

Town of Buena Vista, CO

Board of Trustees Policy Governance Doctrine

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Introduction

These governing policies, as adopted by the Board of Trustees, incorporate four categories of policy. The first category is the governance process, which clarifies the board's own job and rules, how they work together and how the board relates to the citizens of Town of Buena Vista. Category two is board/ staff linkages which outlines the delegation and accountability through the Town Administrator. The third category is executive limitations which describe the prudence and ethics, and limitations of the authority and responsibilities of the Town Administrator in his/her role as the chief administrative official for the board directing the staff for the Board of Trustees. The fourth category is the collective vision and strategic plan to include short and long-term goal setting. The first three all work together to efficiently and effectively implement the fourth category, which is the collective vision, direction, and policy of the Board of Trustees. These describe what benefits will occur, for which people, at what cost.

To further its accountability to the citizens and taxpayers of the Town of Buena Vista, the Board of Trustees adheres to the following principles of governance:

1. **Ownership:** The board connects its authority and accountability to its “owners” – the citizens and taxpayers of the town – seeing its task as servant leader to and for them.
2. **Governance Position:** With the ownership above it and operational matters below it, governance forms a distinct link in the chain of command and authority. The board’s role is that of commander, not advisor. It exists to exercise that authority and properly empowers others rather than to be management consultant, or adversaries. The trustees—not the staff—bears full and direct responsibility for the process and products of governance, just as it bears accountability for any authority and performance expectations delegated to others.
3. **Board Holism:** The Board of Trustees makes authoritative decisions directed toward management and toward itself, its individual trustees, and committees only as a total group. That is, town board authority is a group authority rather than a summation of individual authorities.
4. **Goals Policies:** The town board defines, in writing, the results, changes, or benefits that should come about from specified goals for recipients, beneficiaries, or otherwise defined impacted groups, and at what cost or relative priority for the various benefits or and beneficiaries. These are not all the possible “side benefits” that may occur, but those that form the purpose of the organization, the achievement of which constitutes organizational success. Policy documents containing solely these decisions are categorized as “Goals” in the policies that follow.
5. **Board Means Policies:** The Board of Trustees defines, in writing, those behaviors, values added, practices, disciplines, and conduct of the board itself and of the board’s delegation/accountability relationship with its own subcomponents and with the management part of the organization. Because these are not decisions relating to goals, they are called board means to distinguish them from ends and staff means. These decisions are categorized as governance process and board management delegation.
6. **Management Limitations Policies:** The board makes decisions with respect to its staff’s means and actions only in a proscriptive way in order to simultaneously avoid prescribing means and to put off limits that would be unacceptable even if they work. These decisions are categorized as management limitations in the policies that follow.

7. Self-Enforcing – These policies are collectively adopted by the Town Buena Vista Board of Trustees and as such, only the board and individual trustees are responsible for compliance both individually and collectively.

Policy Category: Governance Process

Policy Title: Governance Commitments

Policy 1.1

Within the authority granted to it by Colorado Revised Statutes, the purpose of the Town of Buena Vista Board of Trustees, on behalf of the citizens of Buena Vista, is to see to it that the Town of Buena Vista government 1) achieves appropriate results for appropriate persons at an appropriate cost and 2) avoids unacceptable actions and situations.

- A. The job of the Board of Trustees is to make contributions which lead the town government toward the desired performance and to assure that it occurs. The board’s specific contributions are unique to its trusteeship role and necessary for proper governance and management.
- B. The responsibility of the Mayor is, primarily, to establish procedural integrity and representation of the Board of Trustees and the town to outside parties (as delegated by the board).
- C. The board expects of its members ethical and businesslike conduct as referenced in CIRSA publication Ethics, Liability & Best Practices Handbook for Elected Officials.
- D. The Board of Trustees may establish committees to advise the board in carrying out its responsibilities. Other than those statutorily required, all committees appointed by the Town of Buena Vista Board of Trustees exist so that board decisions will be made from an informed position, and will be made in a public forum consistent with board policy.
- E. The Board of Trustees may appoint an individual trustee to serve as the official liaison of the board to community groups not officially designated by the board.
- F. Advisory boards will be assigned so as to reinforce the wholeness of the board’s job and so as never to interfere with delegation from the board to the Town Administrator. The purpose of advisory boards shall be to provide more in-depth discussion and information on the specific areas assigned to the respective boards.

Governing Style

The Board of Trustees will approach its task with a style which emphasizes outward vision rather than an internal preoccupation, strategic leadership more than administrative detail, clear distinction of board and staff roles, collective rather than individual decisions, future rather than past or present, and proactive rather than reactive.

Accordingly:

1.1.1 The Board of Trustees will operate fully aware of its trusteeship and stewardship obligation to its constituents and will do the following;

- A. Being committed to matters such as policy making principles, role clarification, speaking with one voice and self-policing of any tendency to stray from governance adopted board policies.
- B. Individual board members' thorough preparation for meetings and regular attendance.
- C. Continuation of board development including orientation of new members in the board's governance process, participation in relevant continuing education, and periodic board discussion of process improvement.

1.1.2 The Board of Trustees will direct, control and motivate the organization through the careful establishment of written policies reflecting the board's values and perspectives. The board's emphasis will be on impacts on the town outside the organization, not on the administrative means.

1.1.3 The Board of Trustees, is responsible for working with the citizens of the Town of Buena Vista, will be the primary initiator of policy, and will also be receptive to other policy initiatives from citizens and staff. The board, not the staff, will be responsible for board performance as specified in the policy titled Board Job Products.

1.1.4 The Board of Trustees will be accountable to the citizens of the Town of Buena Vista for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no individual, committee or entity to usurp this role or hinder this commitment.

1.1.5 The Board of Trustees will monitor and discuss the board's own process and performance, and ensure the continuity of its governance capability through continuing education and training.

1.1.6 A member of the Board of Trustees who votes in the minority is free to express his/her dissent but will respect the process and legitimacy of the majority decision.

1.1.7 All town trustees will respect legitimacy of the opinions and reasoning of other trustees when and after making board decisions.

1.1.8 Members of the Board will agree not to hold grudges or bring disagreements from past actions into future decisions.

1.1.9 A member of the Board of Trustees, who, in their sole opinion, believes they have a conflict of interest or for any other reason believes that they cannot make a fair and impartial decision in a legislative or quasi-judicial decision, will recuse themselves from the discussion and decision. Any recusal will be made prior to any board discussion of the issue.

1.1.10 Any trustee may choose to abstain from voting on any question, at their sole discretion. If there is not conflict of interest or reason for recusal as outlines in 1.1.9, the trustee may participate fully in board discussion of the issue, yet abstain from voting, should they so choose.

Policy 1.2

Policy Title: Operating Principles

The operating principles and commitments of the Board of Trustees, as it relates to the working relationship between the trustees, staff and citizens of Town of Buena Vista, are to emphasize fairness; responsibilities as elected officials; respect; honesty and integrity; communication; and accountability.

1.2.1 Fairness: We are committed to fairness in our day-to-day activities. To ensure an atmosphere of fairness, we agree to the following principles:

- A. We will listen to all sides of an issue.
- B. We will be fair with each other.
- C. Citizens will have an opportunity to access the Board of Trustees, with the exception of any contact that may be considered ex-parte communication associated with quasi-judicial decisions.
- D. We have an obligation to listen to each other, citizens, and staff with the understanding that an obligation to listen does not necessarily equate to an obligation to agree or to act as requested.
- E. We will treat each other as equals.

1.2.2 Responsibilities as elected officials: We understand and agree that we have certain responsibilities to the public and community beyond those simply articulated in law.

- A. We believe we are each responsible for our own actions as trustees. We will take responsibility for our own actions.
- B. We agree to address issues and respond to each other's requests in a timely and open manner.
- C. We will give equal weight to rights and responsibilities when making decisions.
- D. When giving staff responsibility we will grant the appropriate authority to carry out that responsibility.
- E. We have a fiduciary responsibility to uphold the Constitution of the United States and the State of Colorado, and all laws and regulations of the Town of Buena Vista.

1.2.3 Respect: Citizens' trust in government is critically important. The key to building and maintaining this trust is placing a high value on respecting each other and those we work with and serve as public officials.

- A. We agree to take others' concerns seriously.
- B. We agree to accept and respect each other's individuality, supporting each other by capitalizing on our individual strengths, working together as a team, and utilizing each other's expertise to accomplish board goals and the goals of the Town of Buena Vista.
- C. We believe that information flow within the organization is important and that all affected parties should have all of the information that is important to them, whenever possible.
- D. We agree to respect each other's feelings and ideas and to treat everyone with respect.
- E. We will make every effort to not just listen but to understand the point from others' perspective.

F. We understand that respect comes in many forms and we will make every effort to show respect for others both in our verbal and non-verbal actions.

G. We treat those providing input at town meetings with respect.

1.2.4 Honesty and Integrity: As elected officials we will hold ourselves to a high standard of honesty and integrity in the community.

A. We will deal with each other honestly.

B. We are committed to high standards of ethics in our dealings with each other, employees, and citizens.

C. If an interpersonal conflict or problem develops; we will work with the people involved only and strive to settle the conflict or problem in a constructive way.

D. We treat our office as a public trust. The town's resources and powers are to be used for the benefit of the public.

E. We refrain from decisions in which our financial or personal interests are specifically affected by a decision and shall adhere to applicable Colorado law governing conflict of interest.

F. We do not accept personal gifts except as specifically allowed by Colorado law.

G. We respect and adhere to our oath of office.

H. We will abide by Article 29 of the Constitution of the State of Colorado regarding ethical behavior.

1.2.5 Communication: We believe that to be effective as elected officials, we must communicate clearly and completely at all times.

A. We believe in full disclosure and "no surprises" in our internal operations and in working together as a board. We will strive for open and candid communication among citizens, staff and each other.

B. We are committed to providing our citizens with relevant, accurate and timely information about the town goals, services, fiscal programs, and the decisions that will affect the public.

C. We believe it is important to keep each other informed of our activities and of issues facing us as a Board of Trustees.

1.2.6 Accountability

A. We will exercise our authority with open meetings and access to public records.

B. We will hold executive sessions only for reasons allowed by Colorado Revised Statutes.

C. We are positive advocates for the town and are accessible to the citizens of Buena Vista.

Policy Category: Board and Staff Linkages

Policy 1.3

Policy Title: Board Job Description

The job of the Board of Trustees is to lead the town government toward the desired performance and to assume a good faith effort toward those objectives. The board's leadership is unique to its trusteeship role and necessary for proper governance and management.

1.3.1 The products of the board shall be:

Linkage: As the Board of Trustees places a high value on open, participatory government, the board will produce the linkage between the town government and the citizens of the Town of Buena Vista.

A. Needs Assessment: The Board of Trustees will strive to identify the needs of the citizens as they relate to Town of Buena Vista's activities and scope of influence, and shall translate such knowledge into the articulation of board objectives and policies.

B. Advocacy and Ambassadorship: The Board of Trustees will act as representatives of the citizens to the Town of Buena Vista government and shall take steps to inform and clarify:

I. The citizens' relationship with government; and

II. The organization's focus on future results, as well as present accomplishments.

1.3.2 Written governing policies that, at the broadest levels, address each category of an organizational decision:

A. Governance Process: Specification of how the Board of Trustees conceives, carries out and monitors its own tasks. Processes include the collective vision and strategic plan.

B. Staff Limitations: Constraints on staff authority which establish the prudence and ethical boundaries within which all town administrator and staff activity and decisions must take place.

C. Board/Staff Linkage: Power is delegated and its proper use monitored; the role, authority and accountability of the Town Administrator.

D. Outcomes: Organizational products, effects, benefits, to answer the filtering question (what good, for which recipients, and at what cost).

1.3.3 The Board will produce assurance of:

A. Town Administrator performance (in accordance with policies in 2A and 2B).

B. Town Attorney performance

C. Town Treasurer performance

D. Town Clerk performance

E. Municipal Judge

1.3.4 Adopted resolutions, regulations, ordinances, and fee schedules; legislative positions; the audit; the budget; boards and commissions; and statutorily mandated items.

1.3.2 Role of Town Trustees

A. Representation:

- I. Providing leadership for the town on behalf of the citizens of Buena Vista.
- II. Representing and acting in the best interest of citizens of the Town of Buena Vista.
- III. Being knowledgeable of issues, researching background information, attending regularly scheduled meetings, and acting as a resource for citizens' concerns and input.
- IV. Serving as a conduit for information from citizens to the Town Administrator and the Mayor in responding to questions and individual problems.
- V. Finding a balanced approach for addressing competing interests among constituent groups to ensure the community is fairly represented.
- VI. Representing the Board of Trustees on standing committees of the town for the purpose of monitoring major town activities and policy implementation.

B. Legislative:

- I. Serving as the governing body of the town and holding all legislative and corporate powers of the town specifically granted or implied by statutory provisions and the Municipal Code.
- II. Enacting ordinances, resolutions and policies for the governance of the Town of Buena Vista and protecting the life, health and property of its citizens and visitors.
- III. Establishing policy for the direction of the town board and staff.
- IV. Establishing fiscal policy, financial targets and budget goals for the town government.
- V. Having final decision making responsibilities over pertinent land use issues and application of development code requirements within the Town of Buena Vista.

C. Quasi-Judicial:

- I. Acting in a quasi-judicial manner in matters brought before it that relate to public hearings, appeals, land use, and liquor licensing.
- II. Making decisions concerning quasi-judicial matters based upon testimony presented at formal hearings which are normally conducted during regularly scheduled town board meetings.
- III. Not accepting nor seeking outside input or lobbying that attempts to influence their decision prior to the quasi-judicial public hearing. Any and all ex parte communication shall be disclosed at the beginning of the hearing. Not doing so may cause a trustee to be disqualified from the proceedings.

D. Communications:

- I. Following a formal decision, acting as a united body, not as individual trustees, and acknowledging the decision of the town board.

II. The Town Administrator is the only appointed official that can give direction to staff and the trustees give direction to the Town Administrator.

III. The Town Administrator is the point of contact for staff and any direction regarding policies about the organization comes from him/her.

IV. Members of the board should interact with the media, governmental entities, the public or other bodies as an individual trustee and not as a representative of the majority of trustees unless an official position or legislative action has been established or authorized to do so.

V. Communicating to the Mayor and other trustees on items of importance from their respective committees and providing information that may be necessary to keep other members aware of important town activities or critical functions.

VI. In times of community emergency it is important that the town board speak with one voice. The Mayor, or the Mayor Pro Tem (if the Mayor is not available), shall speak for the board during an emergency. Other trustees will refer all requests for information to the Mayor or Mayor pro-tem. The Mayor will coordinate all communication with the incident commander and the Town Administrator. The purpose of this policy is not to restrict the communication of the trustees or the Mayor, but to insure all communication is timely and accurate and is in concert with the incident response plan.

Policy 1.4

Policy Title: Mayor's Responsibility

The responsibility of the Mayor is, primarily, to establish procedural integrity and representation of the Board of Trustees and the town to outside parties (as delegated by the board). The Mayor is a member of the Board of Trustees. He/she shall preside at all meetings of the Board of Trustees, but the Mayor shall have no vote upon any question except in the case of a tie vote, when he or she shall be allowed to cast a vote. Any ordinance adopted and all resolutions authorizing the expenditure of money or the entering into of a contract shall be subject to disapproval by the Mayor. The Mayor shall execute and authenticate by his/her signature all bonds, warrants, contracts and instruments of and concerning the business of the town, as the trustees or any statutes or ordinances may require.

Accordingly:

1.4.1 The responsibility of the Mayor is to consistently guide the behavior of the board with its own rules and those legitimately imposed upon it from outside the organization.

A. Meeting agendas and discussion content will be only those issues which, according to board policy, clearly belong to the board to decide, not the Town Administrator.

B. Deliberation will be fair, open, orderly, and thorough, but also efficient, limited to time and kept to the point.

1.4.2 The authority of the Mayor is to preside over meetings and to sign documents as authorized by the Board of Trustees and to preside over the evaluation of the Town Administrator by the town board.

1.4.3 The Mayor shall not act on behalf of the town in any unilateral manner, except as approved by the Board of Trustees. This shall include any appointment of committee or board positions, making any financial or binding obligations on behalf of the town, or expressing the official position of the town on any matter.

1.4.4 Representation:

- A. Provide leadership for the Town of Buena Vista.
- B. Serve as the primary representative of the Town of Buena Vista in official and ceremonial functions.
- C. Represent the town in interaction with other government agencies. This includes the Colorado Municipal League (CML) and related organizations.
- D. Serve as the spokesperson for the town unless the town board has decided otherwise.
- E. Represent the town board as a liaison with the Town Administrator to promote the timely flow of information between the town board, town staff and other governmental organizations.
- F. Represent the town as a liaison on one advisory board of the Mayor's choosing (however, if the Mayor's work schedule does not allow them to serve as a liaison to an advisory board, this duty can be waived).

1.4.5 Enactment:

- A. Mayor, in conjunction with the town board and Town Administrator, upholds the ordinances and laws of the town.
- B. The Mayor shall execute and authenticate by his or her signature all bonds, warrants, contracts and instruments of and concerning the business of the town (Municipal Code Sec 2-22, item d)
- C. Executes all ordinances and resolutions authorizing expenditure of money or the entering into a contract before they become valid. The Mayor has the authority to disapprove such ordinances or resolutions in writing, subject to Board of Trustees override.
- D. Facilitating policies and procedures for the effective management of the board, establishing town goals in conjunction with the town board, promoting consensus and enhancing board performance.

1.4.6 The Mayor Pro Tem shall assume all duties of the Mayor in the Mayor's absence in accordance with Section 2-23 of the Municipal Code.

Policy 1.5

Policy Title: Board Members' Code of Conduct

The Board of Trustees shall operate in an ethical and businesslike manner. Meetings of the Board of Trustees shall be conducted by the Mayor. Four (4) members of the Board of Trustees shall constitute a quorum for the transaction of business. The Mayor shall be counted as a member of the Board of

Trustees in determining whether a quorum is present. At the hour appointed for meeting, the members shall be called to order by the Mayor or, in his or her absence, by the Mayor Pro Tem, and the Town Clerk shall proceed to call the roll, note the absentees and announce whether a quorum is present. If a quorum is present, the Board of Trustees shall proceed with the business before it, in the manner and order as established by the Board of Trustees.

Accordingly:

1.5.1 Members of the Board of Trustees must represent un-conflicted loyalty to the interests of the citizens of the entire town. This accountability supersedes any conflicting loyalty such as that to any advocacy or interest groups, or membership on other boards or staff. This accountability also supersedes the personal interest of any board member acting as an individual consumer of the town government's services.

1.5.2 Members of the Board of Trustees must avoid any fiduciary conflict of interest, ex-parte communication involving quasi-judicial matters or nepotism conflicts.

1.5.3 Members of the Board of Trustees will act in accordance with the Colorado Revised Statutes and the code of the Town of Buena Vista, as they relate to the board's responsibilities and authorities.

1.5.4 Individual board members can represent the board on town matters when delegated those responsibilities by the board.

1.5.5 Members of the Board of Trustees may not attempt to exercise individual authority over the town government except as explicitly set forth in board policies.

A. Board of Trustees' interaction with the Town Administrator or with staff must recognize the lack of authority in any individual board member or group of board members except when explicitly authorized by the board in a public meeting.

B. Individual board members' interaction with public, press, or other entities must recognize the same limitation except when explicitly authorize by the Board of Trustees in a public meeting.

C. Individual board members will not formally evaluate the performance of the Town Administrator, his/her staff or the Town Attorney, Town Clerk, Town Treasurer or Municipal Judge except as that performance is assessed in accordance with explicit Board of Trustees' policies.

D. Individual members of the Board of Trustees may not intentionally coerce or intimidate town employees, or interfere with town employees' duties or authority.

Policy Category: Executive Limitations

Policy 1.6

Policy Title: Roles and Limitations of the Chief Administrative Officer

The purpose of the office of the Town Administrator is to provide the centralization of the administrative responsibilities of the town, with such administrator to be the administrative head of the town government under the direction and control of the Mayor and Trustees and to be responsible to the Mayor and Trustees for the efficient conduct of said office.

1.6.1 Code of Conduct – The Town Administrator will operate with integrity, honesty, and will uphold all Colorado laws and regulations established in the Buena Vista Municipal Code. The Town Administrator will behave in accordance with the ICMA Code of Conduct.

1.6.2 Responsibilities – The Town Administrator is the board’s linkage to the organization and he/she communicates with the board on the status of policy goals and operations. The board communicates with the Town Administrator as it relates to goals, policies, or concerns. Accountability of staff is assessed by the Town Administrator via performance evaluations. Other responsibilities include are;

I. To be responsible to the Board of Trustees for the organization and efficient administration of all administrative departments of the town government and to faithfully carry out directives and recommendations of the Mayor and Trustees in coordinating the administrative functions and operations of the various departments;

II. To supervise the enforcement of all laws and ordinances of the town, save and except to the extent that the administration of such enforcement is confined to other town officials by law or ordinance;

III. To appoint and discharge, subject to the review and consent of the Board of Trustees, the heads of town departments, excepting any town officer appointed by the board, including the Municipal Court Judge, Town Attorney, Town Clerk and Town Treasurer, and also excepting members of any town board or commission appointed by the Board of Trustees. The Town Administrator shall also have the authority to employ, dismiss, suspend or discipline all non-department head employees;

IV. To establish, subject to trustee approval, appropriate personnel standard salary schedules and rules and regulations governing officers and employees of the town;

V. To issue such administrative regulations and outline general administrative procedures applicable to areas and departments confined to the Town Administrator's supervision in the form of rules which are not in conflict with the laws of the State or other Town ordinances;

VI. To recommend an annual budget to the trustees and administer the budget as finally adopted, and to keep the Board of Trustees fully advised, at all times, as to the financial condition of the town, including an annual report of the town's affairs and summary of operations of all town departments;

VII. To recommend to the Board of Trustees for its consideration proposed ordinances, changes in ordinances and such measures as may be deemed necessary, and to attend trustee meetings with the right to take part in discussions but not to vote;

VIII. To supervise and be responsible for the purchase of all supplies, material and equipment as authorized by the Board of Trustees, in the manner necessitated by and subject to the limitations imposed by law, for the various departments, divisions or services of the town;

IX. To serve as Public Relations Officer of the town government, in such capacity to investigate and adjust all complaints filed against any employee, department, division or service of the town, and to cooperate with all community organizations whose aim and purpose is to advance the best interests of the Town and its citizens;

X. To be available to assist the Town Attorney, Town Clerk, Town Treasurer and Town Engineer with all the facilities of the office of Town Administrator, and those officers in turn shall be available to assist the Town Administrator in the performance of the Town Administrator's duties; and

XI. To perform such other duties that may be prescribed by ordinance or by direction of the Board of Trustees.

XII. In the event that the Town Administrator is not available, town operations shall be delegated temporarily to the Town Treasurer until the Town Administrator returns to duty, or when the board appoints a replacement.

1.6.3 Performance Evaluation – The board will assess the performance of the Town Administrator at least annually. Evaluations of the previous year will occur by the first official board meeting January every year. Evaluations can occur more frequently as determined by the board.

1.6.4 Quarterly Monitoring – Every year the board sets short and long-term policy objectives that the Town Administrator is responsible for implementing. To ensure that the Town Administrator is carrying out these objectives, quarterly monitoring of outcomes will occur throughout the year. Quarterly monitoring will occur during second meeting in January, April, July, and October.

The quarterly monitoring report will include a status of operations, capital projects and administrative policies that have been updated or created. In addition to the Town Administrator's reports, the Treasurer is responsible for giving quarterly reports to the board that include the status of the current year's budget revenues vs. expenditures.

Policy Category: Collective Vision and Strategic Planning

Policy 1.7

Policy Title: Annual Planning and Agendas

The town board will prepare and follow an annual agenda plan that includes a complete re-exploration of goals, policies and opportunity for continuous improvement in town board performance through town board education, enriched input and deliberation.

Accordingly:

1.7.1 The town board annual planning cycle will conclude each year in April so that administrative planning and budgeting can be based on accomplishing a one-year segment of long-term goals.

A. The cycle will start with the town board development of its agenda for the next year. By the May of each year, the board will adopt its key objectives for the following year. By adopting an agenda by May, staff will ensure that objectives are included in the budget development process.

B. The town board will identify its priorities for goals, objectives and other issues to be resolved in the coming year, and will identify the information gathering necessary to fulfill its role. This may include consultations with selected groups in the ownership, other methods of gaining

ownership input, governance education, and other education related to goals issues (e.g. presentations by advocacy groups, demographers, other providers and staff).

C. The Board of Trustees, with the assistance of the Town Administrator at the commencement of the town board annual planning cycle, will prepare a tentative agenda plan for the following year's meetings.

1.7.3 Agendas

A. Regular Board Meetings: The Town Clerk will prepare the agenda for any regular meeting of the board, in consultation with the Town Administrator and staff.

B. Work Sessions: The Town Administrator selects items for the work sessions. Work sessions generally occur at 6:00 p.m., or one hour before the start time of the regular meeting.

I. Topics for work sessions can be educational, presentations by staff or organizations that have a specific topic of interest to the Town.

II. Work session topics can be requested by the Board of Trustees or Town Administrator with the permission by the Mayor.

C. By an affirmative vote of a majority of the trustees present at a meeting, additional matters may be added to the agenda of any such meeting, as long as it is allowed by statute.

1.7.4 The town board will attend to consent agenda items (those items delegated to the Town Administrator yet required by law or contract to be town board-approved, or minor non-controversial or routine matters) as expeditiously as possible.

1.7.5 Monitoring reports due and/or submitted to the town board will be on the town board meeting agenda for acceptance. Discussion of the reports will be only for indication of policy violations or if the town board does not consider the interpretation to be reasonable. Potential, extensive policy revisions under consideration will be scheduled during a town board work session or future town board meeting.

Policy 1.8

Policy Title: Strategic Plan and Collective Vision Statement

The board will develop and review annually the strategic plan and collective vision statement. This process establishes the policy framework that the Town Administrator is responsible for executing. Progress will be monitored against the policy outcomes established by the board.

1.8.1 Buena Vista Collective Vision Statement (Developed from citizens' direct wording, Comp Plan 1996, 2006, 2015. We want all components of this vision and must work to create all components. This is the Context within which town must make decisions.)

➤ **General Community Character**

We envision the town as a clean, safe, quiet and secure community that is a desirable place to live, work, and play – an altogether good place to raise our children.

➤ **Community Spirit**

Our collective community consists of friendly, well-informed people who feel they can make a difference and have an impact in determining their future and their quality of life and enjoy freedom of expression.

➤ **Community Appearance**

The town we envision has a defined sense of place as expressed in its history and architecture.

➤ **Community Services**

The town of our vision has high-quality education and medical and emergency response services, as well as quality, efficient, and well maintained parks and public buildings. The town's public servants exhibit an excellent level of public service, including approachability, honesty and helpfulness. Our town government and community leaders demonstrate accountability, consistency and visibility. We engage in a high level of cooperation with surrounding governmental and nongovernmental entities.

➤ **Environment**

We desire a community where urban, rural and agricultural land uses can coexist in a well-planned pattern. Land use decisions are made with thoughtfulness and an eye toward sustainability. We want a healthy community with clean air and water.

➤ **Economy**

We envision a community in which all citizens enjoy financial prosperity and can find an affordable place to live. The town has a bustling downtown community core with abundant and diverse retail establishments. We continually strive for economic diversity within the community. Our town government is economically stable and viable.

1.8.2 Mission of Buena Vista Town Government

The Town of Buena Vista is to provide high-quality, reliable services for the benefit of our citizens, guests, and employees, while being good stewards of public resources and our natural setting.

1.8.3 Town Government Key Outcome Areas

These strategic objectives and policies lead toward the Collective Vision Statement, and seek to fulfill the mission of town government. These are what we focus on to establish Goals.

➤ **Economic Vitality**

We want to increase prosperity for Buena Vistans via the long-term that encourages sustainability, smart growth, and diversification, capitalizes on our strengths and improves quality of life.

➤ **Infrastructure**

We want to ensure that we maintain existing infrastructure prior to considering new infrastructure.

➤ **Community**

We want to create a community with a sense of pride and acceptance where all contribute to the social, economic, political life, take part in prosperity and feel respected and safe.

➤ **Environment**

We want to create an environment that is safe, healthy, encourages conservation, and makes for a friendly place where people want to live, work and play.

➤ **Water**

We want a safe and reliable water supply that comes from diverse sources, and meets the needs of residents and business now and in the future.

1.8.4 **Goals**

The board has categorized goals into two categories, short and long-term. Short-term goals are outcomes to be accomplished in 1 – 2 years and long-term goals are to be accomplished in 3 -5 years. Goals are subject to change given town resources and external factors. All goals are based on the implementation of key outcome areas and the board sets goals annually.

Policy 1.9

Policy Title: Filtering Questions

Filtering questions have been established by the board in order to pass potential strategies, policies, etc. towards the collective vision for Buena Vista and strategic outcomes. Any requests, ideas, and initiatives generally pass the filtering questions, the board could approve with a fair degree of certainty, acknowledging that the board cannot account for every possible variable. The application of filtering questions in the approval process should consider monetary and staffing resources.

1.9.1 Cause/Effect:

- Is the proposed action/strategy/policy in reaction to something? If so, what? Does it address the root cause of whatever we are reacting to?
 - For a policy: what is the problem this policy is addressing/preventing and why does this problem exist: Ask 'Why?' 5 Times. What does the problem prevent the citizens from achieving?

1.9.2 Social Logjam:

- Will this negatively affect the quality of life of others? Will this so offend neighbors, the county, our constituency, etc. that we will stop progress toward our Vision?

1.9.3 Marginal Reaction:

- If the board has to choose between various options, which option will accomplish the vision most effectively?

1.9.4 Energy/Money Source/Use:

- What is the *source* and *use* of energy needed for this action, if any? Is it the best fit for the board vision?
- What is the *source* and *use* of money needed for this action? Is it the best fit for the vision?

1.9.6 Economic Contribution:

- Will this contribute to our sales tax? (Or: Will this enhance the local economy?)
- If this is a new enterprise, what is its potential gross profit and how does that compare with other enterprises the town has?

1.9.7 Financial Weak Link:

- If the board plans to spend money, will this channel town resources in the most appropriate way, according to what is presently need most as a town: 1) Capitalizing on/enhancing staff's capabilities and/or town's current resources 2) Enhancing the "brand" as a town, or 3) actually marketing town to potential tourists, new residents and/or businesses?

1.9.8 Sustainability:

- Will this enhance or degrade the overall natural, social and economic resources that are needed in the future to sustain the desired quality of life?

1.9.9 Final Check:

- Now that the board has answered the questions, will this particular action/strategy/policy accomplish the vision?