

RESOLUTION NO. 2048

**A RESOLUTION OF THE GOLDEN CITY COUNCIL
ADOPTING AMENDED GOVERNING POLICIES**

WHEREAS, the Golden City Council has studied the Carver Governance Model with the assistance of a trained and experienced consultant; and

WHEREAS, Council has developed the attached Governing Policies, which it believes are consistent with the Golden City Charter; and

WHEREAS, the attached policies establish goals and management constraints for the City Council, City Manager, City Attorney, and Municipal Judge.

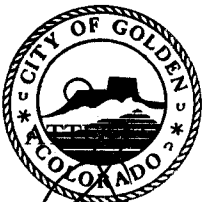
THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GOLDEN, COLORADO:

Section 1. City Council hereby adopts and agrees to be bound by the attached Governing Policies of City Council.

Section 2. The City Manager, City Attorney, and Municipal Judge are bound by the attached Governing Polices of the City Council.

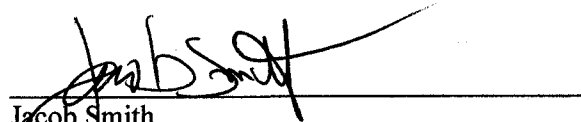
Section 3. From time to time Council will review and amend these policies as needed.

Adopted this 22nd day of April, 2010



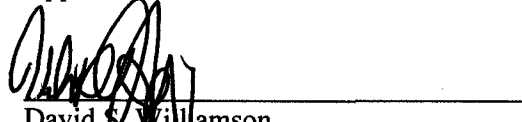


Susan M. Brooks, MMC
City Clerk



Jacob Smith
Mayor

Approved as to form:



David S. Williamson
City Attorney

I, Susan M. Brooks, City Clerk of the City of Golden, Colorado, do hereby certify that the foregoing is a true copy of a certain Resolution adopted by the City Council of the City of Golden, Colorado at a regular business meeting thereof held on the 22nd day of April, A.D., 2010.



ATTEST:

A handwritten signature in cursive script that reads "Susan M. Brooks". The signature is written in black ink and is positioned above a horizontal line.

Susan M. Brooks, City Clerk of the City of Golden, Colorado



City of
Golden

GOVERNING POLICIES OF THE CITY COUNCIL

BOARD MEANS

**INTENDED
ORGANIZATIONAL
RESULTS**

Governance Process

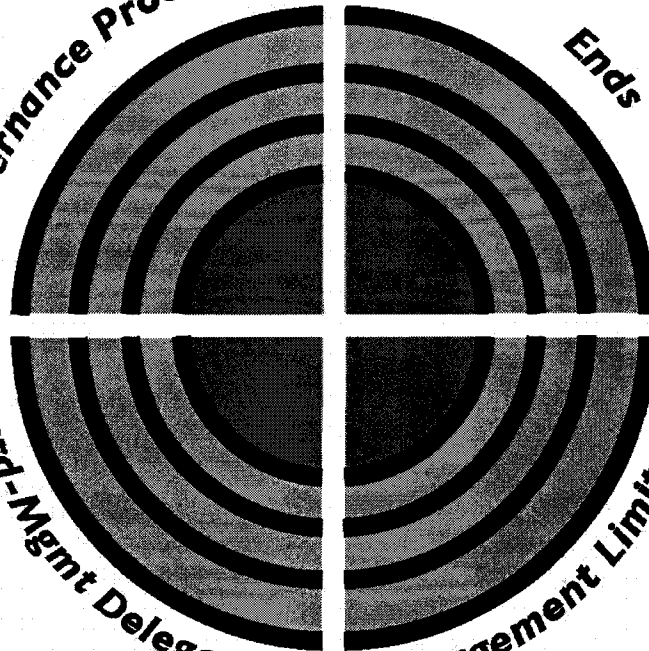
Ends

Board-Mgmt Delegation

Management Limitations

BOARD MEANS

STAFF MEANS





City of
Golden

**GOVERNING POLICIES OF
THE CITY COUNCIL**

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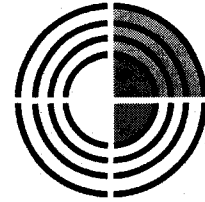
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**GOVERNING POLICIES OF
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Policy 1.0 – ENDS

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Ends

GLOBAL ENDS POLICY 1.0 The City of Golden is an exceptional place to live, work, play, shop and visit.

1.05 Golden City Council and staff complete the Golden Vision 2030 process.

- A. Complete the Golden Vision 2030 process by adopting a Golden Vision 2030 document updating the Comprehensive Plan, updating the municipal code accordingly, and updating the Council's work plan and Policy Governance End Statements.
- a. *Metric: Adoption of a Golden Vision 2030 document by October 31, 2010.*
 - b. *Metric: Council work plan update in first quarter 2011.*
 - c. *Metric: Adoption of a Comprehensive Plan update by March 31, 2011.*
 - d. *Metric: Adoption of any additional appropriate code updates by July 31, 2011.*

Priority Results: *(Not reflecting any order of priority)*

1.1 Golden's friendly, historical small-town character is preserved.

- A. Golden maintains cohesive and distinct neighborhoods.
- 1) The integrity and character of Golden's neighborhoods are enhanced, preserved, and protected from incompatible uses.
 - a. *Metric: Number of neighborhoods that meet the standard for highway noise.*
 - b. *Metric: Percentage of residents that identify with the neighborhood they live in.*
 - c. *Metric: Number of significant reinvestment projects that are not compatible with their existing neighborhoods and/or do not comply with the spirit of that neighborhood plan.*
 - 2) Neighborhoods are enhanced by property owner reinvestment and a compatible mixture of land uses.
 - a. *Metric: Number of building permits and amount of increase in valuation.*
 - b. *Metric: Number of neighborhoods with active neighborhood associations.*
 - 3) Neighborhoods are pedestrian friendly and bike friendly.
 - a. *Metric: Percentage of growth in pedestrian and bicycle traffic within and between neighborhoods per year.*
 - b. *Metric: Percentage of people who feel their neighborhood is pedestrian and bike friendly (city wide basis).*
- B. The character of Golden's historic downtown is preserved and enhances.
- 1) Noise levels are maintained that allow for an appropriate balance between a vital downtown district and downtown residents.
 - a. *Metric: Periodic noise measurements at key locations using a consistent noise measuring protocol*

Policy 1.0 Ends (CONTINUED)

- 2) Downtown is highly accessible, and pedestrian, bicycle and transit friendly.
 - a. *Metric: Percentage of people who come downtown in each mode.*
 - 3) East Downtown is redeveloped in a manner that reflects a proactive vision incorporating a healthy retail district, good connectivity (by foot, bicycle, transit, and car), and public space.
 - a. *Metric: Council adopts a plan for East Downtown.*
 - 4) Future reinvestment in downtown reflects a proactive vision incorporating a healthy retail district, good connectivity (by foot, bicycle, transit, and car), and public space.
 - a. *Metric: Percentage of reinvestment dollars that meet this vision.*
 - C. Golden's natural and scenic resources are protected and improved.
 - a. *Metric: Place holder (staff and City Council will come up with metric(s) in 2010.*
 - D. Golden's historical and cultural resources are preserved and improved.
 - a. *Metric: Number of voluntarily designated historic properties.*
 - b. *Metric: No historically exceptional structures lose their historic integrity.*
 - c. *Metric: The structures and sites on the Historic Preservation Board's Endangered Sites List (or comparable list) are restored as appropriate, and receive long term protection.*
 - d. *Metric: Current and future historical artifacts are acquired and professionally preserved.*
- 1.2. Golden's Residents and Visitors enjoy a safe, attractive, clean and healthy environment.**
- A. People and property are reasonably safe through preparation, prevention strategies, and planning and investment for public safety.
 - a. *Metric: Number of major crimes as compared to surrounding jurisdictions.*
 - b. *Metric: Police Department maintains accreditation.*
 - c. *Metric: Valuation of property losses due to fire.*
 - d. *Metric: Fires are confined to the room or structure of origin.*
 - e. *Metric: Disaster plans and emergency response plans are updated, exercised and evaluated.*
 - B. Golden's environment is healthy and safe.
 - 1) Golden has clean water and air.
 - a. *Metric: Golden maintains its status as a level 3 partner in the AWWA Partnership for Safe Water.*
 - b. *Metric: Air quality meets or exceeds standards.*
 - 2) There is adequate removal of sewage and solid waste.
 - a. *Metric: Number of sewage backups into homes and properties caused by blockages in the sewer main (not the home's service line).*
 - 3) Golden is free from noxious odors.
 - a. *Council adopts an odor mitigation plan.*
 - 4) City infrastructure is well-maintained and safe.
 - a. *Metric: Capital Equipment Outlay, Depreciation, and Infrastructure Replacement trends in the Financial Trends Monitoring System.*

Policy 1.0 Ends (CONTINUED)

1.3. People have multiple options for safe, accessible transportation throughout Golden.

- A. Golden's children are able to safely walk or bike to school, recreation, and other cool places.
 - a. *Metric: Percentage of school kids that walk or bike to school.*
- B. Golden residents can easily and safely move between neighborhoods and business districts.
- C. Golden effectively links downtown and other neighborhoods within the West Corridor light rail station.
 - a. *Metric: Golden's community bus is operational when RTD launches the West Corridor light rail line, effectively links (at a minimum) downtown Golden and the end-of-line, and meets ridership goals in each year of its operation.*
- D. Golden's transportation planning integrates the full range of modes and ensures strong connectivity with regional transportation systems.
 - a. *Metric: People are using a pedestrian bridge connecting the new light rail station to the Golden Ridge area by 2014.*
 - b. *Metric: Miles of trail; miles of 5' sidewalks.*

Overall Metric: Measure implementation of the Task Force report.

Overall Metric: Pedestrian and bike counts increase.

Overall Metric: Miles of trail; miles of 5' sidewalks.

1.4 Golden enjoys economic vitality and well-being.

- A. Golden's property values are protected.
 - a. *Metric: Assessed valuation.*
- B. Golden has a growing, thriving, and diverse business community.
 - 1) There is sustainable economic growth.
 - 2) There is growth in the variety of employment opportunities available to Golden residents.
 - 3) Golden's retail/restaurant businesses and retail districts thrive.
 - 4) Golden's primary employers remain in Golden and add additional primary jobs, and Golden attracts new primary employers.
- C. Golden's retail mix meets the needs of its Golden residents.
 - 1) A strong retail mix is distributed throughout the community.
 - 2) Golden's residents are within a ten minute walk from neighborhood based retail.
 - 3) There is an increase in the number of residents shopping in Golden.

Overall metric: Sales and use tax citywide, by category, and by district.

Overall metric: The number of primary jobs in Golden.

1.5 Golden Residents enjoy its quality of life.

- A. There are high quality leisure and recreational opportunities for all residents.
 - 1) Golden's residents are within a pleasant ten-minute walk from parks and open space.
 - 2) Residents participate in activities beneficial to their health and wellness.
 - 3) Golden's youth have a wide range of recreational and social opportunities.
 - 4) Golden will be within 10% (plus or minus) of the average level of service for National Recreation and Parks Association Gold Medal Communities for the types of facilities specified by City Council.
- B. Golden is a culturally vibrant community.

Policy 1.0 Ends (CONTINUED)

- C. Golden becomes a sustainable community by achieving its Golden Sustainability Initiative goals.
- D. The City of Golden maintains a high degree of transparency, accessibility, and accountability.
 - 1) City Council proceedings are highly transparent.
 - 2) City Council and the City of Golden communicate effectively and frequently with constituents.
 - 3) City Council and City staff conduct their work with a high degree of professionalism.
- E. The City of Golden is a well-run, efficient, and financially sound operation.
- F. The Golden community is welcoming and respectful of diversity (cultural, religious, ethnic, gender, etc.).
- G. Golden provides a wide range of housing options

Overall Metric: Homes in Golden are within a safe, pleasant, ten-minute walk from a park.

Overall Metric: Miles of Golden's perimeter greenbelt buffer that are undeveloped and unprotected.

Overall Metric: Acres of identified priority parks and open space acquired by the city.

Overall Metric: Percentage of people leaving the city for recreation.

Overall Metric: Acres of parkland per 1000 population.

Overall Metric: Number of admissions to recreation facilities

Overall Metric: Placeholder [confer with Jim Dale and Cindy Stevenson].

Overall Metric: Percentage of ordinances, resolutions, the Municipal Code, and other City Council decisions online.

Overall Metric: Percentage of people that believe they have all the information they need to about city operations and decision making from the City survey.

Overall Metric: Number of people that interact with the City electronically

Overall Metric: Percentage of Golden's employees that live in Golden.

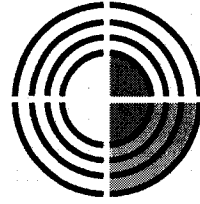
Overall Metric: Percentage of new housing units that are affordable at 120% of Area Median Income.

Overall Metric: Performance against each of the sustainability goals adopted by Council.



City of
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GOVERNING POLICIES OF
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Policy 2.0 – GENERAL MANAGEMENT CONSTRAINT

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

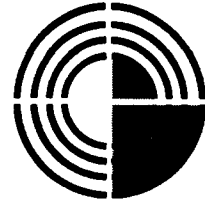
Management Limitations

The City Manager shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and municipal management ethics and practices.



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Policy 2.1 – TREATMENT OF RESIDENTS & VISITORS

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Management Limitations

With respect to interactions with residents and visitors, the City Manager shall not cause or allow conditions or procedures that are unfair, unsafe, untimely, undignified, unnecessarily inconvenient or otherwise inconsistent with high standards of customer service.

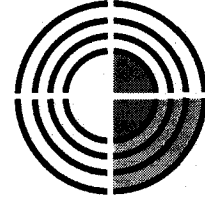
Accordingly, he/she shall not:

1. Fail to convey to residents, as appropriate, a clear understanding of what may be expected from the city services offered.
2. In carrying out the business of the city, cause or allow greater inconvenience or disruption to commerce and living than is necessary.
3. Fail to inform residents, as appropriate, of this policy, and to provide a process to receive and respond to citizen concerns.



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Policy 2.2 – TREATMENT OF STAFF

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Management Limitations

With respect to the treatment of staff, the City Manager shall not cause or allow conditions that are unsafe, unfair or undignified.

Accordingly, he/she shall not:

1. Operate without written policies that clarify personnel rules for employees, protect against wrongful conditions, and provide for effective handling of grievances.
2. Retaliate against an employee for reporting to management or to the Council acts or omissions by City of Golden personnel, management or the Council that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Council.
3. Allow staff to be unprepared to deal with emergency situations.
4. Fail to acquaint staff with this policy, and the City Manager's interpretations of their protections under it.



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Policy 2.3 – FINANCIAL CONDITION & ACTIVITIES

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Management Limitations

With respect to financial condition and activities, the City Manager shall not cause or allow the development of fiscal jeopardy, or expenditure of funds not in accordance with the Council's Ends policies.

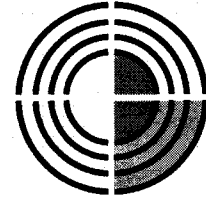
Accordingly, the City Manager shall not:

1. Expend more funds than have been appropriated.
2. Use any long-term reserves or special revenue funds for other than intended purposes.
3. Allow fund balances below the limits set forth in Council's adopted fund balance policy.
4. Fail to settle payroll obligations and payables in a timely manner.
5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
6. Authorize expenditures that exceed the spending limits adopted by Council resolution.
7. Assuming equality of products or service, fail to give Golden merchants consideration if the difference in price is within 5% of the total purchase price.
8. Fail to aggressively pursue material receivables after a reasonable grace period.
9. Settle individual claims for damages arising from a single occurrence in an aggregate amount in excess of \$100,000 without first informing the Council.
10. Fail to maintain systems of financial accounting and auditing in accordance with generally accepted accounting principles.
11. Acquire, encumber, lease or dispose of real property, including water rights.



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**GOVERNING POLICIES OF
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Policy 2.4 – ASSET PROTECTION

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Management Limitations

The City Manager shall not allow city assets to be unprotected, inadequately maintained or unnecessarily risked.

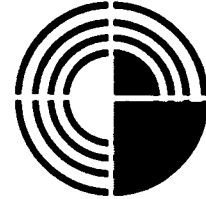
Accordingly, he or she shall not:

1. Fail to have in place a Risk Management Program which insures adequately against property losses and insures against liability losses to Council members, staff and the City of Golden to the amount legally obligated to pay.
2. Permit any public official or employee of the City of Golden to enter upon the duties of his/her office or position without being bonded, at the expense of the City.
3. Subject city facilities and equipment to improper wear and tear or insufficient maintenance.
4. Fail to have in place a process for appraisal and de-acquisition of city assets.
5. Fail to employ risk management practices to minimize exposure of the City, Council or staff to claims of liability.
6. Receive process or disburse funds under controls insufficient to meet the Council-appointed auditor's standards (as set forth in Management Letter and/or other correspondence).
7. Allow any purchase wherein normally prudent protection has not been given against conflict of interest
8. Allow a purchase in a manner that violates Council's current resolution establishing purchasing thresholds.
9. Allow orders to be split to circumvent the spending authority outlined in #8 above.
10. Fail to protect intellectual property, information and files from loss, improper access or significant damage.
 - A. The City Manager shall not fail to maintain records in a manner consistent with a Records Retention Schedule established in accordance with recommendations from the City Attorney.
11. Compromise the independence of the Council's auditor or other external monitoring or advice, such as by engaging parties already chosen by the Council as consultants or advisers.
12. Endanger city government's public image, its credibility, or its ability to accomplish Ends.



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Policy 2.5 – FINANCIAL PLANNING & BUDGETING

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Management Limitations

Budgeting for any fiscal periods or the remaining part of any fiscal periods shall not deviate materially from the Council's Ends priorities, risk fiscal jeopardy, or fail to show a generally acceptable level of foresight.

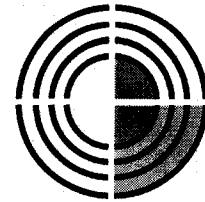
Accordingly, the City Manager shall not cause or allow or submit for Council's consideration a budget that:

1. Risks incurring those situations or conditions described as unacceptable in the "Financial Conditions and Activities" Council policy.
2. Deviates materially from Council-stated priorities (see Ends policies) in its allocation among competing budgetary needs.
3. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow projections, subsequent audit trails, and disclosure of planning assumptions.
 - A. With respect to capital planning, the City Manager may not fail to prepare and submit to the Council, at least two months prior to the final date for submission of the budget, a Capital Program in compliance with City Charter requirements.
4. Plans the expenditure in any fiscal year of more funds, including contingencies, than are conservatively projected to be available.
5. Fails to include comparative figures for actual and estimated income and expenditures of the preceding fiscal year, and indications of anticipated revenues, proposed and required expenditures and contingencies provisions, as required in the City Charter.
6. Provides less for Council activities during the year than is set forth in the Cost of Council Governance policy (see policy in Governance Process).



City of
Golden

**GOVERNING POLICIES OF
THE CITY COUNCIL**



Policy 2.6 – COMPENSATION & BENEFITS

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Management Limitations

The City Manager will not cause or allow jeopardy to the City of Golden's fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

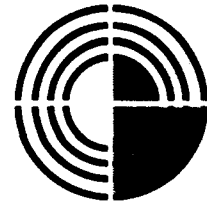
Accordingly, he or she shall not:

1. Change his or her own compensation.
2. Change his or her own benefits, except as are consistent with a package for all other employees.
3. Promise or imply anything other than "at-will" employment.
4. Establish current compensation and benefits that are not competitive with those provided in similar public and private organizations in the Denver Metropolitan area, and that don't provide employees with opportunities to learn, grow and develop their careers.
5. Pertaining to consultants and contractors, create obligations over a longer term than revenues can be safely projected, in no event longer than one fiscal year.
6. Make any material changes to the City's retirement benefits.



City of
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**GOVERNING POLICIES OF
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**Policy 2.7 – EMERGENCY CITY MANAGER
SUCCESSION**

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Management Limitations

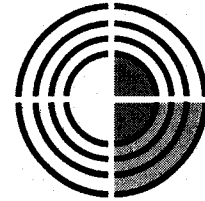
In order to protect the Council from sudden loss of City Manager services, the City Manager shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Council and City Manager issues and processes to take over with reasonable proficiency as an acting city manager, as may be appointed by Council.

1. In non-emergency situations (e.g. City Manager travel, vacation, etc.) the CM may not fail to designate a staff member to act on his/her behalf in such absence, and to notify Council and appropriate staff of such designation.
2. The City Manager shall not fail to have an Emergency Succession Plan.



City of
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Policy 2.8 – COUNCIL AWARENESS & SUPPORT

Date Adopted/Last Revised: June 12, 2008

Management Limitations

The City Manager shall not cause or allow the Council to be uninformed or unsupported in its work.

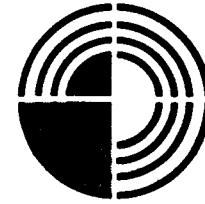
Accordingly, the City Manager shall not:

1. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Council.
2. Neglect to submit monitoring data required by the Council (see policy on Monitoring Council Performance in Council/Staff Linkage) in a timely, complete, accurate, and understandable fashion, directly addressing provisions of Council policies being monitored.
3. Let the Council be unaware of significant incidental information, such as anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes. Notification of planned internal changes is to be provided in advance, when feasible.
4. Fail to inform the Council if, in the City Manager's opinion, the Council is not in compliance with its own policies on Governance Process and Council/Staff Linkage, particularly in the case of Council or Councilor behavior that is detrimental to the work relationship between the Council and the City Manager.
5. Fail to provide Council with objective decision preparation. Staff recommendations, when presented, must include as many staff and diverse points of view, issues and options as needed for informed Council decisions on major policy issues.
6. Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:
 - A. monitoring
 - B. decision preparation (or "action item"); and
 - C. incidental/ "FYI."
7. Fail to provide support for official Council, Council committee or officer communications and functions.
8. Fail to deal with the Council as a whole, except when:
 - A. fulfilling reasonable individual requests for information, or
 - B. responding to officers, committees or individuals duly charged by the Council.
9. Fail to supply for the Council's Consent Agenda, along with applicable monitoring information, all decisions delegated to the City Manager yet required by law, regulation or third-party to be Council-approved.



City of
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**Policy 3.0 – GOVERNANCE – MANAGEMENT
CONNECTION**

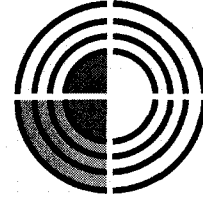
Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008 Board-Management Delegation

The Council's official connection to city government's operational organization, its achievements and conduct, with the exceptions of specific delegation to the City Attorney and Municipal Judge, will be through a chief executive and administrative officer, titled "City Manager."



City of
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GOVERNING POLICIES OF
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Policy 3.1 – UNITY OF CONTROL

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008 Board-Management Delegation

Only officially passed motions of the Council are binding on the City Manager.

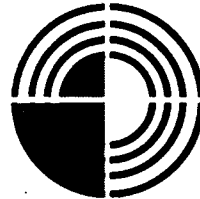
Accordingly:

1. Decisions or instructions of individual Councilors, officers, or committees are not binding on the City Manager except when the Council has explicitly delegated this authority.
2. A majority of council is required to direct staff to expend substantial time on any matter. Councilors and committees may request information or assistance without Council authorization, but the City Manager may refuse such requests that, in his/her opinion, are disruptive or require an inappropriate amount of staff time or funds.



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**Policy 3.2 – ACCOUNTABILITY OF THE
CITY MANAGER**

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008 Board-Management Delegation

The City Manager is the only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the City Manager.

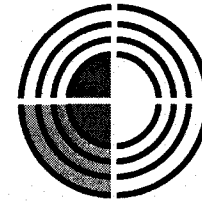
Accordingly:

1. While Council may request information or assistance, it will not give instructions to persons who report directly or indirectly to the City Manager.
2. The Council will not evaluate, either formally or informally, any staff other than the City Manager.
3. The Council will view City Manager performance as identical to organizational performance, so that organizational accomplishment of Council stated Ends and compliance with Management Limitations will be deemed successful City Manager performance.



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**Policy 3.3 – DELEGATION TO THE
CITY MANAGER**

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008 Board-Management Delegation

The Council will instruct the City Manager through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the City Manager to use any reasonable interpretation of these policies.

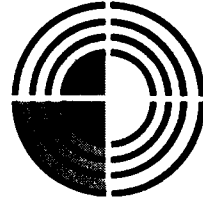
Accordingly:

1. The Council will develop and maintain Ends policies instructing the City Manager to achieve certain results, for certain recipients at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels. All issues that are not Ends issues as defined here are Means issues.
2. The Council will develop and maintain Management Limitations policies that limit the latitude the City Manager may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels. The Council will not prescribe organizational means delegated to the City Manager.
3. As long as the City Manager uses any reasonable interpretation of the Council's Ends and Management Limitations policies, the City Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the City Manager shall have full force and authority as if decided by the Council.
4. The Council may change its Ends and Management Limitations policies, thereby shifting the boundary between Council and City Manager domains. By doing so, the Council changes the latitude of choice given to the City Manager. However, as long as any particular delegation is in place, the Council will respect and support decisions made by the City Manager that are compliant with Council policy.



City of
Golden

GOVERNING POLICIES OF
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**Policy 3.4 – MONITORING CITY MANAGER
PERFORMANCE**

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008 Board-Management Delegation

The Council will systematically and rigorously monitor the City Manager's job performance to determine the extent to which Ends are being achieved and whether operational activities fall within boundaries established in Management Limitations policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Council policies are being met. Information that does not address policy compliance will not be considered in the evaluation of City Manager performance.
2. The Council will acquire monitoring data by one or more of three methods:
 - A. by internal report, in which the City Manager discloses, in writing, policy interpretations and compliance information to the Council,
 - B. by external report, in which an external, disinterested third party selected by the Council assesses compliance with Council policies, or
 - C. by direct Council inspection, in which a designated member or members of the Council assess compliance with the appropriate policy criteria.
3. In every case, the Council will judge whether (a) the City Manager's interpretation is reasonable, and (b) whether data demonstrate accomplishment of or compliance with the City Manager's interpretation.
4. In every case, the standard for compliance shall be any reasonable City Manager interpretation of the Council policy being monitored. The Council is the final judge of reasonableness, and will always judge with a "reasonable person" test (what a reasonably prudent person would do in that context). Councilors will not judge based on what they would have done, but rather whether the City Manager's actions were reasonable.
5. Actions determined to be not compliant with a reasonable interpretation of Council policies will be subject to a remedial process agreed to by the Council.
6. All policies instructing the City Manager will be monitored at a frequency and by a method chosen by the Council. The Council may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule.

Policy 3.4 – MONITORING CITY MANAGER PERFORMANCE (CONTINUED)

| POLICY | METHOD | FREQUENCY | INITIAL/2006 SCHEDULE |
|---------------------------------------|----------|-----------|-----------------------|
| 2.0 General Executive Constraint | Internal | Annually | November |
| 2.1 Treatment of Residents & Visitors | Internal | Annually | September |
| 2.2 Treatment of Staff | Internal | Annually | September |
| 2.3 Financial Condition & Activities | Internal | Quarterly | Jan/Apr/Jul/Oct |
| | External | Annually | Close of F.Y. |
| 2.4 Asset Protection | Internal | Annually | October |
| 2.5 Financial Planning & Budgeting | Internal | Annually | November |
| 2.6 Compensation & Benefits | Internal | Annually | September |
| 2.7 Emergency City Manager Succession | Internal | Annually | October |
| 2.8 Council Awareness & Support | Internal | Annually | October |
| 1.0 Ends Policies | TBD | | |

(NOTE: As Ends Policies are adopted, they are to be added to this table.)



City of
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**GOVERNING POLICIES OF
THE CITY COUNCIL**



**Policy 3.5 – COUNCIL – CITY ATTORNEY
RELATIONSHIP**

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008 Board-Management Delegation

The purpose of the City Attorney is that actions of the City of Golden take place with competent legal counsel and representation.

1. **Accountability of the City Attorney**
 - A. **The City Attorney is accountable to the City Council acting as a body, never to any individual member or group of members, nor to the Mayor, City Manager or Municipal Judge.**
 - B. **The City Attorney may respond to requests for information or action from such individuals, but remains accountable to the Council as if the response were an action taken on his or her own initiative. Therefore, the City Attorney has the right to refuse to respond to such requests in his or her best professional judgment so long as these individuals are not treated differently in this respect.**
 - C. **City Attorney accountability is for all resources, including personnel, under his or her control. Therefore, any accomplishments or violations due to actions of a subordinate of the City Attorney are considered to be accomplishments or violations by the City Attorney.**
 - D. **The City Attorney may accomplish the "Job Products" of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under "limitations on City Attorney Authority."**
 - E. **The City Attorney may use any reasonable interpretation of Council language. The City Attorney is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consonant with any reasonable interpretation of the Council's policies.**
2. **Job Products of the City Attorney**
 - A. **Timely opinion on documents and contemplated actions of City Council and City Manager.**
 - i. **Potential ordinances under consideration by the Council.**
 - ii. **Any action or document of the City Manager submitted for opinion.**
 - iii. **Legal ramifications of pending litigation.**
 - iv. **Legal process of the Council.**
 - v. **Any action or document of duly appointed Boards or Commissions submitted for opinion.**
 - vi. **When requested or appropriate, alternate language or action to achieve Council or City Manager intentions in a lawful manner.**

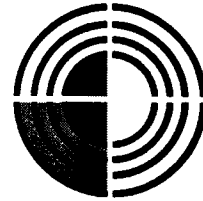
Policy 3.5 – COUNCIL – CITY ATTORNEY RELATIONSHIP (CONTINUED)

- B. Avoidance or settlement of potential litigation.
 - i. Prevention of avoidable litigation.
 - ii. Settlement of otherwise unavoidable litigation without undue loss of future options.
 - iii. Negotiations for settlement.
- C. Diligent and successful representation of the City in litigation.
 - i. Protection of the City from court judgments.
 - ii. Timely and successful prosecution of violations of municipal law.
- 3. Limitations on City Attorney Authority.
 - A. No exercise of authority over City Manager or Municipal Judge.
 - B. No violation of applicable codes of professional ethics and conduct.
 - C. No treatment of resident, customers or staff in a discourteous, undignified or unfair manner.
 - D. No expenditures or fiscal encumbrances beyond those authorized under Council policy.
 - E. No unreasonable withholding of information, or failure to cooperate with the City Manager or Municipal Judge in the performance of their official functions.
- 4. Evaluation of City Attorney performance.
 - A. City Attorney accountability is only for job expectations explicitly stated by the Council in this document and/or outlined in the City Charter. Consequently, the provisions herein are the sole basis of any subsequent evaluation of City Attorney performance, though he or she may use any reasonable interpretation of the Council's policies.
 - B. The Council may monitor City Attorney performance with respect to these expectations at any time, but Council intends to monitor twice annually (in November and May).



City of
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**GOVERNING POLICIES OF
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**Policy 3.6 – COUNCIL – MUNICIPAL JUDGE
RELATIONSHIP**

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008 Board-Management Delegation

The purpose of the Municipal Judge is the swift enforcement of justice in the City consistent with the municipal court's legal jurisdiction.

1. **Accountability of the Municipal Judge.**
 - A. The Municipal Judge is accountable to the City Council acting as a body, never to any individual member or group of members, nor the Mayor, City Manager, or City Attorney.
 - B. The Municipal Judge may respond to requests for information or actions by such individuals, but remains accountable to the Council as if the response were an action taken on his or her own initiative. Therefore, the Municipal Judge has the right to refuse to respond to those individuals in accordance with his or her professional judgment, so long as those individuals are not treated differently in this respect.
 - C. Municipal Judge accountability is for all resources, including personnel and/or Associate Judges under his or her control. Therefore, any accomplishments or violations due to actions of a subordinate of the Municipal Judge are considered to be accomplishments or violations by the Municipal Judge.
 - D. The Municipal Judge may accomplish the "Job Products" of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under "Limitations on Municipal Judge Authority."
 - E. The Municipal Judge may use any reasonable interpretation of Council language. The Municipal Judge is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consonant with any reasonable interpretation of the Council's policies.
2. **Job Products of the Municipal Judge**
 - A. Fair and independent judgment of all cases arising under the ordinances of the city and as may be conferred by law.
 - B. Impartial and timely adjudication of cases.
 - C. Participants' respect of the administration of justice.
 - D. Defendants' understanding of the law with respect to their circumstances.
3. **Limitations on Municipal Judge Authority.**
 - A. No exercise of authority over City Manager or City Attorney.
 - B. No violation of applicable codes of professional ethics and conduct.
 - C. No exercise of undue influence.

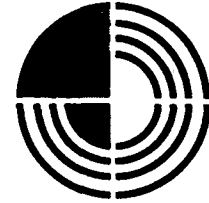
Policy 3.6 – COUNCIL – MUNICIPAL JUDGE RELATIONSHIP (CONTINUED)

- D. No treatment of residents, customer or staff in a discourteous, undignified or unfair manner.
 - E. No expenditures or fiscal encumbrances beyond those authorized under Council policy.
 - F. Information shall not unreasonably be withheld or fail to cooperate with the City Manager or City Attorney in the performance of their official functions.
4. Evaluation of Municipal Judge performance.
- A. Municipal Judge accountability is only for job expectations explicitly stated by the Council in this document and/or outlined in the City Charter. Consequently, the provisions herein are the sole basis of any subsequent evaluation of Municipal Judge performance, though he or she may use any reasonable interpretation of the Council's words.
 - B. The Council may monitor Municipal Judge performance with respect to these expectations at any time, but Council intends to monitor annually – (month of February).



City of
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**GOVERNING POLICIES OF
THE CITY COUNCIL**



Policy 4.0 – GOVERNANCE COMMITMENT

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

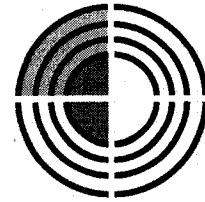
Governance Process

The purpose of the Council, on behalf of the Residents of Golden (the “ownership”) is to ensure that the City of Golden (1) achieves appropriate results for appropriate recipients at an appropriate cost (as specified in Council Ends policies), and (2) avoids unacceptable actions and situations.



City of
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**GOVERNING POLICIES OF
THE CITY COUNCIL**



Policy 4.1 – GOVERNING STYLE

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Governance Process

The Council will approach its role with a style emphasizing outward vision rather than internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Council and staff roles, collective rather than individual decisions, future rather than past or present, and proactively rather than reactivity.

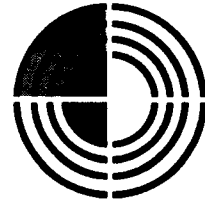
Accordingly, the Council will:

1. Direct, control and inspire city government through the careful establishment of the broadest organizational values and perspectives (policies).
2. Focus primarily on the City's ends, rather than the administrative or programmatic means of attaining those effects.
3. Enforce upon itself and its members discipline to govern with excellence, in such matters such as policymaking, respect of roles, speaking with one-voice and avoiding any tendency to stray from governance commitments adopted in Council policies.
4. Be accountable to the Residents of Golden for competent, conscientious and effective accomplishment of its obligations as a body. The Council will not allow any officer, individual or committee to usurp this role or commitment.
5. Be responsible for excellence in governing. The Council, not the staff, will be responsible for Council performance.
6. Use the expertise of individual councilors to enhance its understanding of issues, but will not substitute such expertise for the judgment of the Council.
7. Review and assess its process and performance on a regular basis. Self-monitoring will include comparison of Council activity and discipline to its Governance Process and Council/Staff Linkage policies.
8. Ensure the continuity of its governance capability by retraining, continual Council development, and appropriate orientation of new councilors, within 30 days of their election, in the Council's governance process and these policies.
9. Although these policies may be amended, deleted or new ones adopted by a majority vote of all councilors, Council and its members will scrupulously observe those policies currently in effect.



City of
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**GOVERNING POLICIES OF
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Governance Process

Policy 4.2 – COUNCIL JOB PRODUCTS

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

The job of the Council is to make certain contributions that lead the Golden city government towards the desired performance, and to assure that it occurs. The Council's specific contributions are unique to its trusteeship role and necessary for proper governance and management.

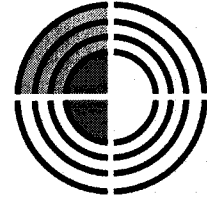
The Council therefore assumes direct responsibility for the following "products":

1. The Council will produce the linkage between the Residents of Golden and Golden city government.
 - A. Needs Assessment: The Council will assess the evolving needs of the residents, and will develop Ends policies identifying and prioritizing the outcomes the City of Golden will produce to address those needs.
 - B. Advocacy: The Council will inform the ownership of the City's expected future results, as well as its present accomplishments.
2. The Council will develop and maintain written governing policies that realistically address, at the broadest levels:
 - A. ENDS: City government's products, impacts, benefits, outcomes (what good for which recipients at what worth/cost).
 - B. MANAGEMENT LIMITATIONS: Constraints on executive authority that establish the prudence and ethics boundaries within which lies the acceptable arena of City Manager/staff activity and decisions.
 - C. GOVERNANCE PROCESS: Specification of how the Council conceives, carries out and monitors its own task.
 - D. COUNCIL/STAFF LINKAGE: How authority is delegated and its proper use monitored: the City Manager's, MJ and CA's role, authority and accountability.
3. The Council will assure successful City Manager performance (against Ends and Management Limitations policies).
4. The Council will assure successful performance of the Municipal Judge and the City Attorney (as stated in Council/Staff Linkage policies).
5. The Council will determine ordinances and resolutions, and intended legislative impacts on other entities.
6. The Council will, in accordance with the City Charter, adopt a capital program and biennial and annual budgets, which shall constitute annual appropriations of the amounts specified therein as expenditures from the funds indicated, and shall levy an annual property tax in accordance with state statutes.
 - A. Approval of the capital program and operating budget will be subject to their meeting the criteria set forth in the Financial Planning/Budget policy, consistent with accomplishing the Council's stated Ends.



City of
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**GOVERNING POLICIES OF
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Governance Process

Policy 4.3 – AGENDA PLANNING

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

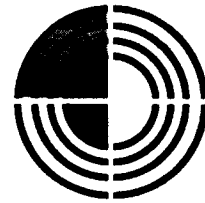
The Council will prepare and follow an annual Council Agenda Calendar that includes (1) a complete a re-exploration of the City's Ends policies annually and (2) continuous improvement in Council performance through education, enhanced input and deliberation. Accordingly:

1. The Council's annual planning cycle will conclude each year on the last day of August so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Council's most recent statement of long-term Ends.
2. The cycle will start in September with the Council's development of its Council Agenda Calendar and work-plan for the next year.
 - A. The Council will identify its priorities for Ends and other non-routine issues to be resolved in the coming year, and will identify information gathering necessary to fulfill its role. This may include consultations with selected groups of residents, other methods of gaining resident input, governance education, and other education related to Ends issues.
 - B. The Mayor will, at the commencement of the Council's annual planning cycle in September, prepare and present for the Council's consideration a tentative Council Agenda Calendar for the following year's meetings. The Mayor may delegate this task to the City Manager.
 - C. The Council will adopt, and regularly review and update, its Agenda Calendar throughout the year.
3. The agenda will be prepared as provided for in the Council's Rules of Procedure.
4. The Council will review and act upon monitoring reports presented in accordance with the Council's established schedule.
 - A. Additional monitoring and evaluation of City Manager activities and performance will be included on the agenda only if monitoring reports or other data indicate policy violations, if policy criteria are to be debated or if the Council, for any reason, chooses to amend its monitoring schedule.
5. An annual performance assessment and City Manager remuneration will be decided during the month of November (to be effective January 1st) based on a summary of the Council's judgments of monitoring reports received during the last year.



City of
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**GOVERNING POLICIES OF
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Governance Process

Policy 4.4 – MAYOR’S ROLE

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

The Mayor’s job is to ensure the integrity of the Council’s process and, secondarily, as the head of city government for all ceremonial and legal purposes, shall represent the Council to outside parties. Accordingly:

1. The Mayor’s job is to ensure that the Council acts in a manner consistent with its own policies and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will include only those issues that clearly, according to Council policy, belong to the Council to decide, not the City Manager.
 - B. Deliberation will be fair, orderly and thorough, but also efficient, limited to time, and kept to the point.
2. The Mayor is authorized to make decisions consistent with the Council’s Governance Process and Council/Staff Linkage policies, with the exception of (a) employment/termination of the City Manager, or (b) instances where the Council specifically delegates portions of this authority to others. The Mayor is authorized to use any reasonable interpretation of these policies.
 - A. The Mayor is empowered to preside at Council meetings in accordance with the Council Meeting Procedures policy.
 - i. The Mayor may call a recess at any time during a meeting to determine a rule of order or at the request of a majority of council or for the convenience of councilors or staff.
 - ii. In the event any person(s) interrupts the business of city council or causes a disorder, the Mayor/Chair may require such person to cease such behavior and/or leave council chambers or the meeting room. Should such person fail to comply, the Mayor/Chair may request a police officer be summoned and have such person removed.
 - B. The Mayor has no authority to make decisions about policies created by the Council within Ends and Management Limitations policy areas. Therefore, the Mayor has no authority to supervise or direct the City Manager, except that the Mayor shall approve: a) out of state business travel and b) any outside or secondary employment of the City Manager.
 - C. The Mayor may represent the Council to outside parties in announcing Council-stated positions and in stating decisions and interpretations within the area delegated to her or him. The Mayor may delegate this authority but remains accountable for its use.

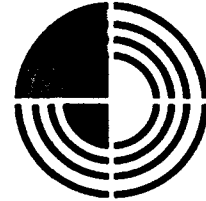
Policy 4.4 – MAYOR’S ROLE (CONTINUED)

- D. The Mayor shall appoint, where applicable, all committees, whether standing, joint or special, unless council provides otherwise.
- 3. In the absence or inability of the Mayor to serve, the Mayor pro tempore shall preside and have all powers and duties of the Mayor.
 - A. If, at the time of the meeting, the Mayor/Chair and Mayor/Chair Pro Tempore are absent, then the City Clerk or Clerk’s Deputy shall call the Council to order, and the first order of business shall be the election by all members present of a member who shall be the Acting Mayor/Chair Pro Tempore. Such Acting Mayor/Chair Pro Tempore shall president for the remainder of the meeting with all the powers and privileges of the Mayor/Chair.



City of
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**GOVERNING POLICIES OF
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Policy 4.5 – COUNCIL MEETING PROCEDURES

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

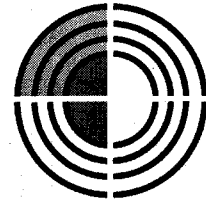
Governance Process

The Mayor and City Council will conduct their business in a professional and organized manner as outlined in the “City Council’s Rules of Procedure”.



City of
Golden

GOVERNING POLICIES OF
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Policy 4.6 – QUASI-JUDICIAL MATTERS

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Governance Process

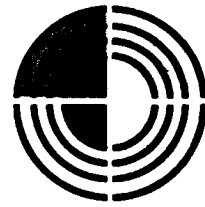
On occasion City Council acts in a “quasi-judicial” capacity. This function of Council requires that a factual determination be made by Council based upon evidence presented at a hearing, and the application of those facts to existing law or criteria. Generally speaking, the quasi-judicial process primarily impacts the rights of an individual, as opposed to the community at large. Examples of decisions made by Council in a quasi-judicial capacity include such things as rezonings, subdivision approvals, site plan approvals and land use variances.

1. When acting in a quasi-judicial capacity, City Council must make a decision based solely upon evidence presented in a public hearing. The only exceptions are matters of common knowledge of which Council may take “judicial notice.” Matters of which Council may take judicial notice include such general concepts as “it could flood along Clear Creek,” and more specific items such as “U.S. Highway 6 has high traffic volumes.”
2. For matters that are before City Council in a quasi-judicial capacity, or for which it is reasonably apparent that they will be before Council in a quasi-judicial capacity, the Council members must refrain from undertaking an independent investigation of the matter. This prohibition includes “ex-parte communication” with the applicant or other interested parties with respect to the matter. “Ex-parte communication” means contacts or conversations with those persons but not the general public, usually outside the scope of a public hearing or public meeting.
3. In making a decision on quasi-judicial matters, Council members shall not consider information made known to them outside of the public hearing. In the event that pertinent information is made available to an individual Councilmember outside the scope of the public hearing, the Councilmember should request that staff or the applicant present the information or materials at the public hearing for all, including Council, to be made aware of the information.
4. City Council members shall not participate in any quasi-judicial matter in which they have a conflict of interest, or in which they cannot make an objective decision based upon the evidence presented at the hearing only, or in which they are predisposed, or prejudiced to a particular decision. In such event, the affected Councilmember shall recuse him/herself, leave the room and not participate in the proceedings.



City of
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**GOVERNING POLICIES OF
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Governance Process

Policy 4.7 – RESIDENT INPUT TO GOVERNANCE

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

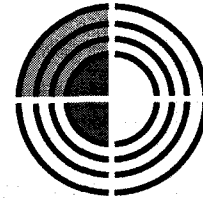
The Council represents all residents in the governance of the City of Golden. As “owner-representative” the Council will devote time and energy to hearing from as representative a spectrum of residents as possible.

1. Mechanisms will be designed to hear from a representative sample of all residents, not just those who attend and comment at Council meetings.
 - A. Because resident attendance at Council meetings does not yield a representative sample of total resident input, this will not constitute a major part of resident input to the Council.
 - B. Scientific sampling techniques will be used as appropriate or necessary to assure the best possible reading of resident wishes.
 - C. Council will also give potentially affected interests, including Golden business-owners, employees, visitors and neighbors, the opportunity to be heard.
2. Resident commentary in their role as consumers of city benefits will be assured a respectful hearing by staff.
 - A. Residents as consumers deserve fair and timely response to their concerns or grievances.
 - B. Residents who allege that the grievance process provided by staff does not work will be addressed by the Council.
3. Resident commentary in their role as “owners” of city government will be given specific and serious consideration by the Council, particularly in the formulation of Council “ends” policies.
 - A. The Council’s annual cycle of reviewing and reconsidering ends will include a plan for garnering and incorporating citizen input into that process.
 - B. Residents’ input will be extensive and ongoing, not a sporadic or infrequent process.



City of
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GOVERNING POLICIES OF
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Policy 4.8 – COUNCIL MEMBERS' CODE OF CONDUCT

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Governance Process

The Council expects of itself and its members ethical, businesslike, and lawful conduct. Accordingly:

1. Councilors must demonstrate loyalty to the interests of the Residents of Golden. This accountability supersedes any conflicting loyalty such as that to any single member district, advocacy or interest groups, city staff, or membership on other councils, boards or staffs. This accountability also supersedes the personal interests of any council member acting as an individual consumer of the city government's services.
2. Council members are accountable for discharging their duties honestly and in good faith, exercising the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
 - A. Each councilor is responsible for thoroughly reviewing all material within the meeting packet prior to the applicable meeting. If a councilor has a question or issue for the staff, city manager or attorney, the councilor should contact the manager, appropriate staff member or attorney within a reasonable time prior to the meeting so he/she may prepare a response or be prepared to respond.
 - B. Councilors should be on time for all meetings and promptly return from any recess or break. If it is necessary for a councilor to be absent from a scheduled meeting, it is the responsibility of that member to notify the office of the city clerk or the Mayor/Chair.
 - C. No member may leave the city council chamber while a meeting is in progress without the request and permission of the Mayor/Chair or in the event of a personal need or emergency. In such event, council may, in the judgment of the Mayor/Chair, await the return of the councilor or before taking action on an issue.
3. Council members must avoid any fiduciary conflict of interest or nepotism.
 - A. There must be no self-dealing or any conduct of private business or personal services between any Councilor and city government, except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - B. No member of the council shall vote on any question in which he/she has a personal or financial interest, other than the common public interest, or on any question concerning his/her own conduct. When the Council is to decide upon an issue about which a member has a conflict of interest, that member shall disclose the conflict to the Council and absent herself or himself without comment from not only the vote but also from the deliberation.

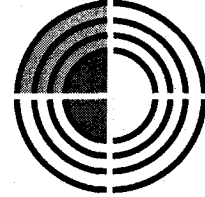
Policy 4.8 – COUNCIL MEMBERS’ CODE OF CONDUCT (CONTINUED)

- C. Council members must not use their Council positions to obtain staff employment for themselves, family members or close associates. Should a Council member apply for staff employment, he or she must first resign from the Council.
 - D. Council members will adhere to the rules of procedure, recognition and decorum as outlined in the Council Meetings policy.
4. Councilors must not attempt to exercise individual authority over City government.
- A. Councilors’ interaction with the City Manager or with staff must recognize the lack of authority vested in individuals except when explicitly Council authorized. Councilors may not attempt to coerce or intimidate city employees, interfere with their duties, or otherwise circumvent the authority of the City Manager.
 - B. Councilors’ interaction with public, media or other entities must recognize this limitation and that Council members are not to speak for the City Manager, or to speak for the Council except to repeat explicitly stated Council decisions.
 - i. When serving as representatives of Council to other entities (e.g. DRCOG) Councilors will represent, to the best of their ability and in a manner consistent with any Council-adopted positions and policies, Golden’s interests.
5. A Councilor aware of credible information that suggests that a Council policy has been violated, by either the Council, the City Manager, the Municipal Judge or the City Attorney, has an affirmative obligation to bring the concern to the Council’s agenda for monitoring.
6. Councilors who vote in the minority are free to express their dissent, but must respect and support the legitimacy and authority of the majority decision.



City of
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**GOVERNING POLICIES OF
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Policy 4.9 – COUNCIL COMMITTEE PRINCIPLES

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Governance Process

The Council may establish committees to help carry out its responsibilities. Such committees will only be used to strengthen and support the work of the Council as a whole, and shall not interfere with delegation from Council to the City Manager, or from the City Manager to other staff.

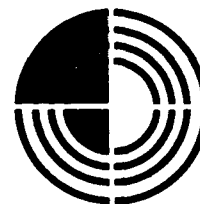
Accordingly:

1. Council committees may not speak or act for the Council except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the City Manager.
2. Council committees are to help the Council do its job, not to help or direct staff to do its job. Committees will ordinarily assist the Council by preparing policy alternatives and implications for Council deliberation.
3. Because the City Manager works for the full Council, he or she will not be expected to obtain approval of a committee before taking action.
4. This policy applies to any group formed by Council action, whether or not it is called a committee and regardless of whether the group includes Council members. It does not apply to committees formed under the authority of the City Manager.



City of
Golden

**GOVERNING POLICIES OF
THE CITY COUNCIL**



Policy 4.10 – BOARDS & COMMISSIONS

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Governance Process

All boards and commissions appointed by the Golden City Council exist so that Council decisions (a) will be made from an informed position, or (b) will be made in a public forum consistent with Council policy.

Accordingly, the following principles shall guide the appointment and operation of all City Council appointed Boards and Commissions:

1. The authority and responsibility of any Board or Commission will not duplicate the authority or responsibility of the City Council, City Staff, any City Staff Advisory Committee or any other Board or Commission.
2. All Boards and Commissions will undergo a regular review, no less than every 5 years, and according to the following staggered schedule:

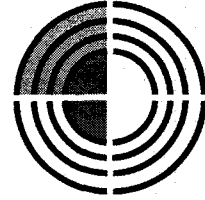
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| Parks and Recreation Advisory Board | 2009, 2014 |
| Planning Commission | 2008, 2013 |
| Economic Development Commission (EDComm) | 2010, 2015 |
| Local Licensing Authority (Liquor Licensing) | 2008 2013 |
| Historic Preservation Board | 2011 2016 |
| Investment Advisory Committee | 2010, 2015 |
| Campaign Election Board | 2011, 2016 |
| Golden Urban Renewal Authority | 2008, 2014 |
| Sustainability | 2009, 2015 |

- A. Said review shall include a review of the Board and Commission's Mission Statement, and of the City Council's charge to the Board or Commission of their role, responsibility and authority and composition/tenure of Board/Commission members.



City of
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**GOVERNING POLICIES OF
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Governance Process

Policy 4.11 – GOVERNANCE INVESTMENT

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

The Council will consciously invest in its ability to govern competently and wisely.

Accordingly:

1. Council skills, methods, and supports will be sufficient to assure governing with excellence.
 - A. Training and retraining will be used as needed to orient new Councilors and to maintain and increase existing Councilor skills and knowledge.
 - B. Outside monitoring assistance, including fiscal audit, will be arranged as needed so that the Council can exercise confident control over organizational performance.
 - C. Outreach mechanisms will be used as needed to ensure the Council understands residents' viewpoints and values.
2. Costs will be prudently incurred, but sufficient to ensure the development and maintenance of governance excellence for the City of Golden (ownership).
3. The Council will establish a city governance budget for the next fiscal year each year during the month of September.
 - A. Items to be considered and/or included in the governance budget would be: Council-determined allocations for Council training, including publications; Councilor travel/reimbursements (attendance at conferences, workshops, etc.); audit and other third-party monitoring of organizational performance; resident surveys, focus groups and opinion analyses; Council-hosted ownership linkage/outreach events; Council meeting and retreat costs, and; Council committee, boards and commissions functions.



City of
Golden

**GOVERNING POLICIES OF
THE CITY COUNCIL**



**Policy 4.12 – PROCESS TO POLICY
VIOLATIONS BY COUNCILORS**

Date Adopted/Last Revised: Resolution No. 1876 June 12, 2008

Governance Process

The Council and its members are committed to faithful compliance with the provisions of these governing policies. In the event a councilor's actions appear to be a violation of these policies, Council will address the situation by the following process:

1. First, the concerned councilor is encouraged to have a conversation in a private setting with councilor whose actions are perceived as non-compliant with Council policies.
2. Second, if the concerned Councilor is not comfortable pursuing such a meeting, or if the meeting does not produce sufficient resolution as agreed on by the concerned parties, either party shall apprise the Mayor, who may choose to address the situation individually with the involved parties, or advance to #3 below. If the concern involves the Mayor's actions, the Mayor Pro-Tempore shall be similarly informed.
3. Third, if the first two steps (above) don't produce sufficient resolution, there will be discussion in a meeting involving the full Council. At this discussion, the Council shall vote as to whether it agrees that the action was not consistent with Board policy.
4. If, in the judgment of the majority of the Council, Council policy has been violated, the Council shall determine what it considers to be the appropriate steps to remedy the situation (ranging from reminding the councilor of the expectation to cease such actions/behaviors, to publicly censuring the action).