

**CITY OF WILLMAR, MINNESOTA  
REQUEST FOR COMMITTEE ACTION**

**Agenda Item Number:** 3

**Meeting Date:** February 11, 2015

**Attachments:** X Yes No

**CITY COUNCIL ACTION**

**Date:** February 17, 2015

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Denied |
| <input type="checkbox"/> Amended  | <input type="checkbox"/> Tabled |
| <input type="checkbox"/> Other    |                                 |

**Originating Department:** Administration

**Agenda Item:** Council Retreat

**Recommended Action:** Discussion

**Background/Summary:**

Mayor Calvin and the City Administrator have been in discussion with two potential facilitators for a Council retreat or planning session(s). Regardless of who is selected, the preference would be to hold shorter two-hour planning sessions over one full day or day and a half retreat. The two-hour sessions could be held in conjunction with Council meetings or perhaps committee meetings. The proposed focus is on Roles and Responsibilities, Procedures and Norms, Better Working Relationships and an understanding of what long-range planning is and the value it adds.

Two proposals are attached for background information. This item will be added to the February 17<sup>th</sup> agenda as well so that feedback from the full Council is possible.

**Alternatives:** n/a.

**Financial Considerations:** n/a

**Preparer:** Charlene Stevens, City Administrator

**Signature:**

**Comments:**



## **City Council / Staff Culture Development**



***A Custom Solution for City of Willmar***

***January 27, 2015***

**Presented to:  
Charlene Stevens  
City Administrator  
City of Willmar**

**Presented by:  
Mark Deterding**



# EXECUTIVE SUMMARY

## ***Current Situation***

The City of Willmar has elected a new Mayor. The Mayor and City Administrator would like to enhance the current culture of the City Council and Staff of the City of Willmar. This group has a history of mistrust and dysfunction and they feel getting the two groups together for a working retreat could lead to improvement of the current culture. The Mayor and City Administrator believe that living with the status quo is not a sustainable model that would drive future success for the City of Willmar.

## ***Desired Outcomes***

Solutions must be structured to maximize the likelihood that you will get the results you desire most and a return on your investment. I understand that your goal is to achieve the following key outcomes.

### ***Leaders Who Inspire Passion by Exhibiting Servant Leadership Behaviors***

Effective servant leaders help ordinary people achieve extraordinary results. They help others develop excitement and passion for their work as well as higher self-esteem and more self-assurance. Research shows that leadership is the key factor in influencing a community's vitality and ability to serve its constituents. An effective culture and leadership development process will allow the City of Willmar to create results-oriented, people-focused leaders who improve service performance, increase engagement and morale, and deliver outstanding service to the citizens of Willmar, as well as bottom-line results.

### ***Improved Engagement***

Taking a proactive approach to the desired culture can help the City Staff and City Council engage and find meaning in the work they do and in the services they provide. The key lies in growing culture within the City of Willmar that encourages people to take ownership for driving improvements, innovation, and cost savings.

### ***Trusting Relationships / Common Culture in all Locations***

When the City of Willmar successfully manages the culture process, it will establish a supportive environment, enhance trust, encourage healthy conflict, and allow risks to be taken that will be consistent across all facets of their community. This will enable common stakeholder experience as well as common community experience. The City of Willmar will create world-class performance that is consistent throughout their community by advancing their desired culture.

## ***Vision***

Create a leadership philosophy of **service** that will enable a highly creative and engaged environment where both the Staff and the City Council bring their hands, heads, and hearts to bear for the City of Willmar. Utilize a process to advance a leadership culture that embraces the principles of servant leadership and cares about values and relationships. Develop a system of feedback that builds an atmosphere of "No fear" that will enable constant improvement within the culture.

## **Strategy**

### ***Servant Leadership Culture***

Use Triune Leadership Service's "Build Model of Servant Leadership" to guide our efforts in establishing a culture of service, and a purpose driven, values based environment for the people serving the City of Willmar.

### ***Team Portrait***

Use a Team Portrait concept to create alignment between the City Staff and the City Council and create a focus on purpose, goals, and values.

### ***Coaching (Optional)***

Provide training and support to the City of Willmar Leadership Team to support them in this transformation. Provide executive level coaching to whomever is deemed appropriate.

## **Implementation Proposal**

### **Phase I – Setting the Stage for a Retreat**

1. Discovery Session with the Mayor and City Administrator to determine goals.
2. Proposal based on discovery session. Determine desire to move forward with a plan to enhance culture of the City of Willmar.
3. Conduct 1x1 Interviews with Mayor, City Administrator, City Staff (7 Dept. Directors) and 8 Council Members

### ***Phase I Deliverables***

- Gain an initial understanding of the current state of the culture of the governance and staff of the City of Willmar.
- Gain individual insights from all Staff and City Council on their assessment of the current state of the culture of the City of Willmar.
- Prepare a summary of the findings to Mayor and City Administrator.
- Based on finding of interviews, have a follow-up call with Mayor and City Administrator to finalize agenda for Retreat.

### **Phase II – Retreat**

4. City of Willmar Staff and City Council members attend a Retreat to build trust within the team and develop a Team Portrait. Team Portrait would include the team's purpose, values, norms, roles, key areas of responsibility, communication practices, and decision-making practices.

### ***Phase II Deliverables***

- Build team unity and trust between the City Staff and City Council and develop the City Staff and City Council's purpose, goals, and values through the Team Portrait process.
- Develop a culture of feedback that leads to leader vulnerability, continuous improvement, and an atmosphere of "No fear" within the leadership of the City of Willmar.

### **Executive Coaching (Optional)**

Provide coaching support for any leaders throughout the process and beyond via phone.

## ***Investment***

Setting the Stage (Interview Process via phone -17 people)	\$2,500
Retreat (Friday afternoon - Saturday)	\$3,500*
Optional:	
Executive Coaching – Monthly Fee / Person (2 – 1 HR sessions / Mo)	\$350

\*All travel expenses are included in these prices for Retreat in Willmar, MN.

City of Willmar Culture Change Initiative Interview Protocol  
Feb-15

1. Name:
2. Role in the City of Willmar:
3. How long: in current job
4. What do you believe is the primary purpose of the City Council of the City of Willmar? Why does it exist?  
Purpose:  
Why we exist?
5. What are the top two issues within the City Council of the City of Willmar that impacts member's performance and satisfaction?  
1  
2
6. What are the top two issues between the City Council and the City Staff that impact employee performance and satisfaction?  
1  
2
7. How clear are performance expectations within the City of Willmar? Are goals aligned across different functions/levels?  
Clarity of expectations:  
Goal alignment?
8. What are the values of the City Council of the City of Willmar (HOW work gets done)?  
Values description:
9. To what extent are Council Members held accountable for performance expectations and HOW goals are to be accomplished (values)? Do consequences (+/-) exist?  
Performance accountability?  
Values accountability?  
Consequences?
10. What do "star performers" within the City Council of the City of Willmar consistently do?  
Describe star performer:
11. What gets in the way of every Council Member consistently doing what star performers do?  
Barriers to star performance?
12. What gets measured, monitored, and/or rewarded for City Council Members within the City of Willmar?  
Performance metrics:
13. What are community perceptions about the performance of the City Council of the City of Willmar?  
Customers say:
14. What short term wins are you hoping this initiative creates for the staff / the Council / the community of the City of Willmar?  
Goals of journey:  
Staff:  
Council:  
Community:
15. What are two things that you would like to see the Staff and Mayor improve on that would help your performance in your job?  
1  
2
16. Anything else you'd like to tell me?



Research, "Chainsaw Planning" & Training

P.O. Box 5120 • St. Cloud, MN 56302-5120 • (800) 500-7017 • Fax (320) 202-1010 • www.bigrivergroup.com

## **City of Willmar, MN • Proposal for Council Retreat Project February 2015**

### **Proposal Design & Plan**

This proposal has been developed to provide a systematic method for the Willmar City Council & Administration through the refinement of the work that they perform together. Specific project goals include:

- 1) Increased understanding of Council roles and responsibilities, procedures and norms
- 2) Development of better working relationships among the Council
- 3) Development of better working relationships between the Council, city staff and community
- 4) Develop a common understanding of what long range planning is and what value it adds.

The system proposed has been used extensively with service and educational organizations; including governmental units, schools and school districts, interagency collaboratives, colleges and universities, other non-profit organizations. This system will allow participants to quickly work through issues and develop more effective strategies where needed.

### **Development & Delivery of Retreat Project**

#### **I) Preplanning Activities**

- A) In-person interviews with all Council members & selected Administration.
- B) Draft agenda developed & presented to Council Mayor & Administrator for edits and/or approval prior to each session.
- C) Two personality assessments ordered & delivered to participants.

#### **II) Retreat Sessions**

The session agendas may be refined, but are expected to be developed with the following items:

**Session #1: Foundation** (two hours)

- A) ID recent successes & issues
- B) Review information re: effective Councils, & effective cities
- C) Work through "My Job, Your Job" exercise re: roles & responsibilities
- D) Evaluate the session

**Session #2: Application of New Knowledge** (two hours)

- A) Review all results from Session #1
- B) Discuss & identify preferred leadership styles for Mayor, Administration & Council
- C) Discuss & identify preferred conflict styles for Mayor, Administration & Council
- D) Evaluate the session

**Session #3: Improve & Adjust Roles & Responsibilities** (two hours)

- A) Review all results from Session #2
- B) Adjust roles & responsibilities using new information
- C) ID system for periodic review of Council work & effectiveness
- D) Evaluate the session

**Session #4: Improve Vision & Clarify Priorities** (two hours)

- A) Review all results from Session #3
- B) Participate in a vision exercise
- C) Clarify near-term priorities for City
- D) Evaluate the session

**Total list of work to be completed through the retreat project:**

- 1) Complete an Outcome Diagnosis (past successes & history)
- 2) Review information re: effective Councils, & effective cities
- 3) Work through "My Job, Your Job" exercise
- 4) Review & apply leadership & conflict styles
- 5) Adjust goals, roles & responsibilities using new information
- 6) ID system for periodic review of Council work & effectiveness
- 8) Draft elements of an improved vision & near-term priorities
- 9) Evaluate each of the planning sessions.

**III) Post-Session Work**

- We prepare & e-mail all final products from each of the sessions.

## About the Proposer

Dr. Bruce Miles is the owner & CEO of the Big River Group, LLC. He has also been an Assistant Professor & taught Graduate & Doctoral coursework in the areas of leadership, research, planning, finance & personnel. He is a national-level presenter and trainer in the areas of strategic planning, organizational improvement, organizational conflict, & difficult employees.

Bruce has worked as a consultant for the past thirty two years and works with more than 8,000 participants / 110 organizations each year in the areas of:

- Strategic "Chainsaw" planning
- Workplace climate issues
- Executive Searches
- Leadership training
- Personnel issues & decisions
- Resistant employees
- Organizational effectiveness
- Reducing organizational conflict
- Data-based decision-making
- Followership training
- Hiring & firing
- Increased accountability

Recent clients & organizations include:

- Regional & city governmental units
- Schools & school districts
- Nonprofit agencies & service providers
- Interagency family service and mental health collaboratives
- Colleges and universities
- Educational Service Cooperatives & CESAs
- Medical practices, hospitals and related organizations
- Businesses, legal practices & financial organizations
- Hockey teams
- Monks

Bruce can be reached @ (800) 500-7017 (office) 320-260-2612 (cell), by e-mail at [bruce@bigrivergroup.com](mailto:bruce@bigrivergroup.com), or on his website at [www.bigrivergroup.com](http://www.bigrivergroup.com).

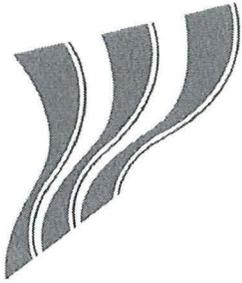
## Tasks & Costs

- A) Travel to Willmar
- B) Interview each council member & key city employees
- C) Return travel
- D) Draft session #1 Agenda
- E) Assemble all session materials & supplies
- F) Travel to Willmar
- G) Facilitate session #1
- H) Return travel
- I) Assemble & e-mail all session results & debrief w/ key city employees
- J) Draft session #2 Agenda
- K) Assemble all session materials & supplies

- L) Travel to Willmar
- M) Facilitate session #2
- O) Return travel
- P) Assemble & e-mail all session results & debrief w/ key city employees
- Q) Draft session #3 Agenda
- R) Assemble all session materials & supplies
- S) Travel to Willmar
- T) Facilitate session #3
- U) Return travel
- V) Assemble & e-mail all session results & debrief w/ key city employees
- W) Draft session #4 Agenda
- X) Assemble all session materials & supplies
- Y) Travel to Willmar
- Z) Facilitate session #4
- AA) Return travel
- AB) Assemble & e-mail all session results & debrief w/ key city employees

## **Payment Structure**

- Costs for Interviews & Session #1 (steps A-I): \$3100
- Each subsequent session: \$2450



**CITY OF WILLMAR, MINNESOTA  
REQUEST FOR COMMITTEE ACTION**

**Agenda Item Number:** 4  
**Meeting Date:** February 11, 2015  
**Attachments:**  Yes  No

**CITY COUNCIL ACTION**

**Date:**

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Denied |
| <input type="checkbox"/> Amended  | <input type="checkbox"/> Tabled |
| <input type="checkbox"/> Other    |                                 |

**Originating Department:** Administration

**Agenda Item:** Appointments to Boards and Commissions

**Recommended Action:** Discussion

**Background/Summary:**

Councilmember Ahmann requested that this item be placed on the agenda. The relevant sections of the City Charter regarding appointments to Boards and Commissions are attached.

**Alternatives:** n/a.

**Financial Considerations:** n/a

**Preparer:** Charlene Stevens, City Administrator

**Signature:**

**Comments:**

however, have the full force and effect as all other ordinances, and the City Clerk shall index and record them so that they can be at all times readily inspected by the public. The City Clerk shall provide copies thereof to the public at a reasonable price fixed by the Council.

(Ord. No. 1027, § 1, 7-15-92; Ord. No. 1337, § 10, 11-19-12)

### **ARTICLE III. THE MAYOR**

#### **Section 3.01. Chief executive officer.**

The Mayor shall be the chief executive of the City and enjoy the powers given to the Mayor by this Charter and the laws of the state of Minnesota.

(Ord. No. 1027, § 1, 7-15-92; Ord. No. 1337, § 11, 11-19-12)

#### **Section 3.02. Election and qualification.**

Residents, 21 years of age or older, of the City shall be eligible to hold the office of the Mayor. For the purposes of this section said resident need not be registered to vote. The Mayor shall be elected at the regular City election held every even-numbered year by the direct vote of the people for a term of four (4) years to begin on the first Monday after the first Tuesday of the year following the Mayor's election, but the incumbent Mayor shall continue to serve until a new Mayor has been elected and has qualified.

(Ord. No. 1027, § 1, 7-15-92; Ord. No. 1337, § 12, 11-19-12)

#### **Section 3.03. Mayor's messages to the Council.**

The Mayor shall, at the beginning of each calendar year, and may at other times, present to the Council the state of the city message, providing information as to the affairs of the City and recommend measures he/she considers necessary and desirable.

(Ord. No. 1027, § 1, 7-15-92; Ord. No. 1337, § 13, 11-19-12)

#### **Section 3.04. Powers and duties.**

The Mayor shall, in conjunction with the Council, supervise the administration of City affairs. The Mayor shall:

- (A) Appoint, subject to the approval of five (5) members of the Council, the members of all boards and commissions provided for by this Charter;
- (B) Preside at all Council meetings;
- (C) Prepare or cause to be prepared and submit the Mayor's annual budget and capital improvements program to the Council; and for this purpose all personnel of the City shall furnish to the Mayor such information as requested for the discharge of this duty;
- (D) Keep the Council fully advised as to the financial condition and future needs of the City and make such recommendations to the Council concerning the affairs of the City including those recommendations which may be suggested by the City Administrator;

**ARTICLE IV. BOARDS AND COMMISSIONS****Section 4.01. General provisions.**

There shall be established such boards and commissions as are provided in this Article and the Council may establish or activate such other boards and commissions as may be authorized by law. The Council shall have the authority to establish by ordinance such other advisory or administrative boards as it shall from time to time determine and to regulate and control and abolish the same insofar as permitted by law. The Council shall also have the authority to establish by resolution such committees as it may determine, of its own members or otherwise, and to provide for their regulation and control. All boards and commissions shall keep a public record of all its actions, both written and audio recordings and video recordings where practical, and shall transmit to the Council promptly after each meeting true copies of its minutes and of all resolutions adopted by it. Members appointed to boards and commissions established by this Charter shall be appointed as provided in this Charter and otherwise as provided in the ordinance or resolution establishing the board or committee. Members appointed to specific terms shall not be subject to recall or suspension except for cause, and then only upon evidence of malfeasance, misfeasance, or nonfeasance presented at a hearing before the appointing power on notice to the member. If any member of a board or commission fails to attend three (3) consecutive regular meetings of the board or commission, without being excused by the board or commission, the City Council may remove said member by an affirmative vote of five (5) members of the Council. Vacancies shall be filled by the appointing power. With the exception of the licensed physician representing the Hospital Board, members shall be residents of the City and shall serve without pay, except as specifically provided in the Charter, ordinance, or resolution establishing the board, commission or committee. All appointees to boards and commissions shall, before undertaking to serve thereon, file with the City Clerk a written acceptance and oath of office. The required forms shall be available in the City Clerk's office.

(Ord. No. 1027, § 1, 7-15-92; Ord. No. 1337, § 17, 11-19-12)

**Section 4.02. The Planning Commission.**

Subdivision 1. Members, qualifications, term. There shall be a City Planning Commission of nine (9) members, appointed for terms of three (3) years in such manner so that the terms of three (3) members expire each year, none of whom shall hold any other office or position in the City government. The Commission shall elect a chairman, vice-chairman and a secretary and such other officers as it shall from time to time determine. The officers shall be members of the Commission. No member shall serve more than two (2) consecutive terms on the Board. The serving of a term of two (2) years or more shall be considered a full term for purposes of the preceding sentence.

Subdivision 2. Meetings, reports, relationship to the Council. The Commission shall meet at least once a month at a time and place designated by it and publicly announced, and shall meet with the Council at such times as the Council or the Commission may request. It shall keep a