City of Rochester City Council Rules of Procedure and Code of Conduct (JAN 8 2024)

Does Your City Have a Code of Conduct?

MARTY SCHULTZ

CITY ADMINISTRATOR

ALEXANDRIA (POPULATION 14,861)

The City of Alexandria adopted a Code of Conduct for Elected Officials in February 2016. At that time, the City Council was having challenging conversations related to how to conduct itself in dealings with staff, media, city boards/commissions, and each other. As a result, League of Minnesota Cities staff were invited by the Council to make a presentation on best practices for council conduct.

While the City Council had disagreements at that time, they did agree there was a need for a code of conduct. Staff searched for examples from other communities and found one particularly good one from a city in Colorado. Staff and Council built our code of conduct from this template and also added specific references back to the home rule charter, city code, and other reference documents often used by the city, such as the LMC *Handbook for Minnesota Cities* and *Minnesota Mayors Handbook*.

Since its adoption, the code has become a key document in the orientation process for new council members. In 2021, the City Council also decided to formally adopt the code of conduct at the first meeting each year.

The Council spent considerable time on the section that discusses sanctions for violations of the code of conduct, and emphasized the importance of having a process for code violations. This section details the role of the mayor, council members, and staff in these situations. A process for investigating violations by the mayor or council members was adopted, with consequences like reprimand or censure, both requiring Council approval. The City Council has tested this procedure twice since adopting the code of conduct.

It is my view that this document provides an excellent foundation for new council members. It not only provides details on charter provisions and public hearing protocol, but it also contains aspirational statements that council members should "serve as a model of leadership and civility to the community," "inspire public confidence in Alexandria government," and "demonstrate honesty and integrity in every action and statement." The document also supports the notion that council members should conduct themselves in a civil and nonpartisan manner with staff.

I also would note that the simple act of adopting this at the first meeting each year is a strong reminder of the City Council's commitment to each other and the community.

SAM SOLARZ

CITY COUNCIL MEMBER

MONTROSE (POPULATION 3,775)

The City of Montrose adopted its Code of Conduct and Ethics to foster better working relationships between city staff and elected officials, and foster greater transparency in local government.

I developed the code, along with Mayor Kirby Moynagh and City Administrator Jessica Bonniwell. In creating the code, we thoroughly researched other cities' codes of conduct to identify best practices that aligned with Montrose's needs. This involved comparing how other cities structured their guidelines for ethical conduct, conflict resolution, and transparency, as well as examining relevant state laws and statutes that would shape the final document.

We also consulted city staff, our lawyers, and other local officials to ensure the code was legally sound and practically applicable. By integrating this research, we were able to create a set of guidelines that would improve collaboration and build a respectful, positive culture at City Hall.

One key element in Montrose's code prohibits council members and staff from publicly criticizing each other on social media. This provision is intended to avoid public conflicts that could harm the city's credibility and encourages resolving disagreements privately and respectfully.

Other key elements include robust conflict of interest guidelines that require officials to abstain from decisions where personal or financial interests might compromise their impartiality, as well as strict adherence to the Open Meeting Law to ensure that city business is conducted transparently and remains accessible to the public.

The code is included in the orientation process for new councilors and staff and sets the tone for professionalism in both public and private interactions. Violations are addressed through a transparent process aimed at correction rather than punishment.

The impact of the code has been significant. It has contributed to a healthier, more cooperative atmosphere at City Hall, reinforcing trust between city leadership and the community. By promoting respect, integrity, and collaboration, Montrose has enhanced its ability to serve residents effectively, strengthening the government's credibility and fostering a culture rooted in transparency and accountability. These core values ensure that officials act ethically and openly while working together for the greater good. The code of conduct has become a cornerstone in building a positive, resident-focused environment within the city, where trust and professionalism are prioritized. MC

Blaine City Council

Code of Conduct

Prepared by:
City Attorney

Revisions Adopted March 4, 2024

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Live | Work | Grow

BLAINE CITY COUNCIL – CODE OF CONDUCT

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Introductory Pledge

Blaine residents and businesses deserve a fair, ethical and accountable local government that earns the public's full confidence for integrity. Recognizing these goals, the code of conduct is established for all elected officials of the City of Blaine. As a member of the Blaine City Council I agree to uphold the introductory pledge for elected officials adopted by the city council and conduct myself by the following model of behavior. I will:

- Comply with the law, including
  - Staying within the city council's authority
  - Following the open meeting, gift, and conflict of interest laws
- Respect city council roles and responsibilities when working with staff, boards and commissions
- Be consistent in policy and respect process
- Fulfill the council's fiduciary responsibility to act in the best interest of the city, and all of its residents, both financially and legally by:
  - keeping the common good as the highest purpose to focus on achieving constructive solutions for the public benefit
  - not disclosing private or confidential information of the city or using that information to advance personal interests. The mayor and councilmembers must maintain the confidentiality of all non-public information concerning property, personnel, or legal affairs of the City. They must neither disclose confidential information without proper legal authorization, nor use such information to advance their personal, financial or other private interests. Such disclosure is a violation of the Rules of Order and Procedure and the Council Code of Conduct.
  - protecting city interests and liability by following advice of legal counsel

Compliance and Enforcement

The code of conduct expresses standards of ethical conduct expected for members of the Blaine City Council. Members themselves have the primary responsibility to assure the public that ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of government. We will hold ourselves and each other accountable and when there is a suspected violation of the law, we will discuss with the city manager.

Comply with the Law

Members shall comply with the applicable federal laws, state laws, and city ordinances in the performance of their public duties.

Authority

The city's legislative powers are granted to the council as a whole, and not to individual members. The council as a whole is a policy-making board and as such, it is not the duty of the council to administer the day-to-day operations of the city. Many items will come before the council as required by city ordinance, but many issues are more discretionary in nature. It is important that the council and staff work together to differentiate between administrative duties that are relevant to staff, and those decisions that are of a policy-making nature and should come before the council. All councilmembers, including those serving as presiding officer, have equal votes. No councilmember has more power than any other councilmember, and all should be treated with equal respect.

Members are elected officials serving on the City Council and the Councilmembers shall not attempt to act as, or carry out the responsibilities of, City Staff or the City Manager beyond what is outlined in the City Charter and Code. Councilmembers shall not undermine the authority of the City Manager and City Staff as those individuals carry out their duties as authorized by the City Charter, Code and the motions and resolutions adopted by majority of the City Council. Including but not limited to speaking on behalf of Council or City Staff, media engagement, developers, property owners or residents without approval of a majority of Council.

Mayoral Role

According to ***Blaine City Charter Chapter 2, Section 2.06*** the mayor is a full member of the council in addition to acting as presiding officer of meetings; representing the city ceremoniously; and executing official documents.

Open Meeting Law (OML)

Public deliberations and processes shall be conducted openly and in a transparent manner. The Minnesota Open Meeting Law (***Chapter 13D***) requires that meetings of governmental bodies generally be open to the public in order to:

- Prohibit actions being taken at a secret meeting where it is impossible for the interested public to become fully informed about a public board's decisions or to detect improper influences
- Assure the public's right to be informed and observe public meetings

The Minnesota Supreme Court has noted that meetings of less than a quorum of a public body held serially to avoid a public meeting or to fashion agreement on an issue of public business may violate the open meeting law.

Gift/Donations

Gifts from Interested Persons: Under ***MN Statute 471.895,*** councilmembers may not receive gifts from any "interested person" in conjunction with their city council duties:

- A "gift" is defined as money, real or personal property, a service, loan, a forbearance or forgiveness of debt, or a promise of future employment, that is given and received without the giver receiving something of equal or greater value in return
- "Interested person" means a person or a representative of a person or association that has a direct financial interest in a decision that a local official is authorized to make
    - Virtually every resident or person doing business in the city could have a direct financial interest in a decision
- See statute for exemptions
  Gifts to the city: councilmembers can recommend acceptance of general gifts through the city's donation policy. All gifts to the city must be accepted by city council resolution.

Logo

Members shall not use the city's name or logo for the purpose of endorsing any political candidate or business.

Conflict of Interest

Conflict of interest is when any member who has a "financial interest" in, or who may receive a financial benefit as a result of, any action or if there is potential for the appearance of conflict of interest. Questions about a potential conflict of interest shall be discussed with the city manager.

Contractual Conflict of Interest: (***MN Statute 471.87, with exceptions in MN Statutes 123B.195 and 471.88)*** A public officer who is authorized to take part in any manner in making any sale, lease, or contract in official capacity shall not voluntarily have a personal financial interest in that sale, lease, or contract or personally benefit financially therefrom.

Non-Contractual Conflict of Interest: Non-contractual matters may include such things as council decisions on zoning, local improvements, and the issuance of licenses. Although not generally prohibited by state law, an interested councilmember most likely should abstain from participating in council discussion and from voting on these issues.

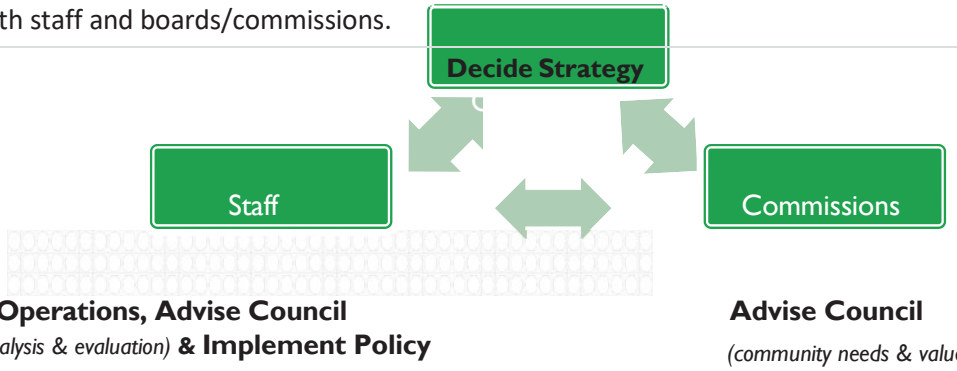
Members who have a potential conflict of interest shall:

- Disclose the conflict of interest to the group, and
- Abstain from the council discussion debate and vote

Roles of Council, Staff and Commissions

We are all part of a team committed to the residents of Blaine both today and in the future. To be effective we

must come to meetings with an open mind, think strategically about city issues and delegate details of implementations to staff. We will strive to maintain a culture of trust, respect and candor as a council and when working with staff and boards/commissions.



City Council	City Manager and Staff	Boards, Commissions, Task Forces
Make policy-level decisions Hire & supervise city manager Approve budget and related work plan Ordinances and policy decisions Development proposals Variances and rezoning requests Appoint representatives to advisory boards and commissions	Provide best efforts and technical advice to council Manage operations and staff Propose budget and policies Carry out council decisions Deliver services Equitably enforce codes & policies	Provide community perspective Propose work plan items Advise the council through work plan "charges" Hold hearings as directed by council Assist as directed in work plan with engagement efforts

Respectful Behavior

Members should **STRIVE TO**:

Treat people with courtesy, politeness, and kindness
Encourage others to express their opinions and ideas
Listen to what others have to say
Use the ideas of others to improve decisions and outcomes
Recognize and respect differences
Prepare for the issues at hand
Focus on the business of the body
Consider only legally germane information in decisions
Act as a decision maker, not an advocate

Members should **AVOID**:

- Speaking over or cutting off another individual's comments
- Insulting, disparaging, or putting down people or their ideas
- Bullying other members by displaying a pattern of belittling, demeaning, judging or patronizing comments
- Violence or the threat of violence will not be tolerated

Working with City Staff

Members shall respect and adhere to the council-manager structure of Blaine city government. This means:

City Council does…

Hire, fire, and supervise city manager
Set the strategic direction for the city
Consider and approve budget and related work plan, and monitor performance relative to those items
Consider and approve policy decisions
Consider and approve development proposals
Consider and approve variances and rezoning requests
Appoint citizens to citizen advisory boards and commissions
Approve and amend work plans and bylaws

City Council does not…

Hire and fire staff

- Direct activities of staff other than city manager
- Individually direct activities of boards, commissions or other resident groups
- Individually approve policies, projects etc.
- Individually commit resources or staff to specific causes
- Individually enforce policies, city code, etc. or speak or prepare official correspondence on behalf of the city unless authorized by council

City Councilmembers promise city staff they will:

- Respect staff as valued resources and members of our team
- Support the maintenance of a positive and constructive workplace environment for city employees where individual members, staff and the public are free to express their ideas and work to their full potential
- Provide direction to the city manager as a body and not direct the work of individual staff
- Encourage staff to focus on the big picture in reports
- When possible, notify the city manager in advance of a council meeting of questions or requests to pull agenda items from the consent agenda so the appropriate staff can compile the information needed
- Agree that information they ask of the city manager will be shared equally with all councilmembers
- Copy the city manager on all communications with staff, including questions on topics such as agenda items.

Working with Boards and Commissions

As set forth in the ***Blaine City Charter Chapter 2, Section 2.02***, Blaine's boards and commissions are established by the council and serve as advisory to the council. Specific board and commission roles are:

- Investigate matters within the scope of the commission or as specifically directed by the council
- Advise the council by communicating the viewpoint or advice of the commission
- At the direction of council, hold hearings, receive evidence, conduct investigations, and, based on such hearings, evidence and investigations, make decisions and recommendations to the council

City councilmembers promise boards and commissions they will:

- View boards and commissions as vitally important resources to support our decision-making
- Communicate effectively with boards and commissions to ensure they have the tools to do their work
- Give clear direction as a body and take adequate time to review the result of their deliberations
- Because of the value of the independent advice of boards, commissions, and task forces to the public decision-making process, members of council shall refrain from using their position to influence the deliberations or outcomes of board, commission, and task force proceedings
- The expectation is that councilmembers will not typically attend board, commission, committee, working group or task force meetings. However, under special circumstances, if we attend a meeting:
    - We will do so only as an observer and prior to attending will notify the appropriate staff liaison
    - Strive for good communication by reporting out to other councilmembers

Working with The Community

Residents: City staff is the first call for help for residents. We will refer residents who have concerns to the city manager. If a resident has contacted the city manager but is still not satisfied, we will discuss with the city m anager. We acknowledge if a resident receives conflicting information from different councilmembers or staff that is difficult for the resident and could increase liability for the city.

Businesses or other interests: The purpose of a city council meeting is to discuss information needed to make an informed decision, review that information, and decide. It is not feasible to conduct all business in a public meeting. Particularly around development, business interests might ask a member to meet outside of the city council meeting to facilitate idea generation about proposals.

The city council's overarching principles for working the community are:

- Never grant any special consideration, treatment, or advantage
- Respect sensitivity of personal information

- Honor our rules regarding public testimony and clearly communicate the rules
- Make ourselves available to all parties on an equal basis and not advocate for a certain point of view
- Be cautious about how we participate in meetings or events and not prejudge the issue before the c ouncil has had a chance to deliberate

CITY STAFF AND THE PUBLIC

Public decision-making must be fair and impartial and shall not be discriminatory on the basis of those protected classes outlined in federal, state, and city laws and ordinances. City policy dictates that elected officials and advisory board members conduct business in a manner which, both internally and in relation to each other and their constituencies, is free from illegal discrimination based on race, color, creed, religion, national origin, sex, disability, age, marital status, socio-economic status, or sexual orientation.

Meetings requested by residents or businesses:

1. AFTER DECISION: If we are invited to a meeting about an issue the council has decided upon, we will explain how the council arrived at the decision.
2. DURING DECISION: If we are invited to a meeting about an issue that will be before the council in the future, we will uphold the above principles for working with the community, and:
   a. We will not make our decision about an issue before the city council until the process allows.
   b. We will be sensitive to the fact that we are not hearing everyone, and we will give equal consideration to all feedback regardless of the way it is received.
3. DURING SPECIFIED ENGAGEMENT PROCESS: If we meet with a resident during a planned engagement process, we will notify the resident that we are there to listen and encourage them to participate through the established process to engage. We will ensure that staff received the feedback provided to us.
4. OTHER ENGAGEMENT OPPORTUNITIES: To allow staff to be best prepared for meetings and questions that arise, we will notify the city manager if we wish to attend meetings with staff to best ensure the appropriate staff are present and to ensure no possible open meeting law concerns. We will also notify the city manager in the event we wish to attend board/commission meetings as well as legislative committee meetings/hearings so staff can notify the chair(s) and/or lobbyists in order to be best prepared.

COUNCIL CONDUCT WITH CITY STAFF

Direction to Staff for Projects/Agenda Items - Direction is given to city staff to pursue items that generally impact the public policy of the city by reaching consensus during a workshop or through a direct binding majority vote of the council at a special or regular business meeting. This direction can occur either through a workshop item agenda form with general consensus of the council or under other business on the regular business agenda through a motion/second and majority vote. Once direction is given, the city manager will assign the work to a staff member or advise the council that additional staffing will be needed to carry out the task. City staff, including the direct employees of the council (the city manager and city attorney), are not obligated to pursue items for only one councilmember. If a councilmember wishes to direct staff to work on a specific item, the councilmember must receive consent of the council by reaching consensus during a workshop meeting, by a majority vote of approval, or by submitting a workshop item agenda form that results in consensus of the council.

Requests for Information on Non-Agenda Items - City staff carry out the day-to-day business of operating the city. The council should keep this in mind when requesting information or asking to perform these functions. Generally, all interactions with staff members should flow through the city manager. If a councilmember is asking for information from city staff that will require more than 30 minutes of staff time to collect or research a problem and prepare a response, the request will need to be approved by the council to ensure that staff resources are allocated in accordance with overall council priorities.

Interaction with Staff - It is not appropriate for councilmembers to admonish city staff when disagreeing with the

information brought forth for presentation to the governing body. Concerns should be taken up with the city manager, and if an issue is identified that needs to be addressed by the whole council, it will be brought forth accordingly. In any event, there shall be no personal attacks on city staff.

Council Conduct with the Public

Public Meetings - Making the public feel welcome is an important part of the democratic process. Recognizing that the actions of each council member impact the public perception of the whole council, councilmembers shall strive to treat the public with respect.

**Connecting Residents with Staff Resources - In day-to-day community interactions, councilmembers need not act as intermediaries between city staff and community members when advocating for a community issue brought directly to the councilmember. Councilmembers may connect community members to the appropriate city resources when contacted about various issues by reaching out to the city manager or department heads and requesting follow-up as needed. The city manager or department heads shall address the issue or delegate it to the appropriate staff for follow-up. Further follow-up with the councilmember by the city manager or department heads for informational purposes may occur if necessary.*

Internal Council Conduct

The council exists to work in the interest of the public. The council should strive to work as a team in achieving the best outcome for the community. The council should conduct business in a civil, efficient, and cooperative manner with other members of the council and city staff. It is incumbent upon the members of council to listen to one another and give full opportunity for all viewpoints to be heard. All disagreements should be handled in a civil fashion.

Councilmembers must act in a respectful, courteous and professional manner while acting in their roles as elected officials. Councilmembers are entitled to disagree regarding City direction and decisions relating to regulations, policies and positions, but Members may not use their title as Councilmember or any City-sponsored means of communication (e.g.: city issued email, social media posts, etc.) to disparage other members, council decisions, City staff or any City-related issues. Personal attacks against staff, other Councilmembers, or members of the public by a Councilmember without basis is a violation of the Rules of Order and Procedure and the Council Code of Conduct.

Councilmembers acknowledge they are elected to be one member of a decision-making body and at times members may disagree with the approved decisions of a majority of the Council. While Councilmembers may respectfully disagree with decisions made by the majority, members should not publicly disparage or undermine approved Council decisions in any manner that may be detrimental to the City carrying out such decisions and acting as directed by a majority of the Council.

Intergovernmental Relations

Members shall represent positions approved by the council to the best of their ability when working with:

- Legislative bodies
- Federal or state agencies
- Other local governments, such as school boards, counties, or municipalities

If an individual councilmember's opinion differs from the city position, or a matter agreed upon by the full council, members shall explicitly state they do not represent their city council or the City of Blaine, nor will they allow the inference that they do.

Members will represent the official policies or positions of the City as set forth in the City Charter, City ordinances, and the motions and resolutions adopted by a majority of the City Council to the best of their abilities. When presenting their individual opinions and positions that differ from the official policies or positions of the City, Members must explicitly state they are speaking in their personal capacity and do not represent the position of the City or the Council.

Please see Sections III: Decorum & Section IV: Code of Conduct.

ADMINISTRATIVE POLICIES AND PROCEDURES	**APP ADMIN 01.2022** **Approved by City Council: 08-01-2022** **Issued: 08-01-2022** **Revised:**

SUBJECT: CITY COUNCIL MEETING RULES AND DECORUM

PURPOSE

The purpose of this policy is to provide the Savage City Council guidelines to conduct orderly and efficient public business, among, and on behalf of the City Council of the City of Savage.

SECTION 1. MEETINGS OF THE COUNCIL

a) The Presiding Officer and Duties The presiding officer of the council is the mayor. The mayor must preserve strict order and decorum at all regular, special, and emergency meetings of the council. The mayor will use parliamentary procedures as governed by Robert's Rules of Order for guidance, interpretation, or to supplement these rules. Council members, city staff and the members of the public desiring to speak must address the presiding officer and may speak upon recognition by the presiding officer.

The mayor will vote on all agenda items and must sign all ordinances, resolutions and contracts adopted by the Council. In the event of the absence of the mayor, the acting mayor will serve as presiding officer and may sign ordinances, resolutions, or contracts as needed.

b) Time and Place The Savage City Council will conduct regular city council meetings at 7:00 p.m. on the first and third Mondays of each month in the calendar year. If the first or third Monday is a recognized city holiday, the meeting will be moved to the following Tuesday. All meetings of the council will take place in the Savage City Council Chambers, unless otherwise designated.

c) Meeting Schedule The council will adopt a schedule of its regular meetings by resolution annually for the upcoming calendar year.

d) Public Notice The city clerk must maintain a schedule of regular meetings of the council. The adopted calendar of all council meetings will serve as public notice of the meetings except for special meetings. Unless otherwise allowed, all meetings of the council must be open to the public in accordance with the Open Meeting Law, Minnesota Statutes Chapter 13D.

e) Special Meetings The city administrator, the mayor, or any two members of the council may call a special meeting of the council. Special Meetings are called by filing a written statement with the city administrator. The city clerk must notify each member of the council and notice must be posted at city hall in accordance with the Open Meeting Law, Minnesota Statutes Chapter 13D. Such notice to council members may be delivered electronically.

f) Virtual or Hybrid Meetings A meeting may be conducted by interactive technology where some members of the council may participate in the meeting by telephone or other electronic means. All virtual or hybrid meetings shall comply with Open Meeting Law, Minnesota Statutes Chapter 13D.

g) Meetings with City Staff Members of the council may individually meet informally with the city administrator and other city staff. City staff shall keep the city administrator informed of meetings with the mayor and individual council members. No more than two council members may participate in a meeting without proper public notice given.

SECTION II. AGENDAS

a.) Agenda Preparation All reports, communications, ordinances, resolutions, documents, or other matters for Council consideration and approval must be submitted to the city administrator. The city administrator determines the proper order of business items on the agenda. Each agenda must state the location of the council meeting and explain the process for taking action on matters on the consent agenda. No item of business will be considered by the council which does not appear on the agenda for the meeting. The city administrator may request an item be added to the agenda prior to approval of the agenda at the council meeting. The city clerk will send the mayor, each council member, city administrator, and the city attorney a copy of the agenda by the Friday prior to the Monday council meeting, three days prior to a special council meeting, or as soon as reasonably possible for an emergency council meeting.

b.) Order of Business At all regular city council meetings the mayor will call the meeting to order at the specified meeting time**.** If a quorum is present, the city council shall then proceed with its business in the following order:

- Call to Order and Pledge of Allegiance
- Presentations, Proclamations and Public Comments
- Additions, Modifications and Approval of the Agenda
- Approval of Minutes
- Public Hearings
- Consent Agenda
- General Business
- Approve Audited Claims
- City Council Reports
- Written Communication, General Information and Follow-Up
- Adjournment

The mayor may vary the order of business if needed.

c.) Public Participation Members of the public may address the city council during public comments, public hearings, and on specific agenda items at the discretion of the mayor.

d.) Public Hearings

1.) City staff will present information on the item to be considered at the public

hearing. Each council member may ask questions after the staff presentation and will be called upon by the mayor.

2.) The mayor shall open the public hearing and anyone from the public wishing to speak to the matter may be heard.

3.) The mayor may call upon the applicant, licensee, or other interested parties to address the council on the matter under consideration.

4.) After all new facts and information have been brought forth to the council, the mayor will close the public hearing.

5.) Upon the completion of the hearing the council members may debate the matter under consideration and take appropriate action.

e.) Consent Agenda Matters for the council of a routine or non-controversial nature which need minimal council deliberation shall be placed on the consent agenda. These items shall be approved in one motion. At the request of any individual council member, an item shall be removed from the consent agenda and placed upon the regular agenda for discussion.

SECTION III. DECORUM

The mayor and council members have a public stage to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community. The mayor and council members serve as role models for residents, businesspeople, and often stakeholders involved in public debate.

a.) Mayor and Council Members While the council is in session, the mayor and council members must preserve order and decorum, and a member must neither, by conversation or otherwise, delay or interrupt the proceedings or the peace of the council nor disturb any council member while speaking or refuse to obey the orders of the council or the mayor.

Council members must be respectful of diverse opinions. Personal attacks will not be tolerated. Members must honor the role of the mayor to focus discussion on current agenda items. Objections to the Mayor or other members' actions should be voiced politely and with reason.

Care must be exercised to define and constrain discussions among members to the facts and relevant information.

b.) Staff and Members of the Public No one may address the city council unless recognized by the mayor. Staff and members of the public attending meetings of the city council must refrain from any unnecessary conversation or distracting activity. Members of the public attending a council meeting must observe the same rules of order and decorum applicable to the Council.

SECTION IV. CODE OF CONDUCT The mayor and council members are dedicated to governing efficiently and effectively with a commitment to the promotion of values and integrity of local government and democracy.

The following principles govern the conduct of the mayor and city council members:

1. The professional and personal conduct of members must be above reproach and avoid the

appearance of impropriety. Members should refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of the council, boards, commissions, staff, or the public intended to disrupt or impede the orderly conduct of city business.

2. Members must comply with all applicable laws in the performance of their public duties, specifically including the Minnesota Government Data Practices Act and the Open Meeting Law, Minnesota Statutes Chapters 13 and 13D.

3. Members must perform their duties in accordance with these rules established by the city council governing the deliberation of public policy issues, meaningful involvement of the public and implementation of policy decisions by the council and city staff.

4. The mayor and council members must maintain the confidentiality of information concerning property, personnel, or legal affairs of the city. They must neither disclose confidential information without proper legal authorization, nor use such information to advance their personal, financial, or other private interests. Such disclosure is a violation of these rules.

5. Members will represent the official policies or positions of the council to the best of their abilities. When presenting their individual opinions and positions, members must explicitly state they do not represent the position of the entire council.

6. Each member must support the maintenance of a positive and constructive workplace environment for city staff, private citizens, and businesses dealing with the city.

7. Unless otherwise allowed by law, no member may participate in a matter that affects the member's financial interests or those of a business with which the member is associated, unless the effect on the person or business is no greater than other members of the same business classification, profession, or occupation.

8. No member may use one's public position for personal gain or to secure special privileges or exemptions for the person or for others.

9. No member must, except as specifically permitted by Minnesota Statutes Section 471.895, accept, or receive any gift, whether in the form of money, services, loan, travel, entertainment, hospitality, promise or any other form under circumstances in which it could be reasonably expected to influence the member in the performance of the member's official duties or intended as a reward for the member's official actions.

10. Public decision-making must be fair and impartial and must not be discriminatory based on those protected classes outlined in federal, state, and city laws and ordinances. The mayor and council members must conduct business and operate in a manner that is free from illegal discrimination on the basis of race, color, creed, religion, national origin, sex, disability, age, marital status, sexual orientation, receiving public assistance and familial status, both internally and in the relationships by and among the elected officials, the city staff, and their constituencies.

The City of Shakopee has annually outlined the accepted city council norms of behavior since 2015. The following are the current Norms of Behavior for the operation of the City Council and its members.

1) Speak only for yourself, not on behalf of another councilmember unless specifically tasked by your colleagues to speak for the group.
2) Don't question motives. Assume others have positive intentions even if you disagree.
3) Always be respectful of one another, the public process, and of staff. Do not criticize staff or others in public.
4) Aim for consensus but accept the decisions of the majority once it has been made.
5) Stay focused on the role of an elected official - policy, prioritization, and resident representation.
6) Work through the city administrator and never through line staff. Do not attend staff meetings, trainings, or group functions unless specifically invited or scheduled through Administration. Do not loiter in work areas.
7) Respect staff and the fact that they work for the City Council as a whole - not for you as an individual. Do not expect them to: engage in the fray (trade secrets, gossip, or triangulation) make your individual case on issues (take sides) or be your "insider" (informant). Such activities by individual councilmembers undermines the leadership of the City Council, individual departments, and the organization as a whole.
8) Councilmembers should come to meetings prepared and willing to take part in discussions with their ideas and viewpoints as part of the process to make the best decisions. this helps to build consensus and strengthen the City Council's actions as a body.

CITY OF
ROCHESTER
MINNESOTA

RULES OF PROCEDURE & CODE OF CONDUCT

for

THE ROCHESTER, MN CITY COUNCIL

As Adopted
November 20, 2023

Revised
January 8, 2024

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ARTICLE 1: Rules of Procedure

Rule 1. Meetings

A. Regular Meeting. Regular meetings of the Rochester City Council (Council) shall be held at 6:00 p.m. on the first and third Monday of every month in the Council Chambers unless otherwise noticed.

1. If the first or third Monday falls on a City holiday, Christmas Eve, or New Year's Eve, the regular meeting shall be held at 6:00 p.m. on the next Wednesday, or on any other day convenient for the Council, subject to proper noticing guidelines as prescribed by open meeting law.
2. No fixed duration applies to regular Council meetings; however, any public hearing beginning after 10:15 p.m. would be opened and continued to the next regular meeting and be placed at the top of the order of public hearings.

B. Study Session Meetings. Study session meetings may be scheduled by the Council as needed. Regular study session meetings shall be held in the Council Chambers at 3:30 p.m. on Mondays when no regular meeting of the Common Council is scheduled.

C. Special Meetings. A special meeting, or any change in the time or location of a regular meeting, may only be called by the Mayor, Council President, or any two Councilmembers by notifying the City Clerk. The City Clerk shall notify each member of the Council and notice the meeting pursuant to state and municipal law.

D. Quorum. Four Councilmembers shall be a quorum for the transaction of business, but in the absence of a quorum, the members present may adjourn the meeting to a later date.

E. Conducting or Attending a Meeting by Interactive Technology.

1. A meeting of the Council may be conducted via interactive technology as long as:
   a. The Presiding Officer, Chief Legal Counsel, or Chief Administrative Officer for the Council determines that an in-person meeting is not practical or prudent because of a health pandemic or an emergency declared;
   b. All members of the Council participating in the meeting, wherever their physical location, can hear one another and can hear all discussion and testimony;
   c. Each location at which a member of the body is present is open and

accessible to the public;

d. Members of the public present at the regular meeting location of the Council can hear all discussion and testimony and all votes of the members of the Council, unless attendance at the regular meeting location is not feasible due to a health pandemic or emergency declaration;
e. At least one member of the Council, as well as the chief legal counsel or their designee, or the chief administrative officer or their designee is physically present at the regular meeting location, unless unfeasible due to a health pandemic or emergency declaration; and
f. All votes are conducted by roll call, so each member's vote on each issue can be identified and recorded.

2. A meeting of the Council may be conducted via interactive technology if the requirements of Rule 1.E.1 are met, although a member of the Council may participate from a location that is not open or accessible to the public, if the member has not participated more than three times in a calendar year from a location that is not open or accessible to the public, and:
   a. The Councilmember is serving in the military and is at a required drill, deployed, or on active duty; or
   b. The Councilmember has been advised by a healthcare professional against being in a public place for personal or family medical reasons.

F. Breaks. During all regular, special, and study session meetings, the Council shall take a break, not to exceed 10 minutes, after 90 to 120 minutes of meeting time. The break shall occur between agenda items, if practical, and shall be called by the Presiding Officer.

Rule 2. Presiding Officer

A. Conduct of Meeting. The Presiding Officer at all meetings of the Council shall be the Councilmember-at-large, also known as the Council President, and, in the Council President's absence, the Presiding Officer shall rotate as follows: Ward One Councilmember, January and July; Ward Two Councilmember, February and August; Ward Three Councilmember, March and September; Ward Four Councilmember, April and October; Ward Five Councilmember, May and November; and the Ward Six Councilmember, June and December. The Presiding Officer shall conduct the business and deliberations of the council under these rules. Specifically, the Presiding Officer shall:

1. Preserve order and decorum in the Council chambers.
2. Observe and enforce all rules adopted by the Council for its government.

3. Decide all questions on order, in accordance with these rules.
4. Recognize members of the Council in the order in which they request the floor. No member shall be recognized and given the floor to speak on the same matter more than once until after all other members of the Council have had an opportunity to be recognized and heard.
5. Retain the authority during public comment to determine whether a speaker's remarks fail to comply with these rules or exceed the scope of the designated forum. The Presiding Officer shall have the authority to suspend such person's right to speak, subject to the Council's right to overrule such decision.

B. Absence of Mayor. In the Mayor's absence, the Council President shall be the acting Mayor and shall have all powers of the Mayor, except the power to veto.

Rule 3. Remarks and Debate

A. Speaking to the Motion. Councilmember remarks are limited to a total of eight minutes on each agenda item. Councilmembers may forfeit their time to speak to another Councilmember without a vote. For purposes of this section, questions asked of City teammates, applicants, or the public are not included in the limitation on the number of times spoken or the length of time spoken.

B. Interruption. No member of the Council shall interrupt or argue with any other member while such member has the floor.

C. Courtesy. Members of the Council shall be courteous in their language and demeanor in the discussion, comments, or debate of any matter, and shall not engage in disorderly behavior, make personal comments, derogatory remarks, or insinuations in respect to any other member of the Council, any City teammate, or the public.

D. Discipline. If a member of the Council violates these rules, the Presiding Officer shall call such member to order, in which case such member shall be silent except to explain or continue in order. Any other member of the Council may, under a point of order, call the Presiding Officer or other member to order. Additional discipline may include, but is not limited to, a verbal admonition, public reprimand, and expulsion from the meeting at which the conduct is occurring.

E. Challenge. Any member of the Council shall have the right to challenge any action or ruling of the Presiding Officer, or member, in which case the decision of the majority of the members of the Council present, including the Presiding Officer, shall govern.

F. City Teammates. The City Administrator, City Attorney, and the City Clerk or their designees shall have the right to enter into a discussion of any matter coming before the Council. Other City Teammates may enter into a discussion through

the City Administrator or designee or when asked a direct question by a member of the Council. When City Teammates provide presented materials on agenda items, presentations should be brief, not-to-exceed 15 minutes. City Teammates may attend meetings virtually but must be able to be clearly heard and seen while giving testimony before the Council.

Rule 4. Order of Business

A. Order of Business. The order of business shall be as follows:

1. Pledge of Allegiance
2. Open Comment Period
3. Call to Order/Roll Call
4. City Administrator Report
5. Mayor Report
6. Order of Agenda
7. Consent Agenda
8. Public Hearings
9. Reports and Recommendations
10. Ordinance Readings
11. Council Initiated Actions
12. Tabled Items
13. Other Business
14. Adjournment

B. Consent Agenda. All matters listed under the consent portion of the agenda are considered routine by the Council and will be voted on in block by one motion. There will not be separate discussion of these items. City Teammates shall have discretion on what items are placed on the consent agenda.

C. Pulling Consent Agenda Items. Any Councilmember may have any item removed from the consent agenda before voting has finished on said agenda for separate consideration without a second or a vote *(see 2.03(A)(iii) for considerations on timing.)*

Rule 5. Motions

A. Making a Motion. For an item to be brought to the floor, a Councilmember shall make a motion. Items shall be brought to the floor in the order of the agenda.

B. Seconding a Motion. Generally, motions must receive a second for action. A motion that has been seconded cannot be withdrawn without the expressed.

consent of the seconder. When a second is made, the Presiding Officer will state the names of the respective Councilmembers making and seconding the motion. When a motion does not receive a second, it dies.

C. Motions – No Second Required. The following motions do not require a second:

1. all for Nominations.
2. Request for a Roll Call vote.
3. Point of Order (*see Rule 5.E.3*).
4. Withdrawing a Motion (*before a second has occurred*).
5. Calling the Previous Question (*or colloquially "calling the question"*) (*see Rule 5.E.5*).
6. Withdrawing a Second.

D. Amending a Motion. Generally, any Councilmember may move to amend a pending main motion. Amending the main motion may not go more than two amendments deep before a vote must occur to dispense with the most recent amendment. Second-tier motions to amend must be germane to the first amendment, and all amendment motions must be dispensed with before a new amendment to the main motion can be made.

E. Common Motions Defined.

1. **Continue to a Date Certain.** Any Councilmember may move to continue an item to a date certain which will delay consideration of an item until a specified date.
2. **Table (Postpone Indefinitely.)** Any Councilmember may move to table an item, which will delay consideration of an item until an unspecified date.
3. **Point of Order.** Any Councilmember may raise a point of order at any time. A point of order means that the Councilmember is asking for a ruling on whether the rules of procedure are being followed. The point of order shall first be made to the Presiding Officer for a ruling. The member may appeal the Presiding Officer's ruling to the Council, which may affirm or overrule the Presiding Officer's ruling by a majority vote of the Councilmembers present. The initial point of order directed to the Presiding Officer or the Council does not require a second and is not subject to amendment.
4. **Reconsideration.** No motion to reconsider a vote shall be in order except by a Councilmember who voted on the prevailing side during the same or next meeting. Any member of the Council shall have the right to change their vote at any time before final action is taken.
5. **Calling the Previous Question.** Any Councilmember may call a vote on the motion (Calling the "Previous Question"). If a Councilmember "calls the question," the Presiding Officer shall allow any Councilmembers that have not

spoken to the motion one chance to speak. The Presiding Officer shall then call for a vote, after which a vote shall take place.

I. **Precedence of Motions.** When a question is under consideration, no motion shall be entertained except as follows, such motions having precedence in order as stated:

1. To adjourn. (Not debatable.)
2. Point of Order (Not debatable, no second required.)
3. To call the question. (Not debatable.)
4. To remove an item from the agenda.
5. To lay on the table. (temporarily table within a single meeting.)
6. To call the question. (Not debatable, no second required.)
7. To continue to a date certain.
8. To amend.
9. To substitute.
10. To table (postpone indefinitely.)
11. Main motion.
12. Motion to reconsider.

F. **Discussion on the Motion.** The Council may discuss a pending motion only after the motion has been moved and seconded unless otherwise specified.

G. **Approval or Denial.** If a motion is made to approve any application or other action where the Council has a quasi-judicial matter before it, and the Council does not approve the motion, one of the Councilmembers voting no shall make a motion to deny the application, citing at least one legal reason for the denial. A Councilmember may ask the City Attorney or other Teammates to assist them in stating the reasons for denial.

H. **No Opposition.** If the Presiding Officers determines there is no opposition to a motion, the Presiding Officer may ask if there is any objection to the proposed action. If there is none, the Presiding Officer shall announce the result. In this situation the action shall be done by unanimous consent.

Rule 6. Suspension of Rules

No rule shall be suspended except by a 2/3 vote in the affirmative by the Councilmembers present at the meeting. A motion to suspend a rule is not debatable. The vote on the motion to suspend may be by voice vote of the Council, unless a member requests a roll call.

Rule 7. Ordinances

Reading of ordinances shall be deemed sufficient by the reading of a brief synopsis of the title of the ordinance. A full reading shall not be required unless requested by any Councilmember and a majority vote of the Councilmembers present.

Rule 8. Robert's Rules of Order

Robert's Rules of Order (newest revision) shall govern any questions of practice or procedure not provided for by these rules.

Rule 9. Amending these Rules

Amendments to these rules shall be made by resolution and shall require a 2/3 vote in the affirmative by the Councilmembers present at the meeting.

ARTICLE 2: Code of Conduct

CHAPTER 1. Roles and Responsibilities

1.01. Whole Council

The Council as a whole is a policy-making board and as such, it is not the duty of the Council to administer the day-to-day operations of the City. Many items will come before the Council as required by City ordinance, but many issues are more discretionary in nature. It is important that the Council and the City Teammates work together to differentiate between administrative duties which are relevant to Teammates, and those decisions which are of a policy- making nature and should come before the Council. All Councilmembers, including those serving as Presiding Officer, have equal votes. No Councilmember has more power than any other Councilmember, and all should be treated with equal respect.

1.02. Council President

In addition to Section 1.01, the Council President presides over official Council meetings.

1.03. Annual Appointments to Various Committees, Seating Upon the Dais

1.03(A). At the first meeting of the City Council annually, Councilmembers shall approve their appointed positions to various boards, commissions, or committees, as dictated by City Ordinance, City Charter, state law, and various joint powers agreements. The Council President will provide a list of recommended appointments, taking into account a survey of Councilmember preferences as conducted by City Administration and shared with the Council President.

1.03(B). The document listing the annual appointments to various committees provided at the meeting shall denote which appointments have full voting privileges vs. voluntary involvement and/or advisory capacity only. A Councilmember serving in a voluntary capacity and as an informational conduit for the Council should not attempt to influence the votes of other board, commission, or committee members.

1.03(C). The seating on the dais of the Mayor and the Councilmembers shall be by consecutive Council ward number from left to right and from smallest number to largest number when facing the dais, starting with the Mayor. The Council President shall be in the middle. The City Administrator shall be seated on the opposite end from the Mayor.

CHAPTER 2. Internal Council Conduct

The Council exists to work in the interest of the public. The Council should strive to work as a team in achieving the best outcome for the community. The Council should conduct business in a civil, efficient, and cooperative manner with other members of the Council and City Teammates. It is incumbent upon the members of Council to listen to one another and give full opportunity for all viewpoints to be heard. All disagreements should be handled in a civil fashion.

2.01. City Teammates and the Public

Public decision-making must be fair and impartial and shall not be discriminatory on the basis of those protected classes outlined in federal, state, and City laws and ordinances. City of Rochester policy dictates that elected officials and advisory board members conduct business in a manner which, both internally and in relation to each other and their constituencies, is free from illegal discrimination based on race, color, creed, religion, national origin, sex, disability, age, marital status, socio-economic status, or sexual orientation.

2.02. Recording, Livestreaming, and Broadcasting Meetings

2.02(A). All regular business meetings and special business meetings of the City Council are public meetings under the provisions of Minnesota State Statutes. Executive (closed) sessions of these meetings may exclude the public from attendance, provided that the statutory mandates are met in announcing the meetings and conformance with the requirements during the meetings has occurred. Minutes of all meetings of the Council are required to be made and retained by the City Clerk. Minutes of regular business meetings and special business meetings, excluding the executive sessions, are available to the public following approval of the minutes by the Council. Each of the Council meetings is to be broadcast in real time on the City Council Meeting Livestream, and audio/video-recorded via the same Council livestream. Those recordings of meetings will become an official part of the approved minutes. Audio/video ("video") recording of each meeting will then be made available to the public through the City's internet website via the Council Meeting page.

2.02(B). In addition to the livestreaming and recording of the regular business meetings, there will be a cable broadcast of the meetings, and a recording of those broadcasts. The broadcasts are transmitted in real time on the Public Access Channel over the cable television network provided in the City, and beyond. Each entire meeting is recorded as hereinafter specified.

2.02(B)(i). Regular Business Meetings and Special Business Meetings. Regular business meetings and special business meetings, including emergency meetings, shall be video recorded from the opening of the meeting to adjournment. An interruption of the recording may occur during a recess to executive session or during breaks as prescribed in the Rules (Rule 1, Sec. F.) Further business may be conducted by the Council following an executive (closed) session. The livestream recording will follow the same period of recording.

2.02(B)(ii). Emergency Meetings. Audio recording of special meetings shall be made by the City Teammates unless such is not available due to emergency conditions. In the instance that recording is not available, written minutes of the meeting shall be made either by the City Clerk or another available City teammate.

2.02(B)(iii). Executive (Closed) Sessions. An executive session of any Council meeting shall be audio recorded from its onset to adjournment with exceptions as provided by Minn State Statutes 13D. The recording shall be confidentially retained by the City Clerk. Such recording shall remain confidential until otherwise directed by law or upon receipt of a valid court order. Any court order received shall be retained by the City Clerk together with the associated recording.

2.02(C). Council Study Sessions. Council Study Session meetings will be available to the public via the City's official livestream and/or the City's YouTube channel, as well as being broadcast live on cable, when the meeting is hosted in the Council Chambers. Study Sessions hosted in a space lacking the capability to livestream to the online feeds or broadcast live to cable will be recorded, re-broadcast to the government access channel, and archived. Exceptions to recording may occur for experiential study sessions or learning sessions (e.g. tours) as allowed by Minn Stat. 13D, but will remain open to the public, and be recorded if possible.

2.03. Placing Items on the Business Meeting Agenda

2.03(A). Generally, the business agenda for each meeting will be generated by the City Clerk in conjunction with City Administration. The items shall be suggested and prepared by City teammates. Regular business meeting agendas are published by the end of the business day on the Wednesday before the regularly scheduled business meetings.

2.03(A)(i). Councilmembers submitting questions regarding items on the agenda by Thursday at 5:00 p.m. may expect a response from City teammates by end of business the next day.

2.03(A)(ii). Councilmembers submitting questions regarding business agenda items from Friday through Sunday at 5:00 p.m. can expect a response by Noon on the day of the regular business meeting. Similar timeframes are inferred for meetings scheduled on alternate days due to conflicts with holidays or observances.

2.03(A)(iii). Councilmembers wishing to remove items from the "Consent Agenda" portion of the regular business meeting shall do so no later than 1:00 p.m. on the meeting day by notifying the City Administrator and the City Clerk of the item being pulled; Councilmembers shall provide a brief explanation so that the body may be notified. Councilmembers are also encouraged to share whether they intend to have Other Business by 1:00 p.m., including a topic when possible.

2.03(B). A Councilmember may request an item be considered on a future agenda by submitting a Council initiated action (CIA) form to City Administration, along with a second by another Councilmember. In order to allow sufficient time for administration to review and City Teammates to research the matter, the request shall immediately enter a review period of 15 business days. The requesting Councilmember shall submit all written material associated with the request to the City Clerk within the fifteen-day review period for distribution to the Council. Following administrative review, the CIA shall be placed on the next possible meeting agenda. The request may be placed sooner, or later, due to time constraints at the discretion of City Administration.

2.03(C). The Mayor may request an item be considered on a future agenda by submitting a request to City Administration. The request shall immediately enter a review period of 15 business days. Following this review, the request shall be placed on the next possible meeting agenda. The request may be placed sooner, or later, due to time constraints at the discretion of City Administration. The Mayor shall submit all written material associated with the request to the City Clerk within the fifteen-day review period for submission to the Council.

2.03(D). Any board or commission of the City may request an item be considered on a future agenda under reports and recommendations by majority vote of the board or commission. The City Teammate advising the board or commission shall work with City Administration to place the item on the agenda and shall submit all written material to the clerk at least ten days prior to the meeting.

2.04. Requesting a Study Session

A Councilmember may suggest an item be presented in a study session meeting to acquire information. Said item shall be put in the queue to be placed on a scheduled study session agenda, provided a second to the proposal is received from another Councilmember.

2.05. Travel Policy & Expenditure Guidelines

Councilmembers shall follow the same travel policies and expenditure guidelines as City employees generally, with budgeted travel dollars distributed evenly among Councilmembers, in compliance with adopted Resolution No. 296-22. Training and travel requests shall be made through City Administration, and an Administration Teammate will book and register the Councilmember accordingly to assist and ensure that the spirit of travel policy is met, including, but not limited to, reasonable airfare, length of stay, and meal reimbursement as allowed.

CHAPTER 3. Council Conduct with City Teammates

3.01. Direction to Teammates for Projects

Direction is given to the City Teammates to pursue items that generally impact the public policy of the City by determining that there is little or no opposition during a study session, or through a direct binding majority vote of the Council at a special or regular business meeting. This majority direction can occur either by bringing forward a CIA (see 2.03(B)) or by making a motion under other business on the regular business agenda. Once the direction is given, the City Administrator shall assign the work to a Teammate, or advise the Council that the City needs additional City staffing to carry out the task. City Teammates, including the direct employees of the Council (the City Administrator and City Attorney), are not obligated to pursue items for only one Councilmember. If a Councilmember wishes to ask City Teammates to work on an item requiring more than thirty minutes, they must receive the consent of the Council as denoted above in this paragraph.

3.02. Request for Information on Non-Agenda Items

City Teammates carry out the day-to-day business of operating the City. The Council should keep this in mind when requesting information or asking to perform these functions. Generally, all interactions with City teammates should flow through the City Administrator. If a Councilmember is asking for information from City Teammates that will require more than thirty minutes of their time to collect and/or research a problem and prepare a response, the request will need to be approved by the Council to ensure that Teammate resources are allocated in accordance with overall Council priorities.

3.03. Interaction with City Teammates

It is not appropriate for Councilmembers to admonish City Teammates when disagreeing with the information brought forth for presentation to the governing body. Concerns should be taken up with the City Administrator, and if an issue is identified that needs to be addressed by the whole Council, it will be brought forth accordingly. In any event, there shall be no personal attacks on City Teammates.

3.04. Connecting Residents with Teammate Resources

Councilmembers are encouraged to generally avoid addressing individual community member issues during the Other Business section of Regular Council business meetings. In day-to-day community interactions, Councilmembers need not act as intermediaries between City teammates and community members when advocating for a community issue brought directly to the Councilmember. Councilmembers may connect community members to the appropriate City resource when contacted about various issues by reaching out to Administration or Department Heads and requesting follow-up as needed. Administration or Department Heads shall address the issue or delegate it to the appropriate teammate for follow-up. Further follow-up with the Councilmember by Administration or Department Heads for informational purposes may occur if necessary.

CHAPTER 4. Council Conduct with the Public

4.01. Public Meetings

Making the public feel welcome is an important part of the democratic process. Information for the public on Council meeting procedures as well as guidelines for addressing the Council are outlined in Appendix A and B and shall be followed at all times. Recognizing that the actions of each Councilmember impact the public perception of the whole Council, Councilmembers shall strive to treat the public with respect.

4.02. Disruption of Public Meetings

Any member of the public will be allowed to appear and speak before the Council during open comment periods and public hearings, subject to time limitations addressed in Appendix A, unless the member of the public disrupts or otherwise impedes the orderly conduct of any Council meeting, hearing, or other proceeding of the Council. Disruption is defined generally as, but not limited to, using threatening or obscene language, personal defamatory statements, indecent or threatening behavior, or violent actions. If, after receiving a warning from the Presiding Officer, a person persists in such conduct or

otherwise continues to disrupt the meeting, the Presiding Officer, pursuant to the rules adopted by the Council, may expel the member of the public and direct them to leave the meeting. Any Councilmember may appeal the order of the Presiding Officer, and upon a majority vote of the Council, such order of the Presiding Officer may be set aside. Such a vote is undebatable. Such a person may be readmitted at a future meeting as long as there are not further disturbances or disruptions by such person at that public meeting. Nothing herein shall limit or restrain negative, positive, or neutral commentary about the manner in which an individual employee, officer, official, or Councilmember carries out their duties in public office or employment.

4.02(A). To preserve the order and decorum of City Council meetings, the volume on all electronic devices including but not limited to cellular telephones, pagers, or computers should be turned off or set to vibrate.

4.03. Written Public Comment

Interested parties, or their authorized representatives, may address the Council through written communication about any matter concerning City business addressing the City Clerk, who shall distribute the written communication to Councilmembers. Written communication may also be submitted to the City Council through electronic correspondence at publiccomment@rochestermn.gov.

4.04. Individual Councilmembers and Representation of the Council as a Whole

4.04(A). In public settings and/or conversations with community members, individual Councilmembers may reflect on Council decisions and City policy generally but shall refrain from speaking on behalf of the body regarding City business.

4.04(B). Councilmembers may not use City letterhead for personal matters.

4.04(C). Councilmembers shall refrain from committing the City to outcomes of any kind relating to any project or individual community member’s needs when no clear direction has been provided by the Council on such matters.

APPENDIX A

CITY OF ROCHESTER, MN
COUNCIL MEETING PROCEDURES

WELCOME TO A MEETING OF THE ROCHESTER CITY COUNCIL

Rochester City Council welcomes your participation in matters before the Council. When meeting in the Council chamber, members of the Council are seated at the dais and each has a nameplate for recognition. The Council meets generally the first and third Monday of each month at 6:00 p.m. in the Council chamber and holds study session meetings as needed, typically every other Monday at 3:30 p.m., as well as other meeting dates when required.

AGENDA FOR COUNCIL MEETINGS

Printed meeting agendas are made available just prior to or during the meeting and are placed near the door to the Council chamber. The agenda may also be downloaded from the City's website as soon as the agenda is published, typically the Wednesday prior to the meeting after 3:00 p.m.

COPIES OF AGENDA ITEMS

Agenda items may be downloaded from the City's website. Any writings distributed during a public meeting will be available for public inspection at the meeting if prepared by City Teammates or a Councilmember. Materials prepared by someone else are available after the meeting as attachments to the meeting minutes.

PUBLIC PARTICIPATION – OPEN COMMENT PERIOD

The Council welcomes suggestions and comments that meet the needs of the City and improve its operation. The Council also welcomes questions about its responsibilities or decisions. Participants may not speak during the open comment period on items otherwise scheduled for a public hearing at the same meeting. Participants are further encouraged to limit comments generally to topics that are within the scope and jurisdiction of the Council's ability to affect policy.

To address the Council, put your name on the open comment sign-up sheet prior to the meeting, located on a table in the rotunda outside the chamber. Sign-up sheets are available 30 minutes prior to the meeting. Early sign-up is not available. Sign-up is first-come, first-served. When your name is called, please step to the podium and speak into the microphone to address the Council. If unable to sign up before the meeting, an opportunity to speak after the sign-up sheet is exhausted may be given if time permits.

PUBLIC PARTICIPATION – PUBLIC HEARINGS

The Council holds public hearings as required by City ordinance and state statute. All members of the community wishing to speak about items during a public hearing may do so either in-person, virtually, or in writing. If attending in person, sign in on the public hearing sign-up sheet prior to the meeting, located in the rotunda outside the chamber. Sign-up sheets are available 30 minutes prior to the meeting. Early sign-up is not available. Sign-up is first-come, first-serve. When your name is called, please step to the podium, and speak into the microphone to address the Council. If unable to sign up before the meeting, an opportunity to speak after the sign-up sheet is exhausted will be given by the Presiding Officer before closing the public hearing.

RECORD OF SPEAKERS

A sign-up sheet is provided outside of the Council chamber prior to the meeting. Members of the community shall write their name on the sign-up sheet so they may be recorded in the meeting minutes. The Presiding Officer will ask each person to state their name to introduce themselves before speaking. Community members in attendance who did not sign-up on the designated sheet ahead of time will be asked to check in with the City Clerk after their comments to provide their name for the record.

WRITTEN MATERIAL

Any person providing written or other material to the Council at the meeting shall provide the material directly to the City Clerk and refrain from approaching the dais. The City Clerk shall then disseminate the material to Councilmembers and Teammates as necessary and retain a copy for the official City record.

WRITTEN PUBLIC COMMENTS

Public comments on any topic may be submitted in writing to the City Clerk by mail or email until 3:00 p.m. on the day of the meeting or in-person at the meeting. Written comment forms will be available at the sign-in table should any person present at the meeting prefer to submit a comment in writing as opposed to speaking in-person.

1. **Written public comments offered on a topic not currently in front of the Council**. A written public comment received regarding non-agenda items (an “open comment”), will be distributed to the Council, Mayor, and City Administration.
2. **Open comments submitted in writing regarding items that have already had a public hearing.** Written public comments received by the City Clerk via mail or email after a public hearing has been closed will be distributed to the Council, Mayor, and City Administration but are not entered into any specific meeting record.

3. **Email and mail-in written comments for open comment and public hearings.** It is strongly recommended that email and mail-in written comments be submitted no later than 12:00 p.m. on the day of the meeting. Mail and email comments received after 12:00 p.m. on the day of the meeting may or may not be circulated to the Council prior to the meeting. Written comments about public hearings will not be accepted after the public hearing is closed unless the comment was written at the same meeting as the public hearing using the available forms. In the event an item was continued and the public hearing remains open, written comments will continue to be received and distributed in the manner described above. Public comments received, if any, will be circulated to the Council and Mayor on or around 1:00 p.m. on the day of the meeting. Public comments received, if any, after 1:00 p.m. the day of the meeting or received in writing in-person at the meeting will be distributed the next day.

VIRTUAL ATTENDANCE

Each City Council agenda will provide a call-in number so members of the public may attend the meeting virtually for listening purposes only. Attendees may also log in as an attendee via Zoom to view and listen to the meeting only.

DISABILITY ACCOMMODATION

City Council meetings are open to the public. Requests for accommodation from persons with disabilities must be made to the City Clerk's office at least 2 business days in advance of a meeting. The City Clerk's office may be reached at 507-328-2900. Anyone who has difficulty hearing the proceedings of a meeting may request a portable listening device from the City Clerk's office. The device works directly from the public address system. The listener can hear all speakers who are using a microphone. Anyone who is hearing impaired and requires the services of an interpreter to observe or participate in a meeting should contact the City Clerk's Office at least seven days prior to the date of the meeting to request accommodation.

MICROPHONES

City Council meetings are recorded and televised when held in the Council chamber. To ensure a clear audio signal, public speakers must use the podium microphone when addressing the Council.

TIME LIMITS

The open comment section of the agenda is limited to 20 minutes and each speaker is limited to a total of two (2) minutes. Speakers may not yield time to other speakers during the open comment period. Persons may only speak at one open comment period per calendar month. For all public comments, the Presiding Officer and the clerk shall monitor

a timer. The timer will display a green light to start. The timer will change to yellow when the speaker has one minute left. The timer will display red when the speaker's time has expired.

For public hearings, applicants will have up to 10 minutes to present their item. The Presiding Officer will then open the public hearing, and anyone wishing to speak about the item will be allowed to speak one time for up to five (5) minutes. The public hearing will then be closed. Applicants will have a five-minute rebuttal period following the close of the public hearing to address any concerns. The applicant may remain at the podium to answer follow-up informational questions from the Council if necessary.

ELECTRONIC DEVICES

To preserve the order and decorum of City Council meetings, the volume on all electronic devices, including but not limited to cellular telephones, pagers, or computers should be turned off or set to vibrate.

EXECUTIVE (CLOSED) SESSION

A description of executive (closed) session items will appear when applicable under the adjournment section.

MINUTES

The official minutes of Council meetings are prepared and kept by the City Clerk. The Council reviews and approves the minutes in most cases at the next regular meeting. Copies of approved minutes are available at the City Clerk's office or on the City's website.

APPENDIX B

GUIDELINES FOR ADDRESSING THE COUNCIL

1. Persons attending a City Council meeting may address the Council during the period of time specified on the agenda.

2. Audience members wishing to address the Council should approach the podium, speak directly into the microphone, and state their name before making general remarks.

3. All remarks should be directed to the Presiding Officer. The Presiding Officer may wish to refer any questions to the proper Councilmember or to City Teammates for follow- up at a later time.

4. Public comments should not include threatening or obscene language, personal defamatory statements, or any disorderly conduct that impedes, disrupts, or disturbs the meeting, hearing, or other proceeding.

5. Large groups are encouraged to express their views through a single spokesperson rather than individually. Speakers should observe the time limit. The group representative will not receive additional time. Those who identify as part of the group shall also not receive additional time unless the comment provides substantially different material information. A 2/3 vote in the affirmative of a majority of Councilmembers present may suspend the rules and allow more time for continued public comment.

6. To maintain order, applause or other unnecessary disturbances are not allowed.

7. Petitions should be presented to the City Clerk.

8. Audience members are encouraged to speak before the Council during the designated times as outlined in this document. Audience members cannot make motions or otherwise participate in the meeting.

END DOCUMENT

Previously revised in accordance with these rules on: August 2, 2021; August 16, 2021; December 13, 2021; November 20, 2023; January 8, 2024.

Agenda Item 4.B.

CITY OF INVER GROVE HEIGHTS

Request for Council Action

SUBJECT: 2025-26 Council Goals & Priorities

MEETING DATE: February 3, 2025
ITEM TYPE: Discussion Items
CONTACT: Kris Wilson, City Administrator, 651.450.2511

ACTION REQUESTED
The Council is asked to discuss and seek consensus on its key priorities for the 2025-26 timeframe.

BACKGROUND
During this retreat, the Council will gather with the City Administrator, Department Heads and Managers to identify, discuss and seek consensus on the key Council priorities for the two-year term between now and the next city election in November of 2026.

In preparation for the retreat, Councilmembers are asked to consider the following questions and come prepared to share your answers and consider those of your colleagues.

1. How would you finish the following sentence: "The City of Inver Grove Heights is in the business of . . ."

2. Recognizing that the vast majority of the City's staff-time and budget is already dedicated to core services and daily operations, what are the two or three goals or special projects that staff and Council should prioritize for 2025-26?

The above questions do not reflect the totality of the anticipated discussion for the retreat, but they are intended to serve as a "jumping off point" for further discussion of Council priorities for 2025-26.

Additionally, please consider the above questions from the perspective of a policy-maker. The work of identifying specific tasks and work plans to achieve the goals will fall primarily to staff.

Lastly, the attached article from the December 2024 issue of Public Management (PM) Magazine, published by the International City/County Management Association (ICMA), provides some useful tips for keeping goal setting efforts on track.

FISCAL IMPACT

RECOMMENDATION

ATTACHMENTS
1. Goal Setting for Traction (Dec 2024 Public Management Magazine)

GOAL SETTING FOR TRACTION

BY ROD GOULD, ICMA-CM, DR. FRANK BENEST, ICMA-CM (RETIRED), AND JAN PERKINS, ICMA-CM

Mistakes to avoid in setting priorities with your governing board and five solutions

Every local agency faces the essential dilemma of too many public needs chasing too few resources. Annual goal or priority setting[1] with the governing body has long been considered a best practice in local government as a way to make decisions about which community priorities warrant an agency's limited resources.

However, too often these efforts fail to deliver the hoped-for results. Priorities can be quickly forgotten, goals not achieved, new items can be thrown at staff during the year, and finger pointing and blaming can begin. When that happens, elected leader/staff relations suffer, and the priority- or goal-setting process itself becomes suspect. The local government's public trust and legitimacy can even be weakened.

Goal setting often fails for one or more of these reasons:

- Unrealistic goals or too many goals.
- Lack of agreement on the process.
- Disconnect between the governing body's goals and organizational capacity.
- Weak accountability for implementing the goals once set.
- Little measuring of results.

However, these common pitfalls can be avoided by exercising discipline and focus.

1. Be Realistic.

Too often local elected bodies set goals or priorities that are wildly outsized given the available budgetary and staff resources. Or they are set to be carried out in one year, when they are actually multi-year in nature.

Being realistic also means understanding the actual staffing and budget capacity available. It is understandable that elected leaders may assume there are more staff than there actually are available to deliver on the governing board's project goals. Looking only at the full employee count and general fund budget, it can seem like there are a lot of people available to carry out the goals. But typically 90% or more are committed to core services and activities. Another small portion of organizational capacity is consumed by emergencies, new mandates, and emerging community needs that can't wait. Thus, only a small remainder of staff time and public dollars can be applied to new goals and priorities each year. Sometimes, the choice is made to seek new revenue sources (such as new fees or taxes) to pay for important new priorities. Otherwise, funding and staffing capacity are inherently limited and must be considered in establishing priorities.

Being realistic also means establishing goals that can actually be achieved. At times, the language is so lofty that it would be impossible to achieve even if the entire budget and staff complement were devoted to them. Many things are outside the control of a local government, so in setting goals, it is important to know what is within an agency's control.

Examples of unrealistic goals:

- Eliminating homelessness in the community.
- Providing housing for all who need it.
- Fully preparing for any emergency.
- Curbing emissions by 50%.
- Reducing single occupant vehicles on the road by 30% within a year.

Examples of more realistic goals for one to three years:

- Establishing a new outreach program to connect the unhoused population with social services. (Staff milestones could include a contract with a nonprofit organization; engaging a minimum of 20 unhoused individuals during the first year of implementation.)
- Providing zoning for new affordable housing units. (Staff milestones could include accommodating 250 new units for low-income families.)
- Increasing the community's readiness to respond to disasters. (Staff milestones could include training all staff in emergency preparedness by the end of the first year; updating the emergency preparedness plan by the end of the second year of the two-year budget cycle.)
- Transitioning the fleet to electric. (A staff milestone could include transitioning 20% of the special district fleet to electric by the end of the two-year budget cycle.)
- Promoting the use of non-single occupancy vehicle transportation options in the community. (Staff milestones could include developing and implementing a marketing plan including incentives.)

2. Focus on a Few Important Priorities.

Even when the goals and priorities are in the realm of the doable, having too many also risks poor attainment. To be successful in reporting measurable attainment to the community, elected leaders should focus on a just a few (perhaps three to five) top goals for the year. What are their true priorities for extra attention by the organization's management for the margin of capacity not consumed by daily services? This means prioritizing, compromising, delaying, or dropping some items.

Moreover, the priorities must be explicit and attainable. Otherwise, the governing body's priorities can become a laundry list of campaign pledges and personal agendas. Staff simply cannot make progress on them all. Trying yet failing to adequately address a large number of priorities is demoralizing for staff, frustrates elected leaders, and disappoints community members, as well as undermines the agency's credibility.

The priorities, while being explicit, should also be at the policy level. It is staff's role to turn them into actions. When the governing body gets into the "how," roles get confused. In seeking goals, it is best to stay at the high level with the policy makers, while seeking clarity about what they are expecting, and having a conversation about whether those expectations are reasonable and achievable.

3. Create a Process for Narrowing the List.

The process of winnowing down lists of goals or priorities to a handful must be carefully thought-out to avoid frustration. The Delphi technique in the form of dot voting is an easy method to reveal which items enjoy the most governing body support. The rules of engagement need to be stated up front so all know what to expect. For instance, no multiple dots by a single elected official on one goal item, and a majority of the governing body needs to show dots on any given item for it to end up as a "priority" for the year (or years).

Sometimes it is useful to have "tier 1" and "tier 2" goals, with the tier 1 being the 3-5 top items for staff and elected official focus for the year, and tier 2 being another 3-5 (at the most) to pursue as resources permit, but not to get in the way of the top-tier priorities.

Meaningful goal or priority setting necessitates discipline. It is all too common that the elected body adds new items throughout the year to the approved list. If that happens, then the priorities set at the outset can easily be pushed to the side, causing failures and frustrations.

Yet local governments are dynamic institutions and things happen during the year that may justify reshuffling the annual goals or priorities. It must be understood and mutually agreed upon by the elected body that items can be added to the priority list if it comes with delaying or dropping previously approved items to free up the staff capacity and resources for the new item(s). Recognizing that staff capacity is finite is critical. If something is added to the top of the pile, something must come off the bottom.

A good practice is to talk with the governing body about criteria they will use in deciding whether something new should be added to the staff's plate. Or whether the "new idea" should just be put on a list for consideration at the next goal-setting session in a year or perhaps at a six-month check-in on status of the agreed-upon goals. If capacity exists to add something at that time, then it could be done.

The following are examples of criteria for deciding whether to add something to the list (and delay or delete something else):

- Is the new idea or initiative an emergency?
- Is there new outside funding that needs to be captured and timing is important?
- Is there a new multi-agency opportunity that is time-sensitive and critical to the local government?

Otherwise, discipline should be exercised to not add new items to the plate. When things are added without regard to the agreed-upon goals, it falls to the chief executive to make the call about what his or her staff will spend time on—essentially doing the prioritization himself or herself. Intentional and transparent policymaking by elected leaders, with advice from professional staff, is the hallmark of high-functioning public agencies.

4. Create Strategic Action Plans to Operationalize Policy Makers' Goals or Priorities.

Effective public organizations turn the policy makers' agreed-upon goals into strategic action plans. This is the staff's role. After the elected body agrees upon a handful of goals or priorities for the year, the staff should return to the elected body (within a specific timeframe) with concrete actions or milestones to implement those goals or

priorities. This constitutes the staff's work plan to operationalize the priorities, and it's how accountability for the priorities can be tracked.

These plans will then be synced with the budget, so when the governing body sees the budget, they will understand how their priorities are imbedded within it. Most of the goals that emerge from policy makers require more than one year to achieve, so by using this work plan or strategic action plan approach, staff can clearly show the timeline involved.

It is also how the staff and governing body can ensure they are on the same page with expectations, as well as with budgetary and other resources needed to achieve the priorities. Staff should also explain what these discrete actions entail and answer the elected leaders' questions.

This may well involve discussion, negotiation, and adjustments of the work plan items until the elected body and management are in alignment as partners, which is critical for success. It is a chance for the elected leaders and senior staff to work as a team in their respective roles and areas of expertise: policy-making consistent with public needs married to effective and efficient implementation and administration.

The work plans then become the road maps that guide the departments beyond the rendering of day-to-day public services. See Figure 1 as an example.

5. Results Require Measurement and Accountability.

The fifth most common failure of local government goal or priority setting is failure to follow up, make course corrections, and ensure accountability. This is the chief executive's responsibility.

Metrics are needed to ensure staff accountability and governing board oversight. Are milestones specific and tangible with timelines so it is clear whether they are achieved (or not)? Did the results occur as expected or are course corrections needed?

Priorities must be incorporated into the budget and work plans of the departments and city manager, county administrator, or general manager.

Elected leaders should receive quarterly reports at

Figure 1

Governing Body Goal	Staff Work Plan	Staff Milestones	Staff Timeline
Reduce single occupant vehicles in town	(1) Open HOV lane on Cumberland Road.	• Obtain budget augmentation for engineering. • Complete the design. • Prepare and distribute public information. • Construct and implement.	• Dates
	(2) Charge for parking in municipal lot except for carpools.	• Draft ordinance for council consideration. • Construct and implement.	• Dates
	(3) Add protected bike lanes to Main and Central Avenues.	• Complete design. • Create public info materials/promote. • Construct and implement.	• Dates
	(4) Ensure 10-minute headways on major transit routes of city bus system.	• Determine major transit routes. • Conduct cost analysis and identify implementation factors . • Report to council. • Establish implementation date of agreed-upon routes, with budget augmentation. • Create public information material and distribute.	• Dates

Figure 2

Your Priority/Goal-Setting Checklist

☐ **Be Realistic.**

- Keep it all real and focused.
- Explicitly recognize how much of the budget and staff capacity is already spoken for in the provision of daily public services before the priority/goal-setting session.
- Keep a small amount of organizational capacity for new demands or emergencies during the year.

☐ **Focus on a Few Important Priorities.**

- Limit the goals/priorities to three to five per year for sufficient focus and accountability.
- Acknowledge the multi-year nature of the priorities.
- Set 30,000-foot goals that are general in nature, but then tie them to objective, verifiable work plan actions or milestones developed by staff.

☐ **Create a Process for Narrowing the List.**

- Exercise the discipline to add goals/priorities only as needed during the year while removing or delaying existing approved items to free up capacity if new goals/priorities are added.
- If there are anticipated budget and service cuts or big new demands, it may be useful to engage the public early in the process through outreach to commissions, committees, community focus groups, and online surveys.

☐ **Create Strategic Action Plans to Operationalize Policy Makers' Goals or Priorities.**

- Create work plans or strategic action plans that clearly show how the goals or priorities will be carried out, with milestones and timelines included.
- Discuss the work plans with the governing body to ensure that the elected officials and management are operating with the same set of assumptions.
- Provide an opportunity for the governing body to make changes based on the new information, and/or to include resources in the budget so that the priorities can be achieved.

☐ **Ensure Accountability.**

- Report on progress quarterly or at the six-month point (including successes and challenges encountered) in public meetings.
- Take stock annually and reset goals or priorities accordingly, but being mindful of the multi-year nature of most big goals.
- Reflect the priorities in the budget, departmental work plans, and evaluation of the executive.

regularly scheduled public meetings on progress made and difficulties faced in meeting the goals or priorities. This includes the chance for discussion and for the elected leaders to give direction for adjustments and recalibration as needed.

The chief executive should be collaborating with department directors between the reports to keep things on track and adapt to changing circumstances, while keeping the council or board appraised of significant deviations. At year's end, the staff should prepare and present a report on goal or priority attainment for public discussion at a governing body meeting. Goal attainment should figure prominently in the chief executive's performance evaluation as well.

If the agency's management system includes these steps, staff will be accountable and the council/board will be in the know and in its proper role of overseeing public agency progress toward agreed-upon goals/priorities. The process is then repeated and becomes the way things are done. The local government gets traction and gains trust and credibility.

Goal Setting for Success

Audit your goal- or priority-setting process with these practices in mind for greater effectiveness and service to your community or constituents. Getting things done requires focus, being realistic, regular communication, and staying on track. Elected officials, staff, and the public served all gain as a result. PM

ENDNOTE

[1] Although there are technical differences between goal setting and priority stetting, for the purposes of this article the terms will be used interchangeably. The common purpose is to focus time, attention, and resources on the matters of greatest importance to the elected leadership of the agency.

ROD GOULD, ICMA-CM is chairman of the board of HdL Companies, a former ICMA Executive Board member, and retired city manager.

DR. FRANK BENEST, ICMA-CM (RETIRED) is ICMA's liaison for Next Generation Initiatives.

JAN PERKINS, ICMA-CM is vice president of Raftelis and a retired city manager.