



## BEST PRACTICES WORKSHOP/CIRSA

Town Hall

8720 Spruce Mountain Road

Larkspur, Colorado 80118

September 2, 2021

5:00 PM

### MINUTES

**WORKSHOP CALLED TO ORDER/ROLL CALL: The meeting was called to order at 6:00 pm and all members were present.**

	<u>PRESENT</u>	<u>ABSENT</u>
Mayor Isaac Levy	X	
Mayor Pro-tem Sandy McKeown	X	
Sherilyn West	X	
Paul Bowers	X	
Ruth Ann Arfsten	X	
Mindy Kazurova	X	
Lynn Pfaff	X	

- I. PLEDGE OF ALLEGIANCE:** The Pledge of Allegiance was recited by all present councilmembers.
- II. CIRSA Training Best Practices:** Tami Tanoue with CIRSA gave a presentation on best practices. She guided the audience through a presentation. Tami lived in the Town of Larkspur previously and she now handles insurance for many municipalities throughout the State. When you have claims she works together with the State to solve them to everybody's satisfaction. Her presentation covered the basics of policy and governance, you should be focusing on ends versus means.  
Focusing on the big picture and goals of the Town. Let your Council figure out a means to the end. You can establish goals for the Town another is executive limitations because you do want to set some limitations to achieve those goals.  
Set executive limits. Legal, ethical and prudent values are essential for your Town. Two of the broadest principles of policy governance start with ownership of the community (citizens). So, you create all the paperwork, but you are accountable to the citizens, so you are the governing part and then you have management. Town of Larkspur is a strong mayor format charter. So, the rest of the council looks to the Mayor to manage the administration side of the organization. Time horizons for employees define what to act on daily. Supervisor horizons are further out, CEO/Mayor has his horizons out years. As the governing body you have the farthest out horizons because you are responsible for the entire town. No one in an organization should be jumping up or down more than one level. As a governing body, you deal with your CEO and any other direct reports on Town Staff and if you are following that rule and not jumping up more than one line or jumping down more than one line to pull someone in your business you should be dealing with the person closest to you in the chain of command. Mayor explained our practices in Staff Meeting and Tami liked his practices. As far as directing any one with problems to Sean or if Sean is

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problem come to me. Mayor and Council are the face of the town, and the citizens can approach any one of them in the Town. As such if you are approached, its your duty to make sure the concern goes to the right place possibly the Mayor and he will delegate it to the proper department.

Set limitations. If you are spending a lot of time on administration matters step back and ask yourself if this is something you could delegate to a line employee rather than spending your time on it. You are all excellent managers in your life, or you would not be volunteering your time to serve on the Council. Make sure all your people are comfortable with their positions. The strong mayor format is unusual in Colorado, but it seems to be picking up in the southern part of the State. You have to be cognizant of respective roles because you can't model what happens in Larkspur like any other municipality around the state.

Read the Carver book to see common issues on governing body focusing on small issues.

Reactive, going over issues already done, redundant. Talk to the right people. Follow the chain of command. Respect and honor everyone or you lose accountability and end up with diffused authority.

Speak with one voice, honor council decisions. Undermining decisions adds confusion. Best practices also affect liability issues. Job descriptions are a source of protection from liability issues. As long as you are within the parameters of your job description you will be well protected. Stay in the proper lanes, don't hold grudges it causes instability, be civil and realize if you are newly elected you bring a different perspective, some are critics, and you can't accomplish a lot with that mind set.

Don't look to embarrass the rest of the members. If you look through the charter, there is no power conferred on a single member. It is WE not I. The Mayor tries to comply with the WE principle. It is good to get comments from the citizens. When you get comments be sure to note them and give a response.

Show respect to staff and be professional. You are here to serve, not make enemies.

Blindsiding is another issue that you should avoid, be sure to ask questions that you know the person is knowledgeable about or talk to them beforehand and make sure they have time to research the issue. Don't ask a question that brings that 'deer in the headlights' look. How you interact with each other affects the whole organization. When you are seeking information, do it as a whole group and present your research as a body.

**III. GENERAL DISCUSSION:** The speaker wanted the Town to create a developer process that was transparent. Dan Krob said the contract planner we have in place should alleviate some of the confusion.

**IV. PUBLIC COMMENTS:** None

**V. COUNCIL COMMENTS:** Councilmember McKeown wanted Quasi-judicial and Quasi-legislative explained. Tami said Quasi-judicial affected just one person; quasi-legislative affects a whole group. Examples: Quasi-judicial (liquor license, land use permit); Quasi-legislative (Ordinances, Water Rates).

**VI. ADJOURN:** Workshop adjourned to start the Regular Council Meeting. All Ayes.

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## REGULAR COUNCIL MEETING

Town Hall  
8720 Spruce Mountain Road  
Larkspur, Colorado 80118  
September 2, 2021

Following CIRSA Workshop

### MINUTES

*Pursuant to the emergency declaration all Town Council members, including the Mayor, and Town Clerk shall be attending the meeting by Zoom Meeting or telephone and members of the public shall have the ability to attend and monitor the meeting by Zoom Meeting or telephone as well.*

Sean Hogan / Town Clerk is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/89591610448>

Meeting ID: 895 9161 0448

One tap mobile

+16699009128,89591610448# US (San Jose)

+12532158782,89591610448# US (Tacoma)

Dial by your location

+1 669 900 9128 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 646 558 8656 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

Meeting ID: 895 9161 0448

Find your local number: <https://us02web.zoom.us/j/89591610448>

**MEETING CALLED TO ORDER/ROLL CALL:** The meeting was called to order at 6:07 pm and all members were present.

	<u>PRESENT</u>	<u>ABSENT</u>
Mayor Isaac Levy	X	
Mayor Pro-tem Sandy McKeown	X	
Sherilyn West	X	
Paul Bowers	X	
Ruth Ann Arfsten	X	
Mindy Kazurova	X	
Lynn Pfaff	X	

**I. PLEDGE OF ALLEGIANCE:** The Pledge of Allegiance was recited by all present councilmembers.

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- II. MOTION TO APPROVE AGENDA:** Councilmember Paul Bowers made a motion to approve the Agenda for the Regular Council Meeting of September 02, 2021, seconded by Councilmember Ruth Ann Arfsten. No discussion. In a roll call vote of Seven (7) approved, zero (0) opposed, Mayor affirmed. Motion Carried.

**III. MOTION TO APPROVE MINUTES**

- Regular Council Meeting Minutes from Aug 19, 2021. A Motion was made by Councilmember Sandy McKeown to approve the minutes as corrected of August 19, 2021, seconded by Councilmember Sherilyn West. Discussion: On the Motion that showed 7 approved, 3 abstentions, we changed the 7 to 4 and corrected the Kazurova name. In a roll call vote of Seven (7) approved, zero (0) opposed, Mayor approved. Motion Carried.

**IV. SCHEDULED PUBLIC APPEARANCES:**

Bill Lucero replaced trees on the south side of Town Hall. He replaced two trees and is planting 5 others at a cost of \$945.50. A motion was made by Councilmember Sandy McKeown to approve the cost not to exceed \$945.50 for 7 trees, 2 bags of peat moss and 5 bags of compost. Seconded by Councilmember Sherilyn West. No discussion. In a roll call vote of Seven (7) approved zero (0) opposed. Mayor affirmed. Motion Carried.

**V. COMMISSION AND BOARD REPORTS:**

- PLANNING COMMISSION:** Matias Cumsille: The Planning Commission met last week to discuss BDU access dwellings. No changes were necessary. It was not voted upon. Matias will email Sean and he can distribute to all to vote upon at a later date. We defined and put limitations on a code that was vague and ambiguous. Also reviewing an ordinance saying all annexations should go to the peoples vote. Dan Krob says that is possible. Councilmember Sherilyn West mentioned developers get hung up because they need to have information up front and having it, they may offer more to the Town. The PC hasn't finished it yet maybe next meeting or the one after. Dan agrees with the PC and will work with Matias on this. Matias congratulated all the new Council Members but said he is a person short now and could cause him to have to cancel meetings because he would not have a quorum. An informal meeting is scheduled for Wednesday at 5:00 pm in the park to go over sidewalks and measure total footage so it can be put out for bids. We want to present it at the next Council Meeting. Councilmember Sherilyn West noted that the minutes from the Planning Commission showed a quorum was not met and Matias said that was discovered and he was adhering.
- WATER & SEWER BOARD:** Will Parker: Mayor read an email from Tricia Bernhardt saying the next water and sewer meeting will be September 14<sup>th</sup> at Town Hall at 6:00 pm. This will be her last meeting and it was discussed to put the water and sewer board under the planning commission. It was brought up that the W&S Board is quasi-legislative, and the Planning Commission is quasi-judicial. Dan Krob will investigate.
- PARK & RECREATION BOARD:** Kathy White: Park and Rec is having a meeting

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Tuesday night, September 7, Music in the Park gave two bicycles away and two children were very happy. Music in the park was a huge success and the Veterans Memorial groundbreaking was well attended, and she received good feedback.

#### **VI. CONTINUING BUSINESS:**

- Repairs to Town Hall: Mayor wants to get more bids. Councilmember Paul Bowers said it was a conflict of interest to publicize each bid before we got them all. They should all be handled and reviewed at the same time. Going forward we should adhere to policies.
- Speed bumps: There was a lengthy discussion about where to place them, if it was worth the time and would work to stop speeders, what about the damage to the road surface, and should we look at some other options. **A motion was made by Councilmember Sandy McKeown to return the speed bumps for a refund and explore other options, seconded by Councilmember Sherilyn West. No further discussion. In a roll call vote of Six approved (6), one (1) opposed (Ruth Ann Arfsten), Mayor affirmed. Motion Carried.**
- Front Range Trail: Sean Hogan will schedule a walk along the trail to all Council Members, just call him and be put on the list.
- DRCOG Sidewalks: We will put the sidewalks out to bid and then back to Council for approval. Phase I is the \$4000 parts of the sidewalks.
- Great Western: Received their Right of Way permit. Now working on other items in their site plan.
- Cabins: Electricity on cabins is done, boardwalk needs to be on spending plan. Concrete was suggested as a less expensive method.
- ATV Ordinance: Hope everyone has a chance to read Dan Krobs comments.
- Charter Changes: Karen Goldman is back in October. Dan Krob has scheduled to meet with her concerning charter changes.

#### **VII. NEW BUSINESS:**

- State Vs Local Collection of Taxes: Donnelle Johnson is looking into the Department of Revenue taking over collection of sales taxes. We would get rid of repetitive work that is done by the town and free up their time for other projects. The tax would be due on the 20th, and we would receive reimbursement on the 6th of the following month. The state would handle all reports, audits and we would benefit from the proceeds of the audits. We would need to change CRF so they would report monthly. Donnelle is checking with all parties involved to make this happen by November. She will keep the Council advised and prepare a writeup of the project.
- Submitted Board Applications: The Town received two applications from Bill Lucero and Brian Cook. Since it was not advertised, it was decided to put it on the electronic sign and in the newsletter and possibly get more applicants.

#### **VIII. ACCOUNTING:**

- General Fund: There were questions about some of the bills and Donnelle was able to answer them. **A motion was made by Councilmember Sandy McKeown to pay the**

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outstanding bills in the general fund in the amount of \$36,661.36. Seconded by Councilmember Sherilyn West. **No discussion. In a roll call vote of Seven (7) approved, zero (0) opposed, Mayor affirmed. Motion Carried.**

- Water & Sewer Fund: A motion was made by Councilmember Sherilyn West to pay the outstanding water & sewer bills in the amount of \$14,060.48, seconded by councilmember Paul Bowers. **No discussion. In a roll call vote of Seven (7) approved, zero (0) opposed, Mayor affirmed. Motion Carried.**
- Donnelle turned in audit corrections and if approved, Donnelle will put in the journal entries and the accounts will all be in sync. Reed and Ken are working on internal procedures, Dorothy is working on scanning and implementing the new file system.
- We need to schedule a budget workshop. The first public hearing was in September last year. We would like to have a workshop September 30<sup>th</sup> to make sure we get all the numbers. A Motion was made by Councilmember Sherilyn West to schedule a budget workshop on September 30, 2021, at 6:00 pm, seconded by Councilmember Sandy McKeown. **Discussion:** Have the budget retreat at Bear Dance. **In a roll call vote of seven (7) approved, zero (0) opposed, Mayor affirmed. Motion carried.**

#### IX. LEGAL UPDATES:

- Emergency Declaration Resolution 2021-15: A Motion was made by Councilmember Sherilyn West, seconded by Councilmember Lynn Pfaff to adopt Resolution 2021-15. **No discussion. In a roll call vote of Seven (7) approved, zero (0) opposed, Mayor affirmed. Motion Carried.**
- Lodging Tax: 10% was discussed and Dan Krob agreed to write the verbiage to change the lodging tax to what the Town wants it to be, but it was discussed that 10% was probably too high. Dan has the Proposed Ordinance, and it will go to a vote in the Spring (April). Dan said he would investigate other municipalities and Councilmember Sherilyn West offered to gather the information in the interest of saving the town legal fees. Dan Krob said that was fine and we will have the information at the next meeting.
- Bear Ordinance Update: Dan Krob is working with Sean Dodd at CPW, and the verbiage was changed and sent back to the State for comments. We are waiting to hear from him about dumpsters larger than one yard being all metal or having an electrified fence around them. CPW says the electrified fence is acceptable and Dan Krob prepared the corrected ordinance.
- Sign Ordinance: Sign content infringes on freedom of speech so we can't change context. We can control size, placement and number of signs. Dan sent questions and points for examination. Review the proposed ordinance that Dan will forward to Sean to email all Councilmembers.
- Resolution 2021-14 Park Fees Waiver: The draft was reviewed for content and the Council wanted some changes to say the Park would be free for memorial services to Town of Larkspur residents who passed away and no council review was necessary. It also wanted to specify that outlying areas would be considered on a case-by-case basis and would go to Council for a decision. Dan Krob will change the verbiage in the draft Ordinance to comply with Councils comments. A motion was made by Councilmember

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Mindy Kasurova to waive fees for the Debbie Moore memorial, seconded by Ruth Ann Arfsten. No discussion. In a roll call vote Six (6) approved One (1) opposed Paul Bowers, Mayor affirmed. Motion Carried. Dan will work on the verbiage and submit next council meeting.

**X. MAYORS REPORT: .**

- Went over the ongoing project status. Wanted everyone to know CDOT is using Dumler's property, it is not Dumler doing the work.

**XI. COUNCIL COMMENTS:**

- Councilmember Paul Bowers said the town staff was doing a good job.
- Councilmember Sandy McKeown asked about the sound barrier, nothing yet. She also wanted to know if the radon studies had been completed. No information yet.
- Councilmember Sandy McKeown agreed developers should go to the planning commission first but does not believe the Council has ever turned anyone down who wanted to develop.
- Councilmember Sherilyn West wants them to come to the Council first but there should be a pre application meeting with the Mayor and a planner and staff. Bill Lucero would like to have a plan written up to give developers step by step instructions. Sherilyn West also had ideas on how to shorten meetings. If the motion does not involve money, we do not need a roll call vote. Members can signify by saying AYE. Dan Krob said the roll call vote was instituted when the virtual meetings began.
- Councilmember Paul Bowers said there should be one set of rules for all. Also, CDOT used to give us updates, why did they stop.
- Councilmember Arfsten wants to see if we can use Tricia Bernhardt for Free Consultation regarding water and sewer issues.
- Dan Krob said he could get some overall views of annexations by developers. He will put something together for the council.
- James Mcvaney wanted to bring a horse to the Debbie Moore memorial since she was such an avid horse lover. A motion was made by Councilmember Sherilyn West to have a horse in the park for Debbi Moore's Memorial, seconded by Councilmember Mindy Kazurova, No discussion. All AYES. Motion Carried.

**XII. UNSCHEDULED PUBLIC APPEARANCES: (3 min limit):**

**XIII. ADJOURN: A motion was made by councilperson Paul Bowers to adjourn the meeting, All Ayes. Meeting adjourned.**

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