Who Does That?

Patrick Callahan, Snyder & Associates

Handouts and presentations are available online at www.iowaleague.org
Iowa League of Cities
2012 Annual Conference Workshop
Wednesday, September 26, 2012

Who Does That?
Understanding the roles and responsibilities of members of the city team
Patrick Callahan Education

- Formal Education
  - Cascade High School – 1968
  - Loras College – 1972 Political Science BA Degree
  - The University of Iowa – 1974 Public Administration Masters Degree
Patrick Callahan Work Experience

- City Experience
  - City of Fort Madison, IA – 1974 to 1977
  - City of West Point, IA – 1977- 1978
  - City of Maquoketa, IA – 1978 to 1993
  - City of Anamosa, IA – 2006-2010

- Consulting Experience
  - Institute of Public Affairs – 1993 to 2005
  - Ruan Securities Corporation – 2000 to 2005
  - MCMS Consulting – 1993 to 2005
  - Snyder & Associates – 2010 to Present
Ground Rules for the Session

- Need for Interaction and Discussion
- We can learn from each other
- Challenge “One size does not fit all” when it comes to cities
- Consult your City Attorney when in doubt and when not in doubt
- Roles, duties, city codes, job descriptions will all vary
- Not necessary right way or wrong way
- What works in your city?
Introduction and Overview

1. Overall focus of the workshop
2. Two analogies or comparisons
   - Baseball team and organization
   - Construction company
Introduction and Overview

3. The importance of knowing and understanding roles and responsibilities
   - Harmonious working relationships
   - Efficient use of city resources
   - Effective delivery of services
   - Positive public image
   - Enhanced community pride

4. Summary of roles and responsibilities
# The Baseball Analogy

<table>
<thead>
<tr>
<th>Baseball Organization</th>
<th>City Government</th>
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</thead>
<tbody>
<tr>
<td>Stock holders</td>
<td>Citizens/Taxpayers</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>City Council</td>
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<tr>
<td>General Manager</td>
<td>Mayor</td>
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<tr>
<td>Field Manager</td>
<td>City Administrator</td>
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<tr>
<td>Finance Officer</td>
<td>City Clerk</td>
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<tr>
<td>The Players</td>
<td>City Employees</td>
</tr>
<tr>
<td>Third Base Coach</td>
<td>City Attorney</td>
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<tr>
<td>The Fans</td>
<td>“Your Adoring Public”</td>
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</tbody>
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## The Construction Company Analogy

<table>
<thead>
<tr>
<th>The Company</th>
<th>City Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock holders</td>
<td>Citizens/Taxpayers</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>City Council</td>
</tr>
<tr>
<td>Chairperson</td>
<td>Mayor</td>
</tr>
<tr>
<td>CEO</td>
<td>City Administrator</td>
</tr>
<tr>
<td>CFO</td>
<td>City Clerk</td>
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<tr>
<td>The Foremen</td>
<td>Department Heads</td>
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<tr>
<td>Equipment Operators</td>
<td>City Employees</td>
</tr>
<tr>
<td>Corporate Counsel</td>
<td>City Attorney</td>
</tr>
<tr>
<td>Clients</td>
<td>“The Public”</td>
</tr>
</tbody>
</table>
Mayor’s Role and Responsibilities

1. Responsibilities outlined in the Code of Iowa
2. Responsibilities per the form of government and city code
3. Mayor’s role at the council meeting
4. Mayor’s role with day to day city operations
5. Leadership role
6. Informal duties and responsibilities
Mayor’s Role and Responsibilities

- When can the Mayor vote on City issues?
- When can the Mayor veto something?
- Know your City’s form of government and City Charter
City Council Members

Roles and Responsibilities

- 1. Responsibilities defined in the Code of Iowa
- 2. Responsibilities listed in the city code
- 3. The role of lawmakers
- 4. The role of setting forth city policies
- 5. Responsibilities for overseeing the administration of the city
City Council Members
Roles and Responsibilities

- 6. Responsibilities relating to finance and budget
- 7. Role of providing community leadership
- 8. Additional duties and responsibilities
  - City representation – other agencies
  - Department liaisons
- 9. “Real power” resides with the city council as a governing body in session
Mayor Pro-Tem Role

- 1. Duties when mayor is absent
- 2. Limitations of duties
- 3. Retains role as council member
Audience Discussion

1. General overview of duties and responsibilities of elected officials
2. Tips and suggestions from the elected officials
3. The Ten Habits of Highly Effective City Councils
City Attorney Role and Responsibilities

1. Full time or part time position
2. Basic legal advice to mayor, council, and city staff
3. Prosecuting violations and representing city in lawsuits
4. Drafting and reviewing various legal documents
5. Council policy – Access to City Attorney opinions
City Clerk Role and Responsibilities

- 1. Duties outlined in Code of Iowa
- 2. Duties listed in city code – considerable variance
- 3. Finance and budget duties
- 4. Additional duties can vary depending upon the city’s population and staff
City Manager/City Administrator Role

1. Duties outlined in Code of Iowa, city charter, and city code
2. Duties and responsibilities can vary depending upon the city’s form of government
3. City administrators may be required to “wear many hats”
4. Supervision of City employees
5. Responsibility to “hire and fire”
Public Works Department Positions

1. Streets and transportation
2. Utilities – water, wastewater, refuse collection, storm water, gas, and electric
3. Duties defined by city code, Iowa DNR regulations, and other agencies
4. The “catchall department”
5. Endless list of tasks and jobs
Public Safety Positions

1. Police chief and police officers
2. Fire chief and fire fighters
3. Emergency management personnel
4. Duties and responsibilities defined by the city code and State law
5. Animal Control
6. Contract operation – police and fire
   - County Sheriff and Law Enforcement Agency
Parks, Recreation & Library Positions

- 1. Library directors and employees
- 2. Parks and recreation employees
- 3. Cemetery employees
Larger City Positions

1. Economic development directors
2. Code enforcement positions
3. Airport positions
4. Housing program administrators
5. Miscellaneous positions
Audience Discussion

- General review of duties and responsibilities of city staff
- Tips and suggestions from workshop participants
- Check the table of organizations
The Role of Boards and Commissions

- 1. Planning and zoning commission
- 2. Zoning board of adjustment
- 3. Library board
- 4. Parks and recreation board
- 5. Utility board of trustees
- 6. Additional boards and commissions as defined in the city code
- 7. Establishing effective working relationships with boards and commissions
- 8. Suggestions from the audience
The Elements of Success – Roles and Responsibilities

- Pre-election workshops
- Post-election training
- Post-election work sessions
- Ongoing training
The Elements of Success…

- Know the “rules”
  - Open meetings law
  - Open records law
  - Ethics and gifts law
  - Conflicts of interest and nepotism
  - City code chapters outlining duties
  - ICMA Code of Ethics
The Elements of Success...

- Local Guides and assistance
  - City Council code of conduct
  - Council meeting procedures and rules
  - Employee handbook or manual
  - Employee job descriptions
The Elements of Success…

- Additional Assistance
  - Municipal Policy Leaders Handbook – IPA Publication
  - Goal setting and strategic planning
  - Written contracts – city attorney, contract operators, etc.
  - Iowa League of Cities Workshops
  - Iowa Municipal Professional Institute – City Clerks and Finance Officers
  - Iowa Municipal Management Institute – City Managers and City Administrators
  - Institute of Public Affairs (IPA)
Audience Participation

- Suggestions for learning and defining roles and responsibilities
- Questions
- The next workshop – your role at the city council meeting
Patrick Callahan - Municipal Consultant
Snyder & Associates

Municipal Administrative Services
- Capital Improvement Plans
- Executive Searches
- Water and Sewer Utility Rate Analysis
- Municipal Budget Review and Analysis
- 28E Agreements
- Franchise Renewal Assistance
- Municipal Project Financing Assistance
- City Insurance Specification
- Urban Renewal Plans
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Municipal Engineering
Municipal Engineering Services

Street, Roadway, Signal Design
Water Supply
Wastewater Treatment
Stormwater Systems
Streetscapes
Site Planning
Funding, Planning & Acquisition
Urban & Regional Planning
GIS Mapping
Survey
Environmental Services
Trails
Right-Of-Way Acquisition
Capital Improvement Programs
Construction Observation
Plan & Site Plan Review
Any Questions?

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