



**CITY COUNCIL EXECUTIVE COMMITTEE MEETING
CITY COUNCIL CHAMBERS, THIRD FLOOR, CITY HALL,
#1 CITY HALL PLACE, PUEBLO, COLORADO 81003.**

**MONDAY, FEBRUARY 2, 2026
5:30 PM**

Individuals Requiring Special Accommodations Should Notify the City's ADA Coordinator at (719) 553-2295 by Noon on the Friday Preceding the Meeting.

Executive Committee meetings are special meetings of the City Council and are informal Council meetings for the purpose of receiving information and discussion among Council Members; no official action is taken at such meetings. The public is invited to attend, but public comment is generally not received unless otherwise noted.

Agenda

CALL TO ORDER

PRESENTATIONS

- | | |
|---|----------------|
| A. CITY UPDATES | 5:30 PM |
| Heather Graham, Mayor | |
| 5 minute presentation | |
| B. LOBBYIST UPDATE | 5:35 PM |
| Gil Romero - Capitol Success Group | |
| 15 minute presentation | |
| C. CML: NEW ELECTED OFFICIAL ORIENTATION | 6:05 PM |
| Kevin Bommer - Executive Director - CML | |
| 90 minute presentation | |

EXECUTIVE SESSION

- | | |
|--|----------------|
| A. An Executive Session for the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators, under C.R.S. Section 24-6-402(4)(e), and the following additional details are provided for identification purposes: Instructing CIRSA with respect to settlement negotiations of a pending claim. | 7:35 PM |
|--|----------------|

AND

For the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators, under C.R.S. Section

24-6-402(4)(e)(i) and for a conference with the City Attorney for the purpose of receiving legal advice on specific legal questions under C.R.S. § 24-6-402(4)(b) and the following additional details are provided for identification purposes: Potential Litigation.

Lisa Macchietto, Assistant City Attorney

60 minute presentation

ADJOURNMENT

Good Governance and Your Role as an Elected Official

Guide and Best Practices for Municipal Elected Officials

February 2, 2026

Kevin Bommer, CML Executive Director



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ADVOCACY – INFORMATION – TRAINING

SNAPSHOT OF CML & COLORADO MUNICIPALITIES



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Municipalities in Colorado

COLORADO CITIES & TOWNS

BY THE NUMBERS

5,876,293

Colorado
population

4,386,412

Residents who live in
cities and towns, **about
75% of state population**

108
Home rule municipalities,
all are **CML** members

4,109,643

Residents living in
home rule municipalities

164
Statutory municipalities,
162 are CML members

243,468
Residents living in
statutory municipalities

1
Territorial charter town,
population 1,212

Denver
Largest city,
population 715,636

Lakeside
Smallest CML
member town,
population 16

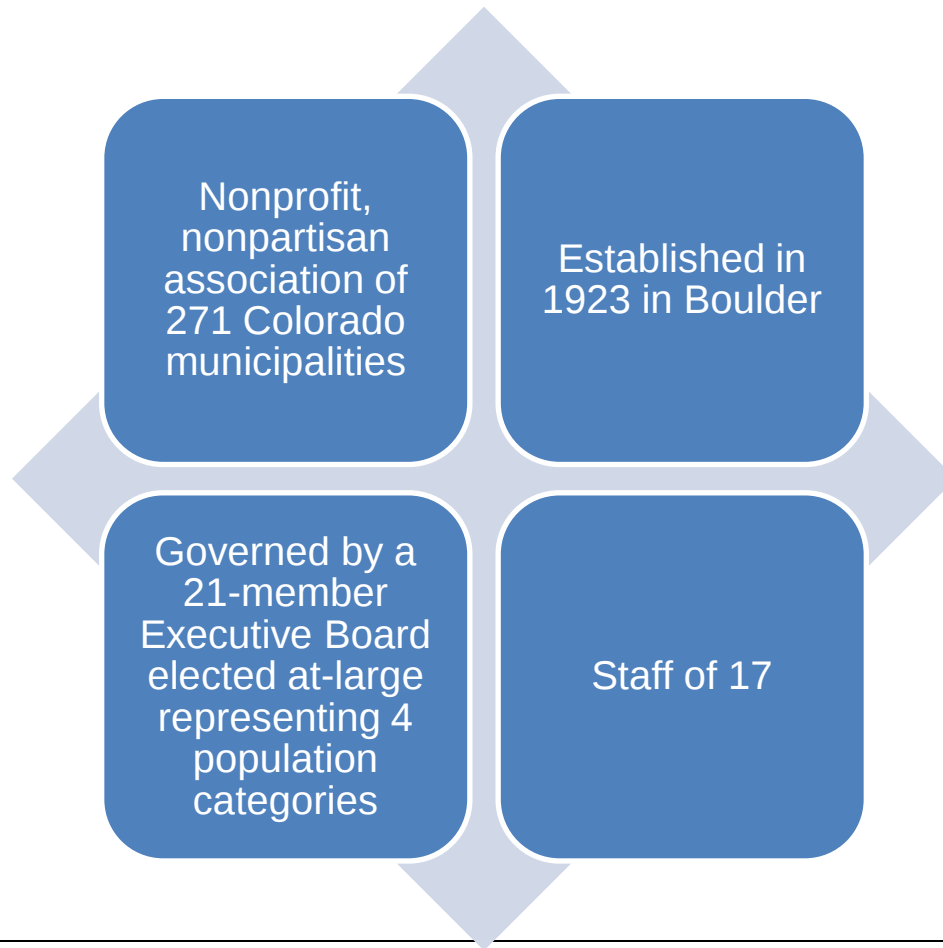
1,813
Municipal mayors,
councilmembers
and trustees

Source: Colorado State Demography Office



COLORADO
MUNICIPAL
LEAGUE

What is CML?



What is CML?

Founded in 1923, CML is a nonprofit, non-partisan organization representing and serving Colorado's cities and towns. A total of 271 municipalities, representing more than 99% of the municipal population in the state, are members of CML. The League is an influential advocate of municipal interests at the state and federal levels. CML is also a reliable source of training and information for municipal staff and elected officials across Colorado. A 17-member staff carries out daily operations of the League. The CML Executive Board approves CML's policy focus areas, developed with input from membership.

CML is guided by a comprehensive strategic plan that informs key priorities and goals that support the League's mission, vision, and values.

MISSION

Advocacy, information, and training supporting exceptional municipal governance.



VISION

Empowered cities and towns, united for a strong Colorado.



VALUES

Commitment, service, collaboration.



KEY

PRIORITIES

PROTECT

- Advance and defend municipal interests at the state and federal levels
- Provide expert municipal legal services to support CML members
- Empower members to be leaders on municipal issues and advocate for CML policies and positions
- Be the leading statewide information resource on municipal issues

ENGAGE

- Provide quality opportunities for meaningful member interactions with CML and each other
- Provide innovative and personalized training and outreach opportunities
- Implement a robust communications and training plan focused on increased engagement and improved content delivery
- Increase the resources available for municipal staff and elected officials
- Collaborate with organization partners to maximize resources and increase efficiency
- Provide effective and timely delivery of information and outreach opportunities
- Envision the future needs of CML and member municipalities

LEAD

- Support the development of leaders within municipalities
- Inspire participation in CML by elected officials and staff
- Promote principles of good governance and civic dialogue to advance individual and collective municipal interests



CML Belongs to Our Members



CML exists for
our members
and because of
our members

Non-partisan

Your
headquarters
for "everything
municipal"
in Colorado



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CML Resources

MEDIA & PUBLICATIONS

- *CML Newsletter*
- *Colorado Municipalities* magazine
- *CML Statehouse Report* in your inbox
- Website
 - [Advocacy info](#)
 - [Register for events](#)
 - [Purchase/download publications](#)
 - [Search for info](#)
- Social media
 - [X @CO_Municipal](#)
 - [LinkedIn](#)
 - [Facebook](#)
- *Colorado Laws Enacted Affecting Municipalities*
- *Knowledge Now*

TRAINING

- CML Annual Conference
- Workshops and Seminars
- Webinars

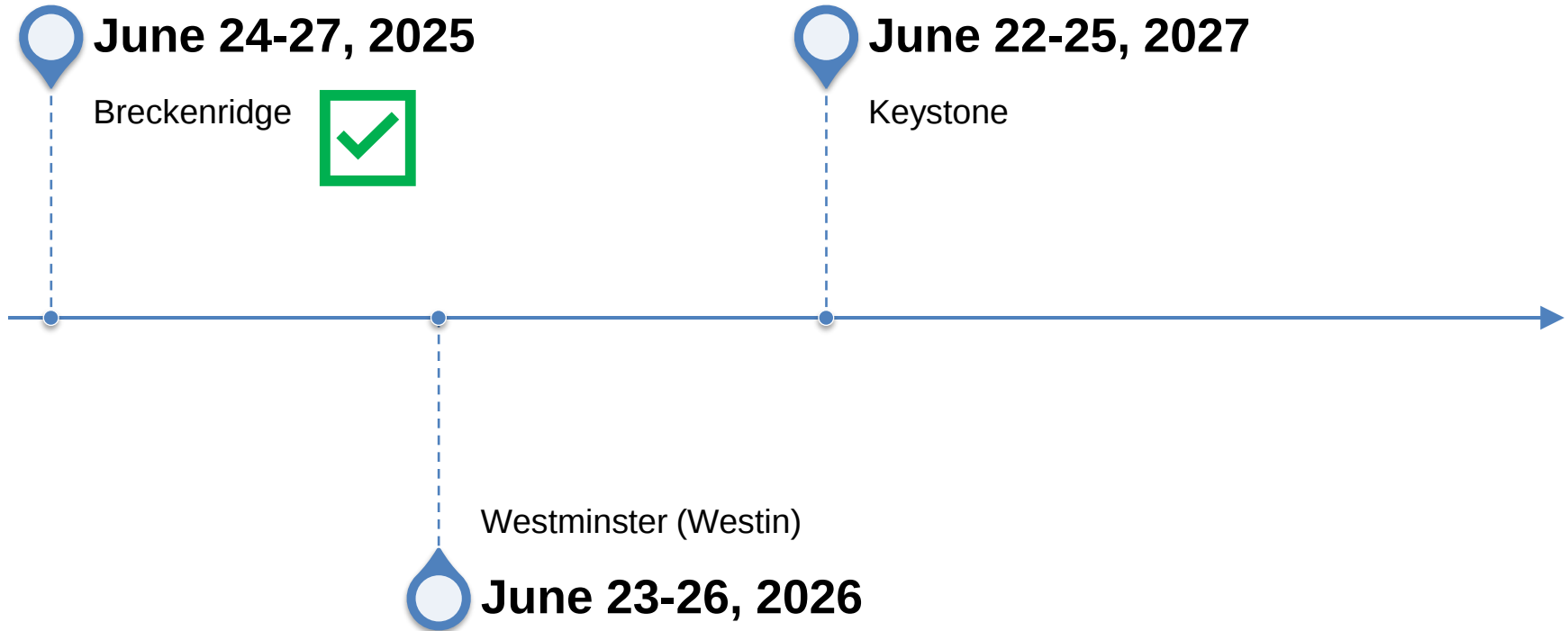
In-person, hybrid, virtual options, depending on the training event

NETWORKING

- District Meetings
 - Spring (May)
 - Fall (September-October)



CML Annual Conference



EFFECTIVE GOVERNANCE

MUNICIPAL ELECTED OFFICIAL GUIDE



What it takes to be a Municipal Elected Official

- Serving as an effective elected official requires:
 - Dedication
 - Knowledge
 - Substantial time commitment
- An opportunity to make a difference
 - Councilmembers & mayors can make important contributions toward shaping the future of the city
 - Can be one of the most rewarding experiences
- Take the time to commit to
 - What it takes to be an effective member of the council
 - Balancing the needs of the city with your personal views
 - Learning about municipal government in Colorado



What it takes to be a Municipal Elected Official

Disclaimer

This information should not be viewed as a substitute for legal advice or specific information applicable to the city.

You should also consider other, more detailed information sources available to you, including:

- Reading and understanding your home rule charter
- Checking/learning about applicable Colorado Revised Statutes (i.e. Title 31)
- Reviewing municipal ordinances, and
- Asking appropriate staff for additional information, clarifications, & resources



Do you have the “right stuff”?

Desirable leadership skills:

- General understanding of municipal government
- Willingness to learn about a wide range of topics;
- Integrity
- Consistency
- Confidence
- Dedication to the interests of residents/community as a whole
- Strong communication & team-building skills
- Being a good listener
- Openness to thoughts and ideas of others
- Approachable
- Accessible
- Willingness to work cooperatively



All the hats you wear

Municipal elected officials share the following job titles as part of their responsibility:

- Legislator
- Decision-maker
- Financier
- Employer of municipal staff
- Constructive critic
- Intergovernmental participant
- Public relations representative
- Facilitator



GOOD GOVERNANCE

GOVERNANCE VS. ADMINISTRATION



Overview

Some elements of your position are very different from what you may encounter in your other pursuits – especially in the first term.

Goals:

Maximize your effectiveness. *Minimize* potential liability

- Governance versus administration;
- Personal conduct; and
- Conduct of meetings - transparency.



Governance vs. Administration

Is your focus on governance rather than management or administration?

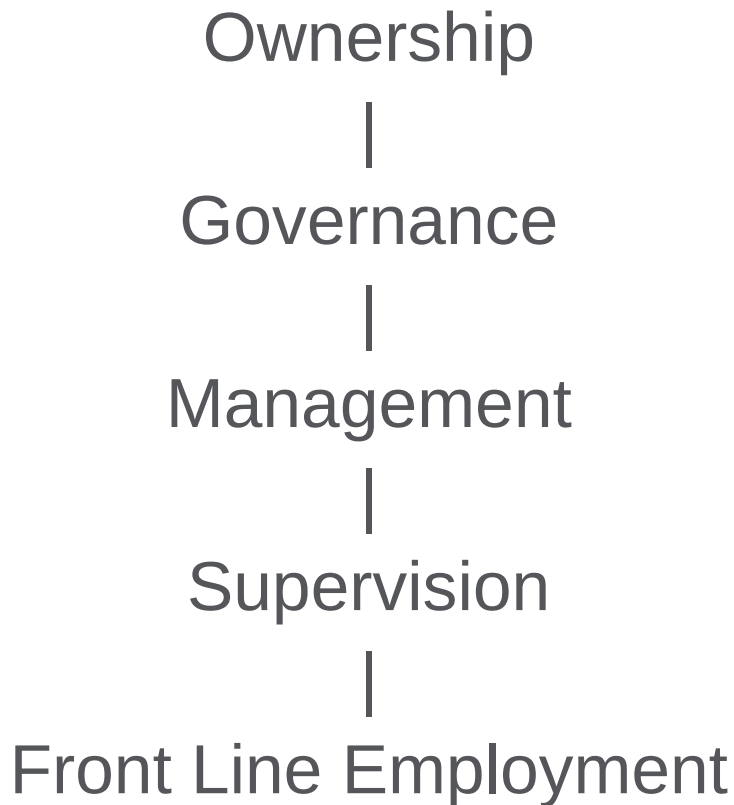
Management ≠ governance!

Governance is primarily *policy-setting, big picture, and forward-looking*, rather than making reactive, case-by-case decisions as issues arise, or after-the-fact after a problem surfaces (Exception: councils also engage in fact-specific, case-by-case decision-making when acting in a ***quasi-judicial capacity***)

And although oversight over your direct reports is part of your role, you should have or develop (together) a specific methodology for exercising that role.



Where is Your Focus?



- ✓ **Time Horizons:**
Yours should be the furthest out
- ✓ **“Chain of Command”:**
Don’t jump more than one level!
- ✓ **No Redundancy:** Unlike other levels in the organization, there is no one else who can step in and do your job!



“One” or “Many”?

Does the council speak with one voice?

“Deliberate in many voices, but speak with one”

Recognize that, while there may be dissension or disagreement, staff is accountable only for directions given by the body as a whole

If multiple voices “speak” even after a decision is made, then the direction of the body can become unclear. Creates uncertainty.



Governance-Management & Liability Considerations

- Public officials have protection from liability when they are within the “scope of employment,” which means everyone must respect the parameters of their job
- Liability coverages hinge on your being within the scope of your authorized duties
- Going outside of organizational parameters, may mean being outside the scope of your job description...and outside the scope of your liability protections!
- If you try to manage, then you are not governing. Then, what about those who are supposed to be doing the management? What are they doing? What do you expect of them?



Roles of Elected Office

1. Set public policy
2. Be professional
3. Be accountable
4. Be a big-picture thinker
5. Be a good steward
6. Be an advocate
7. Be a community builder
8. Be a decision-maker
9. Provide oversight
10. Be ethical



Role #1: Set public policy

It's challenging, requires a good understanding of what municipal government can accomplish, and an understanding of the best interests of the public.



Role #2: Be professional

- The public expects an efficient government
- Respect order and decorum.
- Utilize staff expertise
- Avoid personal commentary. Stick to the issues and respect differences.



Role #3: Be accountable

- Once elected – councilmembers represent all constituents
- All residents have a right to be heard
- Viewpoints expressed by residents should be accepted and acknowledged
- Public involvement is essential for the legitimacy of governing process



Role #4: Be a big-picture thinker

- Make decisions that will have significant impact on the city – both short and long term
- Focus on future impacts – what actions will make a difference?
- Think beyond today's constraints
- See possible connections and relationships



Role #5: Be a good steward

- Listen to and respect resident views, and represent those view to the best of your ability
- Some decisions will be uncomfortable because they may run counter to the wishes of some residents
- Decisions should be made for the greater good and a common vision



Role #6: Be an advocate

- Act in role of “customer service representative”
- Act as a conduit between residents and city services
- Residents see mayors and councilmembers as most responsive to their concerns



Role #7: Be a community builder

- Provide leadership in relationship and consensus building
- Foster relationships that help people work through differences
- Provide forum for all aspects of an issue to be respectfully heard and considered



Role #8: Be a decision-maker

- Decisions are based on information presented – then voted up or down. There are no “maybe” votes!
- Somewhat like being a judge
- Not always an easy role – but vital to municipal government
- Be decisive and just in your decisions



Role #9: Provide oversight

- Be vigilant in your respect of the proper roles of governing body versus roles of staff members
- Pueblo operates differently because of the mayor-council form of government



Role #10: Be ethical

- Never use confidential information for personal gain
- Read and learn your ethics policy or A41
- Do not participate in any decision that directly benefits you personally or your business
- Do not hold an interest in any contract entered into by the governing body



The Public Expects and Deserves Your Best

Honesty

Decisions that
put the
community first

Open and fair
decision-making
process

Respect for
individuals &
the community

Accountability

Decorum and
professionalism

Personal
character

Lawful, ethical
conduct



GOOD GOVERNANCE

PERSONAL CONDUCT



Embrace Your Role

If you are newly elected, or the balance of power on the council changes, it means that your role may have changed:



Why Conduct Matters

Your conduct impacts your effectiveness (+/-)



Incivility and divisiveness need not be a part of nonpartisan local government

Are members able to disagree on issues and maintain civility?

Does the residue of disagreement carry over to subsequent discussion?

Is the vote constantly divided along the same lines, whatever the issue?



REMEMBER... You are viewed as:

Leaders of the city

Top representatives of the city as an employer



You set the example and tone for the entire organization



Why Conduct Matters



As municipal elected officials

You hold both actual and “perceived” powers

You are the center of the organizational universe

Your words and actions may have an unintended but huge impact on others



No matter what, you can never take off your elected official hat



The Ultimate Challenge

Each elected official
has different goals
and priorities

Which means it is
impossible to
reconcile everything
everyone wants



The Ultimate Challenge

The burden of those on the council is to sort out individual goals and priorities

- What is most important?
- Where are you willing to compromise?

Helps to establish a singular set of goals, priorities, and directions... clear policy.



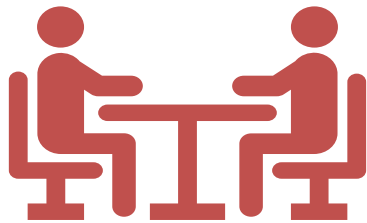
The Ultimate Challenge

“Two things define you: your patience when you have nothing and your attitude when you have everything.”

– George Bernard Shaw



Conflict & Personal Conduct



Discussion & disagreement are a necessary part of the decision-making process



BUT...it must be done respectfully

No fisticuffs

No personal jabs

Say it once, say it succinctly

No need to filibuster

No arguing back and forth with each other – go through the presiding officer, your mayor.



Reflection on Personal Conduct

If there is a perpetual division, look for ways out of it

- Rules of Procedure, Rules of Conduct
- Retreat to hash out issues, perhaps with a mediator or facilitator
- Learn from and build on past agreements and successes

Are you accountable to yourself & the council?

- It's challenging enough to govern with seven different people!
- *If there are “outside forces” at work, then some of the powers the voters gave to their elected officials may be leaking out to unelected and unaccountable entities or persons.*



Reflection on Personal Conduct

Is there an “imbalance of information” on the council?

Is there a sense of distrust among one another? Is there constantly the same split vote on every issue with the same people lining up on the same side every time?

A perpetual split can mean that the entire power of the governing body is always being given over to a “tie breaker”!



Reflection on Personal Conduct

With respect to staff:

- Is staff ever viewed as “the enemy”?
- Is there second-guessing of staff, or a desire on the part of one or more members of the body to do individual “research” on staff recommendations?
- Is staff frequently blindsided by issues that are raised for the first time in the middle of a meeting?



GOOD GOVERNANCE

TRANSPARENCY AND PUBLIC PARTICIPATION



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Transparency & Public Participation

Transparency is a basic expectation of the residents for council meetings

Residents take great interest in the goings-on of their community, how/when those goings-on are discussed, and opportunities to listen in on and/or participate in the discussion

“Watchdogs” may be present to ensure transparency is maintained and appropriate participation is afforded

Lack of transparency or perception of inadequate or ineffective opportunities for public participation can cause trust, credibility issues



Communicating Outside of Regular Meetings

- Always maintain the mindset that public business should be conducted in public (whatever it is, it can wait!)
- One-on-one discussion is ok **BUT**
 - No daisy chain communication
 - No group emails
- Being in a group of 3 more together is ok but no discussion of public business
- Listen to your city attorney
- Read CML's *Open Meetings, Open Records* publication



Orderly & Constructive Public Participation



Use the council meeting as an opportunity to receive resident feedback and allow for appropriate follow-up



Residents have every right to raise concerns and to be critical about the way local government conducts business



Do not allow or participate in staff bashing



Orderly & Constructive Public Participation

The presiding officer is crucial in maintaining order



Culture of civility flows from the top down – if members practice civility towards one another or towards staff/residents, they can expect civility from residents in return



Maintain a degree of formality at meetings – use titles, insist that speakers come to podium to be recognized, etc.



Participatory democracy doesn't have to be ugly

“We need to in this country begin again to raise civil discourse to another level. I mean, we shout and scream and yell and get very little accomplished, but you can disagree very much with the next guy and still be friends and acquaintances.”

— LEAH WARD SEARS



CIVILITY STARTS HERE

CML President's Initiative - 2024



Civility is the steadfast practice of respect, even in disagreement, that fosters constructive dialogue and connection, recognizing the inherent dignity of every person.

<https://www.cml.org/home/topics-key-issues/civility-starts-here>



CIVILITY STARTS HERE

Guiding Principles



- Listen as intently as you speak
- Focus on issues, not individuals
- Distinguish between fact and opinion
- Get curious instead of furious
- Acknowledge knowledge
- Own your intentions and your impact
- Seek common ground
- Be a role model



RESOURCES AT CML.ORG



- ✓ Take the Civility Pledge
- ✓ Pass a Civility Resolution
- ✓ Additional Resources



Back to Basics

CML President's Initiative - 2025



Back to Basics isn't about avoiding progress — it's about ensuring that, as things evolve, we stay grounded in the fundamentals of good governance. The best municipal leaders aren't the loudest in the room — they're the ones who stay focused, make informed decisions, and never forget who they're serving.

<https://www.cml.org/home/topics-key-issues/back-to-basics>



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Other Resources

Ethics, Liability & Best Practices, 2nd Edition

Bob's Rules of Order

CML website – www.cml.org

Or just give us a call!
(303) 831-6411



Thank you!



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