 Candidate Information

NOVEMBER 5, 2019

Westminster Municipal Election

## 2019 Candidate Information

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## Introduction

## The Westminster Municipal Election

The 2019 Candidate Information packet has been prepared as a general guide about the basic requirements and deadlines for candidacy for the office of City Councillor in the City of Westminster. The packet is not intended to be comprehensive in scope or depth. If you have questions regarding the interpretation of applicable laws and regulations for your particular situation, you may wish to consult with a private attorney who can provide you with that interpretation. The City Clerk's Office cannot provide legal advice.

Throughout this packet, there will be references to additional materials, such as sections of the Westminster City Charter, the Westminster Municipal Code (W.M.C), the Colorado Revised Statutes (C.R.S.), and the Campaign and Political Finance Manual. Those additional materials are provided either as a reference at the end of this packet, or are available online on the City Clerk's elections webpage.

## Applicability of State Law

As stated in the Westminster Municipal Code, § 7-1-2:
A. Subject to the Charter of Westminster and provisions of this Chapter, City elections will be conducted in accordance with the relevant portions of the Uniform Election Code of 1992, Articles 1 to 13 of Title 1, C.R.S., and the Colorado Municipal Election Code, Article 10 of Title 31, C.R.S., as they may be amended from time to time. As the uniform election code was adopted by the legislature to cover many types of elections, various portions of that code are not applicable to municipal elections. In some instances, the Uniform Election Code and the Colorado Municipal Election Code have differing provisions regarding the same subject. For these reasons, in the event of a conflict of laws or an inconsistent provision therein, these laws shall be applied in the following order of priority:
(7) The provisions of the Charter of Westminster;
(2) The provisions of the Westminster Municipal Code;
(3) The provisions of the Colorado Municipal Election Code of 1965; and
(4) The relevant provisions of the Uniform Election Code of 1992.
B. Notwithstanding the prioritization listed in subsection (A), when a City election is being conducted as a coordinated election, the Colorado Revised Statutes governing coordinated elections will control, to the extent said statutes are applicable to municipal elections.

## Election Administration

The City of Westminster contracts with the County Clerks of Adams and Jefferson counties to conduct a coordinated mail ballot election. All ballots are printed and mailed by the County Clerks' election offices. Each county also operates and manages one of the two ballot drop boxes which are located within the City of Westminster.

The Adams County ballot drop box is located in the parking lot at City Hall, 4800 West $92^{\text {nd }}$ Avenue.

The Jefferson County ballot drop box is located in the round-about between City Park Recreation Center and City Park Fitness Center, 10455 Sheridan Boulevard.

# The City Clerk's Office is open Monday - Thursday from 7am - 6 pm. The office is CLOSED on Fridays. 

## Important Contact Information

Election-related Questions<br>Michelle Parker, City Clerk<br>(303) 658-2161<br>Email: mparker@cityofwestminster.us<br>City Clerk's Office - Main<br>(303) 658-2400<br>Email: cityclerk@cityofwestminster.us<br>Website: www.cityofwestminster.us/Government/Departments/CityClerk/elections<br>Voter Registration, Replacement Ballot, and/or Polling Place Questions<br>Adams County Clerk Elections Department (720) 523-6500<br>Email: adams.elections@adcogov.org<br>Website: www.adamsvotes.com<br>Jefferson County Clerk Elections Department (303) 271-8111<br>Email: elections@votejeffco.com<br>Website: www.votejeffco.com<br>Questions/Complaints Regarding Placement of Campaign Signs<br>Joy Tallarico, Westminster Code Enforcement (303)658-4438<br>Email: JTallari@CityofWestminster.us

## Key Dates for Candidates

No specific date Candidate Affidavit must be filed within 10 days of becoming a candidate. § 1-45-110, C.R.S. "Candidate" is defined as any person who seeks nomination or election to a local public office that is to be voted on in this municipal election. A person is a candidate for election if the person has publicly announced an intention to seek election to public office or retention of a judicial office and thereafter has received a contribution or made an expenditure in support of the candidacy. Const. Article XXVIII 2(2).

No specific date Candidate Committee Registration or Small Donor Committee Registration (for City candidates) must be filed with the City Clerk before accepting or making any contributions. § 7-45-108(3), C.R.S.

May 29 City Council Candidate Information Session; 6:30-8:00 p.m.
August $6 \quad$ First day nomination petitions may be circulated or filed with the City Clerk.

August 26
August 29* 6 p.m. deadline for a candidate to file a corrected or amended nomination petition to City Clerk.

August 29* Last day to withdraw from nomination.
September 4 Election Commission will meet with all candidates at 6 p.m. in City Hall Chambers to draw names to determine ballot order.

October $14 \quad$ First day mail ballots can be mailed to eligible voters.
October 15 First contribution \& expenditure report due to the City Clerk by 6 p.m.
October $37^{*}$ Second contribution \& expenditure report due to the City Clerk by 6 p.m.
November 5 Election Day; mail ballots accepted at drop-off ballot boxes until 7:00 p.m.
December 5 Third contribution \& expenditure report due to the City Clerk by 6 p.m.
*Deadline falls to the end of business on the day prior to the Secretary of State deadline because Westminster City Hall is closed on Fridays.
**In-person filing deadline falls to the end of business on the day prior to the Secretary of State deadline because Westminster City Hall is closed on Fridays. If filing report by email, deadline is Friday, November 1, 2019 by 11:59 p.m.

## Candidacy

## Offices on the Ballot

This year, there are three (3) City Councillor seats on the ballot. City Councillors are elected at-large; there are no wards or districts. The three candidates receiving the highest number of votes will be elected to four-year terms of office that will begin at 8 p.m. on Monday, November 11, 2019.

All municipal elections are non-partisan. Party affiliation is not disclosed on candidacy forms, and will not appear on the ballot next to a candidate's name. As such, Staff cannot answer questions regarding a candidate's party affiliation, but will refer such inquiries directly to the candidate.

## Qualifications

Per Westminster City Charter, § 5.1:

- Resident of the City for at least one (1) year immediately prior to the last day for filing original nomination petitions for such office (August 26, 2019).
- Qualified and registered elector of the City on the last day for filing original nomination petition (August 26, 2019), and throughout tenure of office.
- No person shall be eligible for any elective office when in default to the City or to any other governmental unit of the State.
- Each candidate for elective office shall file with his or her petition an affidavit that the candidate possesses the qualifications for such office. Failure to file such affidavit shall invalidate the petition.
- At the time a candidate submits the petition for elected office such person shall also submit an affidavit indicating whether he or she has been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. The report of the felony shall include the type of offense, the date of the offense, and may include the circumstances and any evidence of rehabilitation. Each candidate shall also give written permission for a criminal background investigation by the City of Westminster. The City Clerk shall maintain the report in a file available to the public. City Charter § 5.7(d) Please note, Westminster City Code §7-71-2(E) allows for the City

Clerk to redact personally identifying information, other than name and address, prior to disclosure of the remainder of the report.

- No elective officer may be appointed to any City office or be employed by the City during the term of office for which he or she was elected or for two (2) years thereafter, provided that after the expiration of the term of office the person may be appointed as a member of an independent board or commission or fill a vacancy in the position of Councillor.


## Declaring Your Candidacy

A Candidate Affidavit must be filed with the City Clerk within 10 days of becoming a candidate. § 1-45-110, C.R.S.
"Candidate" is defined as any person who seeks nomination or election to a local public office that is to be voted on in this municipal election. A person is a candidate for election if the person has publicly announced an intention to seek election to public office or retention of a judicial office and thereafter has received a contribution or made an expenditure in support of the candidacy.

Candidate Committee Registration or Small Donor Committee Registration (for City candidates) must be filed with the City Clerk before accepting or making any contributions. § 7-45-108(3), C.R.S.

## Nomination Petitions: August 6-26, 2019

## Form of Petition

Nomination petitions and instructions can be obtained through the City Clerk's office, starting on August 5th. You must use the 2019 Nomination Petition format provided.

## Circulation Period

Nominating Petitions for the office of City Councillor may be circulated and signed beginning ninety-one (91) days prior to the election, and shall be filed with the City Clerk no later than seventy-one (71) days before the election. W.M.C, § 7-7-8(B)

This year, the circulation period is from August 6 - August 26, 2019.

## Signature Requirements

A candidate's petition must contain the signatures of at least 25 registered electors residing within the City of Westminster. The voter registration record of the petition signer must reflect a residence address in the City of Westminster to be counted. Candidates are
encouraged to obtain more than the required 25 signatures, to ensure a safety net for signatures that may be ineligible.

A registered elector may sign only petitions equal in number to the number of offices to be filled at the election. For this election, that is three (3) petitions for the office of City Councillor.

## Acceptance of Nomination

The Acceptance of Nomination form, included in the petition packet, must be attached as a notarized affidavit to the nominating petition when filed with the City Clerk's office (C.R.S. § 31-10-302(6)). The affidavit must also include affirmation that the candidate meets all the qualifications for office outlined above. City Charter, § 5.1(c) Additionally, in the space provided on the form, the candidate must print their name as it shall appear on the ballot. Titles and degrees are not allowed.

## Voluntary Code of Ethics

The public relies on the ethical and moral behavior of its elected officials and those who seek public office. The public expects that an individual who wishes to govern should refrain from any conduct which would be derogatory, unseemly or unlawful.

To this end, the Leagues of Women Voters of Adams and Jefferson Counties, using information provided by a citizens' focus group and the City of Westminster Election Commission, drafted the Voluntary Code of Ethics for the City of Westminster. All persons who are seeking office and those organizations working to support or oppose their candidacy, are encouraged to commit to conduct their campaigns in the manner outlined in the Voluntary Code of Ethics in writing (form provided in petition packet). Further, any person or group working to support or oppose a ballot issue is encouraged to commit to conduct themselves and their campaigns in accordance with the code.

## City Employees Prohibited

All City employees are specifically prohibited from endorsing or working for the election or defeat of any candidate for office while in city uniform, during working hours, at city facilities, or using any resources of the City of Westminster in accordance with W.M.C. §1-24-4.

Employees shall not be eligible to be a candidate for or hold any City elective office.

No elective officer may be appointed to any City office or be employed by the City during the term of office for which he or she was elected or for two (2) years thereafter, provided that after the expiration of the term of office the person may be appointed a member of an independent board or commission or fill a vacancy in the position of Councillor. City Charter, $\S 5.1(\mathrm{~g})$

It is unlawful for a candidate for the office of City Councillor to solicit knowingly, directly or indirectly, a City employee to contribute money or campaign for or against any candidate for the office of City Councillor. This provision shall not prohibit coincidental contacts with City employees through mass mailings or distribution of literature. W.M.C. § 7-24-4(D).

## Certification of Petition

After timely filing of the nomination petition, the City Clerk will validate signatures within 3 working days and notify the candidate and/or the person filing the petition whether or not the petition is found to be signed by the required number of registered electors. If lacking the required number of signatures or deficient for any reason, a petition can be amended to cure the deficiency. Amended petitions must be submitted to the City Clerk no later than the close of business on August 29, 2019.

## Withdrawal from Nomination

A person who has been nominated may withdraw by filing a written request with the City Clerk. The deadline to withdraw from nomination is September 3, 2019.

## Ballot Order Drawing:

The order of candidate names on the November 5 ballot will be determined by the drawing of lots. At 6:00 p.m. on Wednesday, September 4, 2019, in the Council Chambers of City Hall, the Election Commission will meet with all candidates to conduct a random drawing to determine the order of names on the ballots. A single drawing will determine order for both counties.

## Campaign Regulations

## Commencement of Campaign Activities

There is no limitation on the point in time when a candidate for office may commence campaign activities. As noted above, "Candidate" is defined as any person who seeks nomination or election to a local public office that is to be voted on in this municipal election. A person is a candidate for election if the person has publicly announced an intention to seek election to public office or retention of a judicial office and thereafter has received a contribution or made an expenditure in support of the candidacy.

## Electioneering

The term "Electioneering" includes campaigning for or against any candidate who is on the ballot or any ballot issue or ballot question that is on the ballot. "Electioneering" also
includes soliciting signatures for a candidate petition, a recall petition, or a petition to place a ballot issue or ballot question on a subsequent ballot. §1-13-714(1), C.R.S.

Electioneering is not allowed within 100 feet of any building in which a polling location is located, on the day of any election or during the time when voting is permitted for any election. Electioneering is not allowed within 100 feet of ballot drop boxes.

## Election Signs

## City of Westminster Sign Code Regulations

- Campaign signs do not require a sign permit from the City.
- Signs of any type, including political signs, are not allowed in public rights-of-way or on public property, and should never be positioned in such a way as to cause unsafe blind spots or visual distractions for motorists
- Signs may only be placed on private property with the permission of the property owner.
- Political Signs MAY NOT be of any type of sign that is expressly forbidden in Section 17-17-5 of the Westminster Municipal Code (for example, a sign erected with moving parts or flashing lights);
- Political signs or any other form of campaign advertising MAY NOT be placed within 100 feet of a polling place or ballot drop-off site. C.R.S. § 1-13-714.

BE A GOOD NEIGHBOR AND REMOVE ALL THE SIGNS YOU HAVE PLACED THROUGHOUT THE CITY ONCE THE ELECTION IS OVER

## Campaign Reporting Requirements

## The Fair Campaign Practices Act

Westminster Municipal Code, §7-7-13. Fair Campaign Practices Act. All relevant provisions of the Fair Campaign Practices Act, found at Article 45 of Title 1, C.R.S., as amended from time to time, are herewith adopted, and all candidates and committees in support of or in opposition to any municipal candidates or municipal issues shall file documents and reports required under that Act with the City Clerk.

## Candidate Responsibility

It is the candidate's responsibility to familiarize themselves with the provisions of the Fair Campaign Practices Act, and relevant provisions of the Westminster City Charter and Westminster Municipal Code. It is highly recommended that candidates who have specific questions about compliance with campaign finance law consult with a private attorney who can provide legal advice, as the office of the City Clerk cannot do so.

Candidates, Candidate Committees, and their authorized agents are responsible for ensuring accurate reporting on forms provided, and for meeting reporting deadlines.

## City Clerk's Office Responsibility

The office of the City Clerk, as custodian of campaign finance reports, is responsible for providing current forms, notifying all parties of applicable deadlines, accepting campaign finance reports from candidates and/or committees, making them available for public inspection, and retaining them in compliance with the city's Document Management Policy and Retention Schedule.

The City Clerk is also responsible for notifying any candidate or committee who has failed to comply with provisions of the Fair Campaign Practices Act, and for notifying any person against whom a complaint has been filed.

The City Clerk's Office cannot audit individual reports, check reports for mathematical errors, or give legal advice on how contributions/expenditures should be disclosed.

## Reports are Public Record

Any report submitted pursuant to the Fair Campaign Practices Act will be made available for public inspection and will be available on the city's website.

## Candidate Affidavit

A Candidate Affidavit must be filed with the City Clerk within 10 days of becoming a candidate. § 1-45-110, C.R.S.
"Candidate" is defined as any person who seeks nomination or election to a local public office that is to be voted on in this municipal election. A person is a candidate for election if the person has publicly announced an intention to seek election to public office or retention of a judicial office and thereafter has received a contribution or made an expenditure in support of the candidacy.

The Candidate Affidavit form is provided with this packet, and is available for download on the City Clerk's elections webpage, or by calling the City Clerk's office.

## Candidate Committees

A Candidate Committee consists of a person, including the candidate, or persons with the common purpose of receiving contributions and making expenditures under the authority of a candidate. A candidate can only have one committee.

## Committee Registration

All Committees must register with the City Clerk before accepting contributions or making any expenditures in support of a campaign. § 1-45-108(3), C.R.S.

The New Committee Registration form is provided with this packet, and is available for download on the City Clerk's elections webpage, or by calling the City Clerk's office.

## Campaign Reporting Deadlines

Reports are due on three (3) different dates during the election cycle:
October 15, 2019: $\quad 27^{\text {st }}$ Day before the Election Report (First Report)
Covers the reporting period ending October 10, 2019
The start date of the reporting period depends on whether this is a new committee, or an existing committee.

October 31, 2019*: Friday before the Election Report (Second Report)
Covers the reporting period of October 11 - October 27, 2019

## December 5, 2019: Post-Election Report (Third Report) <br> Covers the reporting period of October 28 - November 30, 2019

Please note that any hard copy report filed with the City Clerk must arrive in the office by 6:00 p.m. on the day it is due. *Hard copies of the Friday before the Election Report must be received one day prior, on Thursday, October 31, 2019, as City Hall is closed on Fridays.

## Electronic Submission of Reports

NEW this year: The City Clerk's Office will accept campaign finance reports by email. Your report may have either an electronic signature, or you may submit a scanned copy of the report with a wet signature. Electronically filed reports are due by 17:59 p.m. of the deadline date to be considered timely filed. Once received by the City Clerk's Office, the report will be electronically time-stamped, indicating the date of receipt. The candidate or candidate's agent will be notified that the City Clerk's Office has received the report.

## Contribution Limits

The Westminster Municipal Code does not specify any amount for contribution limits. However, you are required to disclose ALL campaign contributions. The following is a guideline for disclosing those contributions:

- $\$ 19.99$ or less: Do not need to be itemized; total amount for the reporting period can be aggregated.
- \$20 or more: Must be itemized, and include the name and address of the contributor.
- $\$ 100$ or more: Must also include the occupation and employer of the contributor
- $\$ 1,000$ or more: If received within 30 days prior to the election, must be reported within 24 hours of receipt as a Notice of Major Contributor report. Form may be obtained from the City Clerk.
- Cash/Coin Contributions: Cannot exceed \$100


## Conflicts Based on Prior Pecuniary Benefits

The Westminster City Charter, § 5.12.1(a) states:
The acceptance or receipt by any Councillor or member of that Councillor's immediate family, or an organization formed to support the candidacy of that Councillor, of any thing of value in excess of one-hundred dollars (\$100) from any person, organization, or agent of such person or organization, shall create a conflict of interest with regard to that Councillor's vote on any issue or matter coming before the Council involving a benefit to the contributing person, organization, or agent, unless such interests are merely incidental to an issue or question involving the common public good.

The full text of this section is included in the Appendix of this packet on page 33 .

## Prohibited Contributions

In addition to other laws governing the conduct of campaigning for public office, candidates and their committees may not accept certain types of contributions. It is the responsibility of the candidate and their committee to ensure that they are complying with all applicable campaign finance laws, including but not limited to, Article XXVIII of the Colorado Constitution, and Title 1, Article 45 of the Colorado Revised Statutes (the Colorado Fair Campaign Practices Act).

It is strongly recommended that candidates and their committees consult with their own legal counsel for guidance as to compliance with all applicable laws.

## Expenditures

An expenditure occurs when it is made, when funds are obligated, or when a contract is established, whichever occurs first.

All expenditures must be itemized and include the name and address of the payee and the purpose of the expense.

No committee or candidate may spend more than \$100 in cash/coin on any single expenditure.

Candidate committees may not make contributions to another candidate committee.

## Unexpended Campaign Contributions

For candidate committees, unexpended campaign contributions may be:

- Contributed to a political party
- Contributed to a candidate committee established by the same candidate for a different public office
- Donated to a charitable organization recognized by the IRS
- Returned to contributors
- Retained by the committee for use by the candidate in a subsequent campaign

For more information, see the Appendix section, "Amended Campaign and Political Finance Rule 2.2.4-Rollover of Candidate Committee Funds at the end of an Election Cycle" on page 35.

## Complaint Process

Complaints asserting violations of any Fair Campaign Practices Act provisions shall be filed with the City Clerk's Office. The office of the Colorado Secretary of State will neither accept nor consider municipal complaints, and will redirect them to the City Clerk's Office.

## The City Council

## Term of Office

The three candidates elected to the office of City Councillor will begin their terms of office on Monday, November 11, 2019 at 8:00 p.m. The term of office is for four years, expiring in November 2023. Article XVIII, Section 11 of the State Constitution limits elected officials to two consecutive terms.

## City Council Meetings

Per the Westminster City Charter, § 7.1, the City Council shall hold at least two (2) regular meetings each month.

The City Council meetings are held on the second and fourth Monday of each month, beginning at 7:00 p.m. Study Sessions are held on the first and third Monday of each month, beginning at 6:30 p.m.

Agenda packets for all Monday meetings are published on the Wednesday prior to the meeting.

## Compensation

Council Salaries and Allowances: Per the Westminster Municipal Code, the salaries of the City's elective officers shall be as follows:

|  | Base | 2019 Amount |
| :--- | :--- | :--- |
| Mayor | $\$ 1,400 /$ month | $\$ 1,489 /$ month |
| Mayor Pro Tem, elected by Council | $\$ 1,200 /$ month | $\$ 1,267 /$ month |
| Councillors | $\$ 1,000 /$ month | $\$ 1,056 /$ month |
| Monthly allowances (all members): | $\$ 300 /$ month | $\$ 321 /$ month |

In addition, the City contributes to the City deferred compensation accounts of each such officer an amount equal to the officer's City deferred compensation contributions. The combined contributions from the City and the elective officer are subject to all applicable I.R.S. regulations, but in no event can such combined contributions from the City and the elective officer exceed $25 \%$ of the officer's total City salary. Westminster Municipal Code, § 1 -7-1.

APPENDIX

## Sections of the Westminster Municipal Code

Westminster Municipal Code, Title I - Chapter 7. Salaries.

1-7-1. - Elective Officers. (1357 189921702465320432463433 3744)
The salaries of the City's elective officers shall be as follows:

| Mayor | $\$ 1,400.00$ per month |
| :--- | :--- |
| Mayor pro tem, elected by council | $\$ 1,200.00$ per month |
| Councillors, other than Mayor or Mayor Pro Tem | $\$ 1,000.00$ per month |

Commencing the first full pay period of 2016, city elective officer salaries shall be adjusted by the percentage of the 2015 non-exempt general employee pay plan adjustment rounded to the nearest whole dollar. Biennially thereafter in the first full pay period of the year, city elective officer salaries shall be adjusted by the cumulative percentage of the two previous years' non-exempt general employee pay plan adjustments rounded to the nearest whole dollar.

The City's elective officers shall receive an additional monthly allowance for expenses related to the performance of their respective duties. Commencing January 1, 2011, the below-stated allowance shall be adjusted, and biennially thereafter in the first full pay period in January, by the then current Denver/Boulder Consumer Price Index, rounded to the nearest whole dollar. This allowance shall be in lieu of any reimbursement to which the Mayor, Mayor Pro Tem or Councillor may otherwise be entitled to for internet service, fax communications, cell phone usage, and local commuting costs within the City limits. All mileage for trips outside of the City limits shall be a reimbursable expense.

The allowances shall be as follows:

Mayor, Mayor Pro Tem and Councillors
$\$ 300.00$ per month

In addition, the City shall contribute to the City deferred compensation accounts of each such officer an amount equal to the officer's city deferred compensation contributions. The combined contributions from the City and the elective officer shall be subject to all applicable I.R.S. regulations, but in no event shall such combined contributions from the city and the elective officer exceed 25 percent of the officer's total city salary.

## Westminster Municipal Code, Title I, Chapter 11. City Council.

## 1-11-1. - Members. (355 1699)

The City Council shall consist of seven members, one of whom shall serve as Mayor. The City Council shall constitute the legislative and governing body of the City and shall, consistent with the Charter and the constitution of the State of Colorado, have power and authority to exercise all powers conferred upon or possessed by the City, including the power and authority to adopt such laws, ordinances and resolutions as it shall deem proper in the exercise thereof.

## 1-17-2. - Qualifications. (355 1699 3372)

(A) No person shall be eligible for election to the City Council who is in default to the City or to any other governmental unit of the State of Colorado. The seat of any member of City Council who is in such default shall become vacant unless such default shall be eliminated within 30 days after written notice thereof by the City Council or unless such person shall in good faith be contesting the liability of such default. Every candidate for elective office shall file with his petition his affidavit that he possesses the qualifications for such office as provided herein. Failure to file such affidavit shall invalidate his petition.
(B) Any candidate for elective office of the City must be a United States citizen.
(C) Any candidate for elective office of the City must have been a resident of the City for at least one year immediately prior to the last day for filing original petitions for such office or prior to the time of his appointment to fill a vacancy, and must be a qualified and registered elector of the City on the last day for filing or prior to the time of his appointment and throughout his tenure in office.
(D) No member of City Council may be appointed to any city office or be employed by the City during the term of office for which he was elected or for two years thereafter; provided, however, that after the expiration of his term of office, any member of City Council may be appointed as a member of an independent board or commission or fill a vacancy on the City Council.
(E) Any personally identifying information, other than name and address, provided by a candidate for City Council, pursuant to Charter Section 5.7(d) or in connection with a candidate petition or application for office, will be deemed as having been received in confidence and not subject to disclosure under the Colorado Open Records Act, except as may be required by an order of district court. Any such personally identifying information contained in a report, required to be maintained pursuant to Charter Section $5.1(\mathrm{~d})$, shall be redacted by the City Clerk prior to disclosure of the remainder of the report.

## 1-11-3. - Meetings. (355 19262006 2820)

(A) The City Council shall hold regular sessions at a time and place to be authorized by resolution of the City Council duly passed and published as a part of the council's summary of proceedings.
(B) The City Council may hold study sessions on days and at times mutually agreed to by the councilmembers. These sessions shall be for the purpose of discussing matters of city business with members of city staff, hearing presentations from non-staff individuals, scheduling attendance of councilmembers at formal and informal functions, and any other lawful purpose. City Council shall take no official action at a study session. The City Clerk shall provide interested parties with the date, time, place and agenda for study session, and shall post such information in a prominent location at the City Hall. Study sessions shall be open to the public, except as set forth in this Section.
(C) The City Council may hold a closed executive session in conjunction with a regular or special meeting or a study session for the purpose of:
(7) Discussing personnel matters, except where the employee who is the subject of the session has requested an open meeting, or if the personnel matter involves more than one employee, all of the employees have requested an open meeting.
(2) Discussing strategy and progress on the sale, acquisition, trade or exchange of property or property rights;
(3) Consulting with an attorney representing the City Council on pending or ongoing litigation;
(4) Discussing strategy and progress on economic development matters in which the disclosure of information such as financial data or proposed incentives would, if made public, seriously jeopardize the City's ability to secure the development;
(5) Discussing matters required by law, signed agreement or court order to be kept confidential, such as personnel files, medical and psychological data on individual persons, confidential commercial and financial information, privileged information and the terms and amounts of settlement agreements;
(6) Discussing matters which may, by law, be kept confidential on the grounds that disclosure would be contrary to the public interest, such as information that would compromise measures necessary to prevent violation of a law;
(7) Discussing the City's position on issues subject to formal negotiation or arbitration, and the progress and status of such negotiation or arbitration;
(8) Discussing communications made to the City Attorney by the City Council and the advice given thereon by the City Attorney in the course of his professional employment; and
(9) Discussing the appointment, renewal or dismissal of board and commission members.
(D) City Council shall not take any final action in a closed executive session.
(E) If an executive session has been previously scheduled during or immediately before or after a regular or special City Council meeting or study session, the executive session shall be shown on the agenda for the meeting, along with the category of its purpose, as listed in subsection (C) of this Section. If an executive session has not been previously scheduled, it shall be announced at the meeting or study session, along with the category of its purpose.
(F) The Mayor, any member of council, the City Manager or the City Attorney may request an executive session to be held or scheduled pursuant to this Section. Any such request shall include the category of its purpose. However, no executive session may be held by council except upon the approval of a majority of the members of council present at the time the executive session is requested.

1-11-4. - Filling Vacancies. (355 1699 3129)
(A) Any vacancy that occurs in the council shall be filled within 30 days by a majority vote of the remaining members of the City Council, said appointee to hold office for the balance of the unexpired term.
(B) If any vacancy on city council that the City Council is authorized to fill is not so filled within 30 days after such vacancy occurs, or if three or more vacancies exist simultaneously, such vacancies shall be filled for the respective unexpired terms at a special election.

## 1-11-5. - Resignation. (355)

Resignation of elective officers shall be made in writing and filed with the City Clerk and shall be acted upon by the City Council at its next regular meeting following receipt thereof by the City Clerk.

1-11-6. - Rules. (355)

The City Council shall determine its own organization, rules and order of business subject to the following provisions:
(A) A journal of the proceedings of each meeting shall be kept in the English language by the City Clerk and shall be signed by the presiding officer and clerk of the meeting.
(B) A vote upon all ordinances and resolutions shall be taken by "Yes" or "No" vote and entered upon the records, except that where the vote is unanimous, it shall only be necessary to so state.
(C) No member of the City Council shall vote on any question in which he has a financial interest, other than the common public interest, or on any question concerning his own conduct, but on all other questions, each member who is present shall vote when his name is called unless excused by the unanimous consent of the remaining members present. Any member refusing to vote, except when not so required by this paragraph, shall be guilty of misconduct in office.
(D) In all roll call votes, the names of the members of the City Council shall be called in alphabetical order and the name to be called first shall be advanced one position alphabetically in each successive roll call vote.
(E) The proceedings of the City Council, or a brief summary thereof, shall be published within ten days following each meeting. Any such summary shall be prepared by the City Clerk and approved by the Mayor and shall show the substance of each separate proceeding of the City Council.
(F) There shall be no standing committees of the City Council.

1-11-7. - Investigations. (355 1699)
(A) The City Council, or any person or committee authorized by it for the purpose, shall have power to inquire into the conduct of any department, office or officer and to make investigations as to the matters in which the City has an interest. The City Council, for the purpose stated herein, may by subpoena compel the attendance of witnesses and the production of books, papers and other evidence. The City Council may require testimony and other evidence be given under oath.
(B) Failure on the part of any officer to obey any subpoena issued under the provisions of this Section shall constitute misconduct in office. Failure on the part of any employee or other person to obey any subpoena issued under the provisions of this Section shall constitute a violation of this Chapter and such person shall be punished as provided by this Code.
(C) In addition to the provisions of subsection (B), the City Council, or any person or committee authorized by it for the purpose, shall have power to apply to the municipal court for an order enforcing the subpoena. If the person fails to appear, municipal court may issue a bench warrant to compel the person to appear before the court to show cause why he should not be fined for contempt pursuant to Section 1-22-5, W.M.C., or order that a summons be issued under Section 1-22-4, W.M.C.

1-11-8. - Regional Modifier. (1741)

The City Council shall be empowered to determine a regional modifier for building valuation, which the chief building official shall use in determining value or valuation in the
issuance of permits and collection of fees for all permits based on the building valuation date in "Building Standards" published bimonthly by the International Conference of Building Officials, 5360 South Workman Mill Road, Whittier, California, 90601.

1-11-9. - Oaths; Subpoenas. (2275)

The Mayor may administer oaths and sign and issue subpoenas to compel the attendance of witnesses and the production of books, papers, and other evidence when City Council is conducting any public hearing. Subpoenas shall be enforced as provided in Section 1-22-5, W.M.C.

## Westminster Municipal Code, Title I, Chapter 24. Selected Sections.

1-24-4. - Political Activity. (3720)
(A) Employee Political Activity: City employees are hereby restricted from actively participating in the municipal politics of the City, but shall not be otherwise restricted from engaging in their normal rights and responsibilities as citizens.
(B) Prohibited Political Activity:
(7) An employee shall not:
(a) Use any City resource in support of or in opposition to any issue or candidate;
(b) Distribute or display political stickers, buttons or similar materials while in city uniform, during working hours or at City facilities;
(c) Actively campaign for or against any issue or candidate during working hours or at City facilities;
(d) Actively campaign for or against any issue or candidate while wearing a uniform that identifies the employee as a City employee;
(e) Serve as an officer of any organization which has the primary purpose of promoting the candidacy of any person for City office;
(f) Directly solicit, receive, collect, handle, disburse, contribute, or account for assessments, contributions, or other funds in support of the candidacy of any person for City office;
(g) Actively participate in a fund-raising activity of a candidate for City office;
(h) Actively organize or manage the political campaign of a candidate for City office;
(i) Solicit votes in support of or in opposition to a candidate for City office;
(j) Drive voters to the polls on behalf of a candidate for City office;
(k) Endorse or oppose a candidate for City office in a political advertisement, broadcast, campaign literature, or similar material; or
(I) Address a convention, caucus, rally, or similar gathering in support of or in opposition to a candidate for City office.
(m) The foregoing restrictions shall not be construed as (1) limiting the political activity of a spouse or any family member of an employee; (2) including an employee's unintentional or unwitting participation in City Council campaign materials or election activities or (3) "friending," "following" or similar interactions with City Council and mayoral candidates through social media sites such as Facebook, Twitter and LinkedIn, to the extent such interactions do not include any activity otherwise prohibited by this ordinance.
(2) All employees are free to engage in political activity to the widest extent consistent with the restrictions imposed by law and this Section, so long as any such activity is done in the employee's capacity as a private citizen and not in the capacity of a City employee. Subject to the limitations of subsection one of this Section, each employee retains the right to:
(a) Register and vote in any election;
(b) Display a political yard sign, picture, sticker, badge, or button;
(c) Participate in the nonpartisan activities of a civic, community, social, labor, or professional organization;
(d) Be a member of a political party or other political organization and participate in its activities to the extent consistent with this ordinance;
(e) Attend a political convention, rally, fund-raising function, or other political gathering, including those of candidates for City office;
(f) Sign a political petition as an individual, other than a petition for the nomination or recall of a City Councillor or the Mayor;
(g) Expend personal funds, make contributions in kind, and use personal time to urge electors to vote in favor of or against any issue or candidate before the electorate, except any candidate for City office;
(h) Seek election to City office, provided that the employee resigns or takes formally authorized unpaid leave from City employment prior to any campaign activities being undertaken on his or her behalf or filing a nomination petition;
(i) Run for nomination or election as a candidate in any election not involving City government;
(j) Be politically active in connection with a charter or constitutional amendment, referendum, approval of a municipal ordinance or any other question or issue of a similar character; and
(k) Otherwise participate fully in public affairs, except as prohibited by law, in a manner which does not materially compromise the public's confidence in the neutrality, efficiency, or integrity of the employee or the City government.
(C) Supervisors: No supervisor shall in any way coerce an employee to campaign for or against any candidate or issue, nor retaliate, intimidate or discriminate against any employee for any political activity permitted by this ordinance.
(D) Solicitation: It shall be unlawful for a candidate for the office of City Councillor or Mayor to solicit knowingly, directly or indirectly, a City employee to contribute money or
campaign for or against any candidate for the office of City Councillor or Mayor. This provision shall not prohibit coincidental contacts with city employees through mass mailings or distribution of literature.

Westminster Municipal Code, Title VII, Chapter 1. Selected Sections.

## 7-1-1: LEGISLATIVE INTENT. (3372)

(A) The purpose of this Chapter is the establishment of procedures for the regular and special elections of the City of Westminster, whether or not those elections are conducted as coordinated elections with Adams and Jefferson Counties.
(B) The Council intends that interpretations of this Chapter be consistent with the City's home rule authority to regulate its municipal elections under Article XX of the Colorado Constitution.

7-1-2: ADOPTION AND APPLICABILITY OF STATE LAW. (1748 23183228 3372)
(A) Subject to the Charter of Westminster and provisions of this Chapter, City elections will be conducted in accordance with the relevant portions of the Uniform Election Code of 1992, Articles 1 to 13 of Title 1, C.R.S., and the Colorado Municipal Election Code, Article 10 of Title 31, C.R.S., as they may be amended from time to time. As the Uniform Election Code was adopted by the legislature to cover many types of elections, various portions of that code are not applicable to municipal elections. In some instances, the Uniform Election Code and the Colorado Municipal Election Code have differing provisions regarding the same subject. For these reasons, in the event of a conflict of laws or an inconsistent provision therein, these laws shall be applied in the following order of priority:
(1) the provisions of the Charter of Westminster
(2) the provisions of the Westminster Municipal Code
(3) the provisions of the Colorado Municipal Election Code of 1965, and
(4) the relevant provisions of the Uniform Election Code of 1992.
(B) Notwithstanding the prioritization listed in subsection (A), when a City election is being conducted as a coordinated election, the Colorado Revised Statutes governing coordinated elections will control, to the extent said statutes are applicable to municipal elections.

7-1-3: WARDS; PRECINCTS; POLLING PLACES. (1172 1515171818842002201021632780 30143228 3372)
(A) The City shall consist of one ward.
(B) The Council shall, by resolution, from time to time, establish convenient election precincts, when required in order to conduct a City election.
(C) No later than thirty (30) days before an election, other than a mail ballot election or a coordinated election, the City Council shall designate, by motion, the official polling places for said election.
(D) When required in order to conduct a City election, City precinct boundaries will be reviewed by the Election Commission after any State redistricting or County reprecincting has occurred. The Election Commission will then make a recommendation to Council if any precinct changes are necessary.

## 7-1-4: ELECTION OFFICIAL. (3372)

The City Clerk is the designated election official of the City of Westminster for all purposes specified in the Charter, this Code, or any applicable state statute.

## 7-1-5: ELECTION COMMISSION. (3372)

The Election Commission, created by Charter Section 3.10, consists of the City Clerk and four (4) qualified and registered electors of the City, who during their term of office shall not be City officers or employees or candidates or nominees for elective City office. Such four (4) members shall be appointed by the Council for a term of two (2) years at the first January Council meeting following a regular City election. They shall serve without compensation. The City Clerk shall be chairperson. The Election Commission shall appoint the Board of Election, judges and clerks for each precinct and have charge of all activities and duties required of it by applicable statute, this Code, and the Charter relating to the conduct of elections in the City. In any case where election procedure is in doubt, the Election Commission shall prescribe the procedure to be followed. The Election Commission shall provide for ballots and sample ballots, for voting machines or electronic voting equipment, for determination of the winner in event of a tie vote, for canvas of returns, and for issuance of appropriate certificates.

7-1-6: COORDINATED ELECTIONS. (2318 3228 3372)
(A) City elections shall be conducted, whenever possible, as a coordinated election conducted by Adams County or Jefferson County or both.
(B) For all coordinated elections, the City Council shall adopt, by resolution or ordinance as appropriate, the language of ballot issues or ballot questions prior to the date of the City Clerk's required certification of ballot contents to the respective county election official.
(C) The City Manager is authorized to sign all intergovernmental agreements regarding coordinated elections with the respective counties.
(D) For all coordinated elections, election precincts and polling places shall be determined by the coordinated election official of the respective county.

## 7-1-7: MAIL BALLOT ELECTIONS. (3372)

(A) Upon the call of an election by the City Council, the City Clerk is authorized to conduct elections by mail ballot.
(B) Unless provided otherwise by the Charter or this Code, such elections will be conducted pursuant to the requirements of Article 7.5 of Title 1, C.R.S., the Colorado Mail Ballot Election Act, as it may be amended from time to time, except the following provisions thereof:
(1) Section 1-7.5-107.3, C.R.S.
(2) Section 1-7.5-109, C.R.S. and
(3) Any provisions of the Act that the City determines are inconsistent with the City's authority over its elections pursuant to Article XX of the Colorado Constitution.

7-1-8: MAYOR AND COUNCILLOR ELECTIONS. (3372)
(A) General Conditions. Part 3 of Article 10 of Title 31, C.R.S., shall govern City elections for the Mayor or Councillors, except as provided in this Section.
(B) Nominating Petitions. Except as provided in (C) below, for all Councillor elections except recall elections, nominating petitions for the office of Mayor or Councillor may be circulated and signed beginning ninety-one (91) days prior to the election, and shall be filed with the City Clerk not later than seventy-one (71) days prior to the election. All candidates must be residents of the City for at least one (1) year immediately prior to the last day for filing nominating petitions.
(C) Nominating Petitions for Special Councillor Elections. For elections to fill a vacancy in elective offices pursuant to Section 5.7(b) of the Charter, the dates for the filing and circulating of nominating petitions shall be established by the City Council in the resolution setting the special election.
(D) Nominated Candidates. Only candidates whose names have been placed in nomination through the process designated in this Chapter are eligible to be placed on the ballot.
(E) Vacancies in Nominations. If any candidate dies or withdraws his or her name from nomination prior to the date upon which the City Clerk submits the ballot content to the ballot printer or, in the case of a coordinated election, to the respective County election official, the City Clerk shall use his or her best efforts to cause the candidate's name to be removed from the ballot.
(F) Content of Ballot. Every ballot shall contain the names of all duly nominated candidates for offices to be voted for at that election, except those who have died or withdrawn, and the ballot shall contain no other names. The arrangement of the names on the ballot shall be established by lot at any time prior to the certification of the ballot. The City Clerk shall notify the candidates of the time and place of the lotdrawings for the ballot. Two separate lot-drawings shall be held to establish the order of names on the respective ballots of Adams County and Jefferson County. The drawings shall be performed by the City Clerk or the Clerk's designee.
(G) Write-in Candidate Affidavit. No write-in vote for any elective officer shall be counted unless an affidavit of intent has been filed with the City Clerk by the person whose name is written in indicating that such person desires the office and is qualified and eligible to assume the duties of that office if elected. Such affidavit of intent shall be filed by the close of business on the sixty-fourth day before a regular municipal election or, for a special election, on the date set in the Council resolution for the filing of nominating petitions.
(H) Notice. At least ten (10) days before election for the office of Mayor or Councillor, the City Clerk shall publish notice in at least one newspaper having general circulation in the City, stating the day and date of the election, the hours during which the polls will be open unless it is a mail ballot election, naming the officers to be elected, and listing the names of those candidates as nearly as possible in the form in which such nominations shall appear upon the official ballot. Additionally, a copy of such notice shall be posted until after the election in a conspicuous place in the office of the City Clerk.

7-1-1ו: SPECIAL ELECTIONS. (297 17482780 3372)
(A) Special elections shall be held when called by resolution of the Council at least forty (40) days in advance of such election, or when required by this Code, the Charter, or applicable statute. Any resolution calling a special election shall set forth the purpose of such election.
(B) The conduct of special elections shall be as nearly as practicable the same as for general elections.

## 7-1-12: PENALTIES FOR ELECTION OFFENSES. (1748 27803228 3372)

In addition to any penalties established for violation of this Code, it is the intention of the City Council to authorize the district attorneys of Adams and/or Jefferson County and the attorney general to prosecute violations of any election offenses occurring within the City as provided for in Part 15 of Article 10 of Title 31, C.R.S., regarding Election Offenses. The penalties for violation of these offenses shall be as established, from time to time, by the Colorado General Assembly.

7-1-13: FAIR CAMPAIGN PRACTICES ACT. (3372)
All relevant provisions of the Fair Campaign Practices Act, found at Article 45 of Title 1, C.R.S., as amended from time to time, are herewith adopted and all candidates and committees in support of or in opposition to any municipal candidates or municipal issues, shall file documents and reports required under that Act with the City Clerk.

## Sections of the Westminster Home Rule Charter

## City of Westminster City Charter Chapter V. General Provisions Regarding Officers and Personnel of the City.

## Section 5.1. Eligibility for Office and Employment in City.

(a) No person shall hold any elective office of the City unless he or she has been a resident of the City for at least one (1) year immediately prior to the last day for filing original petitions for such office or prior to the time of appointment to fill a vacancy. No person shall hold any elective office unless he or she is a qualified and registered elector of the city on such last day for filing or at such time of appointment and throughout tenure of office. (Amended 11-05-96)
(b) No person shall be eligible for any elective or appointive City office who is in default to the City or to any other governmental unit of the State. The holding of office by any person who is in such default shall create a vacancy unless such default shall be eliminated within thirty (30) days after written notice thereof by the Council or unless such person shall in good faith be contesting the liability for such default.
(c) Each candidate for elective office shall file with his or her petition his or her affidavit that the candidate possesses the qualifications for such office provided in this section. Failure to file such affidavit shall invalidate the petition. (Amended 11-05-96)
(d) At the time a candidate submits a petition for elected office, or an applicant submits an application for appointment to a Board or Commission, such person shall also submit an affidavit indicating whether he or she has been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. The report of the felony shall include the type of offense, the date of the offense, and may include the circumstances and any evidence of rehabilitation. Each candidate or applicant shall also give written permission for a criminal background investigation by the Westminster Police Department. The Police Department shall report to the City Clerk any felony convictions of a candidate or applicant found in its investigation. The City Clerk shall maintain the report in a file available to the public. (Added 17-05-96)
(e) Each member of a City board or commission created by, or pursuant to, this Charter shall have been a resident of the City for at least one (1) year immediately prior to the day of appointment and shall be a qualified and registered elector of the City on such day and throughout tenure of office. (Amended 11-05-96)
(f) All officers of the City shall be United States citizens.
(g) No elective officer, under this Charter, may be appointed to any City office or be employed by the City during the term of office for which he or she was elected or for two (2) years thereafter, provided that after the expiration of the term of office the person may be appointed as a member of an independent board or commission or fill a vacancy in the position of Councilman. (Amended 11-05-96)

The Council may by ordinance require residence in the City of Westminster as a condition of employment of full-time appointive officers.

Section 5.2. Vacancies in Elective Office. Any elective City office shall be declared vacant by the Council upon occurrence of any of the following events before the expiration of the term of such office:
(a) For any reason specified by statute or by this Charter as creating a vacancy in office;
(b) If no person is elected to, or qualifies for, the office at the election at which such office is to be filled;
(c) If the officer shall be found guilty by a competent court of the State of Colorado or any act constituting misconduct in office under the provisions of this Charter;
(d) If the officer shall be convicted of crime involving moral turpitude;
(e) If the officer shall absent himself continuously from the city for more than thirty (30) consecutive days in any one (1) year without permission of the Council;
(f) In the case of any members of the Council, if such officer shall miss four (4) consecutive regular meetings of the Council or twenty-five (25) percent of such meetings in any fiscal year of the City, unless such absences shall be excused by the Council and the reason therefor entered in the proceedings of the Council at the time of such absence;
(g) If the officer is removed from office by the Council in accordance with the provisions of Section 5.4.

Section 5.4. Removals From Office. Removals by the Council of elective officers or of members of boards or commissions shall be made for either of the following reasons: (a) for any reason specified by statute for removal of city officers, (b) for any act declared by this Charter to constitute misconduct in office. Such removals by the Council shall be made only after hearing, of which such officer has been given notice in writing by the Clerk at least ten (10) days in advance, either personally or by delivering the same at his last-known place of residence. Such notice shall include a copy of the charges against such officer. The hearing shall afford an opportunity to the officer, in person or by attorney, to be heard in his defense,
to cross-examine witnesses and to present testimony. If such officer shall neglect to appear at such hearing and answer such charges, his failure to do so may be deemed cause for his removal. A majority vote of the members of the Council in office at the time, exclusive of any member whose removal is being considered, shall be required for any such removal.

Section 5.5. Resignations. Resignations of elective officers and members of boards and commissions shall be made in writing and filed with the Clerk and shall be acted upon by the Council at its next regular meeting following receipt thereof by the Clerk. Resignations of appointive officers shall be made in writing to the appointing officer or body and shall be acted upon immediately.

## Section 5.7. Filling Vacancies in Elective Offices.

(a) Any vacancy which occurs in the Council shall be filled within thirty (30) days by a majority vote of the remaining members of the Council, said appointee to hold office for any balance of the unexpired term. (Amended 11-7-02)
(b) If any vacancy in the office of Councilman which the Council is authorized to fill is not so filled within thirty (30) days after such vacancy occurs, or if three (3) or more vacancies exist simultaneously in the office of Councilman, such vacancies shall be filled for the respective unexpired terms at a special election.

Section 5.8. Change in Term of Office or Compensation. Except by procedures provided in this Charter, the terms of office of the elective officers and of members of boards and commissions appointed for definite terms shall not be shortened. The terms of elective officers of the City shall not be extended beyond the period for which any such officer was elected except that an elective officer shall, after his term has expired, continue to hold office until his successor is elected and has qualified. The Council shall not grant or authorize extra compensation to any officer or employee after the service has been rendered except under terms agreed to prior to the rendering of the service.

Section 5.9. Oath of Office and Bond. Every officer, elected or appointed, before entering upon the duties of his office, shall take the oath of office prescribed by Section 7, of Article XII of the Constitution of the State and shall file the same with the Clerk, together with any bond required by this Charter, or by the Council. In case of failure to comply with the provisions of this section within ten (10) days from the date of his election or appointment, such officer shall be deemed to have declined the office and such office shall thereupon become vacant unless the Council shall, by resolution, extend the time in which such officer may qualify as above set forth.

## Section 5.12. Pecuniary Interest Prohibited.

(a) Except as permitted by this section, no contract or purchase involving an amount in excess of one hundred dollars (\$100.00) shall be made by the City in which any elective or appointive officer or any member of his family has any pecuniary interest, direct or indirect. A "contract" shall for the purposes of this section include any arrangement or agreement pursuant to which any material, service or other thing of value is to be furnished to the City for a valuable consideration to be paid by the City or sold or transferred by the City, except the furnishings of personal services as an officer or employee of the City; and the term "member of his family" shall include spouse, children, and the spouse of any of them.
(b) Without limiting the generality of paragraph (a) of this section, an officer shall be deemed to have a pecuniary interest in a contract if he or any member of his family is an employee, partner, officer, director or sales representative of the person, firm or corporation with which such contract is made or of a sales representative of such person, firm or corporation. Ownership, individually or in a fiduciary capacity, by an officer or member of his family, of securities, or of any beneficial interest in securities, of any corporation with which a contract is made, shall not be deemed to create a pecuniary interest in such contract unless the aggregate amount of such securities, or interest in such securities, so owned by such officer and the members of his family, shall amount to ten (10) percent of any class of securities of such corporation then outstanding.
(c) A contract in which an officer or member of his family has a pecuniary interest may be made by the City if the members of the Council in office at the time having no such interest shall unanimously determine that the best interests of the City shall be served by the making of such contract and if either such contract is made after comparative prices are obtained or if the members of the Council having no interest shall unanimously determine that the obtaining of comparative prices is not feasible in such particular case. Any Council member may evidence his participation in either determination required by this paragraph by vote at a Council meeting or by written instrument filed with the Clerk.

Any officer who knowingly permits the City to enter into any contract in which he has a pecuniary interest without disclosing such interest to the Council prior to the action of the Council in authorizing such contract shall be guilty of misconduct in office. Except in the instances specified in paragraph (c) of this section, the unanimous determination (by vote or written instrument) of all members of the Council that in a particular case an officer or member of his family will not have a pecuniary interest in any contract or purchase to be entered into by the City shall be final and conclusive in the absence of fraud or misrepresentation.

Section 5.12.1 Conflicts Based on Prior Pecuniary Benefits. (Entire section added 11-05-96)
(a) The acceptance or receipt by any Councillor or member of that Councillor's immediate family, or an organization formed to support the candidacy of that

Councillor, of any thing of value in excess of one-hundred dollars (\$100) from any person, organization, or agent of such person or organization, shall create a conflict of interest with regard to that Councillor's vote on any issue or matter coming before the Council involving a benefit to the contributing person, organization, or agent, unless such interests are merely incidental to an issue or question involving the common public good.
(i) Should a conflict of interest arise for any Councillor under this subsection (a), the Councillor shall state the grounds for the conflict of interest on the record immediately prior to Council's vote, withdraw from debate on the issue, and abstain from voting on the matter, notwithstanding any duty to vote provided for elsewhere in this Charter.
(ii) In the event a quorum cannot be obtained because of any issue or matter to be acted on by Council because of abstentions pursuant to subsection (i) above, any abstaining Councillor or Councillors may vote as long as the abstaining Councillor or Councillors has disclosed the nature of the conflicting interest, including the amount of financial interest, the purpose and duration of any employment provided or services rendered and compensation therefore, and such other information as may be necessary to describe the interest.
(iii) Any Councillor may challenge the existence of a conflict of interest pursuant to this subsection (a) prior to Council's vote, but not thereafter. In the event such challenge is raised, the challenge shall be decided by a majority vote of the remaining members of Council with no alleged conflict, and such determination shall be deemed to be final and conclusive.
(b) For purposes of this Section, the following terms shall be defined as:
(i) "Thing of value" means money, employment, goods, services, or objects with any intrinsic value, including but not limited to, campaign contributions, loans, offsets to expenditures, contributions in kind, and independent expenditures by any person or organization on behalf of the candidacy of a Councillor, provided that such thing of value was received during the Councillor's current term of office or anytime within six (6) months prior to the commencement of the Councillor's current term of office.
(ii) "Immediate family" means the spouse, children, and the spouse of any child of any Councillor or candidate for Councillor.
(iii) "Councillor" includes the Mayor.
(c) A knowing violation of this Section shall be deemed to be misconduct in office.

# Amended Campaign and Political Finance Rule 2.2.4 Rollover of Candidate Committee Funds at the end of an Election Cycle 

Campaign and Political Finance Rule 2.2.4

2.2.4 Managing unexpended campaign contributions
(a) A candidate committee must report its unexpended balance as the ending balance at the end of the election cycle. A candidate committee must report its unexpended balance from the report filed 30 days after the major election as the beginning balance in the next election cycle. The candidate committee's beginning balance must reflect what amount is retained for use in a subsequent election cycle and what amount is retained for use as unexpended funds.
(b) Candidates seeking re-election to the same office
(1) A candidate committee may retain contributions to use in a subsequent election cycle for the same public office, in an amount not to exceed the political party contribution limit in Colo. Const. Article XXVIII, Section 3(3) (as adjusted by Rule 10.16).
(2) If a candidate committee retains contributions to use in a subsequent election cycle for the same office, the amount retained counts toward the limit on contributions from a political party.
(3) If a candidate committee retains contributions from a prior election cycle in excess of the political party contribution limit, the candidate committee may not use those funds for any subsequent election cycle but may retain them for use in accordance with section 1-45-106(1)(b), C.R.S., if applicable. The committee may also contribute the funds to a political party, donate the funds to a charitable organization recognized by the Internal Revenue Service, or return the funds to contributors.
(c) Candidates seeking election to a different office
(1) A candidate committee may transfer funds to a candidate committee established by the same candidate for a different public office, subject to the political party contribution limit for the new office sought. [Colo. Const. Article XXVIII, Section 3]
(2) Contributions from persons or committees made to the prior candidate committee do not apply toward the contribution limits for the new candidate committee.
(3) A candidate committee transferring funds to a candidate committee for a different office must terminate within ten days of registering the new candidate committee.
(4) A candidate seeking election to a state, county, or local office may not transfer funds from a federal candidate committee to a Colorado candidate committee that is subject to the provisions of the Fair Campaign Practices Act.
(5) If a candidate committee transfers funds in excess of the political party contribution limit, the candidate committee may only retain them for use in accordance with section 1-45-106(1)(b), C.R.S. if applicable. The committee may also contribute the funds to a political party, donate the funds to a charitable organization recognized by the Internal Revenue Service, or return the funds to contributors.
(d) Candidates not seeking re-election or election to a new office
(7) A candidate committee that wishes to terminate and will not transfer funds to a new candidate committee may give remaining contributions to:
(A) A political party, in an amount not to exceed the limit in Colo. Const. Article XXVIII Section 3(3) (as adjusted by Rule 10.17);
(B) A charitable organization recognized by the I.R.S.;
(C) The original contributors; or
(D) If elected to office, the candidate may use the remaining contributions for voter registration, political issue education, postsecondary educational scholarships, communication with constituents, or for expenses directly related to the officeholder's official duties. [Section 1-45-106(1)(a)(I) and (b), C.R.S.]

FORMS APPENDIX

# Reference Materials Available Online 

The Westminster City Charter<br>https://library.municode.com/co/westminster/codes/code_of_ordinances?nodeld=CITY WESTMIN STER_COLORADOHORUCH

The Westminster Municipal Code
https://library.municode.com/co/westminster/codes/code_of ordinances

Available on the City Clerk's Office Elections Webpage:
Title I, Colorado Revised Statutes
Title 31, Article 10-11; Colorado Revised Statutes
The Campaign and Political Finance Manual
https://www.cityofwestminster.us/Government/Departments/CityClerk/elections

## 2019 Sample Nomination Petition and Instructions

## WESTMINSTER <br> COLORADO

## PETITION <br> INSTRUCTIONS AND FORMS

# CITY OF WESTMINSTER <br> 4800 WEST 92ND AVENUE WESTMINSTER, COLORADO 80031 <br> City Clerk's Office - 303-658-2161 

## INSTRUCTIONS FOR PETITION CIRCULATORS

1. USE BLACK INK. It can be read more clearly. The first day petitions may be circulated is Tuesday, August 6 , 2019. Petitions may be filed with the City Clerk no sooner than Tuesday, August 8, and no later than 6 p.m. on Monday, August 26, 2019.
2. TO SIGN A PETITION a person must be a registered elector residing within the City of Westminster at the address he/she enters on the petition form. Each person signing the petition is required to sign their name as it appears on the voter registration record.
3. An elector can sign only three (3) nomination petitions of candidates for City Councillor.
4. A petition circulator must personally observe every eligible elector who signs the petition. (Petitions cannot be left on a counter or desk unattended for persons to sign.)
5. There can be only ONE CIRCULATOR OF EACH PETITION.
6. Make certain that all required information is complete. A SIGNER MUST USE THE ADDRESS WHERE THEY RESIDE AND ARE REGISTERED TO VOTE including the County of residence.
7. A POST OFFICE BOX IS NOT A PLACE OF RESIDENCE. Residential street number and street name are required.
8. If a small correction is made, the signer should initial the change. If a large correction is required, the signer should cross out the incorrect information with a single line and proceed to the next line.
9. If the signer is disabled and needs assistance, A THIRD PARTY should provide that assistance. THE CIRCULATOR CANNOT ASSIST THE SIGNER. The person providing assistance shall both SIGN AND STATE THAT ASSISTANCE WAS GIVEN.
10. NO PERSON MAY SIGN FOR ANOTHER, except as described immediately above.
11. EVERY VALID SIGNATURE COUNTS! A petition does not have to be filled, but it does have to be correctly notarized. Twenty-five registered voters are required but frequently, all 25 signers of a petition are not registered to vote at the address they enter. Candidates should get more than 25 signatures in case some signatures are ruled invalid. It is recommended that a candidate obtain and submit at least 40 signatures.
12. When the circulator has finished collecting signatures, take the petition to a Notary Public. The affidavit on the petition form should be completed (signed and dated by the circulator) ONLY IN THE PRESENCE OF THE NOTARY, who will then notarize the affidavit.
13. NO ADDITIONAL SIGNATURES CAN BE COLLECTED after the affidavit has been notarized.
14. The petition must be submitted to the City Clerk no later than 6 p.m. on Monday, August 26, 2019 but can be turned in any time upon completion after August 6.
15. The petition will be verified for sufficiency and the candidate notified within three business days of receipt by the City Clerk's office.

## CITY OF WESTMINSTER, COLORADO NOMINATION PETITION

$\qquad$

To: Michelle Parker, Westminster City Clerk
I, an undersigned registered elector of the City of Westminster, hereby nominate:
$\qquad$ , for the office of City Councillor, to be voted on at the election to be held on the 5th day of November, 2019; and I certify that I am qualified to vote for this candidate and that I have not signed more nominating petitions than there are offices (3) for which I am entitled to vote.

| PRINTED NAME (as it appears on voter registration record) | FULL RESIDENTIAL ADDRESS (include number, street, Zip, \& County | SIGNATURE | DATE |
| :---: | :---: | :---: | :---: |
| 1 | Westminster, CO 80 County of: $\qquad$ |  |  |
| 2 | Westminster, CO 80 County of: |  |  |
| 3 | Westminster, CO 80 County of: $\qquad$ |  |  |
| 4 | Westminster, CO 80 County of: |  |  |
| 5 | Westminster, CO 80 County of: $\qquad$ |  |  |
| 6 | Westminster, CO 80 <br> County of: $\qquad$ |  |  |
| 7 | Westminster, CO 80 <br> County of: $\qquad$ |  |  |
| 8 | Westminster, CO 80 County of: |  |  |
| 9 | Westminster, CO 80 County of: |  |  |
| 10 | Westminster, CO 80 County of: |  |  |

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| PRINTED NAME (as it appears on voter registration record) | FULL RESIDENTIAL ADDRESS (include number, street, Zip, \& County | SIGNATURE | DATE |
| :---: | :---: | :---: | :---: |
| 11 | Westminster, CO 80 County of: |  |  |
| 12 | Westminster, CO 80 County of: $\qquad$ |  |  |
| 13 | Westminster, CO 80 County of: $\qquad$ |  |  |
| 14 | Westminster, CO 80 County of: |  |  |
| 15 | Westminster, CO 80 $\qquad$ $\qquad$ County of: $\qquad$ |  |  |
| 16 | Westminster, CO 80 <br> County of: |  |  |
| 17 | Westminster, CO 80 $\qquad$ $\qquad$ County of: $\qquad$ |  |  |
| 18 | Westminster, CO 80 County of: |  |  |
| 19 | Westminster, CO 80 County of: |  |  |
| 20 | Westminster, CO 80 County of: |  |  |

## CITY OF WESTMINSTER, COLORADO NOMINATION PETITION

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| PRINTED NAME (as it appears on voter registration record) | FULL RESIDENTIAL ADDRESS (include number, street, Zip, \& County | SIGNATURE | DATE |
| :---: | :---: | :---: | :---: |
| 21 | Westminster, CO 80 County of: |  |  |
| 22 | Westminster, CO 80 County of: |  |  |
| 23 | Westminster, CO 80 County of: $\qquad$ |  |  |
| 24 | Westminster, CO 80 County of: |  |  |
| 25 | Westminster, CO 80 $\qquad$ County of: $\qquad$ |  |  |
| 26 | Westminster, CO 80 County of: $\qquad$ |  |  |
| 27 | Westminster, CO 80 $\qquad$ County of: $\qquad$ |  |  |
| 28 | Westminster, CO 80 County of: |  |  |
| 29 | Westminster, CO 80 County of: |  |  |
| 30 | Westminster, CO 80 County of: $\qquad$ |  |  |

## CITY OF WESTMINSTER, COLORADO NOMINATION PETITION

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| PRINTED NAME (as it appears on voter registration record) | FULL RESIDENTIAL ADDRESS (include number, street, Zip, \& County | SIGNATURE | DATE |
| :---: | :---: | :---: | :---: |
| 31 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 32 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 33 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 34 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 35 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 36 | Westminster, Colorado 80 $\qquad$ County of: $\qquad$ |  |  |
| 37 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 38 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 39 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 40 | Westminster, Colorado 80 County of: $\qquad$ |  |  |

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$\qquad$ for the office of City Councillor, to be voted on at the election to be held on the 5th day of November, 2019; and I certify that I am qualified to vote for this candidate and that I have not signed more nominating petitions than there are offices (3) for which I am entitled to vote.

| PRINTED NAME (as it appears on voter registration record) | FULL RESIDENTIAL ADDRESS (include number, street, Zip, \& County | SIGNATURE | DATE |
| :---: | :---: | :---: | :---: |
| 41 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 42 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 43 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 44 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 45 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 46 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 47 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 48 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 49 | Westminster, Colorado 80 County of: $\qquad$ |  |  |
| 50 | Westminster, Colorado 80 County of: $\qquad$ |  |  |

## STATEMENT OF CIRCULATOR

I, $\qquad$ , the undersigned, being at least 18 years old and a (Print Name)
resident of Westminster, Colorado, and the circulator of the foregoing petition containing
$\qquad$ signatures, affirm that each signature thereon was made in my presence, is the genuine signature of the person whose name it purports to be, and that each signer has stated to me that he or she is a registered elector of the City.

Signature of Circulator

STATE OF COLORADO ,
COUNTY OF ___ )
Subscribed and sworn to before me this $\qquad$ day of August, 2019.

Notary Public
My commission expires: $\qquad$

## ACCEPTANCE OF NOMINATION

I, $\qquad$ , hereby accept the nomination for: (Print Name)

City Councillor of the City of Westminster and agree to serve if elected. I swear or affirm that I am a registered elector of the City of Westminster, that I have been a resident of the City of Westminster for at least one year, that I am not in default to the City of Westminster or to any other governmental unit of the State, and that I am eighteen years of age or older.

Residential Address: $\qquad$
(Street number \& name)
Westminster, CO $\qquad$ County of:
(Zip)

PRINT YOUR NAME BELOW AS YOU WOULD LIKE IT TO APPEAR ON THE BALLOT: (Cannot include any title or degree):
$\qquad$


Subscribed and sworn to before me this $\qquad$ day of August, 2019.
(SEAL)
Notary Public
My commission expires: $\qquad$

## AFFIDAVIT OF STATUS <br> AND RELEASE

I, $\qquad$ hereby swear or affirm:

## CHECK ONE:

(A) that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction, or
(B) that I have been convicted of the felonies described below:

Type of offense Date Jurisdiction Mitigating Circumstances
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
and the facts contained within this statement are true and correct.
I further authorize the City of Westminster to conduct a criminal background investigation using an independent third party, with the understanding that any felony convictions found will become a matter of public record, and I release the City and its employees of any liability for the disclosure thereof.
(Signature)

Date of Birth: $\qquad$ SSN: $\qquad$
$\qquad$ )

Subscribed and sworn to before me this $\qquad$ day of August, 2019.
(SEAL)
Notary Public
My commission expires: $\qquad$

## VOLUNTARY CODE OF ETHICS

In a democratic society, the public relies on the ethical and moral behavior of its elected officials and those who seek public office. The public expects that an individual who wishes to govern should refrain from any conduct which would be derogatory, unseemly or unlawful.

To this end, the Leagues of Women Voters of Adams and Jefferson Counties, using information provided by a citizens' focus group and the City of Westminster Election Commission, have drafted the following Voluntary Code of Ethics for the City of Westminster. We are asking that all persons who are seeking office and those organizations working to support or oppose their candidacy agree to conduct their campaigns in the following manner. Further, any person or group working to support or oppose a ballot issue shall also commit to the following code.

## Initial each statement below to acknowledge that:

___ I will address valid issues in the campaign and will truthfully disclose my intentions.
$\qquad$ I will not engage in conduct nor permit the use of information or campaign material that diverts, misdirects or influences public attention by distorting or misrepresenting facts that obscure the real concerns of the electorate.
$\qquad$ I will limit my comments or statements regarding any opponent to legitimate challenges of that opponent's record, qualifications or positions on the issues of the election.
$\qquad$ I will maintain the highest level of moral and ethical behavior in my conduct of my campaign for public office.

My statements will be honest, accurate, and based upon fact or actual $\overline{\text { events }}$ rather than fabrications or hearsay.
$\qquad$ I will give opponents a fair and reasonable opportunity to respond to any and all issues or challenges made by me or others.
$\qquad$ I will refrain from the use of appeals to bigotry or prejudice in any manner of form, especially appeals based on issues of race, gender, lifestyle, religion or national origin.
___ I will complete my campaign statements, reports and disclosures accurately, truthfully and completely. These statements will be filed with the City Clerk in a timely fashion adhering to the State deadlines in 2019 of 21 days before the election (October 15, 2019), the Friday before the election (due Thursday, October 31, 2019), and 30 days after the election (December 5, 2019).

I will not engage in any act which diminishes the aesthetic appeal of the City of Westminster. Therefore, I agree to the prudent use of campaign signs and will not place campaign signs in the public rights-of-way or on public property. All campaign signs placed on my behalf will be in accordance with City of Westminster sign code regulations. I further agree to neither relocate, destroy nor obscure signs placed by my opponents or by campaign committees of my opponents. I will remove all of my signs within 10 days following the election.
$\qquad$ I will demand that all persons or organizations supporting me will maintain these standards of conduct and fairness.
$\qquad$ I will identify any literature with my campaign committee name.
$\qquad$ I agree that I, as a candidate, and my committee, are responsible to seek out such statutory information to include but not be limited to the Colorado Fair Campaign Practices Act and Article XXVIII of the Colorado Constitution as well as any other information as may be applicable to a particular candidacy, or position on a ballot issue and agree to review and comply with the requirements.
$\qquad$ Compliance with these guidelines is voluntary, and there is no penalty associated with refusal to comply. Violations of this Voluntary Code of Ethics will be judged by the people of the City of Westminster in the court of public opinion.

Sign the applicable statement below.

I, $\qquad$ , as a candidate for office of Councillor of the City of Westminster do hereby agree to comply with the above listed requirements. Date: $\qquad$

I, $\qquad$ , as an organizer of a committee for or against an issue or candidate on the City of Westminster ballot for November 5, 2019, do hereby agree to comply with the above listed requirements.

Date: $\qquad$

## Campaign Finance Forms

## Council-Manager Form of Government

Published by ICMA

## Council-Manager Form of Government



Frequently Asked Questions

What is the council-manager form of government, which is used today by so many cities, towns, and counties?

Council-manager government combines the strong political leadership of elected officials with the strong managerial experience of an appointed manager or administrator. All power and authority to set policy rests with an elected governing body, which includes a mayor or chairperson and members of the council, commission, or board. The governing body in turn hires a nonpartisan manager who has very broad authority to run the organization.

Born out of the U.S. progressive reform movement at the turn of the 20th century, the council-manager system was designed to combat corruption and unethical activity in local government by promoting effective management within a transparent, responsive, and accountable structure.

Since its establishment, the council-manager form has become the most popular structure of local government in the United States. The form is also widely used throughout the world in countries such as Canada, Australia, the Netherlands, New Zealand, and the United Kingdom.

## How does council-manager government work?

The elected council or board represent their community and develop a long-range vision for its future. They establish policies that affect the overall operation of the community and are responsive to residents' needs and wishes.

To ensure that these policies are carried out and that the entire community is equitably served, the governing body appoints a highly trained professional manager on the basis of his/her education, experience, skills, and abilities (and not their political allegiances). If the manager is not responsive to the governing body, it has the authority to terminate the manager at any time.

## How can council-manager government benefit my community?

A city, town, or county benefits from the council-manager form of government in a number of important ways:

1. Political power is concentrated in the entire governing body. The mayor and council share legislative functions
2. Policy making resides with elected officials, while oversight of the day-to-day operations of the community resides with the manager. In this way, the elected officials are free to devote time to policy planning and development
3. The manager carries out the policies established by the elected governing body with an emphasis on effective, efficient, and equitable service delivery
4. Because decisions on policy and the future of the community are made by the entire governing body rather than a single individual, council-manager governments more often engage and involve their residents in decision making. Residents guide their community by serving on boards and commissions, participating in visioning and strategic planning, and designing community-oriented local government services
5. The form is flexible enough to adapt to local needs and demands. For example, some communities elect their councils at large, while others elect them by district or by a combination of an at-large-and-by-district system. Also, the mayor can be directly elected by voters or selected by and from among the council.

## What is the role of the manager under council-manager government?

The manager is hired to serve the council and the community and brings to the local government the benefits of his/her training and experience in administering municipal or county projects and programs. The manager prepares a budget for the council's consideration; recruits, hires, terminates, and supervises government staff; serves as the council's chief advisor; and carries out the council's policies. Council members and residents count on the manager to provide complete and objective information about local operations, discuss the pros and cons of alternatives, and offer an assessment of the long-term consequences of their decisions.

Appointed managers serve at the pleasure of the governing body. They can be fired by a majority of the council, consistent with local laws, or any employment agreements they may enter into with the council. The manager makes policy recommendations to the council for consideration and final decision. The manager is bound by whatever action the council takes, and control is always in the hands of the elected representatives of the people.

## What is the role of the council?

The council is the community's legislative and policymaking body. Power is centralized in the elected council, which, for example, approves the budget and determines the tax rate. The council also focuses on the community's goals, major projects, and such long-term considerations
as community growth, land use development, capital improvement and financing, and strategic planning. The council hires a professional manager to implement the administrative responsibilities related to these goals and supervises the manager's performance.

## What is the role of the mayor or chairperson?

Mayors or chairpersons in council-manager communities are key political and policy leaders, and their specific duties, responsibilities, and authorities depend on the organization's charter. In council-manager communities, typically the mayor or chairperson is a voting member of the city council who presides at council meetings, represents the city in intergovernmental relationships, appoints members of citizen advisory boards and commissions (with the advice and consent of council), assigns agenda items to committees, facilitates communication and understanding between elected and appointed officials, and assists the council in setting goals and advocating policy decisions.

## What value does a professional manager contribute to a community?

Professional managers contribute value to a community because they:

- Work in partnership with elected officials to develop sound approaches to community challenges by bringing together resources to make the right things happen and produce results that matter
- Bring a community-wide perspective to policy discussions and strive to connect the past and future while focusing on the present. They help the governing body develop the long-term vision for the community that provides a framework for policy development and goal setting
- Promote ethical government through commitment to a set of ethical standards that goes beyond those required by law. Managers who are members of ICMA subscribe to the organization's Code of Ethics, which requires them to "affirm the dignity and worth of the services rendered by government and maintain... a deep sense of social responsibility as a trusted public servant"
- Encourage inclusion and build consensus among diverse interests (including those of elected officials, the business community, and citizens) by focusing on the entire community rather than the centralized interests of one or two individuals
- Promote equity and fairness by ensuring that services are fairly distributed and that administrative decisions (such as hiring and contracting) are based on merit rather than favoritism
- Develop and sustain organizational excellence and promote innovation. Professional managers focus relentlessly on efficient and equitable service delivery, policy implementation, and evaluation. They align the local government's administrative systems with the values, mission, and policy goals defined by the community and elected officials.

Does it cost more for a community to adopt the councilmanager form and hire a professional manager?

Many local governments have found that their overall costs are actually reduced under competent management. Savings can come from decreased operating costs, increased efficiency and productivity, improved revenue collection, and effective use of technology. The economic health of the community may also benefit from implementation of improved business development and retention strategies.

## What kinds of communities use the council-manager form of government?

In 2007, more than 3,500 (49 percent) of the 7,171 U.S. cities and towns with populations of 2,500 residents or more operated under the council-manager form. This structure is also used by more than 370 counties. More than 92 million people in the U.S. live in communities that operate under this form.

Is the council-manager form popular among larger communities?

Of the 247 U.S. cities with populations greater than 100,000 residents, 144 ( 58 percent) use this form of government. Larger cities and counties that use the form include:

- Broward County, Florida (pop. 1,623,000)
- Charlotte, North Carolina (pop. 540,000)
- Dallas, Texas (pop. 1,188,000)
- Fairfax County, Virginia (pop. 969,000)
- Las Vegas, Nevada (pop. 535,000)
- Mecklenburg County, North Carolina (pop. 695,000)
- Oklahoma City, Oklahoma (pop. 506,000) (continued)
- Phoenix, Arizona (pop. 1,321,000)
- San Antonio, Texas (pop. 1,144,000)
- San Jose, California (pop. 894,000)
- Virginia Beach, Virginia (pop. 425,000)
- Wichita, Kansas (pop. 344,000)


## How can a community adopt the council-manager form

 of government?Most communities can adopt council-manager government through a charter, local ordinance, state enabling law, or by voter referendum. For information on how your community can adopt council-manager government, contact your state municipal league or association of counties. You can locate the addresses of these organizations on the Internet, or in the back section of ICMA's Municipal Year Book, which you may find in your local library.

Once a community adopts council-manager government, how does it choose a professional manager?

The vacancy usually is announced in the ICMA Newsletter, and managers, assistants, and other individuals from across the country are invited to apply. Interested parties apply directly to the council, which reviews the applications and interviews qualified candidates. ICMA makes no recommendations regarding candidates. Additional information is available in ICMA's Recruitment Guidelines Handbook. To download a copy, visit http://jobs.icma.org and click on "Recruitment Guidelines Handbook" under "Resources."

What kind of educational and professional experience do professional local government managers possess?

Nearly $67 \%$ of managers surveyed by ICMA in 2006 indicated that they had earned a master's (usually in public administration, business, or public policy), or other advanced degree. Respondents to the same survey said they had spent an average of 19 years in the local government management profession.

Do professional local government managers have a membership organization?

Yes. ICMA (the International City/County Management Association) is the premier local government leadership and management organization that serves as the
professional and educational "home" for appointed professional managers and administrators. ICMA's membership also includes directors of state associations of local governments, other local government employees, academics, students, and concerned citizens who share the goal of improving local government.

ICMA's mission is to create excellence in local governance by developing and fostering professional local government management worldwide. To that end, the organization provides technical assistance and publications for management professionals to help them improve their skills and increase their knowledge. ICMA also serves as a clearinghouse for the collection, analysis, and dissemination of information and data about local government.

## Why is membership in ICMA important for a professional local government manager?

In addition to gaining access to valuable resources and lifelong professional development opportunities, managers who belong to ICMA are bound by its Code of Ethics, which states that every member of the organization shall act with integrity in all personal and professional matters so that they will merit the respect and trust of elected officials, employees, and the public. This stringently enforced Code specifies 12 ethical principles of personal and professional conduct, including dedication to the cause of good government.

ICMA members believe in the effectiveness of representative democracy and the value of government services provided equitably to residents within a community. ICMA members are also committed to standards of honesty and integrity that go beyond those required by the law. For more information, contact ICMA or visit http://icma.org/ethics.

Finally, ICMA defines professional management and recognizes individual members who are qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. ICMA members who meet these requirements may earn designation as an ICMA Credentialed Manager. For more information on ICMA's Voluntary Credentialing Program, visit http://icma.org/credentialing.

Are there other, independent organizations that support council-manager government?

The National Civic League (NCL) is America's original advocate for community democracy. This nonprofit, nonpartisan membership organization is dedicated to strengthening citizen democracy by transforming democratic institutions. NCL accomplishes its mission through technical assistance, training, publishing, research, and promoting the All-America City Awards, America's original and most prestigious community recognition program.

Founded in 1895, NCL serves as a clearinghouse for information on methods of improving state and local government. The League's Model City Charter, now in its eighth edition, has endorsed council-manager government since 1915.

## For further information, contact

Jared M. Dailey<br>Assistant Program Manager ICMA

777 North Capitol Street, NE, Suite 500
Washington, DC 20002-4201
jdailey@icma.org
202-962-3557
202-962-3500 fax
http://icma.org/formofgovt

## National Civic League

1445 Market Street, Suite 300
Denver, Colorado 80202-1728

$$
303-571-4343
$$

303-571-4404 fax
http://www.ncl.org

