



CODE OF CONDUCT FOR ELECTED OFFICIALS

Adopted by Board of Trustees
September 12, 2018

Town of Norwood Code of Conduct For Elected Officials

The Three *R*'s of Norwood Government Leadership:

Roles,
Responsibilities. and
Respect

The Town of Norwood Municipal Code provides detailed information on the roles and responsibilities of Board of Trustees members, the Mayor Pro-Tem, and the Mayor. The Town's Code of Ethics provides guidance on ethical issues and questions of right and wrong. Until now, what has not been clearly written down is a Code of Conduct for Norwood' elected officials.

This Code of Conduct is designed to describe the manner in which Board of Trustees members should treat one another, Town staff, constituents, and others they come into contact with in representing the Town of Norwood. It reflects the work of the Town Board of Trustees with defining more clearly the behavior, manners, and courtesies that are suitable for various occasions.

The Town Board of Trustees also considered a wide variety of policy changes and clarifications designed to make public meetings and the process of governance run more smoothly.

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The constant and consistent theme through all of the conduct guidelines is "respect." Board of Trustees members experience stress in making decisions that impact the lives of the citizens. At times, the impacts of the entire community must be weighed against the impact of only a few. Despite these pressures, elected officials are called upon to exhibit appropriate behavior at all times.

Demonstrating respect for each individual through words and actions is the touchstone that can help guide Board of Trustees members to do the right thing in even the most difficult situations.

Overview of Roles & Responsibilities

Other resources that are helpful in defining the roles and responsibilities of elected officials can be found in the Norwood Municipal Code and in the Handbook for Municipal Elected Officials, published by the Colorado Municipal League.

MAYOR

- Elected “at-large” for a four year term.
- Recognized as head of the Town Government for all ceremonial purposes.
- Preside over meetings of the Town Board of Trustees.
- Has same speaking and voting rights as any other member.
- Shall in no case have the power to veto.
- Executes and authenticates legal instruments requiring signature.
- Shall be the conservator of peace, and in emergencies may exercise within the Town the powers conferred by the Governor of the State of Colorado for purposes of military law, and shall have the authority to command the assistance of all able-bodied citizens to aid in the enforcement of the ordinances of the Town and to suppress riot and disorder.
- Leads the Board of Trustees into an effective, cohesive working team.

MAYOR PRO-TEM

- Elected by the Town Board of Trustees at the first meeting following their election.
- Performs the duties of the Mayor if the Mayor is absent or disabled.

ALL BOARD OF TRUSTEES MEMBERS

All members of the Town Board of Trustees, including the Mayor and Mayor Pro-Tem, have equal votes. No Board of Trustees member has more power than any other Board of Trustees member, and all should be treated with equal respect.

All Board of Trustees members should:

- Fully participate in Town Board of Trustees meetings and other public forums while

demonstrating respect, kindness, consideration, and courtesy to others

- Prepare in advance of meetings and be familiar with issues on the agenda
- Represent the Town at ceremonial functions at the request of the Mayor
- Be respectful of other people's time. Stay focused and act efficiently during public meetings.
- Serve as a model of leadership and civility to the community
- Inspire public confidence in Norwood government
- Provide contact information with the Town Clerk in case of an emergency or an urgent situation arises while the Board of Trustees member is out of town
- Demonstrate honesty and integrity in every action and statement
- Participate in scheduled activities

Policies & Protocol Related To Conduct

Ceremonial Events

Requests for a Town representative at ceremonial events will be handled by Town staff. The Mayor will serve as the designated Town representative. If the Mayor is unavailable, then Town staff will determine if event organizers would like another representative from the Board of Trustees. If yes, then the Mayor Pro-Tem will be recommended to serve as the substitute. Invitations received at Town Hall are presumed to be for official Town representation. Invitations addressed to Board of Trustees members at their homes are presumed to be for unofficial, personal consideration.

Correspondence Signatures

Board of Trustees members do not need to acknowledge the receipt of correspondence, or copies of correspondence, during Board of Trustees meetings. Town staff will prepare official letters in response to public inquiries and concerns. These letters will carry the signature of the Mayor or the appropriate Town staff. If correspondence is addressed only to one Board of Trustees member, that correspondence will be shared with the rest of the Board of Trustees.

Endorsement of Candidates

Board of Trustees members have the right to endorse candidates for all Board of Trustees seats or other elected offices. It is inappropriate to mention endorsements during Board of Trustees meetings or other official Town meetings or functions.

Intergovernmental Relations

The Board of Trustees values intergovernmental relations with neighboring communities and other entities. As a result, Board of Trustees members should make a concerted effort to attend scheduled meetings with other entities to further promote intergovernmental relations.

Public Meeting Hearing Protocol

The Mayor will open the public hearing. Staff will make the initial presentation. The applicant or appellant shall have the right to speak first. The Mayor will determine the length of time allowed for this presentation. Speakers representing pro points of view will be allowed to follow. Speakers representing opposing points of view will then follow. The Mayor will determine how much time will be allowed for each speaker, with 3 to 5 minutes the standard time granted. The Mayor will then ask the Board of Trustees if any issues need clarification before the public hearing is closed.

The Mayor has the responsibility to run an efficient public meeting and has the discretion to modify the public hearing process in order to make the meeting run smoothly.

Board of Trustees members will not express opinions during the public hearing portion of the meeting except to ask pertinent questions of the speaker or staff. "I think" and "I feel" comments by Board of Trustees members are not appropriate until after the close of the public hearing. Board of Trustees members should refrain from arguing or debating with the public during a public hearing and shall always show respect for different points of view.

Main motions may be followed by amendments, followed by substitute motions. Any Board of Trustees member can call for a point of order. Only Board of Trustees members who voted on the prevailing side may make motions to reconsider.

Travel Expenses

The purpose of this regulation is to establish the policies and procedures for Board of Trustees members who travel on official Town business either in-state or out-of-state. Such travel shall include attendance at conferences, seminars, and training sessions on behalf of the Town. The Town shall pay reasonable expenses for registration fees, lodging, meals, transportation, and all allowable miscellaneous expenses for the Board of Trustees member only. All travel expenses will be handled in the same manner and consistent with the provisions within the Town's Employee Handbook.

Board of Trustees Conduct with One Another

The Board of Trustees is composed of individuals with a wide variety of backgrounds, personalities, values, opinions, and goals. Despite this diversity, all have chosen to serve in public office in order to preserve and protect the present and the future of the community. In all cases, this common goal should be acknowledged even as Board of Trustees may "agree to disagree" on contentious issues.

IN PUBLIC MEETINGS

Practice civility, professionalism and decorum in discussions and debate

Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not allow, however, Board of Trustees members to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments. No shouting or physical actions that could be construed as threatening will be tolerated. Board of Trustees members should conduct themselves in a professional manner at all times, including dress.

Honor the role of the Mayor in maintaining order

It is the responsibility of the Mayor to keep the comments of Board of Trustees members on track during public meetings. Board of Trustees members should honor efforts by the Mayor to focus discussion on current agenda items. If there is disagreement about the agenda or the Mayor's actions, those objections should be voiced politely and with reason, following procedures outlined in parliamentary procedure.

Avoid personal comments that could offend other Board of Trustees members

If a Board of Trustees member is personally offended by the remarks of another Board of Trustees member, the offended Board of Trustees member should make notes of the actual words used and call for a "point of personal privilege" that challenges the other Board of Trustees member to justify or apologize for the language used. The Mayor will maintain control of this discussion.

Demonstrate effective problem-solving approaches

Board of Trustees 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 as a whole.

Be punctual and keep comments relative to topics discussed

Board of Trustees members have made a commitment to attend meetings and partake in discussions. Therefore, it is important that Board of Trustees members be punctual and that meetings start on time. It is equally important that discussions on issues be relative to the topic at hand to allow adequate time to fully discussed scheduled issues.

IN PRIVATE ENCOUNTERS

Continue respectful behavior in private

The same level of respect and consideration of differing points of view that is deemed appropriate for public discussions should be maintained in private conversations.

Be aware of the insecurity of written notes, voicemail messages, and e-mail

Technology allows words written or said without much forethought to be distributed wide and far. Would you feel comfortable to have this note faxed to others? How would you feel if this voicemail message was played on a speaker phone in a full office? What would happen if this email message was forwarded to others? Written notes, voicemail messages and e-mail should be treated as potentially "public" communication.

Even private conversations can have a public presence

Elected officials are always on display – their actions, mannerisms, and language are monitored by people around them that they may not know. Lunch table conversations will be eavesdropped upon, parking lot debates will be watched, and casual comments between individuals before and after public meetings noted.

Board of Trustees Conduct with Town Staff

Governance of a Town relies on the cooperative efforts of elected officials, who set policy, and Town staff, who implement and administer the Board of Trustees' policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual for the good of the community.

Treat all staff as professionals

Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards staff is not acceptable.

Limit contact to specific Town staff

Questions of Town staff and/or requests for additional background information should be directed to the Town Administrator, Town Attorney, or Department Heads. The Town Administrator should be copied on or informed of any request.

Requests for follow-up or directions to staff should be made only through the Town Administrator or the Town Attorney when appropriate. When in doubt about what staff contact is appropriate,

Board of Trustees members should ask the Town Administrator for direction. Materials supplied to a Board of Trustees member in response to a request will be made available to all members of the Board of Trustees so that all have equal access to information.

Do not disrupt Town staff from their jobs

Board of Trustees members should not disrupt Town staff while they are in meetings, on the phone, or engrossed in performing their job functions in order to have their individual needs met.

Never publicly criticize an individual employee

Board of Trustees should never express concerns about the performance of a Town employee in public, to the employee directly, or to the employee’s manager. Comments about staff performance should only be made to the Town Administrator through private correspondence or conversation.

Do not get involved in administrative functions

Board of Trustees members must not attempt to influence Town staff on the making of appointments, awarding of contracts, selecting of consultants, processing of development applications, or granting of Town licenses and permits. ??? also contains information about the prohibition of Board of Trustees interference in administrative functions.

Check with Town staff on correspondence before taking action

Before sending correspondence, Board of Trustees members should check with Town staff to see if an official Town response has already been sent or is in progress.

Do not attend meetings with Town staff unless requested by staff.

Even if the Board of Trustees member does not say anything, the Board of Trustees member’s presence implies support, shows partiality, intimidates staff, and hampers staff’s ability to do their job objectively.

Limit requests for staff support

All mail for Board of Trustees members is opened by the Town Clerk. Mail addressed to the Mayor is reviewed first by the Town Administrator (unless it is marked personal and confidential) who notes suggested action and/or follow-up items.

Requests for additional staff support – even in high priority or emergency situations -- should be made to the Town Administrator who is responsible for allocating Town resources in order to maintain a professional, well-run Town government.

Do not solicit political support from staff

Board of Trustees members should not solicit any type of political support (financial contributions, display of posters or lawn signs, name on support list, etc.) from Town staff. Town staff may, as private citizens with constitutional rights, support political candidates but all such activities must be done away from the workplace.

Board of Trustees Conduct with the Public

IN PUBLIC MEETINGS

Making the public feel welcome is an important part of the democratic process. No signs of partiality, prejudice or disrespect should be evident on the part of individual Board of Trustees members toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

Be welcoming to speakers and treat them with care and gentleness

Speaking in front of Board of Trustees can be a difficult experience for some people. Some issues the Board of Trustees undertakes may affect people's daily lives and homes. Some decisions are emotional.

The way that Board of Trustees treats people during public hearings can do a lot to make them relax or to push their emotions to a higher level of intensity.

Be fair and equitable in allocating public hearing time to individual speakers

The Mayor will determine and announce limits on speakers at the start of the public hearing process. Generally, each speaker will be allocated three-minutes with applicants and appellants or their designated representatives allowed more time. If many speakers are anticipated, the Mayor may shorten the time limit and/or ask speakers to limit themselves to new information and points of view not already covered by previous speakers.

No speaker will be turned away unless he or she exhibits inappropriate behavior. Each speaker may only speak once during the public hearing unless the Board of Trustees requests additional clarification later in the process. After the close of the public hearing, no more public testimony will be accepted unless the Mayor reopens the public hearing for a limited and specific purpose.

Give the appearance of active listening

It is disconcerting to speakers to have Board of Trustees members not look at them when they are speaking. It is fine to look down at documents or to make notes, but reading for a long period of time gazing around the room gives the appearance of disinterest. Be aware of facial expressions, especially those that could be interpreted as "smirking," disbelief, anger or boredom.

Ask for clarification, but avoid debate and argument with the public

Only the Mayor – not individual Board of Trustees members -- can interrupt a speaker during a presentation. However, a Board of Trustees member can ask the Mayor for a point of order if the speaker is off the topic or exhibiting behavior or language the Board of Trustees member finds disturbing.

If speakers become flustered or defensive by Board of Trustees questions, it is the responsibility of the Mayor to calm and focus the speaker and to maintain the order and decorum of the meeting.

Questions by Board of Trustees members to members of the public testifying should seek to clarify or expand information. It is never appropriate to belligerently challenge or belittle the speaker.

Board of Trustees members' personal opinions or inclinations about upcoming votes should not be revealed until after the public hearing is closed.

No personal attacks of any kind, under any circumstance

Board of Trustees members should be aware that their body language and tone of voice, as well as the words they use, can appear to be intimidating or aggressive.

Follow parliamentary procedure in conducting public meetings

The Town Attorney serves as advisory parliamentarian for the Town and is available to answer questions or interpret situations according to parliamentary procedures. Final rulings on parliamentary procedure are made by the Mayor, subject to the appeal of the full Board of Trustees.

IN UNOFFICIAL SETTINGS

Make no promises on behalf of the Board of Trustees

Board of Trustees members will frequently be asked to explain a Board of Trustees action or to give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of Town policy and to refer to Town staff for further information. It is inappropriate to overtly or implicitly promise Board of Trustees action, or to promise Town staff will do something specific (fix a pothole, remove a library book, plant new flowers in the median, etc.).

Make no personal comments about other Board of Trustees members

It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Board of Trustees members, their opinions and actions.

Remember that Norwood is a small community at heart

Board of Trustees members are constantly being observed by the community every day that they serve in office. Their behaviors and comments serve as models for proper deportment in the Town of Norwood. Honesty and respect for the dignity of each individual should be reflected in every word and action taken by Board of Trustees members, 24 hours a day, seven days a week. It is a serious and continuous responsibility.

Board of Trustees Conduct with Other Public Agencies

Be clear about representing the Town or personal interests

If a Board of Trustees member appears before another governmental agency or organization to give a statement on an issue, the Board of Trustees member must clearly state:

- 1) If his or her statement reflects personal opinion or is the official stance of the Town;
- 2) Whether this is the majority or minority opinion of the Board of Trustees. Even if the Board of Trustees member is representing his or her own personal opinions, remember that this still may reflect upon the Town as an organization.

If the Board of Trustees member is representing the Town, the Board of Trustees member must support and advocate the official Town position on an issue, not a personal viewpoint.

If the Board of Trustees member is representing another organization whose position is different from the Town, the Board of Trustees member should withdraw from voting on the issue if it significantly impacts or is detrimental to the Town's interest. Board of Trustees members should be clear about which organizations they represent and inform the Mayor and Board of Trustees of their involvement.

Correspondence also should be equally clear about representation

Town letterhead may be used when the Board of Trustees member is representing the Town and the Town's official position. A copy of official correspondence should be given to the Town Clerk to be filed as part of the permanent public record.

It is best that Town letterhead not be used for correspondence of Board of Trustees members representing a personal point of view, or a dissenting point of view from an official Board of Trustees position.

Board of Trustees Conduct with Boards and Commissions

The Town has established several Boards and Commissions as a means of gathering more community input. Citizens who serve on Boards and Commissions become more involved in government and serve as advisors to the Town Board of Trustees. They are a valuable resource to the Town's leadership and should be treated with appreciation and respect.

If attending a Board or Commission meeting, be careful to only express personal opinions

Board of Trustees members may attend any Board or Commission meeting, which are always open to any member of the public. However, if the Board or Commission is conducting a public hearing, the Board of Trustees member shall remove themselves from the proceedings. Board of Trustees members should be sensitive to the way their participation – especially if it is on behalf

of an individual, business or developer -- could be viewed as unfairly affecting the process. Any public comments by a Board of Trustees member at a Board or Commission meeting should be clearly made as individual opinion and not a representation of the feelings of the entire Town Board of Trustees. Also, a Board of Trustees member's presence may affect the conduct of the Board or Commission and limit their role and function.

Limit contact with Board and Commission members

It is inappropriate for a Board of Trustees member to contact a Board or Commission member to lobby on behalf of an individual, business, or developer. Board of Trustees members should contact staff in order to clarify a position taken by the Board or Commission.

Remember that Boards and Commissions serve the community, not individual Board of Trustees members

The Town Board of Trustees appoints individuals to serve on Boards and Commissions, and it is the responsibility of Boards and Commissions to follow policy established by the Board of Trustees. But Board and Commission members do not report to individual Board of Trustees members, nor should Board of Trustees members feel they have the power or right to threaten Board and Commission members with removal if they disagree about an issue. Appointment and re-appointment to a Board or Commission should be based on such criteria as expertise, ability to work with staff and the public, and commitment to fulfilling official duties. A Board or Commission appointment should not be used as a political "reward."

Be respectful of diverse opinions

A primary role of Boards and Commissions is to represent many points of view in the community and to provide the Board of Trustees with advice based on a full spectrum of concerns and perspectives. Board of Trustees members must be fair and respectful of all citizens serving on Boards and Commissions.

Keep political support away from public forums

Board and Commission members may offer political support to a Board of Trustees member, but not in a public forum while conducting official duties. Conversely, Board of Trustees members may support Board and Commission members who are running for office, but not in an official forum in their capacity as a Board of Trustees member.

Inappropriate behavior can lead to removal

Inappropriate behavior by a Board or Commission member should be noted to the Mayor, and the Mayor should counsel the offending member. If inappropriate behavior continues, the Mayor should bring the situation to the attention of the Board of Trustees and the individual is subject to removal from the Board or Commission.

Board of Trustees Conduct with the Media

Board of Trustees members may be contacted by the media for background and quotes.

The best advice for dealing with the media is to never go "off the record"

Most members of the media represent the highest levels of journalistic integrity and ethics, and can be trusted to keep their word. But one bad experience can be catastrophic. Words that are not said cannot be quoted.

The Mayor is the official spokesperson for the representative on Town position.

The Mayor is the designated representative of the Board of Trustees to present and speak on the official Town position. If an individual Board of Trustees member is contacted by the media, the Board of Trustees member should be clear about whether their comments represent the official Town position or a personal viewpoint.

Choose words carefully and cautiously

Comments taken out of context can cause problems. Be especially cautious about humor, sardonic asides, sarcasm, or word play. It is never appropriate to use personal slurs or swear words when talking with the media.

Sanctions

Public Disruption

Members of the public who do not follow proper conduct after a warning in a public hearing maybe barred from further testimony at that meeting or removed from the Board of Trustees Chambers. •

Inappropriate Staff Behavior

Board of Trustees members should refer to the Town Administrator any Town staff that do not follow proper conduct in their dealings with Board of Trustees members, other Town staff, or the public. These employees may be disciplined in accordance with standard Town procedures for such actions.

Board of Trustees members Behavior and Conduct

Town Board of Trustees members who intentionally and repeatedly do not follow proper conduct may be reprimanded or formally censured by the Board of Trustees. Serious infractions of the Code of Ethics or Code of Conduct could lead to other sanctions as deemed appropriate by Board of Trustees.

Board of Trustees members should point out to the offending Board of Trustees member

infractions of the Code of Ethics or Code of Conduct. If the offenses continue, then the matter should be referred to the Mayor in private. If the Mayor is the individual whose actions are being challenged, then the matter should be referred to the Mayor Pro-Tem.

It is the responsibility of the Mayor to initiate action if a Board of Trustees member's behavior may warrant sanction. If no action is taken by the Mayor, the alleged violation(s) can be brought up with the full Board of Trustees in a public meeting.

If violation of the Code of Ethics or Code of Conduct is outside of the observed behaviors by the Mayor or Board of Trustees members, the alleged violation should be referred to the Mayor. The Mayor should ask the Town Administrator and/or the Town Attorney to investigate the allegation and report the findings to the Mayor. It is the Mayor's responsibility to take the next appropriate action. These actions can include, but are not limited to: discussing and counseling the individual on the violations; recommending sanction to the full Board of Trustees to consider in a public meeting; or forming a Board of Trustees ad hoc subcommittee to review the allegation; the investigation and its findings, as well as to recommend sanction options for Board of Trustees consideration.

Principles of Proper Conduct

Proper conduct IS ...

-
- Keeping promises
 - Being dependable
 - Building a solid reputation
 - Participating and being available
 - Demonstrating patience
 - Showing empathy
 - Holding onto ethical principles under stress
 - Listening attentively
 - Studying thoroughly
 - Keeping integrity intact
 - Overcoming discouragement
 - Going above and beyond, time and time again
 - Modeling a professional manner

Proper conduct IS NOT ...

- Showing antagonism or hostility
- Deliberately lying or misleading
- Speaking recklessly
- Spreading rumors
- Stirring up bad feelings, divisiveness
- Acting in a self-righteous manner

It all comes down to respect

Respect for one another as individuals .. respect for the validity of different opinions .. respect for the democratic process .. respect for the community that we serve.

Checklist for Monitoring Conduct

- Will my decision/statement/action violate the trust, rights or good will of others?
- What are my interior motives and the spirit behind my actions?
- If I have to justify my conduct in public tomorrow, will I do so with pride or shame?
- How would my conduct be evaluated by people whose integrity and character I respect?
- Even if my conduct is not illegal or unethical, is it done at someone else's painful expense? Will it destroy their trust in me? Will it harm their reputation?
- Is my conduct fair? Just? Morally right?
- If I were on the receiving end of my conduct, would I approve and agree, or would I take offense?
- Does my conduct give others reason to trust or distrust me?
- Am I willing to take an ethical stand when it is called for? Am I willing to make my ethical beliefs public in a way that makes it clear what I stand for?
- Do I exhibit the same conduct in my private life as I do in my public life?
- Can I take legitimate pride in the way I conduct myself and the example I set?
- Do I listen and understand the views of others?
- Do I question and confront different points of view in a constructive manner?
- Do I work to resolve differences and come to mutual agreement?
- Do I support others and show respect for their ideas?
- Will my conduct cause public embarrassment to someone else?

How Governing Body Members Can Govern Better

The following items are taken from the Colorado Municipal League, Handbook for Municipal Elected Officials, and is reprinted from the League of Kansas Municipalities' brochure, "Suggestions for Successful Public Service"

Governing is clearly more of an art than a science. There are no ultimate answers on how to govern; different approaches are to be expected, and probably desired. However, there do seem to be some fundamentals. The suggestions that follow range from practical, common sense fundamentals to those more philosophic and theoretical. These tips for successful and effective public service are intended to assist mayors, Board of Trustees members, and board trustees. While most suggestions relate to individual officers others apply to the governing body as a whole. These two applications, however, are interdependent - the capacity of a governing body to govern effectively is dependent on the collective capacities of at least a majority of its membership. These suggestions are not in any priority order, and not all are universally accepted.

All of them, however, are worth consideration by anyone who would serve the public through an elective local office.

1. Learn all you can about your Town, its history, its operation, its financing. Do your homework. Know your Town ordinances. Dust off your comprehensive plan.
2. Devote sufficient time to your office and to studying the present and future problems of your community.
3. Don't bum yourself out on the little things but recognize that they are often important to the public. Save some energy - and time - for the important matters.
4. Don't act as a committee of one; governing a Town requires team effort – practically and legally.
5. Don't let honest differences of opinion within the governing body degenerate into personality conflicts.
6. Remember that you represent all the people of your community, not just neighbors and friends. Be wary of personal experiences coloring your public decisions.
7. Take your budget preparation job seriously, for it determines what your Town does or does not do for the coming year and will also influence what happens in future years.
8. Establish policy statements. Written policy statements let the public, and the Town staff, know where they stand. They help the governing body govern, and writing them provides a process to develop consensus.
9. Make decisions on the basis of public policy, and be consistent. Treat similar situations similarly, and avoid favoritism.
10. Focus your attention on ways to prevent problems, rather than just trying to solve them as they occur. Filling potholes is one approach to governing; developing plans to prevent them is more important.
11. Don't be misled by the strong demands of special interest groups who want it done now, their way. Your job is to find the long-term public interest of the community as a whole, and you may be hearing from the wrong people.
12. Don't rush to judgment. Few final actions have to be taken at the first meeting at which they are considered. Avoid "crisis management."
13. Don't be afraid of change. Don't be content to just follow the routine of your predecessors. Charge your appointed officers and employees with being responsible for new ideas and better ways. Listen to what they have to say.
14. Don't give quick answers when you are not sure of the real answer. It may be embarrassing to appear ignorant, but it can be more embarrassing, and damaging, to tell a person something which is wrong.
15. As an individual, even if you are the mayor, don't make promises you can't deliver! Most decisions and actions require approval of the governing body, and this takes a majority vote.
16. Remember that you have legal authority as a governing body member only when the governing body is in legal session.
17. Don't spring surprises on your fellow governing body members or your Town staff, especially at formal meetings. If a matter is worth bringing up for discussion, it's worth being on the agenda. Surprises may get you some publicity, at the embarrassment of others, but they tend to erode the "team" approach to governance.
18. Participate in official meetings with the dignity and decorum fitting those who hold a position of public trust. Personal dress and courteous behavior at meetings help create an

environment for making sound public decisions.

19. Conduct your official public meetings with some formality, and follow rules of procedure. Have an agenda, and follow it. Most governing body members agree that formal meetings expedite the process and promote better decision making.

20. Don't be afraid to ask questions. It is one of the ways we learn. But do your homework by studying agenda material before meetings.

21. Vote yes or no on motions. Don't cop out by abstaining except when you have a conflict of interest. A pass does not relieve you of responsibility when some decision must be made.

22. Once a majority decision of the governing body has been made, respect that official position and defend it if needed, even if you personally disagreed.

23. Respect the letter and intent of the open meetings law, but also keep private and confidential matters to yourself. Don't gossip.

24. Retain competent, key employees, pay them well, trust their professional judgment, and recognize their authority and responsibilities.

25. Don't bypass the system! If you have a manager or other chief administrative officer, stick to policy making and avoid personal involvement in the day-to-day operations of the municipality. If you do not have an administrative officer, make sure you have some management system that officers, employees, and the public understand.

26. Don't let others bypass the system. Insist that people such as equipment or service suppliers work with your Town staff. If direct contact with governing body members is necessary, it should be with the governing body as a whole, or a committee, and not on a one-on-one basis.

27. Don't pass the buck to the staff or employees when they are only following your policies or decisions.

28. Don't always take no for an answer. The right question may be "How can we do this?" instead of "May we do this?" Be positive!

29. Learn to evaluate recommendations and alternative courses of action. Request that your staff provide options. Encourage imaginative solutions.

30. Avoid taking short-term gains at the expense of long-term losses. Be concerned with the long-term future of the Town.

31. In determining the public interest, balance personal rights and property interests, the possible harm to a few versus the good of the many. Recognize that in some situations, everyone can't be a winner.

32. Remember that towns are for people! Be concerned with the total development - physical, economic, and social - of your community.

33. Don't act as if the Town operates in a vacuum. Towns must work within the intergovernmental system to be effective. Keep in contact and cooperate with your federal, state, county, and school officials.

34. Know your neighbors. Get to know the officials of neighboring and similar size towns. Visit other towns, particularly those with a reputation of being well run.

35. Learn to listen - really listen - to your fellow governing body members and the public. Hear what they are trying to say, not just the words spoken.

36. Keep your constituents informed, and encourage citizen participation.

37. Be friendly and deal effectively with the news media. Make sure what you say is what you mean. Lack of good communication, with the media and the public, can be a major problem for municipal officials.

38. Remember that what you say, privately and publicly, will often be news. You live in a glass

house. Avoid over-publicizing minor problems.

39. Expect, and respect, citizen complaints. Make sure that your governing body members and your Town, have a way to deal effectively with them. Have a follow up system.

40. Be careful about rumors. Check them out. Help squelch them when you know they are false.

41. Appoint citizen advisory committees and task forces when you need them, but be prepared to follow their advice if you use them.

42. Take care in your appointments to boards and commissions. Make sure they are willing and capable as well as representative of the whole community.

43. Never allow a conflict of interest to arise between your public duties and your private interests. Be sensitive to actions you take that might even give the appearance of impropriety.

44. Seek help. Use manuals, guides, and other technical assistance and information available from the Colorado Municipal League and other agencies. Attend workshops and conferences put on for the benefit of you and your Town.

45. Pace yourself. Limit the number of meetings you attend. Set some priorities, including the need to spend time with your family. Recognize that life - and the Town - is dependent on a lot of things you have little control over.

46. Establish some personal goals and objectives. What do you want to help accomplish this year? Next year?

47. Help develop some short-term and long-term goals and objectives for your Town, and check your progress at least every six months,

48. Similarly, help your Town develop a vision of the future. Plan from the future to the present - no vision, no plan. One of the important purposes of a governing body is to establish a vision for the future.

49. Focus on the future, and try to leave your Town better than that which you inherited as a Town officer.

50. Be a leader, as well as part of the team of elected and appointed officials who were selected to make your Town an even better place to live.

51. At least once a year, schedule a governing body discussion about how you are governing. Review the processes and procedures. Sit back and ask, "How are we doing? How can we do things better?"

52. Be enthusiastic about your public service and the privilege you have, and let the public know it. But maintain your sense of humor. Don't take yourself or the business of government so seriously that you don't enjoy it. It should be fun as well as a rewarding experience.

53. Celebrate! Always focusing on problems and issues may lead you, the governing body, and the public, to believe that nothing positive ever happens. Good things do happen. Let the public share your successes.

Glossary of Terms

attitude The manner in which one shows one's dispositions, opinions, and feelings

behavior External appearance or action; manner of behaving; carriage of oneself

civility Politeness, consideration, courtesy

conduct The way one acts; personal behavior

courtesy Politeness connected with kindness

decorum Suitable; proper; good taste in behavior

manners A way of acting; a style, method, or form; the way in which things are done

point of order An interruption of a meeting to question whether rules or bylaws are being broken, such as the speaker has strayed from the motion currently under consideration

point of personal privilege A challenge to a speaker to defend or apologize for comments that a fellow Board of Trustees member considers offensive

propriety Conforming to acceptable standards of behavior

protocol The courtesies that are established as proper and correct

respect The act of noticing with attention; holding in esteem; courteous regard

**Adopted Rules for the Conduct of Meetings and
General Business**

**Town of Norwood, Norwood Water Commission,
Norwood Sanitation District & Norwood P&Z
Commission**

Adopted 08/09/06-TON

I. Conduct

- Board members are expected to uphold a high standard of civility toward each other.
- Civility is expected between Board members and the public, and among members of the public while in meetings; rude behavior will not be tolerated.
- All participants in board meetings are to refrain from profanity.
- Robert's Rules of Order are to be employed for making and entertaining motions.
- Board members strive for brevity and to avoid redundancy and will encourage the same of the public.
- The Mayor or Chairman is charged with the primary role of enforcing the Board's rules of conduct. The Board is also encouraged to courteously ask each other to refrain from inappropriate behavior if it occurs (that is, the Board can "call" each other on inappropriate behavior to reinforce the ethic of the group as a whole or to support the Mayor's or Chairman's efforts to achieve the same effect).
- Board members are encouraged to speak with staff, or each other, if they have questions or objections to recommendations coming before the body.

II. Setting the Town Board Agenda

- The Mayor or Chair sets the agenda.
- Board members wishing to add an item to the agenda should contact the Mayor or Chair prior to the agenda's delivery to the newspaper for publication (no later than the Thursday prior to the Board meeting. Most requested items would simply be added to the agenda.
- Board members wishing to add an item to the agenda during the meeting may do so by being recognized by the Mayor or Chair and offering a motion to amend the agenda. The maker of the motion may explain why it is appropriate to have the item considered at this time, but may not substantively address the item unless and until the body has approved the motion to amend the agenda. Motions to modify the agenda require a 2/3 vote of the quorum present. If the motion to modify the agenda is approved, the item is then on the table for substantive discussion and action. If the motion to add the item fails, the issue dies without further discussion.

III. Public Hearings or Action Items

- Mayor or Chairman opens public hearing
- Mayor or Chairman introduces item (reading the item from the agenda and making any prefatory remarks)
- Staff provides report, including brief relevant history of and context for the item
- Board poses questions to staff
- Public Comment is opened
 - Each member of the public can speak twice.
 - The public is asked to refrain from duplicating the comments of others if possible.
 - The public is asked to avoid engaging in dialogue with each other but instead to address the Board and the audience in general.
 - If a large audience is present, the Mayor or Chairman may set a time limit (i.e. 2-3 minutes) for each speaker
- Public comment is closed and the matter brought to Board
- Board motion is placed on floor and acted on consistent with Robert's Rules of Order for making and entertaining motions.

IV. Worksessions

- Worksessions are designed to permit less formal discussion among Board members and the public. They are not for decision-making on policy, but rather to permit education and open-ended exploration of an issue.
- The Mayor or Chair may entertain commentary from the public either in the form of a public hearing (where members of the public speak only once) or in a more interactive format depending on the topic, number of speakers present and time constraints.
- Decisions requiring formal motions may not be made at worksessions, but direction may be given to staff for further work or other related matters.
- Items requiring both the interchange of a worksession and the formal decision-making of a public hearing or an action item will be placed on the agenda in both categories.

V. Public Discussion

- Members of the public will be allowed to speak no more than twice during a public discussion session at the will of the Mayor or Chair.
- No personal attacks or arguments.
- People speaking on the same issue will be asked to refrain from redundancy.

VI. Appointments to Boards

- Board Members should not miss more than 3 (three) meetings in a calendar year. Board members, if they know they will be absent from a meeting, must

notify the Town Clerk and the Chair in this event to avoid the perception of lack of interest.

- If absenteeism becomes a problem, it can be brought to the attention of the Trustees.
- With consent of the Trustees or Board, the Town Clerk will draft a letter to the board member to give them an opportunity to rectify the absentee situation.
- After a board member is notified by letter, the Trustees or Board have the right to either remove the board member or downgrade a regular member to an alternate seat, if absenteeism continues.
- It is the intention of the Town of Norwood to continue to have active sitting board members and the actions listed above are to help ensure active board participation.

VII. Conflict of interest

Conflict of interest means a situation in which a Town board member or employee or anyone with whom the Town board member or employee has a close personal or close business relationship) has a personal or financial interest in a matter which is the subject of official action of the Town, or which matter involves the performance of official duties by a Town official or employee. A Town official or employee shall be deemed to have a conflict of interest if he or she or anyone with whom the Town board member or employee has a close personal or business relationship) would be adversely affected or benefit from the official action or performance of the official duty in a manner substantially different from the public generally.

Board members must recuse themselves from participation on an issue in which they may have a conflict of interest in the interest of public good, public trust and to avoid personal or board liability.

TOWN OF NORWOOD, COLORADO HEARING PROCEDURES

1. All required notice or notices shall be timely given by the Town Clerk to the public, the applicant or complainant, as the case may be.
2. The mayor or the chairperson of the board or commission, as applicable, shall be responsible for any pre-hearing administrative matters, resolution of which are necessary to regulate the course of proceedings.
3. No Town board or commission shall have the subpoena power nor the ability to compel any testimony or production of any documents.
4. Unless otherwise provided by law, hearings shall be open to the public.
5. All parties may:
 - (a) be represented by counsel;
 - (b) present exhibits;
 - (c) present testimony;
 - (d) request that witnesses be sworn; and
 - (e) cross examine witnesses;subject to the rulings of the mayor or chairperson.
6. If there is a request that witnesses be sworn, the following oath shall be given by the Town or Deputy Clerk: "Do you solemnly swear or affirm, under penalty of perjury, that the testimony you will give in this hearing shall be the truth, the whole truth, and nothing but the truth?"
7. The applicant or complainant shall have the burden of going forward and burden of proof.
8. Boards and commissions are not bound by the strict rules of evidence. The mayor or chairperson may admit hearsay evidence, however, hearsay evidence may be considered more reliable and probative if there is corroboration of the hearsay evidence. The standard applied when evidence is presented is whether it possesses probative value commonly accepted by

reasonable and prudent persons in the conduct of their affairs.

9. The mayor or chairperson, as applicable, who shall act as the hearing officer, has the right to:

- (a) control the sequence and progress of the proceedings;
- (b) rule on objections;
- (c) accept documents into the record that he or she feels are useful to making the required determination or reject others that are not;
- (d) limit the number of witnesses or the time allocated to a witness or other participants; and
- (e) prohibit or limit questioning (including cross examination) that:

- needlessly consumes time;
- is designed to harass or embarrass a witness;
- is repetitive;
- is argumentative; or
- seeks to elicit irrelevant information;

10. The mayor or chairperson may confer with other members of his or her board or commission prior to ruling.

11. "Irrelevant information" is defined, for purposes of these procedures, as information which does not reasonably bear on the existence or non-existence of any fact that is of consequence to the issues before the board or commission.

12. All exhibits shall be given an identification number or letter and given to the recording clerk for the record.

13. Members of the board or commission are free to ask questions of any person appearing at the hearing if he or she feels he or she needs clarification of or any additional information on any given point.

14. Members of the board or commission may also question others or take comment from members of the public or others attending the hearing, provided that the comments offer information relevant to the issues before the board or commission.

15. Where the hearing may be expedited and the interest of the parties will not be prejudiced, the board or commission may require or receive all or part of the evidence in written form.

16. At the end of the presentations, the board or commission may continued the hearing to:

- (a) request staff to gather information to clarify or verify documents or testimony or to gather other and additional information for the board or commission;
- (b) and/or call its own witnesses; or
- (c) for any other reason, in its discretion.

17. The meeting shall be taped. Therefore, the mayor or chairperson shall require all persons speaking to identify themselves and prevent more than one person from speaking at a time.

18. At the conclusion of the hearing the board or commission may drafts its own findings and/or recommendations or request a staff member to do so and submit them for later review and adoption by the board or commission.

19. Documents shall be placed in the record at the outset to establish the jurisdiction of the board or commission to act (e.g., copies of the notice of meeting).

20. Copies of these procedures shall be available in the office of the Town Clerk and be supplied to any and all persons requesting the same.

