

****All present are expected to conduct themselves in accordance with our City's Core Values****



OFFICIAL NOTICE AND AGENDA

of a meeting of a City Board, Commission, Department, Committee, Agency, Corporation, Quasi-Municipal Corporation, or sub-unit thereof.

Meeting of the:	COMMITTEE OF THE WHOLE - 2013 COUNCIL RETREAT
Date/Time:	Tuesday, July 9, 2013, 5:00 - 6:45 p.m.
Location:	City Hall (407 Grant Street) - Lower Level Cafeteria Bill Nagle, Romey Wagner, David Nutting, Jim Brezinski, Gary Gisselman, Keene Winters, Lisa Rasmussen, Karen Kellbach, David Oberbeck, Sherry Abitz, Robert Mielke
Members:	Mielke

AGENDA ITEMS FOR CONSIDERATION (All items listed may be acted upon)

- 1) Brief Recap of Priority Items from 2012 Retreat and Discuss Status/Direction
- 2) Discuss Pre-work Article "10 Habits of Highly Effective Councils"
- 3) Identify Organizational Roles & Objectives
- 4) Set Future Date/Time for Core Values Workshop

This Notice was posted at City Hall and faxed to the Daily Herald newsroom on 7/03/13

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Other Distribution: Media, Council, Department/Division Heads

Item 1

CITY COUNCIL RETREAT
June 26, 2012
Lower Level Cafeteria – City Hall

10 Things we LOVE about Wausau

1. River Edge/Natural Features
2. People/Values
3. Parks/Organized athletic events for all
4. Medical Community
5. Downtown
6. Events – Wide appeal
7. Generosity
8. Recreation Opportunities/Seasons
9. Schools/Educational Opportunities
10. Public Services/Leadership/Employees work ethic
11. Crossroads/Centrally located
12. Housing/Availability
13. History

Top 5 Complaints

1. Property Maintenance/Blight
2. Drugs/Crime
3. Unsafe neighborhoods
4. Unemployment
5. Assessment/Taxes

Top 3 are social issues. Last two are financial.

Ten Habits of Highly-

Carl H. Neu Jr.

Local government operations directly affect our daily existence and experiences and the quality of life we perceive we have within our communities. No local government deserves, nor should its citizens tolerate, councils and elected and appointed public officials who don't exhibit extraordinary effectiveness, integrity and competence in leading their community's public institutions.

Thomas Cronin, a recognized authority on public policy, defines leadership as, "making things happen that might not otherwise happen, and preventing things from happening that ordinarily might happen. It is a process of getting people together to achieve common goals and aspirations. Leadership is a process that helps people transform intentions into positive action, visions into reality." The quality of leadership effectiveness demonstrated by a governing body and its ability to be highly-effective are not attributes bestowed upon it by a swearing-in ceremony. They are the result of disciplined adherence to a set of fundamental principles and skills that characterize highly-effective councils. Listed below are 10 "habits" of highly effective councils based upon the author's observations of hundreds of city, county, special service district and school district councils over the last thirty years.

1. THINK AND ACT STRATEGICALLY

A governing body's primary responsibility is not just to make policy or do its "Roman Emperor" routine (thumbs up or thumbs down) on agenda items at public meetings. It is to determine and achieve citizens' desires for the community's future. Councils and their administrative teams must accept responsibility for shaping the future of the community by expanding their mental horizons to identify and meet the challenges that must be addressed through decisive leadership and goals for the attainment of that future.

A strategic leader always comes at you from the future and takes you "back to the future" from the present. This leadership adventure starts with vision, and evolves to defining the strategic issues that must be addressed and mastered to

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achieve the vision. The next step is the development of long-range goals that address these strategic issues and which provide decision-making and budgetary focus for the successful implementation of these goals. Living from one annual budget to another, and from one meeting to the next, condemns your community and its future to happenstance and reactionary decision making and policy creation. For this reason, polls show an overwhelming majority of citizens want important issues affecting their lives to be decided at the local, "home town" level. Here, they expect leadership, sound thinking, decisive action, and accountability for results.

2. RESPECT "SHARED CONSTITUENCY": WHAT DO THE PEOPLE NEED?

No city, town, county, local government jurisdiction or non-governmental community entity is an island. The actions and decisions of any one affects all others. But, there is an even more profound reality: most governmental jurisdictions and non-governmental entities overlap in representing and providing service to the same people, i.e., shared constituencies. For example, any given citizen is represented and served simultaneously by the federal, state, county, and city governments plus the school district, special purpose districts, neighborhood associations, chambers of commerce, newspaper publishers, non-profits, etc.

Effective Councils

These governments and community entities usually see themselves as separate institutions, often with conflicting and competing agendas rather than as components contributing in a coordinated and integrated manner to seamless service delivery meeting the citizens' needs. Frequently, local governments and community entities operate as special interests advocating their particular institutional needs and prerogatives. They fail to define how a public service category meeting the needs of a community of shared constituents (public safety, land use planning and growth management, transportation, community development, human services, health care, education, etc.) is defined and functions in a seamless manner with each jurisdiction and entity ensuring its appropriate contribution to the effective and efficient performance of the whole service system.

An example of a service category system is roads. A citizen expects to be able to get from point a to point b on good quality roads that make this possible. That citizen neither wants to think, nor care about "whose road am I on now; a federal, state, community or city road?" To that citizen "roads are roads" and it is up to all the government entities to make the system work! The same for public safety, and all services. When a sheriff's deputy can not communicate with a city police officer due to different radio systems and frequencies, it is a service system breakdown which doesn't meet

the citizen's need for seamless effective service.

Effective councils recognize they must horizontally (local government with local government with community entities) and vertically (local government to federal and state government) coordinate and integrate to ensure citizens' needs are met. They also recognize that collaboration and integration work best if it originates at the local government, city and county, level. It is at this level where needs are best defined and responded to by service providers. In reality, all government, as it touches peoples' daily lives and existence, is local.

3. UNDERSTAND AND DEMONSTRATE THE ELEMENTS OF TEAMS AND TEAMWORK

Councils by law, exist and have authority only when their members convene as a "body" to do business. Each member is a component of a corporate being which must speak, act, and fulfill its commitments with one voice, in a mature, effective and reliable manner. Councils are collections of diverse individuals who come together to constitute and act as an entity, and only when operating as that entity do they exercise authority and perform in fulfillment of their purpose. This is a classic definition of team. Carl Larson and Frank LaFasto, two preeminent authorities on teams and teamwork, define team as an entity comprised of two or more people working together to accomplish a specific purpose that

can be attained only through coordinated activity among the team members. In short, a team is an entity that exists to fulfill a specific function, or purpose, made up of disparate, interdependent parts (individuals) who collectively achieve a capacity that none of its members could demonstrate, or has the authority to fulfill individually.

Teams always have two components that one might call their "S" components: systemicness and synergy. All teams are systemic, by definition, being made up of interdependent parts (people) who affect each other's performance and that of the team. Synergy is the ability to achieve an effect, when working together as a team, that is more than the sum of the team members' individual efforts. While all teams are systemic, relatively few are synergistic unless their members understand, master and demonstrate the fundamentals of teamwork which are:

- a clear sense of purpose and goals;
- clearly define roles and relationships that unite individual talents and capacities into team performance;
- an integration of members who have basic technical, interpersonal, and rational decision making competence;
- a commitment to team success and quality performance;
- a climate of trust, openness, and mutual respect;

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- clear standards of success and performance excellence;
- the support, resources and recognition to achieve success; and
- principled and disciplined leadership.

Highly-effective councils spend time building their sense of being a team and their skills for productive teamwork.

4. MASTER SMALL GROUP DECISION MAKING

Most local government councils are classic small groups, with fewer than a dozen members. Small groups demonstrate certain skills and behaviors that “link” their members together. They also have clearly defined processes for making decisions in fulfillment of that group’s purpose. Figure 1 summarizes the “skill sets” essential to small group effectiveness.

5. HAVE CLEARLY DEFINED ROLES AND RELATIONSHIPS

Each team member’s contribution to the team’s efforts and success must be defined in terms of roles to be assumed (functions) and how that role is to be carried out through one’s behavior (performance).

Role has two elements: function, the specific responsibilities of that role, irrespective of incumbency; and performance, how one occupying the role is expected to behave and fulfill his/her responsibilities. Most councils, whether through charter, statute or ordinance, have clear definitions of their function. The performance component must be defined within the team through discussion and mutual definition of those behaviors and practices expected of the governing body’s members in the conduct of their duties and interactions.

Vince Lombardi when asked, what makes a winning team, replied, “start with the fundamentals. A player’s got

to know the basics of the game and how to play his (her) position. The players have to play as a team; not a bunch of individuals. The difference between mediocrity and greatness is the feeling the players have for each other,” (relationships). Teams talk about and define expected roles and relationships and give constructive feedback to their members on the degree to which they are fulfilling these expectations.

6. HONOR THE COUNCIL-STAFF PARTNERSHIP

We have all heard the popular phrase, “the governing body makes policy, staff implements policy.” This is a total misconception of reality. Policy making and policy implementation are not distinct and separate functions. Policy making-implementation is a continuum of thought and relationships that transforms ideas and abstractions (visions, policies, goals, and plans) into defined, observable ends or outcomes (results, programs, projects, deliverable services). Council mem-

Fig. 1

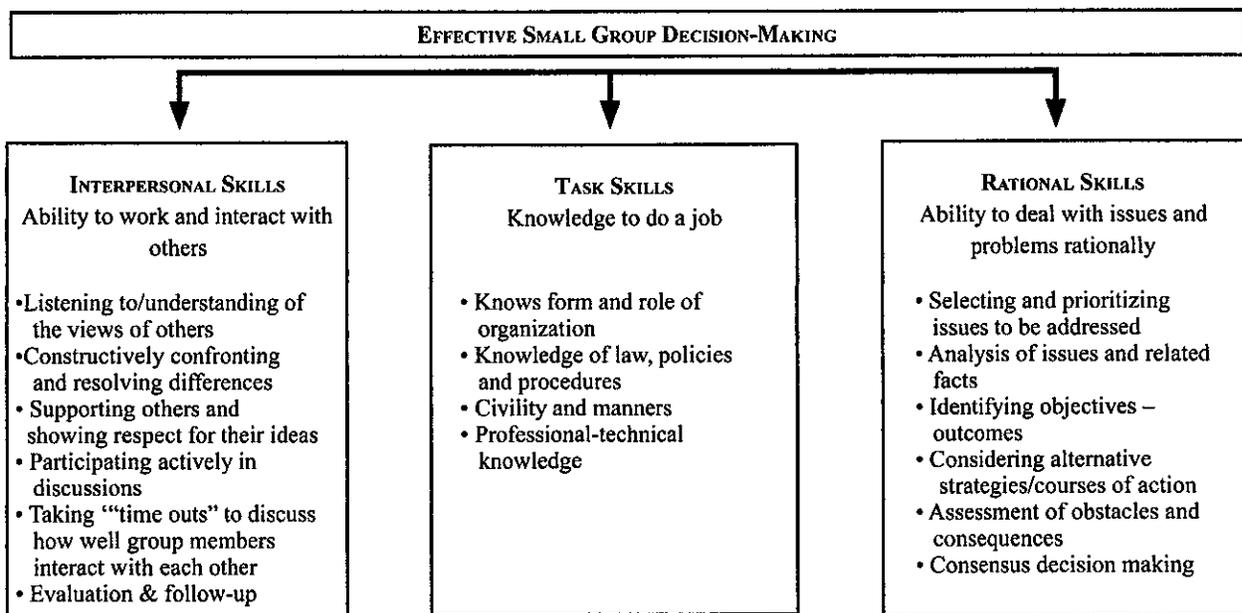
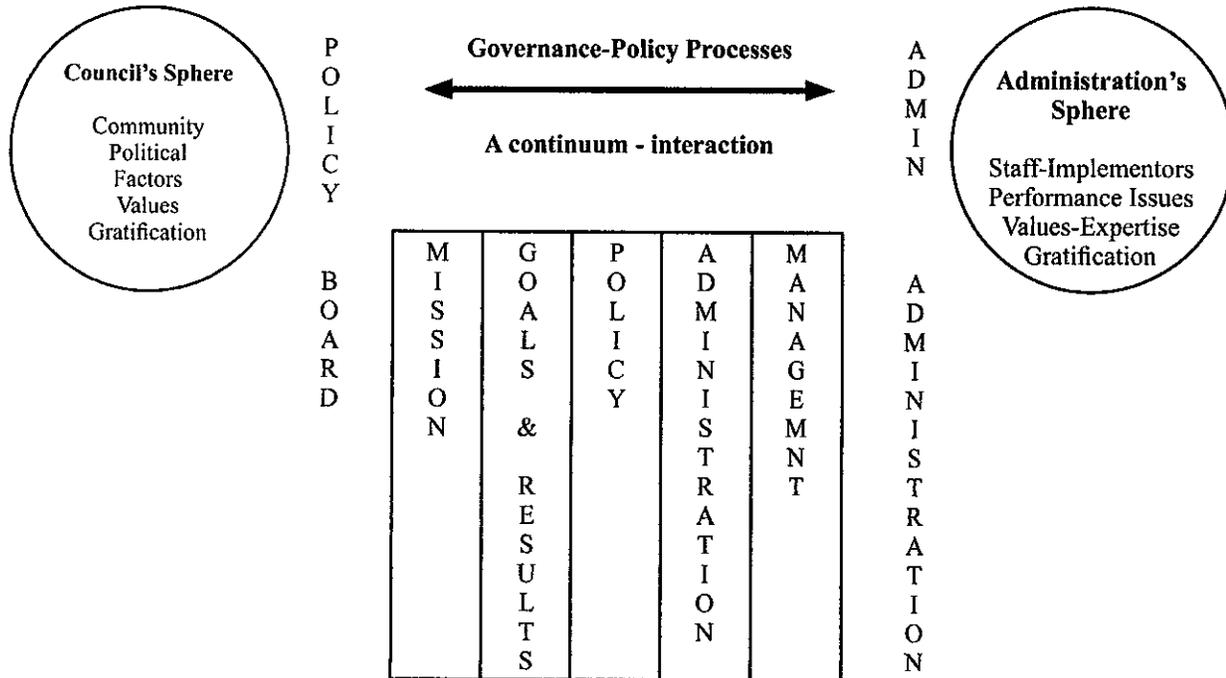


Fig. 2: Council-Staff Partnership

To what degree is this partnership understood, discussed, and respected by council members?



bers and staff share this continuum as partners ensuring each other's success. Each person plays an important role in creating sound policies and ensuring their effective implementation through reliable administrative practices and performance. Figure 2 depicts this partnership and continuum.

John Carver, a widely acclaimed author who writes about councils that make a difference, describes this partnership as one in which councils define what needs are to be met and ends (outcomes) achieved. He believes that councils should allow staff, within council-established limits, to define the means for achieving these ends. He sees a council-staff linkage that empowers staff to do its tasks and be evaluated on the results produced.

The council-staff partnership functions best when it is vision-driven and goals based. Councils that accept and abide

by this partnership focus their energy on establishing vision and goals, good policy, and empowering effective staff performance. Those that do not do this, frequently fall prey to micromanaging; that is, they perceive a need to become involved in, or retain approval over, staff activity and plans.

A critical element and important council task in this partnership is the evaluation of the manager or administrator, based upon clearly defined goals, policies, and established guidelines on executive performance.

7. ALLOCATING GOVERNING BODY TIME AND ENERGY APPROPRIATELY

Time, especially to elected officials, is a critically precious and limited, commodity. The typical council operates as a governing body, providing governance, for relatively few hours; usually less than 200 hours annually, as

compared to the typical 2400+ hours per work year for senior administrators. How councils allocate and use their time is vital to their leadership effectiveness and performance.

Councils, like teams, "play" in a number of settings or "arenas" to achieve overall, peak performance. There are four council-staff arenas, and each must be appreciated for its purpose and contribution to a council's effectiveness.

- Goal-setting (retreats or "advances")
- Exploration and analysis (study sessions)
- Disposition/legislation (regular public meetings)
- Community relations (interactions with constituencies and other agencies)

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Figure 3 identifies the purpose, typical setting, focus, and key characteristics of each arena. All four arenas are essential to highly-effective governing body's fulfillment of its leadership, policy making, goal setting, and empowering responsibilities.

Highly-effective councils will hold at least one goal-setting retreat or "advance" annually. They also will hold two study sessions monthly, usually between regularly scheduled public hearings. Here they confer with staff and other experts on significant items under consideration requiring eventual

official actions. While these study sessions are open to the public, as observers, the public should not participate in the council-staff dialogue. Many councils short-change this arena, pushing the opportunity for learning into the formal public hearing, which is not designed to promote much in-depth analysis of complex issues. The arena of disposition/legislation is designed to get to a vote, not promote careful analysis of complex issues.

The fourth arena, community relations, is becoming more important. It is rapidly transforming the role of council and how it spends its time. Communities today are more dependent upon

sophisticated alliances and partnerships among groups, public and private entities. All jurisdictions are subject to multiple, profound changes in how public officials operate as they deal with complex multijurisdictional and regional issues and the growing popularity of citizen democracy and community renewal. Today, the community arena requires more time spent in interactions outside city hall and puts greater time pressure on mayors and council members.

8. HAVE CLEAR RULES AND PROCEDURES FOR COUNCIL MEETINGS

Council meetings exist for the purpose of doing council's business. Literature on how to conduct effective and productive meetings specifies the need for adherence to clearly defined rules and procedures.

Many councils, however, drift from these rules and procedures in pursuit of informality, collegiality, and "just being nice." They let their meetings drone on with lack of focus, redundant comments and endless discussions.

Rules and procedures do not preclude citizen input, courtesy or sensitivity to public concerns and viewpoints. They respect

Fig. 3: Arenas for Council - Staff Performance

Arena	Goal-Setting	Exploration & Analysis	Disposition-Legislation	Community Relations
Purpose	Establish vision Explore potentials Set goals Direction/Priorities <ul style="list-style-type: none"> • Community • Services • Staff action • Budgets 	Understanding the issue(s) Problem identification Selecting "best options" Building commitment	Official action Vote on items <ul style="list-style-type: none"> • Resolutions • Ordinances Public input Mobilization of support	Interaction with constituency/citizens Building alliances Outreach-liaison Coordination with other entities
Typical Setting	Retreat/Advance (informal off-site workshop)	Study Session (conference room)	Public (council meeting in chambers)	Numerous (diverse formats)
Focus	Future of community Evaluation of: <ul style="list-style-type: none"> • Needs • Trends • Strategic issues • Community desires & values • Leadership 	Developing knowledge for decision making Sorting of options Examining consequences Setting strategies Informed decision-making	Agenda - formality "Show" of authority Ratification/Adoption Political pressures Psychological needs	Communication Problem solving Collaboration - coordination Partnership Acting as a community
Key Characteristics	Informality Sharing of options Open dialogue Creative thinking Humor - adventure Face-to-face/Group interaction	Council-staff dialogue Questioning/testing ideas Information exchange Negotiating - consensus building No voting Face-to-face/group interaction	Formal meetings Rules and procedures Public input/involvement High visibility Pressure/advocacy from groups Voting Group interaction	Being "outside" city hall Responding to requests Joint ventures Interagency activity Multiple interaction modes and communication techniques

all these elements and the necessity to conduct business in an orderly, disciplined and productive manner.

9. GET A VALID ASSESSMENT OF THE PUBLIC'S CONCERNS AND EVALUATION OF THE COUNCIL'S PERFORMANCE

Elections are contests among individuals vying to become a member of the council. They are not valid, objective assessments of the public's feeling about the quality of council's performance as a governing body and about whether or not it is addressing issues effectively.

Highly-effective councils seek feedback through a number of proven market research tools such as focus groups, surveys and questionnaires. Typically, the phone calls a council-member receives, or the comments made in public hearings, are not valid or accurate reflections of the entire community's sentiments about issues and council's performance. "Market research feedback" should be ongoing and included in the annual goal setting retreat or advance.

10. PRACTICE CONTINUOUS PERSONAL LEARNING AND DEVELOPMENT AS A LEADER

Leaders read, attend workshops, and constantly seek information, understanding and insight. Highly-effective councils are comprised of members who honestly know they don't know it all. They take advantage of the myriad opportunities to learn and perfect their skills by reading, going to state and national municipal league workshops, and every forum that can expand their skills to lead and govern well.

A highly-effective council also learns as a council. It works closely with the manager to improve its leader-

ship skills and the council-manager relationship. Councils should assess objectively their performance relative to each of the 10 habits. This assessment should include the observations of council members, the manager, key department heads, and selected members of the community who have occasion to work and interact with council. Council should then decide where gains can be made and then set up the opportunity through council workshops and other forums to learn the skills to make these gains.

The Mayor and City Manager of Thornton, Colorado, started a process with the council incorporating these 10 habits as the means to increase council's leadership skills and effectiveness. The process started with council conducting a careful reexamination of the city's mission and the role council must assume to ensure fulfillment of that mission. Next, council, in discussions with the city manager, made a commitment to leadership innovation and excellence that focused on long-term and strategic issues vital to the community's future. The process involved advances, close attention to community feedback through focus groups and surveys, and frequent self-evaluation of council's and staff's performance and sense of partnership. Council now holds multiple advances each year to define and validate its strategic perspective and policy leadership. Council skill development workshops accompany these advances and focus on defined needs identified by council. Council takes specific "time-outs" to evaluate how it functions as a team within council, with staff, and with the community. The continuous quest for effectiveness always starts with the question "Is there more we should be doing" to improve our leadership performance and ensure a quality future for our community?

"The entire process has helped the council identify those issues essential to achieving our community's goals and building collaborative relationships with citizens and city staff to sustain agreement on the goals and the critical steps the entire community must take to attain these goals. The result is a community of partnerships all focusing on the city's vision and using its combined resources to become the city it wants to be in the future. There has been a real breakthrough achieved in the amount of creative energy that is moving the city forward."

Numerous other councils engage in a similar process as they hone their abilities to deal with highly complex and rapidly changing community needs and challenges.

The last, and probably most important, point: Keep your sense of humor. Governance is a serious business dealing with the vital issues affecting our communities and the quality of life we experience within them. Humor reduces friction and stress, lets others know that we and they are human, and brings a pause that refreshes our insight and commitment. It is essential to creating and maintaining good relationships.

Every community deserves nothing less than a highly effective council that embraces accountability for the community's performance in creating its future and in effectively addressing, in the present, those challenges vital to attaining that future. That is what is at stake: our communities' future. With few exceptions, every council can be highly effective and can provide strong leadership, but to become effective will require a good governance model and disciplined adherence to the fundamental habits of effectiveness.

June 2013
Council/Mayor must create Wausau's success together

- 1) What is our goal and role?
 - a. All must seek to locate efficiencies while meeting service needs/demands
 - b. Clearly mark our "operating lanes". **Council** makes policy and sets goals. **Mayor** supervises Dept Heads in meeting those goals and carrying out set policy. **Employees** carry out daily operation of implementing policy directives, enforcing codes/ordinances, etc.
 - c. Remember: we all work for the residents of this community.
- 2) Educate the public on what is costing them money. They need to tell us what they want us spending their dollars on. Are they willing to commit additional resources in areas that matter most?
 - a. Drugs
 - b. Crime
 - c. Blight
 - d. Development = Tax Base & Job Creation
- 3) Get word out when things are done well! Let residents share and be proud of local success.
- 4) Market Wausau every day. We are all Wausau. Our actions shape people's image of our city. Are we satisfied with that image? If not, why??
- 5) Have we leveraged communication sources/media properly? Are we using it as a tool to create civic pride or could it create a negative perception of local government/community?
 - What challenges do we face in preserving and enlarging a "Wausau is the place to be" type image?
 - As a council, at the halfway point, are we achieving what we set out to last spring?
 - Are we effective in solving the big issues residents are concerned about?

WHAT NEXT?

Stay the course? Or change things? Only we can decide....we have a year to go....what will people remember the 2012-2014 period for?