

Fostering Inclusive Governance Through Roles and Responsibilities

SAFETY AND LOSS CONTROL WORKSHOPS



Learning Objectives

- ☒ Gain a deeper understanding of your responsibilities in various leadership roles
- ☒ Explore various communication styles to be better equipped to work in a team
- ☒ Learn strategies to be a more effective team leader
- ☒ Explore how to build trust and relationships with colleagues

Overview

City Government

Council and Staff
Roles and
Responsibilities

Communication

Collaboration

Team Leadership

Conflict
Resolution

Active Listening

Poll

1. Charter City or Statutory City?
2. Standard Plan, Plan A, or Plan B Statutory City?
3. Weak Mayor-Council form of government, Strong Mayor-Council form of government, or Council-Manager form of government?

City Government Organization



Charter Cities

City charter lays out city council and city staff roles and responsibilities.



Statutory Cities

Roles and responsibilities depend on whether the city is a Standard Plan, Plan A, or Plan B city.

Statutory Cities – Form of Organization

Standard Plan

- Weak Mayor-Council
- Council has administrative authority
- Council can delegate ministerial duties

Plan A

- Weak Mayor-Council
- Council has administrative authority
- Council can delegate ministerial duties

Plan B

- Council-Manager
- City manager administers business based on council decisions

Clerks, Administrators, Managers

City Clerk

- Form of city government and organization.

City Administrator

- City policy and administrative structure.

City Manager

- Plan B Statutory Cities and Charter Cities (if the charter provides).

Forms of Government

Weak Mayor-Council

- City council has legislative and administrative authority.
- Mayor and council members have the same powers.

Strong Mayor-Council

- Council has legislative and policy-making authority.
- Mayor responsible to council for administration.

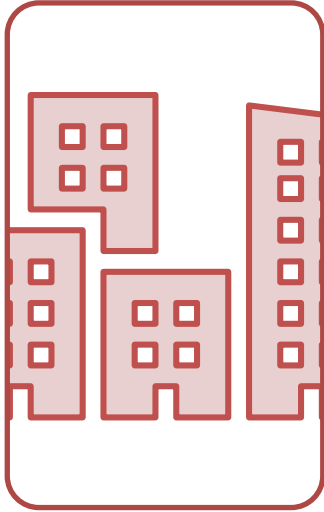
Council-Manager

- City council has policymaking and legislative authority.
- City manager is responsible for administration.



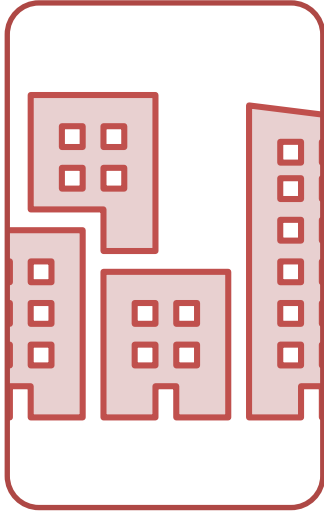
Celebration of Knowledge!

Question #1



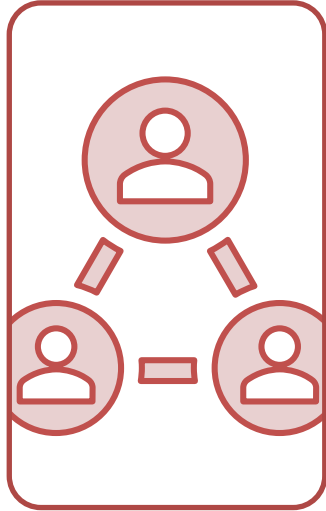
In this type of city, the city is governed by Chapter 410 of the Minnesota Statutes and by the city's local "constitution."

Answer



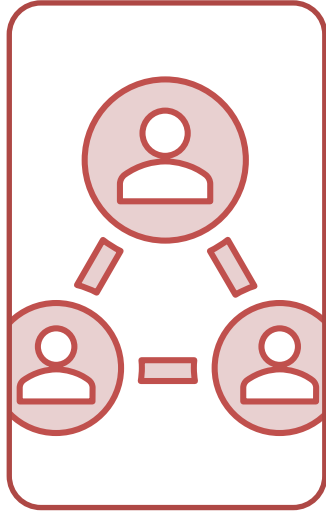
Charter City

Question #2



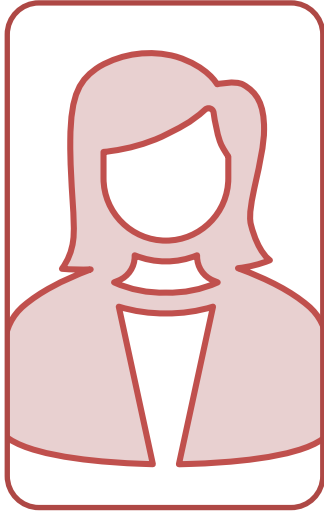
In this type of city, the roles and responsibilities of the city council and staff are determined by the city's form of government.

Answer



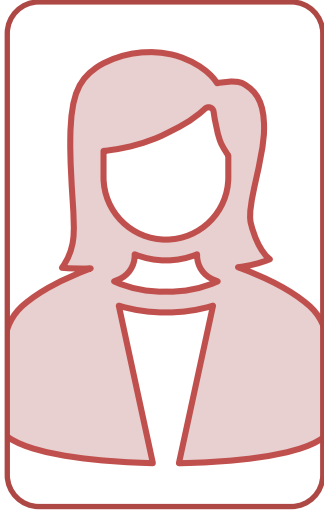
Statutory City

Question #3



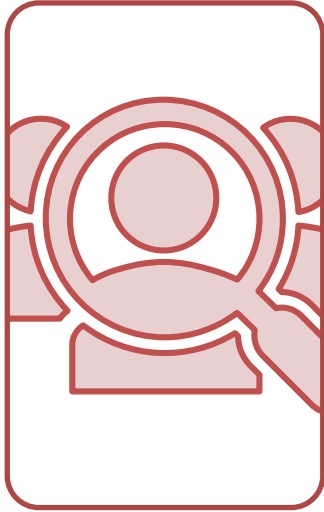
In this type of city, there is an elected clerk and an elected treasurer. The clerk is a voting member of the city council.

Answer



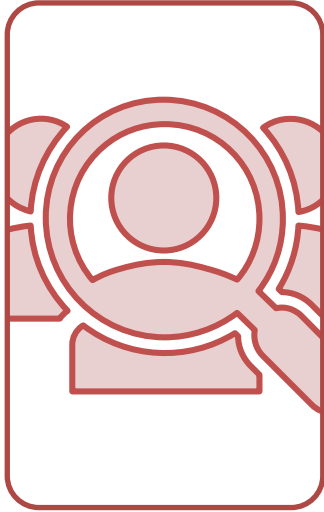
Standard Plan Statutory
City

Question #4



In this form of city government, the city manager has administrative authority.

Answer

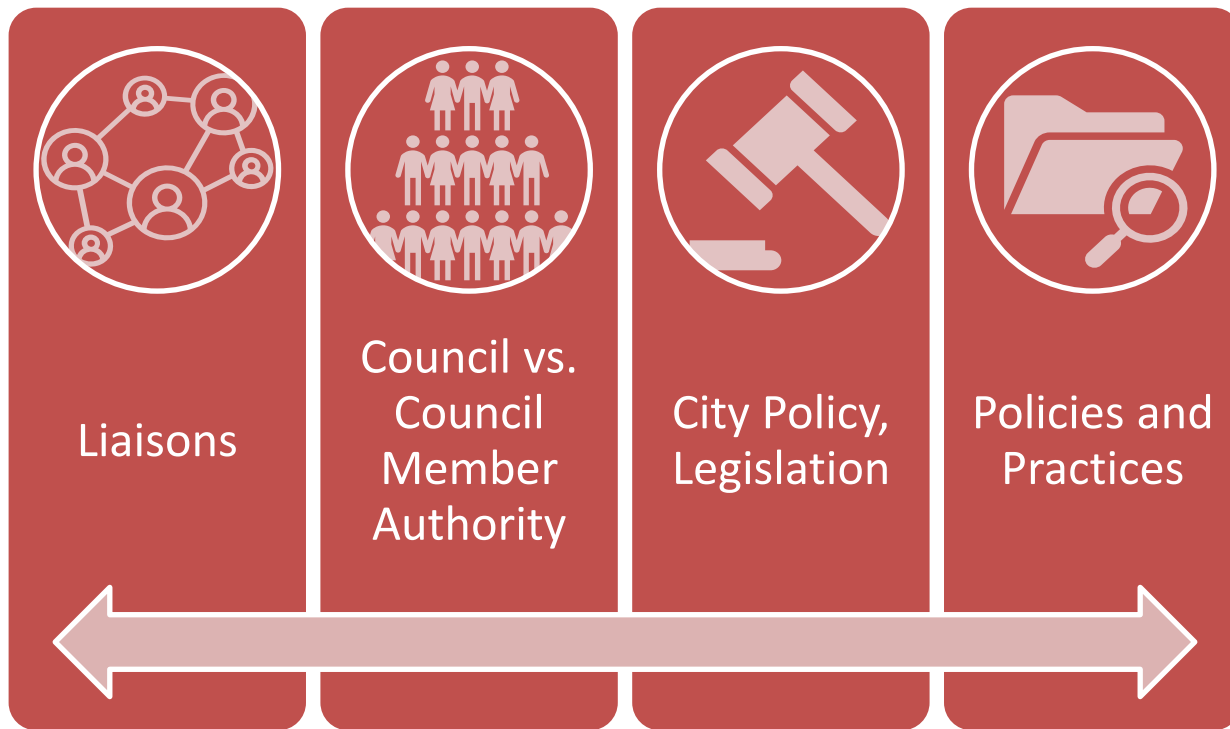


Council-Manager Form of Government

Roles and Responsibilities



Council Roles and Responsibilities



Council Roles and Responsibilities

Prevent:

Discord among council and staff.

Feelings of mistrust and underappreciation.

Individual or city liability for taking unauthorized actions.

Promote:

Clarity on council and staff roles and responsibilities.

Frequent communication.

Council and staff education about roles and responsibilities and city policies.

Sample Policy

Sample for use with Minnesota Mayors Association City Council Bylaws

Agenda Request Form

DATE SUBMITTED:

SUBMITTED BY:

DEPARTMENT:

ISSUE:

ATTACHMENTS:

JUSTIFICATION:

FINANCIAL IMPACT:

ACTION REQUESTED:

REVIEWED BY: ☐ City Clerk/Admin. ☐ City Attorney ☐ Bldg. Insp. ☐ DNR
 ☐ Finance Director ☐ Public Works ☐ County ☐ Architect
 ☐ City Engineer

CITY CLERK/ADMINISTRATOR'S RECOMMENDATION

LANGUAGE FOR PROPOSED FORMAL MOTION TO BE CONSIDERED BY COUNCIL

- XII. AGENDA.** An agenda will be prepared for all regular council meetings by the city clerk/administrator. Agenda items may be placed by city council members and city staff. Members of the public wishing to place items on the agenda shall be directed to the public comment forum provided at the council meeting. When a special meeting is called, the agenda must be included in the request for the meeting and in the publication of the notice of the meeting pursuant to Minn. Stat. § 13D.04, subd. 2.
- A. All requests to place an item on the agenda must be received by the city clerk/administrator by _____ a.m. _____ days prior to the next council meeting.
- B. All requests to place an item on the agenda must be on the form prescribed by the city. The form should be completed with the goal of clearly describing the subject matter to be considered by council and any action requested or required. Supporting information may be attached to the form as necessary.
- C. All requests to place an item on the agenda by city staff must be reviewed by the city administrator/clerk.
- D. The agenda, along with information materials, will be mailed or delivered to all city council members and the city attorney at least _____ days prior to the next council meeting.

Staff Roles and Responsibilities

Daily
Operations

Provide
Information

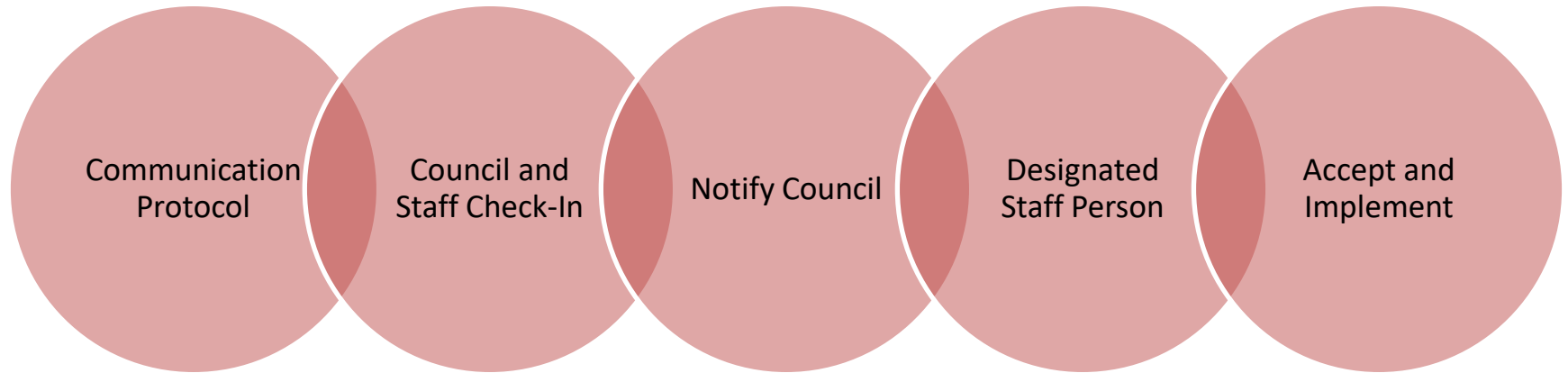
Implement
Policy

Public
Interaction

Specific
Expertise

Staff Roles and Responsibilities

Best Practices



Onboarding



Onboarding Point Person



Pre-Onboarding Preparation



Structured Onboarding and Training



Onboarding Handbook



Leadership Interaction



Ongoing Support

Onboarding Resources

TEMPLATE - delete or add items as appropriate to fit your city

City of _____ City Council Member Handbook

Table of Contents

City Information
History of City
Mission, Vision & Values Statement
Current Mayor and Council with Contact Information
Boards, Commissions and Committees
Consultants
Organizational Structure Chart/Chain of Command, Social Media Sites
Website address and webmaster contact information
Annual or other Community Event Information
Emergency Operations Plan/other Emergency Management Information

Council Information
Meeting Schedule
City Council By-Laws
Code of Ethics or Code of Conduct Policy
City Councilmember Position Description
Council Pay and Expenses

Staff and Human Resources Information
Department Functions and Staff Members
City Hall Office Hours, Department Work Schedules, After hours "on-call" information
List of Official Holidays
Personnel Policy (perhaps a "lite" version)

City Long-Range Planning
Comprehensive Plan
Strategic Plan or Visioning/Goals Documentation
Capital Improvement Plan
Building, Infrastructure or Pavement Maintenance Plans/Programs

Financial Information
Prior Year Audit Report
Current Year Budget
Proposed Upcoming Year Budget
List of Indebtedness & Investments
Fee Schedule

TEMPLATE - delete or add items as appropriate to fit your city

Public Relations

Social Media Policy
Media Relations/Communications Policy
Data Practices Policy
Citizen Complaint/Concern Policy and Form

Resources

- Handbook for Minnesota Cities Chapter 6: Elected Officials and Council Structure and Role
- A Good Start to Good Governance
- Official Conflict of Interest
- Meetings of City Councils
- Role With It: Individual Versus Council Authority
- Robert's Rules "Cheat Sheet"
- Decision Making Made Easy
- Political Straight Talk

*print/download the most recent version from the LMC website. These are updated annually.
<https://www.lmc.org/resources/handbook-for-minnesota-cities-chapter-6-elected-officials-and-council-structure-and-role/>
<https://www.lmc.org/resources/a-good-start-to-good-governance/>
<https://www.lmc.org/resources/official-conflict-of-interest/>
<https://www.lmc.org/resources/meetings-of-city-councils/>
<https://www.lmc.org/resources/role-with-it-individual-versus-council-authority/>

**item included on the flash drive

Also consider the resources available here: <https://www.lmc.org/resources/resources-for-newly-elected-city-officials/>

LEAGUE OF MINNESOTA CITIES

THE ESSENTIALS: Your City Clerk First Aid Kit

The purpose of this document is to assist the city council when the clerk unexpectedly leaves or when a new clerk does not have immediate access to training.

TO-DO LIST:

- ☐ Update authorized signers at the bank
Download a model resolution for updating authorized signers of city checks and drafts
- ☐ Change passwords
- ☐ Change locks, if necessary
- Do you have access to keys for:
 - ☐ city hall
 - ☐ clerk's office
 - ☐ file cabinets, storage areas, etc.
 - ☐ other:
- ☐ Confirm city computer access
(is it password protected? If yes, who knows the password?)

CONTACTS:

City Attorney: _____
Phone: _____ Email: _____

Engineer: _____
Phone: _____ Email: _____

Auditor: _____
Phone: _____ Email: _____
When is your next audit/AUP due? _____

Official Newspaper: _____
Phone: _____ Email: _____
Publishing schedule
(date information is due for next issue)

Bank: _____
Phone: _____ Email: _____

Elected Officials:

Mayor: _____ Term expires: _____
Phone: _____ Email: _____

Council Member: _____ Term expires: _____
Phone: _____ Email: _____

Council Member: _____ Term expires: _____
Phone: _____ Email: _____

Council Member: _____ Term expires: _____
Phone: _____ Email: _____

Council Member: _____ Term expires: _____
Phone: _____ Email: _____

County Auditor: _____
(for questions on property tax levy, elections, etc.)
Phone: _____ Email: _____

Minnesota State Auditor: (gov't finances & reporting requirements)
(651) 296-2551 | gid@osa.state.mn.us

Minnesota Secretary of State: (elections administration)
(651) 296-9073 | secretary.state@mn.us

Keys to Successful Communication



Understand



Establish



Educate

Communication Styles

The Idea Person



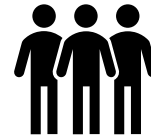
- Creative
- Big Ideas
- Communicative

The Detail Person



- Wants to know who, what, and when things will get done

The People Person



- Values understanding and respect
- People over results

The Analyzer



- Values well-organized, logical communication

The Idea Person

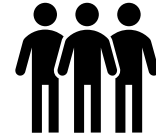
- Ask about their ideas & opinions
- Explore ideas together
- Work on specifics
- Fast movement

The Detail Person



- Move to the what
- Stay on task

The People Person

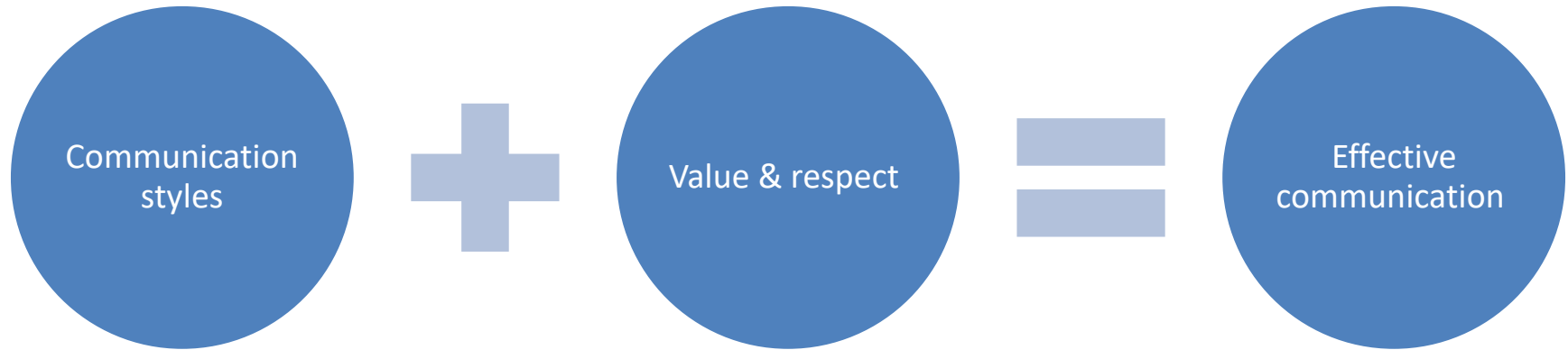


- Ask about needs
- Clear and specific solutions

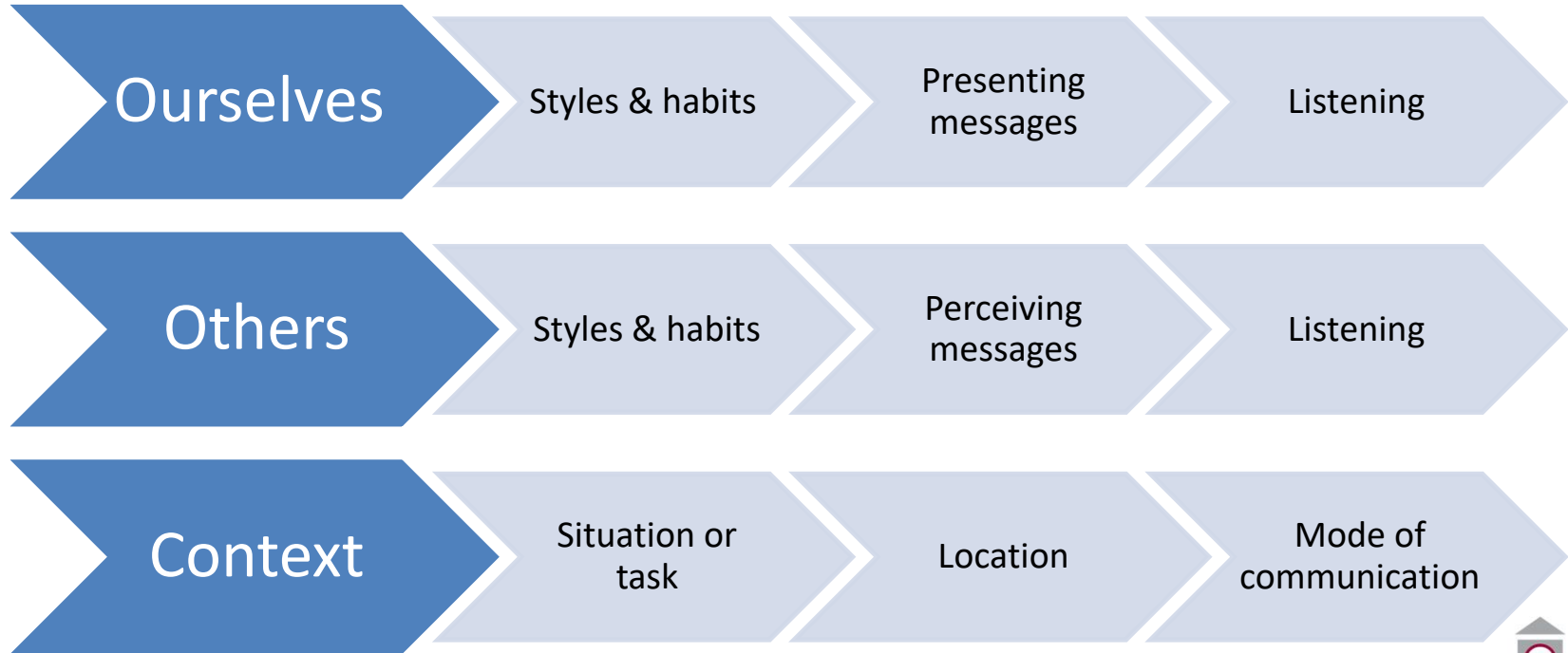
The Analyzer

- Take your time
- Prepare well
- Present alternatives

Collaborative Communication



Awareness



Collaborative Communication

Nonverbal Communication

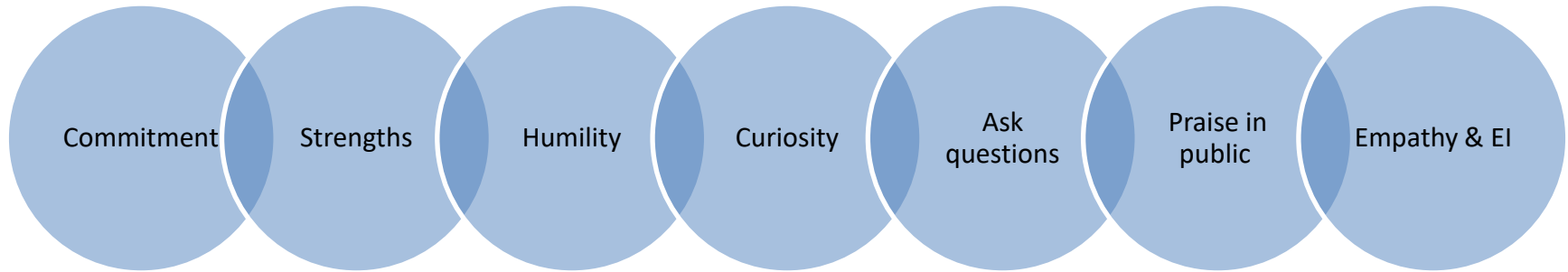
- Facial expression
- Posture
- Eye contact

Cultural Norms

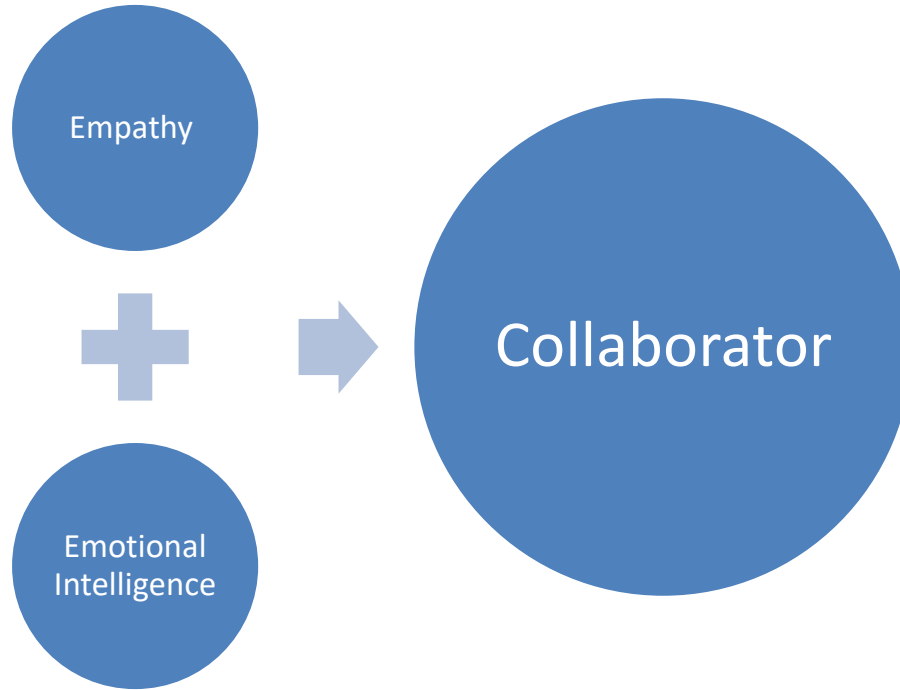
- Direct vs. Indirect
- Eye Contact
- Titles

Intent vs Impact

Team Leadership



Empathy & Emotional Intelligence



Conflict Styles

Avoiding

Accommodating

Competing

Compromising

Collaborating



Foster a Collaborative Environment



Active Listening

A – Attentive body language

C – Clarifying questions

T – Time out

I - Inquiries

V – Verbal followers

E - Empathy

S – Summarizing

Scenario

In this Plan A Statutory City, where the council governs with a Weak Mayor-Council form of government, the city council is facing significant challenges in communication and decision-making. Councilmember A leans forward, frustration clear in her voice. “These short discussions aren’t enough. We need more time to go over the details—how can we make informed decisions without understanding the full scope of the issue?” Councilmember B responds with a quick, somewhat dismissive wave of his hand. “We’ve been in workshops for hours and gotten nowhere. We just need to make decisions, move forward, and not overthink everything.” Mayor C, sensing the rising tension, interjects with a more conciliatory tone. “Let’s stay focused. Can someone explain why we didn’t get the committee updates last week?” The city clerk, looking down at her notes, speaks carefully. “I’m not sure what you need exactly. Sometimes you want full minutes, sometimes just the main points. It’s hard to know what’s expected.” Councilmember A shakes her head in frustration. “That’s exactly the problem! How are we supposed to do our job if we don’t have the right information?” Councilmember D, leaning back in his chair, adds thoughtfully, “I think we’re all approaching this differently. We need a clearer structure, but we also need a way to communicate that doesn’t just lead to back-and-forth arguments. We’re all working from different angles, but we can’t keep spinning in circles.”

Scenario

- Who are the people involved?
- What are their roles and responsibilities?
- What are their communication styles?
- What messages could the people be sending through nonverbal communication?
- How can the group move toward a more collaborative environment?
- What other information would be helpful to know in this scenario? Why?

Key Takeaways

City Government
Organization

Roles and
Responsibilities

Communication
Styles and
Collaborative
Communication

Emotional
Intelligence,
Empathy, and
Active Listening

Effective
Leadership

Building Trust and
Relationships with
Colleagues

Working as a Team

Questions?

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- Research Department
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Arianna Lee

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- Human Resources and Learning Department
- (651) 281-1226
- alee@lmc.org

Resources

City Government

- LMC Handbook, [The Statutory City](#)
- LMC Handbook, [The Home Rule Charter City](#)

Roles and Responsibilities

- LMC Handbook, [Elected Officials and Council Structure and Role](#)
- LMC Handbook, [City Administrative Staff](#)
- LMC Information Memo, [Role With It: Individual vs. Council Authority](#)
- LMC, [Minnesota Mayors Handbook](#)

Resources

Communication

- Herrity, J, [4 Types of Communication Styles and How to Improve Yours](#) (July 31, 2023).
- Mediation Center for Dispute Resolution (PDF)
- Alexander, N., Howieson, J., & Fox, K., Negotiation Strategy Style Skills, 3rd ed (2015).
- Scott, C., [Inclusive Communication: What Is It and Why It Matters](#) - AIHR

Leadership

- [The Key to Inclusive Leadership](#)

Conflict Resolution

- [Active Listening Skills and Techniques \(With Examples\) | Indeed.com](#)
- [How To Improve Emotional Intelligence in 9 Steps | Indeed.com](#)
- LMC Information Memo, [Conflict Resolution](#)
- [StrengthsFinder 2.0 | EN - Gallup](#)
- [Insights Discovery Team Building And Leadership Training](#)