

**DRAFT MINUTES
MAYOR AND COMMON COUNCIL RETREAT
Of the TOWN OF CAMP VERDE
MARSHALL'S OFFICE TRAINING ROOM – 646 S 1ST STREET
SATURDAY, OCTOBER 17, 2015 at 11:00 a.m.**

Minutes are a summary of the discussion. They are not verbatim.
Public input is placed after Commission discussion to facilitate future research.

1. **Call to Order**
Call to Order at 11:00 a.m.

2. **Roll Call**
Mayor Charles German, Councilors Jackie Baker, Robyn Whatley, Brad Gordon and Jessie Jones-Murdock are present. Councilor Carol German was present (arrived at 11:12 a.m.) Vice Mayor Bruce George is absent.
Also Present
Ken Strobeck, League of Arizona Cities and Towns, Town Manager Russ Martin, Town Clerk Virginia Jones, and Recording Secretary Lynn Riordan.

3. **Pledge of Allegiance**
Mayor German led the pledge.

4. **Presentation by League of Arizona Cities and Towns Executive Director, Ken Strobeck, to include, but not limited to, the duties of the Mayor and Common Council as required by Arizona Revised Statute, Council-Manager Form of Government, and Council Policies and Procedures.**
Mayor German introduced Ken Strobeck, and advised the purpose of this Retreat is to clarify the duties of the Town Council, the Town Manager, and develop materials and resources for Council Members (including any resident considering running for office), and Commission Members.
Mr. Strobeck advised that it is common for the general public to be unaware of the time and effort required by Council and Commission members to serve their community. Mr. Strobeck gave a brief overview of best practices of successful communities to help protect and work in the best interest of the community. Mr. Strobeck advised, and recommended, many written resources available in written form and online (League of Arizona Cities and Towns), publications: You as a Public Official, Council-Manager Government in Arizona, and What All Local Elected Official Need to Know.
Mr. Strobeck gave a presentation that included Council Member and Town Manager questions and answers, and comment, emphasizing the need to work together as one body of government, not independently of each other, and for the best interest of the community. City government is non-partisan and is the most efficient and independent form of government. It is important to remember that differences of opinion are normal, however, it is imperative that each Council member put disagreements, conflicts and prior errors behind them, moving forward with an open mind. Council members should not try to resolve or investigate any allegations of criminal behavior. Such allegations should be handled and investigated by law enforcement and adjudicated in the courts. The Council may, however, investigate and address character complaints or general citizen complaints about the Town Government or Council decisions, with such matters being placed on a Council Meeting Agenda or addressed at the "Call to Public" Agenda Item at any open meeting. The Mayor, and all Council members, should be careful in representing the town and address all matters in an objective and non-partisan manner. It is the Mayor's responsibility to conduct the Council Meetings in an appropriate manor, controlling the flow of discussion and setting an example of respect and protocol. Council Members are elected by the residents and remain in the "spot-light" 24 hours a day while in office, as they are the "stewards" of the community. Mr. Strobeck gave an over-view of Mayor and Council duties and obligations at set forth by Arizona Revised Statute, Title 9.

Lunch Break 12:05 p.m. – 12:25 p.m.

Mr. Strobeck advised that it is also common for the general public to have a misconception of the relationship between the Council and the Town Manager. Discussion covered the misconception that the City Council "rubber stamps" everything the Town Manager presents, and the lack of public knowledge regarding the Town Manager's

duties and responsibilities. Mr. Strobeck advised that the Council-Manager Form of Government was designed after corporate structure, as in any corporation there is a Board of Directors and a Chairman, who direct management and administration of the corporation to the CEO. The Town, with a Council-Manager Form of Government has a City Council with a Mayor, who make decisions and enact city ordinances and resolutions, and directs the Town Manager to administer their decisions. The Town Manager also holds the obligation to accurately and efficiently prepare and present the annual budget, objectively provide information and data to the Council, as well as manage the Town Departments, as instructed by the Town Council. It is the duty of the Town Council and the Town Manager to uphold and perform duties within their positions in an ethical manner and always avoid the appearance of impropriety. The Town Manager, although always available to discuss Town matters with all Council Members, should not take direction from any Council Member individually. The Council as a body should present all directives, policies and administrative decisions to the Manager.

Mr. Strobeck suggested and encouraged additional discussion between Council members, presentation of multiple options, and requesting formal motions at Town Council Meetings may help the public understand the administration of the Town and help alleviate the misconception that the Town Manager is "running the Town". Mr. Strobeck advised that the Camp Verde Town Code already has policies and procedures, including investigation of all complaints. Discussion covered council members attending neighborhood meetings. Mr. Strobeck advised while council members may be interested in gathering information, want to show support to the community, or have a personal interest, and that attendance is not prohibited, the Council members should avoid advocating, or giving the appearance of advocating, for any special interest group. Any matter of public interest, or complaint, can be placed on the Agenda or brought to the Council's attention under "Call to Public" during a Council Meeting. As there is no true authority, except public election, to remove or discipline any inappropriate, disrespectful or unethical Council member behavior, it should be of highest priority for each Council member to act respectfully and ethically, follow the Town Code policies and procedures and State law, work together as a group, not individually, and keep an open line of communication to best serve their community.

The Mayor and Councilors thanked Mr. Strobeck for his presentation. Mayor German advised that an additional Council Retreat would be scheduled for Council discussion regarding any suggested changes to Town Code, Policies and/or Procedures particularly Council and/or Staff appearance of impropriety and addressing potential inappropriate behaviors.

Adjournment. The meeting was adjourned by Mayor German at 1:45 p.m.

Mayor Charles German

Virginia Jones, Town Clerk

CERTIFICATION

I hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council Retreat of the Town of Camp Verde held on October 17, 2015. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2015.

Lynn Riordan, Recording Secretary

Mayors Who Make a Difference
James H. Svara
Arizona State University

10-19-2015

As the challenges facing local government become more complex, cities have an even greater need for an effective political leader. Mayors can make a difference by providing a sense of direction, coalescing the council, and helping to ensure that all key actors work together effectively.

The common impression from the media is that the mayor in the mayor-council form of government has the leadership advantage. The mayor in council-manager cities is dismissed as a “weak mayor” and a figurehead. Based on the case studies of mayors from 14 diverse cities, *The Facilitator in City Hall* offers a different conclusion and new perspective on leadership: *all mayors can make a difference* by becoming a *facilitative visionary leader* to their council members and within their city.

The facilitative visionary leader is the most effective leadership style regardless of the form of government. All cities need visionary leadership, and all mayors can be visionaries regardless of their formal powers. Just as important, mayors should be facilitators who draw out the contributions of the council and administrative staff. The facilitative visionary leadership style is the preferred approach in a shared power world where no one is or can be in charge.

Vision and Facilitation

When mayors are visionary and use facilitative leadership, the city council performs better. This kind of mayor enhances the combined leadership of all officials. This approach looks at the combined “power to” of all officials rather than the mayor’s “power over” other officials. One could argue that the council-manager mayor has an advantage. The mayor can develop a broader base of support by sharing credit and building partnerships, particularly with the council, and the council as a whole receives the advice and support of the city manager. The potential for the mayor to provide leadership should be assessed in terms of the overall capacity of the governmental system to address problems and deliver solutions on a sustained basis.

Top leaders work with an increasing number of people inside and outside city government whom they do not control. In an era of partnerships and networking – in a world in which no one is in charge – mayors have to lead by creating shared goals and by bringing diverse stakeholders together to accomplish them.

Evidence of Impact

Mayors in council-manager cities can be classified as (a) *caretakers* if they fill the position in a minimal way, (b) *coordinators* if they promote communication within the council and positive relations with the city manager, and (c) *goal setters* if they are effective at coordination and also help the council set goals. Research shows that when the mayor is a caretaker, most council members rate their own performance as average or poor at handling their governance responsibilities. With a coordinator, most council members feel they do a good job. When the

mayor promotes coordination and offers vision, that is serves as a visionary facilitator, nine out of ten council members think they do at least a good job and half rate their performance as excellent.

How to Improve Leadership?

The challenge is that less than half of the council-manager mayors are perceived by their councils to be visionary, although it is more likely if they are directly elected. Leadership can be expanded by a better understanding of the nature of the top elected official's position and by encouraging more creative and courageous persons to run for the office. Misconceptions about the position cause many assertive leaders to feel that they must try to "take charge" to be a leader. In contrast, facilitative mayors "take responsibility" for creating the conditions that enhance the performance of all officials. Mayors should promote their vision but incorporate the ideas of others as well. They should pull the council together to create support for a shared vision and improve communication. Mayors in all kinds of cities can enhance their leadership by moving toward the facilitative visionary model. In so doing, they not only expand their own contribution but expand the contributions of council members and top administrators as well.

James H. Svava, Ph.D. is a Professor in the School of Public Affairs and the Director of the Center for Urban Innovation at Arizona State University. He is the editor of *The Facilitator in City Hall*. He is presenting a workshop on visionary facilitative mayors in the Leadership Training Institute at the National League of Cities annual conference in San Antonio. He can be contacted at james.svava@asu.edu.