



Village Board Handbook

VILLAGE OF MT. ZION'S MISSION STATEMENT

It is the mission of the Village of Mt. Zion to provide a safe, comfortable environment for all of its citizens while always striving to provide government services in fair, courteous, and fiscally responsible manner.

Introduction

Congratulations on becoming a member of the Village of Mt. Zion Board. In the course of serving as a public official, there are a myriad of issues with which you will become involved. This handbook attempts to provide you with information on common issues related to local government and your role as a member of the Village of Mt. Zion Board.

The purpose of this handbook is to assist elected officials in understanding their roles as well as duties and responsibilities. It outlines the Board's standards of conduct and rules of operation to ensure the continuation of cooperative progressive Village Boards that have the respect and backing of the community. As a Village Board Member you are expected to.

- Represent all citizens honestly and fairly.
- Do not use our position for personal gain or publicity and avoid any conflict of interest or the appearance of impropriety.
- Recognize that a Village Board member has no legal authority as an individual and that decisions can be made only by a majority vote in an open meeting.
- Abide by the majority decision of the Village Board even if you personally disagree with the decision, and take no public or private actions that might compromise the Village Board or Administration.

Duties and Responsibilities

As an elected member of the Village Board, you will have duties and responsibilities to the Village, other Village Board members and to the public. Those duties are outlined in the Municipal Code and applicable Illinois state law, and include:

- Attend all meetings of the Village Board and any committee on which you serve.
- Come prepared to contribute to the discussions of issues and business to be addressed at scheduled meetings, having read the agenda and all background material.
- Represent the Village in a positive and supportive manner at all times and in all places.
- Abide by all actions taken by the Village Board, even when in a minority position on such actions.
- Refrain from intruding in administrative issues, which are the responsibility of the Village management staff, except to monitor results and ensure that Village Board policy is being carried out as directed.
- Be involved in and knowledgeable about not only Village issues, but also state and national issues.
- Be aware of the state laws governing municipalities.
- Recognize conflicts of interest with your personal and professional life. If such conflict does arise, declare that conflict before the Village Board and refrain from voting on any such matters.
- Display courteous conduct in all Village Board and committee meetings.
- Make every effort to learn the responsibilities of being a Village Board member and seek methods of becoming a better member of the Village team.

Village Government

President: The Village of Mt. Zion is a non-home rule municipality governed by a Village President and a Board of six trustees (the "Village Board"). The President of the Board of Trustees is elected at large for a four year term, is called Mayor or President, and serves as the chief elected official of the Village and presides at all Board of Trustees meetings and ceremonial occasions. While not required to vote at Board meetings except to break a tie or to make a quorum, the President may veto any Ordinance and any resolution or motion which (i) creates any liability against the Village, (ii) that provides for the expenditure or appropriation of its money, or (iii) sell any Village property, but the veto can be overridden by a two-thirds vote of the Trustees. With the advice and consent of the Board, the President appoints non-elected Village officials.

Trustees: The six Trustees of the Village Board are elected at large to serve a four-year term. The terms overlap with three trustees being elected every two years. Trustees may be re-elected for an indefinite number of terms. The Board formulates policy, usually in the form of resolutions and ordinances, and is directly responsible to the citizens of Mt. Zion.

Clerk: The Village Clerk is the recording officer of the Village and is appointed by the Village President with the advice and consent of the Board of Trustees. The Clerk is responsible for attending all meetings of the Board of Trustees and keeping records of the proceedings. The Clerk also works with County officials in conducting Village elections and is the official keeper of all Village records. The position is under the supervision of the Village Administrator.

Treasurer: The Village Treasurer is the chief financial officer of the Village and is appointed by the Village President with the advice and consent of the Board of Trustees. This position involves the direction, supervision and participation in fiscal and clerical work related to municipal treasury operations as established by State Statutes and Village Ordinances. The Treasurer receives all money belonging to the municipality, maintains receipts and disbursement records on all municipal funds; invests idle obligated municipal funds subject to approval by the Village Administrator; and retains custody of securities. The position is under the supervision of the Village Administrator.

Public Works: The Director of Public Works is appointed by the Village President with the advice and consent of the Board of Trustees and oversees the maintenance of all village streets, water supply system, sanitary sewer system, and storm drainage. The Director prepares the budget for the street, water and sewer funds. This individual supervises and gives direction to employees in the Public Works Department. The position is under the supervision of the Village Administrator.

Parks & Recreation Director: The Parks & Recreation Director is appointed by the Village President with the advice and consent of the Board of Trustees and is responsible for the children's and adult recreational programs along with the development of existing and proposed trails and parks. The position is under the supervision of the Village Administrator.

Advisory Boards/Commissions: The President and Village Board are assisted by several appointed advisory commissions and boards: Police Board of Review, Liquor Advisory Commission, Parks & Recreation Commission, Planning Commission and Zoning Board of Appeals. The President with the advice and consent of the Board of Trustees appoints members of these Boards and Commissions.

Village Administrator: The President with the advice and consent of the Board appoints The Village Administrator. The Village Administrator is the chief administrative officer of the Village. Although authority for the appointment of department heads is reserved for the President and Board of Trustees, the Administrator recommends persons for appointment to such positions. The Administrator is responsible for the direction and supervision of the day-to-day affairs, activities and services of the Village. Policy and policy-related matters before the Village are dealt with by the President and Village Board who look to the Administrator for recommendations and suggested alternatives in such matters. The Village Administrator shall recommend for adoption by the Board such measures as he/she may deem necessary or expedient; and prepare and submit to the Board such reports that may be required; keep the Board advised as to the business of the Village, take part in the Board's discussion on matters concerning the well-being of the Village. While Village Board members may contact individual department heads with a minor request for information, all general inquiries regarding information, complaints, suggestions, etc. should be handled through the office of the Village Administrator.

Budget: The Village operates on a budget year that runs from May 1 through April 30. In February the Village Staff presents to the Village Board a draft budget. The President and Village Board then hold a budget workshop, after the budget is in final form a public hearing is held and the Board formally adopt the annual budget in April of each year. The Village operates under a "budget officer system" which establishes the budget as the legal document for Village expenditures. The budget is a program-based budget format in an effort to make the budget easy to understand and to improve the usefulness of the document as a management tool.

Village Board Meetings: Village Board meetings are held on the first and third Monday of each month at 5:15 p.m. except when a Village holiday falls on that day. Meeting lengths vary depending on the workload. It is important for Board members to arrive a few minutes early so that a quorum can be assured (in most

instances a quorum is a majority of the duly elected or appointed and serving members, and, without a quorum, no official meeting may be held and no action may be taken). Any Board member who cannot attend a Village Board or committee meeting should contact the Village Clerk or Village Administrator in advance to notify them of their intended absence.

Meeting agendas are available for the Village Board on the Friday before the meeting and are delivered by the police department to Board members usually on Friday evening. An agenda is a list of what is to be discussed or approved at a meeting. A packet of information containing staff reports and any additional information or submittals is put together for the Board and general public; this is generally referred to as "The Packet". Board members should review the packet and are encouraged to contact the Village Administrator or Department Head with any questions they might have regarding any item on the agenda, or visit the site/location of any particular item that may be on the agenda. The benefit of contacting the Administrator/Department Head with questions regarding agenda items is that the questions can be reviewed and an answer provided either prior to or at the Board meeting, rather than raising the issue at the Board meeting and possibly having to table an agenda item to obtain the desired information. Agendas must be published at least 48-hours prior to a meeting and items not appearing on the published agenda cannot be approved, however, may be discussed for approval at a later date.

Village Board members are expected to act professionally during the Board meeting, and should not be critical of any other Board member, Village Staff or member of the public during the meeting. Differences of opinion are to be expected and should be viewed and understood to be the "debate" of an item, rather than an argument. The debate of an item should be done calmly and not be in any way critical of another position. Body language can easily be misinterpreted by the press or public, and may possibly give a negative tone to an otherwise productive and healthy discussion.

The President will preside over and run the Board meeting and introduces each agenda item. The President will also generally ask for a motion on a particular agenda item. The Village Board follows *Robert's Rules of Order* and parliamentary procedure, which include the following general fundamentals:

- Address the Village President by his or her title, wait for recognition, and when you have the floor you may proceed to speak.
- All proposals for action by the Board must be presented by a motion.
- Motions should be brief and concise and begin with the statement, "I move that ...". (Generally the recommended motion can be found in the agenda information presented by staff.)

- Before a motion may be discussed, it must be seconded. A Board member need not agree with a motion in order to second it. If a motion fails to receive a second the motion fails.
- A motion that receives a tie vote is deemed to have failed.
- If discussion warrants a change in motion, any Village Board member may request that the motion be added to, deletions made or otherwise revised by stating the amendment(s) desired and requesting that the member that made such motion, amend his or her motion.
- A Board member may ask for a "point of information" from the Village President if the issue or discussion becomes confusing any point during the meeting. A "point of information" indicates that addition information is desired from the speaker.
- Village Board members are required to vote on every motion; however, there may be an occasion when an item may represent a conflict of interest with a particular Board member. In these instances, the Village Board member should discuss the matter with the President or Village Administrator prior to the meeting so that the Village Attorney can review the situation and an appropriate determination can be made as to whether the Board member should abstain from a particular vote. If there is a valid conflict of interest, the Board member with that conflict should state the conflict prior to any discussion or vote.
- A member may vote, Aye (affirmative), Nay (negative), present or abstain. A vote of present or abstain will have differing results, depending on the type of proposition being voted on. If you are unsure of the effect, and want to abstain, we would recommend contacting the Village Attorney ahead of time, to assist in determining the effect for you.

Special Meetings

At times the Village Board may deem it necessary to hold a Special Meeting. A Special meeting must have at least a 48-hour notice and an agenda must be prepared. The Board may only discuss those items that are specifically listed on a Special Meeting agenda.

Adjourned Meetings

An adjourned meeting is a meeting that is a continuation of a current meeting to another announced date and follows the same rules of procedures as a Regular Board Meeting.

Emergency Meetings

An emergency meeting is a Special Meeting called without the required 48-hour notice. An Emergency meeting deals with an emergency involving injury or

damage to persons or property or the likelihood of such injury or damage, when the time requirement would make notice impractical and increase the likelihood of such injury or damage.

Media Representation at Board meetings

All public meetings of the Board and advisory committees are open to the media, and freely subject to recording by radio, television and photographic services at any time, provided that such does not interfere with the orderly conduct of meeting.

Board Media Representation

If a member of the Board appears on behalf of the Village before another governmental agency, a community organization or through the media for the purpose of commenting on an issue, the Board member shall state the majority position of the Board, if known, on such issue. If the position of the majority of the Board is not known the member should refrain from speaking on it, or clarify that the majority opinion of the Board is not known. Personal opinions and comments, which differ from the Board majority, may be expressed if the Board member clarifies that these statements do not represent the Board's position.

Board members should have the Board's concurrence before representing another members view or position or the majority of the Board view or position with the media, another governmental agency or community organization.

As a matter of courtesy, letters to the editor, interview or other communication, including information on the Internet, of a controversial nature, which does not express the majority opinion of the Board, should be presented in full to the Board prior to publication so that the Board members may be aware of the impending/possible publication.

Closed Session and Confidentiality

Board members shall keep confidential all written materials and verbal information, including but not limited to the topic(s) and/or substance provided to them during Closed Sessions, to ensure the Village's position is not compromised. This also includes information provided to Board members outside of Closed Session when the information is considered to be exempt from disclosure under exemptions set forth for Freedom of Information Act.

Most generally those items discussed in Closed Session are:

- The appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity. (Definition: "Employee" means a person employed by a public body whose relationship with the public body constitutes an employer-employee relationship under the usual common law rules, and who is not an independent contractor.)

- Collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees.
- The selection of a person to fill a public office, as defined in this Act, including a vacancy in a public office, when the public body is given power to appoint under law or ordinance, or the discipline, performance or removal of the occupant of a public office, when the public body is given power to remove the occupant under law or ordinance.
- Evidence or testimony presented in open hearing, or in closed hearing where specifically authorized by law, to a quasi-adjudicative body, as defined in this Act, provided that the body prepares and makes available for public inspection a written decision setting forth its determinative reasoning.
- The purchase or lease of real property for the use of the public body, including meetings held for the purpose of discussing whether a particular parcel should be acquired.
- The setting of a price for sale or lease of property owned by the public body.
- The sale or purchase of securities, investments, or investment contracts.
- Security procedures and the use of personnel and equipment to respond to an actual, a threatened, or a reasonably potential danger to the safety of employees, students, staff or public property.
- Litigation, when an action against, affecting or on behalf of the particular public body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.
- The establishment of reserves or settlement of claims as provided in the Local Governmental and Governmental Employees Tort Immunity Act, if otherwise the disposition of a claim or potential claim might be prejudiced, or the review or discussion of claims, loss or risk management information, records, data, advice or communications from or with respect to any insurer of the public body or any intergovernmental risk management association or self insurance pool of which the public body is a member.
- Self-evaluation, practices and procedures or professional ethics, when meeting with a representative of a statewide association of which the public body is a member.
- Discussion of minutes of meetings lawfully closed under this Act, whether for purposes of approval by the body of the minutes or semi-annual review of the minutes as mandated by Section 2.06.

Board members that believe a Closed Session topic or discussion is improper may refuse to participate and leave the Closed Session.

All Closed Sessions are required to be audio recorded. Release of an audiotape may be requested either directly to the Village Board or through legal filings with the courts. In a court filing, the judge is required to review the tape privately to determine if it should be released based on the conditions and request of the court filing.

Support Provided to the Village Board

Staff and administrative support to the members of the Village Board is provided through the Administration Department. Services including the scheduling of appointments, receipt of telephone messages and other messages are available as needed. Sensitivity to the workload of staff is appreciated.

The Village provides meeting facilities and office equipment for Village business. It is important to note that all letters, memoranda and e-mail involving Board members and members of advisory commissions that contain Village information and those that are created or sent to the Village are public records.

Use of a Village meeting room may be scheduled with the Administration Department.

Miscellaneous Board Policies

As a Village Board member you will periodically receive invitations to attend or have the opportunity to attend seminars, municipal league functions, community events and Village activities. Every effort should be made to attend those events that add value to the Village or you as a Board member. Village Board members can generally through the Administrative Department request that reservations be made as needed.

The President, and Trustees of the Village Board receive compensation for their service. Village Ordinance establishes this compensation. This compensation is paid on a bi-annual basis. In addition to compensation, the Village will reimburse elected officials for certain and reasonable expenses related to conferences, meetings, luncheons, etc.

Registration fees and/or expenses are generally not paid for a spouse/guest. Eligible items for reimbursement are typically registration fees, lodging, meals, transportation costs and parking. Use of personal automobiles is reimbursed at the IRS standard mileage reimbursement rate. Any requests for reimbursement (receipts must be submitted) should be submitted to the Treasurer. Reimbursements are subject to approval by the Village Board and as such are presented with the fund warrants at a Board meeting.

Village Board members should exercise good judgment with regard to expenses. Entertainment expense such as movies, plays, sporting events, alcohol, mini-bars, etc., will not be considered for reimbursement.

Communications

The Village maintains mailboxes at the Village Hall for each Village Board member. The boxes contain all mail that comes addressed to a Board member and inter-office communications.

Public records created or received by any member of the Board should be transferred to the Clerk's office for retention in accordance with the Public Records Act. Public records that are duplicates of those received by or are in the possession of the Village are not required to be retained. Questions about whether or not a document is a public record or whether it is required to be retained should be referred to the Village Clerk.

Email is used as a way of contacting and disseminating information to Board members. Board members are reminded that email received or sent from the Village or from your personal email while you are a member of the Village Board is subject to all provisions of the open meetings act and is considered a public document. You are free to delete Village emails on your home or office computer as long as that particular email is not part of or related to a legal filing at the time you do so.

The Village informally communicates with residents and businesses via the Village website (www.mtzion.com) and short informational notices on the water bills. Formal communications are normally handled through the mail or direct contact (such as door hangers). Any requests or suggestions for communicating information to Village residents should be directed to the Administrator.

Illinois Open Meetings Act

The Village and other political corporations are subject to the provisions of the Illinois Open Meetings Act. The purpose of the act is to ensure that all governmental deliberations and actions are conducted openly. The types of meetings covered by the act include Village Board meetings, commission meetings, certain social gatherings, telephone conferences, email, chat rooms and political meetings.

Exceptions to the Open Meetings Act requirements (closed meetings) are only allowed in specific situations, and those situations are generally limited to the following topics: collective bargaining negotiations between the municipality and its employees, or deliberations concerning salary schedules for one or more classes of employees; meetings in which the lease or purchase of real property for use by the municipality is being considered; meetings to discuss probable or pending litigation; meetings to discuss the appointment, compensation, discipline, performance or dismissal of employees; meetings to discuss the discipline, performance or removal of the occupant of a public office; meetings to consider the appointment of a member to a vacancy on any public body (but only by the public body which has the power to appoint); meetings to establish reserves or settle claims as provided in the local government employee tort immunity act; etc. Any questions regarding the application of the Open Meetings Act should be directed to the Village Administrator or Village Attorney.

The most common violations to the Open Meetings Act are:

- Approving the consent agenda without reading it aloud at the Board meeting.
- Voting on a matter not listed specifically on an agenda of a regular meeting.
- An improperly drafted notice of a Special Board meeting or failing to keep to the limited topic(s) of discussion set forth in the notice of the Special Meeting.
- Not keeping to the specific topic as mentioned in the motion for Closed Session.
- Not specifying the exact statutory exception when going into Closed Session.
- Not calling a roll call vote prior to convening to closed session.
- Scheduling a public hearing without the required notice of a Special Meeting.
- Amending an agenda less than 48 hours before the meeting.
- Discussion of Village business at a social event by three or more board members.
- Not keeping records or posting notice of Committee meetings.
- Informal meetings before and after a Board meeting.

State Gift Ban Act

The Illinois General Assembly enacted the State Ethics and Gift Ban Act, which the Village as required adopted by Ordinance 2004-05-02 on May 17, 2004. The purpose of the State Gift Ban Act is to discourage acceptance of gifts by public officials and employees in their professional capacity and to set ethics guidelines.

Additional Training and Resource Materials

The Village Attorney is Edward Flynn of Winters, Featherstun, Gaumer, Postlewait, Stocks & Flynn. For coordination and billing purposes, legal questions should be coordinated through the Village Administrator. If however, you feel that direct contact is necessary, please notify the Mayor that you will be contacting the Village Attorney, Mr. Flynn or his associates are available to answer your questions or concerns and are available to you regarding Village business only. You may contact them at 217-429-4453.

Additional training, publications and resources from various professional organizations are listed below:

Illinois Municipal League www.iml.org

A non-partisan organization that serves as a common meeting ground for all municipalities and municipal officials of the state. The IML works to provide a formal voice for Illinois municipalities in matters involving common interests, particularly legislative issues. The IML offers services and programs that provide municipal officials the knowledge; experience and assistance necessary to best administer their duties.

International City/County Management Association www.icma.org

ICMA is a professional and educational association of local government administrators that serves to enhance the quality of local government through professional management and to support and assist professional local government administration.

National League of Cities www.nlc.org

A non-partisan organization serving municipal governments, the NLC works to establish unified policy position, advise policies and share information with municipal governments throughout the nation.

International Institute of Municipal Clerks www.iimc.com

IIMC is a professional, nonprofit association that assists its membership by providing services, resource materials, sample documents and continuing educational development opportunities.

Government Finance Officers Association www.gfoa.org

GFOA is a professional association of state and local finance officers. The association administers a range of services and programs related to government financial management.

52 Tips for Successful Public Service

SOME IDEAS ON HOW TO GOVERN BETTER

by E.A. Mosher, former Executive Director
League of Kansas Municipalities

1. Learn all you can about your city, its history, its operations, its financing. Do your homework. Know your city ordinances. Dust off your comprehensive plan.
2. Devote sufficient time to your office and to studying the present and future problems of your community.
3. Don't burn yourself out on the little things, while recognizing that they are often important to the public. Save some energy – and time - for the important matters.
4. Don't act as a committee of one; governing a city requires a team effort - practically and legally.
5. Don't let honest difference of opinion degenerate into personality conflicts.
6. Remember that you represent all the people of your community, not just neighbors and friends. Be wary of personal experiences coloring your public decisions.
7. Take your budget preparation job seriously, for it determines what your city does or does not do for the coming year, and will influence what happens in future years as well.
8. Establish policy statements. Written policy statements let the public, and the city staff, know where they stand. They help the governing body govern, and writing them provides a process to develop consensus.
9. Make decisions on the basis of public policy, and be consistent. Treat similar situations similarly, and avoid favoritism.
10. Focus your attention on ways to prevent problems, rather than trying to solve them as they occur. Filling potholes is one approach; developing plans to prevent them is another.
11. Don't be misled by the strong demands of special interest groups who want it done now, their way. Your job is to find the long-term public interest of the community as a whole, and you may be hearing from the wrong people.
12. Don't rush to judgment. Few final actions have to be taken at the first meeting they are considered. Avoid "crisis management."
13. Don't be afraid to change. Don't be content to just follow the routine of your predecessors. Charge your appointed officers and employees with being responsible for new ideas and better ways. Listen to what they have to say.

14. Don't give quick answers when you are not sure of the real answer. It may be embarrassing to appear ignorant, but it can be more embarrassing, and damaging, to tell a person something that is wrong.

15. As an individual, even if you are the mayor, do not make promises you cannot deliver! Most decisions and actions require approval of the governing body, and this takes a majority vote.

16. Remember that you have legal authority as a governing body member only when the governing body is in legal session.

17. Don't spring surprises on your fellow governing body members or your city staff, especially at formal meetings. If a matter is worth bringing up for discussion, it is worth being on the agenda. Surprises may get you some publicity, at the embarrassment of others, and tend to erode the "team" approach to governance.

18. Participate in official meetings with the dignity and decorum fitting those who hold a public trust. Personal dress and courteous behavior at meetings help create an environment for making sound public decisions.

19. Conduct your official public meetings with some formality, and follow rules of procedure. Have an agenda, and follow it. Most governing body members agree that formal meetings expedite the process and tend to promote better decision making.

20. Don't be afraid to ask questions. It is one of the ways we learn.

21. Vote yes or no on motions. Do not cop out by abstaining, except when you have a conflict of interest. A pass does not relieve you of responsibility when some decision must be made.

22. Once a majority decision of the governing body has been made, respect that official position, and defend it if needed, even if you personally disagreed.

23. Respect the letter and intent of the open meetings law. But also keep private and confidential matters to yourself - do not gossip.

24. Retain competent, key employees, pay them well, trust their professional judgment and recognize their authority and responsibilities.

25. Don't bypass the system! If you have a manager or other chief administrative officer, stick to policy-making and avoid personal involvement in the day-to-day operations of the city. If you do not have an administrative officer, make sure you have some management system that officers, employees, and the public understand.

26. Don't let others bypass your system - insist that people such as equipment service suppliers first work with your city staff. If direct contact with governing body members is necessary, this should be with the governing body as a whole

or a committee and not on a one-on-one basis.

27. Don't pass the buck to the staff or employees when they are only following your policies or decisions.

28. Don't always take no for an answer. The right question may be "How can we do this?" instead of "May we do this?" Be positive!

29. Learn to evaluate recommendations and alternative courses of action. Request your staff to provide options. Encourage imaginative solutions.

30. Avoid taking short-term gains at the expense of long-term losses. Be concerned with the long-term future of the city.

31. In determining the public interest, balance personal rights and property interests, the possible harm to a few versus the good of the many. Recognize that in some situations, everyone cannot be winner.

32. Be concerned with the total development - physical, economic, and social - of your community.

33. Don't act as if the city operates in a vacuum. Cities must work within the intergovernmental system to be effective. Keep in contact and cooperate with your federal, state, county and school officials.

34. Get to know the officials of neighboring and similar size cities. Visit other cities, particularly those with a reputation of being well run.

35. Learn to listen - really listen - to your fellow governing body members and the public. Hear what they are trying to say, not just the words spoken.

36. Keep your constituents informed, and encourage citizen participation.

37. Be friendly and deal effectively with the news media. Make sure what you say is what you mean. Lack of good communication is one of the big problems of cities.

38. Remember that what you say, privately and publicly, will often be news. You live in a glass house. Avoid over-publicizing minor problems.

39. Expect, and respect, citizen complaints. Make sure that your governing body members, and your city, has a way to effectively deal with them. Have a follow-up system.

40. Be careful about rumors. Check them out. Help squelch them when you know they are false.

41. Appoint citizen advisory committees when you need them, but be prepared to follow their advice if you use them.

42. Take care in your appointments to boards and commissions. Make sure they

are capable as well as representative of the whole community.

43. Use manuals, guides and other technical assistance and information available from other agencies. Attend workshops and conferences put on for your benefit.

44. Pace yourself. Limit the number of meetings you attend. Set some priorities, including the need to spend time with your family. Recognize that life - and the city - is dependent on a lot of things you have little control over.

45. Establish some personal goals and objectives. What do you want to accomplish this year? Next year?

46. Help develop some short-term and long-term goals and objectives for your city, and check your progress at least every six months.

47. Similarly, help your city develop a vision of the future. Plan from the future to the present - no vision, no plan. One of the important purposes of a governing body is to establish a vision for the future.

48. Focus on the future, and try to leave your city better than that which you inherited as a city officer.

49. At least once a year, schedule a governing body discussion about how you are governing. Review the processes and procedures. Sit back and ask "How are we doing? How can we do things better?"

50. Be enthusiastic about your public service, and the privilege you have, and let the public know it. But maintain your sense of humor. Don't take yourself or the business of government so seriously that you don't enjoy it. It should be a fun as well as rewarding experience.

51. Be a leader, as well as part of the team of elected and appointed officials who were selected to make your city an even better place to live.

52. Celebrate! Good things do happen. Let the public share your successes. Always focusing on problems and issues may leave you, the governing body, and the public, to believe that nothing positive ever happens.