

**CITY OF JORDAN  
COUNCIL MEMBERS AND  
DEPARTMENT HEADS  
2009 LEADERSHIP - PLANNING -  
TEAM BUILDING RETREAT  
EXECUTIVE SUMMARY**

**CITY OF JORDAN  
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2009 LEADERSHIP - PLANNING - TEAM BUILDING RETREAT**

**TABLE OF CONTENTS**

	<u>Page</u>
I INTRODUCTION .....	1
II INTRODUCTORY REMARKS .....	2
III COMMUNICATION ENHANCEMENT .....	3
IV REVIEW OF PROGRESS .....	3
V LEADERS AND MANAGERS ARE BEING CHALLENGED .....	4
VI CHANGES AND FORCES THAT ARE EXPECTED TO IMPACT THE CITY.....	4
VII ISSUES AND OPPORTUNITIES FACING THE CITY .....	4
VIII THE PROPOSED GOALS PROGRAM .....	4
IX PRELIMINARY ACTION PLANS TO ACHIEVE THE GOALS .....	5
X WORKING AS A TEAM – UNDERSTANDING WORK. BEHAVIOR STYLES.....	5
XI ROLES AND RESPONSIBILITIES .....	5
XII EXPECTATIONS AND CONTRIBUTIONS .....	6
XIII THE CITY'S MISSION, VALUES STATEMENT AND PROPOSED RULES OF CONDUCT.....	6
XIV ORGANIZATIONAL CLIMATE QUESTIONNAIRE.....	7
XV CLOSING REMARKS .....	7
XVI EVALUATION OF THE RETREAT AND PARTICIPANTS' COMMENTS.....	7
XVII RECOMMENDED FOLLOW-UP ACTIONS .....	8
ATTACHMENTS .....	9-39

**CITY OF JORDAN  
COUNCIL MEMBERS AND DEPARTMENT HEADS  
2009 LEADERSHIP - PLANNING - TEAM BUILDING RETREAT**

**I INTRODUCTION**

The Council Members, City Administrator, and Department Heads of the City of Jordan held a Leadership - Planning - Team Building Retreat on the evenings of April 29<sup>th</sup> and 30<sup>th</sup>, 2009. The retreat was held at the SCALE Regional Public Safety Training Facility, in Sand Creek Township. The retreat facilitator was Don Salverda, President of Donald Salverda and Associates of Roseville, Minnesota.

Participants at the retreat were:

Pete Ewals	Mayor
Mike Shaw	Council Member
David Hanson	Council Member
Jeanne Marnoff	Council Member
Sally Schultz	Council Member
Tanya Velishek	Council Member
Ed Shukle	City Administrator
Joe Janish	Senior Planner
Sandy Dault	Administrative Assistant
Bob Malz	Police Chief
Dave Bendzick	Public Works Director
Carol Caron	City Engineer
Annette Margarit	City Attorney
Tom Nikunen	Finance Director
Sunny Bjorklund-Schultz	Student and Observer

*Note: Council Member Jeremy Goebel was not at the retreat due to an employment commitment.*

The primary objectives of the retreat were:

- 1) To review progress being made by the city
- 2) To build on the results of the 2007 Retreat
- 3) To discuss changes that are likely to impact the city
- 4) To develop updated consensus on issues and opportunities facing the city (1-3 year perspective)
- 5) To develop an updated goals program for the city (1-3 year perspective)
- 6) To develop preliminary action plans for the highest priority goals
- 7) To review the roles and responsibilities of the city's leadership team
- 8) To enhance communication and develop renewed team spirit among participants
- 9) To be both educational and enjoyable

This report summarizes the results of the retreat and includes recommendations for follow-up actions to be taken.

## II INTRODUCTORY REMARKS

Mayor Pete Ewals welcomed participants to the retreat pointing out the importance of communication and teamwork between council members and the department heads. He said that the retreat is an opportunity to share perspectives, to discuss how the city is changing, and to develop a vision for the future. He read a 'Declaration of Community Heart and Soul Beliefs' from the Orton Family Foundation that summarizes his thoughts on community leadership.

City Administrator Ed Shukle also welcomed participants to the retreat, thanking each for the work that they do for the city. He said that city council and department head leadership retreats are very valuable for the city to get everyone pulling together toward common goals and to build team spirit. He then introduced the Retreat Facilitator, Don Salverda.

### III COMMUNICATION ENHANCEMENT

After introductory remarks were made and a special welcome extended to Mayor Pete Ewals and Council Member Tanya Velishek, both new to the city's leadership team, the facilitator indicated that one of the objectives of the retreat was to enhance communication among the participants. The first activity began the communication process by providing the participants the opportunity to share backgrounds, perspectives on the greatest challenges facing the city from both a 1-3 year period and a 5-10 year period, and expectations for the retreat.

Many of the challenges cited by participants were incorporated into later discussions on Issues and Opportunities facing the city. The refreshment breaks, meals, and group discussions provided additional opportunities to further enhance communication.

**See Attachment A for the  
Greatest Challenges Facing the City  
and Expectations for the Retreat**

### IV REVIEW OF PROGRESS BEING MADE

The next activity focused on a review of progress being made by the city during the last year. It was agreed that significant progress has been made in a number of areas. Participants also discussed problems that have been encountered and lessons that have been learned. Participants agreed there have been numerous successes, but there is room for improvement.

**See Attachment B-1 for the Review  
of Progress Being Made by the City**

Participants also discussed four questions pertaining to the city:

- Q<sub>1</sub> What's working well?
- Q<sub>2</sub> What's not working well?
- Q<sub>3</sub> What's the City not doing that it should be doing?
- Q<sub>4</sub> What's the City currently doing that it should not be doing?

**See Attachment B-2 for the  
Responses to the Questions**

V **LEADERS AND MANAGERS ARE BEING CHALLENGED**

The facilitator pointed out that leaders and managers at all levels of organizations in both the public and private sectors are being challenged as never before. In the public sector, government officials and professional staff are faced with the dilemma of meeting increasing service needs with limited funding capability. It was pointed out that in year 2009 and beyond increased emphasis is being placed on individual leadership and leadership development within organizations. The facilitator provided a number of resource materials on leadership that were referred to throughout the retreat.

VI **CHANGES AND FORCES EXPECTED TO IMPACT THE CITY**

Participants listed and discussed changes and forces that are expected to impact the city in the next five years.

**See Attachment C for the Listing of Changes and Forces that are expected to impact the City**

VII **ISSUES AND OPPORTUNITIES FACING THE CITY**

Participants identified a long list of issues and opportunities facing the city. Many of the issues and opportunities are ongoing. Others are long term. The strategic issues (1-3 year) were prioritized.

**See Attachment D for the Listing of Issues and Opportunities facing the City**

VIII **THE PROPOSED GOALS PROGRAM**

The identified issues and opportunities were then converted into a "Proposed Goals Program. The Proposed Goals Program includes a number of 'ongoing' goals, six strategic (1-3 year) goals, and various long term (5-10 year) goals. The Proposed Goals Program needs to be further discussed and refined.

**See Attachment E for the Proposed Goals Program**

**IX PRELIMINARY ACTION PLANS TO ACHIEVE THE GOALS**

Preliminary action plans were developed for each of the six strategic (1-3 year) goals. Participants reacted to, and discussed, each of the preliminary plans. City Administrator Ed Shukle will oversee the further development of action plans to address each of the strategic (1-3 year) goals and the 'ongoing' goals. He will present the action plans to the city council in a separate document.

**X WORKING AS A TEAM – UNDERSTANDING WORK BEHAVIOR STYLES**

Participants shared a well received and enjoyable learning experience designed to increase harmony, productivity, and teamwork by identifying various behavior styles, understanding the differences in styles, identifying and minimizing potential conflict areas, and maximizing the strengths of each style.

**XI ROLES AND RESPONSIBILITIES**

Time did not allow for much discussion of roles and responsibilities.

Participants did briefly review the listing of major roles and responsibilities of the city council, individual council members, the mayor, the city administrator, department heads, city employees, and citizens that was discussed at the 2007 retreat. It was agreed that more time is needed to discuss roles and responsibilities.

**See Attachment F for the Listing  
of Major Roles and Responsibilities**

## **XII EXPECTATIONS AND CONTRIBUTIONS**

Participants next discussed expectations that the council members have of the staff and the staff has of the city council.

Participants also discussed the contributions that each group brings to the leadership team.

**See Attachment G for  
Expectations and Contributions**

## **XIII THE CITY'S MISSION, VALUES STATEMENT, AND PROPOSED RULES OF CONDUCT**

### **The Mission Statement**

The mission statement is a statement that describes the organization's overall purpose and reason for existing.

Participants reaffirmed the city's mission statement.

### **The Values Statement**

The values statement reflects the spirit of the city and defines the core values that guide the day-to-day activities of city personnel.

Participants reaffirmed the city's values statement.

### **The Rules of Conduct**

To help ensure that council members operated in a professional, respectful, and civil manner, many cities have adopted a Rules of Conduct. The facilitator provided a sample Rules of Conduct Statement that the council might discuss and possibly adopt.

**See Attachment H for the Mission and Values Statements  
and Proposed Rules of Conduct**



#### XIV ORGANIZATIONAL CLIMATE QUESTIONNAIRE

Participants each filled out an Organizational Climate Questionnaire indicating their perceptions as to where the city is "currently at" and where it "ought to be" in seven dimensions. Participants indicated that there is still room for improvement in a number of areas.

See Attachment I for the Summary  
of the Organizational Climate Questionnaire

#### XV CLOSING REMARKS

The retreat concluded with the facilitator thanking the council members and administrator for the opportunity to plan and lead the retreat. He challenged the participants to make a positive impact in their leadership roles. He pointed out the interdependency of the city council and staff, and the need to be mission and goal driven.

Mayor Pete Ewals and City Administrator Ed Shukle closed the session by thanking the facilitator for organizing and leading the retreat and all in attendance for participating. Both indicated that the retreat was a success and that much was accomplished.

#### XVI EVALUATION OF THE RETREAT

The retreat was very well received by participants with an overall rating of 4.4 on a scale of 1 = low and 5 = high.

See Attachment J for the  
Evaluation of the Retreat and  
Participants Comments

**XVII RECOMMENDED FOLLOW-UP ACTIONS**

It was agreed that considerable progress was made at the retreat and that follow-up actions are needed.

Recommended follow-up actions are:

- 1) The city administrator reviews the Executive Summary of the retreat
- 2) The city administrator fine tunes the prioritized issues and opportunities and recommended goals program for council consideration
- 3) The council reaffirms the city's mission statement and values statement
- 4) The council discusses and adopts the proposed Code of Conduct
- 5) The council reviews and takes positive action on the recommended ongoing and strategic goals
- 6) Action plans be developed for each strategic and ongoing goal under the direction of the city administrator
- 7) The council and city administrator monitor progress on achievement of the goals during the year
- 8) A follow-up retreat be scheduled in one year to evaluate progress and update the goals program

**Executive Summary Written by the Retreat Facilitator**

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<p style="text-align: center;"><b>GREATEST CHALLENGES FACING THE CITY 1-3 YEARS</b></p>
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- 1) "Financial pressures"
- 2) "Facilities improvement"
- 3) "Industrial and commercial development"
- 4) "Communication with the public"
- 5) "Transportation related issues"
- 6) "Orderly annexation"
- 7) "The attractiveness of the city's housing"
- 8) "An undercurrent of negativity with some citizens"
- 9) "The Sand Creek Township issue"
- 10) "Retaining high quality staff"
- 11) "Downtown development"

*Note: The comments on pages 9-15 were offered individually by the participants at the session. The comments were used for discussion purposes and ultimately for the development of goals and preliminary action plans. The group did not adopt these statements or officially support them as a unified statement of the city.*

<p><b>GREATEST CHALLENGES FACING THE CITY</b> <b>5-10 YEARS</b></p>
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- 1) "Managing the city's continued residential, industrial, and commercial growth"
- 2) "Providing infrastructure to handle the growth"
- 3) "Upgrading the city's public buildings: the city hall, police station, and library"
- 4) "Planning for large transportation projects"
- 5) "Developing a long term financial plan"
- 6) "Doing the 'taxes and services provided' balancing act"
- 7) "Getting resident 'buy in' to the city's growth"
- 8) "Building a community center"
- 9) "The city's commercial development"
- 10) "Increasing focus on providing green space"
- 11) "All of the above"

**RETREAT EXPECTATIONS**

- 1) "Improved two way communication"
- 2) "To develop a vision for the city"
- 3) "To get everyone 'on the same page' with a shared model for the city"
- 4) "To plan for the future"
- 5) "To better understand roles and responsibilities"
- 6) "To develop mutual respect"
- 7) "Improved rapport"
- 8) "For the staff to better understand the council"
- 9) "Improved teamwork"
- 10) "To develop a council member 'Code of Conduct'"

**REVIEW OF PROGRESS  
BEING MADE BY THE CITY**

**THE SUCCESSES**

- 1) "Updating the city's comprehensive plan"
- 2) "A reduction in the city's crime rate"
- 3) "Keeping a stable tax levy"
- 4) "Completion of the Mill Pond Rehab and Park Improvement Project"
- 5) "Completion of the 282 and 21 Highway Project"
- 6) "Completion of the Water Treatment and Well Expansion Project"
- 7) "Construction of a new fire station"
- 8) "Increased communication with the schools"
- 9) "Receiving a \$175,000 Trail Grant"
- 10) "Receiving a three year Community Growth Options Grant"
- 11) "A number of successful union contracts"

**THE PROBLEMS ENCOUNTERED**

- 1) "A reduction in the amount of state aid provided the city"
- 2) "Increased public opposition to tax levy increases"
- 3) "Poor or perceived 'lack of' communication with the public on some of the city's projects"
- 4) "Various communication issues with the council, staff, and citizens"
- 5) "A decrease in the city's growth rate"
- 6) "A relatively low number of new building permits issued"
- 7) "Relatively poor communication with the railroad"
- 8) "A drop in staff morale during the year"

**THE LESSONS LEARNED**

- 1) "The council and staff need to reference the city's goals often in providing proactive leadership to the city"
- 2) "The city needs to build on it's strengths and uniqueness in developing a needed improved image"
- 3) "The high importance of good and accurate communication with the public"
- 4) "The public expects the city to use modern technologies in providing information to citizens"

THE CITY OF JORDAN  
APRIL 2009

**Q<sub>1</sub> What's Working Well With The City?**

- 1) "The providing of ongoing public services including police and fire protection and public works maintenance and improvements"
- 2) "The city staff functions very well"
- 3) "The city has made necessary budget adjustments very well"
- 4) "The professionalism of council and staff is good"
- 5) "Communication between the staff and council"
- 6) "The city's participation in the SCALE Program"
- 7) "The fire station upgrades are working well"
- 8) "The new infrastructure projects are working well"
- 9) "A number of additional projects have been completed and are working well"

**Q<sub>2</sub> What's Not Working Well With The City?**

- 1) "There have been a number of communication concerns at council meetings including microphones that don't work well"
- 2) "Attracting new commercial and industrial businesses to the city"
- 3) "The overall public perception of the city needs improvement"
- 4) "The city needs to promote it's successes better"
- 5) "Communication and interaction with the townships"
- 6) "The City Hall is an older building and has limitations for the staff to function at top effectiveness and efficiency"
- 7) "The city would benefit from more positive PR from the local newspapers"



**Q<sub>3</sub> WHAT'S THE CITY NOT DOING THAT IT SHOULD BE DOING?**

- 1) "Council and staff need to focus more on 'the big picture'"
- 2) "Council needs to be more proactive"
- 3) "Council and staff need to have more goal setting sessions and reference the goals more often"
- 4) "Engaging citizens more in city affairs"
- 5) "Staff to use Power Point presentations more often to better accommodate Cable TV audiences"

**Q<sub>4</sub> WHAT'S THE CITY CURRENTLY DOING THAT IT SHOULD NOT BE DOING?**

- 1) "Getting involved in resolving private property disputes"
- 2) "Babysitting the railroad"

CHANGES AND FORCES  
EXPECTED TO IMPACT THE CITY  
IN THE NEXT FIVE YEARS

MOST SIGNIFICANT

- 1) The economy  
(Dealing with foreclosures, unemployment, changing fuel prices, etc.)
- 2) Increasing pressures to 'do more with less'
- 3) Continued industrial and commercial development
- 4) The changing housing market
- 5) An increase in taxes along with the development of new revenue streams

SIGNIFICANT

- 6) The construction of new public facilities
- 7) The continued growth of the city
- 8) Increased traffic in and through the city
- 9) Increased focus on the environment
- 10) Implementing the city's updated Comprehensive Plan

ADDITIONAL

- 11) Personnel changes

**ISSUES AND OPPORTUNITIES FACING THE CITY**

(Ongoing, Long Term, and Strategic 1-3 Year) *Not prioritized*

- 1) The need to plan for and upgrade the city's public buildings
- 2) The need to plan for and manage the city's growth
- 3) The need to keep the city's tax levy at a reasonable rate
- 4) The need to be proactive in attracting and retaining industrial and commercial businesses
- 5) The need to develop a long term (5-10 year) strategic plan
  
- 6) The need to plan for and adapt to the city's increasing traffic
- 7) The need to establish and improve communication and relationships with other public sector jurisdictions
- 8) The need to acquire land for and create a trails system and parks system for the future
- 9) The need to recruit and maintain high quality staff
- 10) The need to increase communication with residents and increase citizen involvement

- 11) The need to improve the Highway 169 interchange
- 12) The need to more aggressively promote and market the city
- 13) The need to adopt new technologies when and where applicable
- 14) The need to operate within and maintain the city's tax levy
- 15) The need to develop a downtown development plan
  
- 16) The need to negotiate orderly annexation
- 17) The need to continue to provide quality services with limited resources
- 18) The need to ensure the city's continued financial stability
- 19) The need to improve internal communication and teamwork between the council and staff
- 20) The need to maintain high morale of employees
  
- 21) The need for the council and staff to work together as a leadership team
- 22) The need to ensure a safe and secure community

**ISSUES AND OPPORTUNITIES  
STRATEGIC 1-3 YEARS**

# of votes  
in Top Five  
(Council and  
Staff)

**HIGHEST PRIORITY**

- | <u># Votes</u> | <u>Rank</u> |  |
|----------------|-------------|--|
| (6+6 = 12)     | 1)          | The need to <u>more aggressively promote and market the city</u>                   |
| (5+7 = 12)     | 2)          | The need to <u>improve communication with the public</u>                           |
| (4+8 = 12)     | 3)          | The need to <u>develop a long term (5-10 year) strategic plan</u>                  |
| (4+6 = 10)     | 4)          | The need to <u>negotiate orderly annexation</u>                                    |
| (4+5 = 9)      | 5)          | The need to <u>operate within budget</u> and maintain the current tax levy         |
| (4+3 = 7)      | 6)          | The need to develop a <u>plan for the upgrading of the city's public buildings</u> |
| (2+4 = 6)      | 7)          | The need to <u>develop a downtown development plan</u>                             |

**Note: These rankings are the result of council members and department heads each selecting their five highest priority strategic issues.**

**PROPOSED GOALS PROGRAM  
ONGOING GOALS**

**EXTERNAL**

- GOAL #1** To continue to provide quality public services with limited resources
- GOAL #2** To ensure a safe and secure community
- GOAL #3** To plan and manage the city's growth so that it be quality growth
- GOAL #4** To keep the city's tax levy at a reasonable rate
- GOAL #5** To be proactive in attracting and retaining industrial and commercial businesses
- GOAL #6** To establish and further develop communication and possible collaborative relationships with other public sector jurisdictions
- GOAL #7** To improve and plan for the city's current and future trails and parks systems
- GOAL #8** To maintain and improve where possible the attractiveness of the city's housing stock

ONGOING GOALS

INTERNAL

- GOAL #1 To ensure the city's financial stability
- GOAL #2 To have the council and staff working as a united leadership team
- GOAL #3 To recruit and retain high quality staff
- GOAL #4 To provide a positive work environment for employees
- GOAL #5 To adopt new technologies when and where applicable

**STRATEGIC GOALS  
1-3 YEAR**

**HIGHEST PRIORITY**

- GOAL #1** To adapt to the current economy, operating within budget, and maintaining the current tax levy
- GOAL #2** To improve communication with the public and encourage increased citizen participation
- GOAL #3** To aggressively promote and market the city
- GOAL #4** To develop a long term (5-10 year) strategic plan for the city
- GOAL #5** To negotiate the orderly annexation of land to accommodate the city's projected growth
- GOAL #6** To plan for the upgrading of the city's public buildings



**LONG TERM GOALS  
5-10 YEARS**

(For future discussion - these goals need to be further reviewed and affirmed.)

- GOAL #1** To upgrade the city's public buildings
- The City Hall
  - The Police Station
  - The Library
- GOAL #2** To ensure that the city's continued growth and development be quality growth and development
- GOAL #3** To get resident 'buy in' to the city's growth
- GOAL #4** To provide the infrastructure to accommodate the city's growth and increasing traffic
- GOAL #5** To address growth issues related to green space, the environment, and sustainability
- GOAL #6** To build a community center
- GOAL #7** To plan for large transportation projects
- GOAL #8** To develop a long term financial plan for the city
- GOAL #9** To build the Highway 169/TH 282/County Road 9 Interchange

**ROLE AND RESPONSIBILITIES  
OF THE CITY COUNCIL**

**MOST SIGNIFICANT**

- 1) To provide leadership, direction, and long-range planning for the city
- 2) To determine policy for the city
- 3) To hire and monitor the performance of the city administrator (to manage city operations)
- 4) To adopt an annual budget for the city
- 5) To represent, partner and work with citizens of the city for the best interests of the city
- 6) To inform residents of major issues facing the city
- 7) To make appointments to advisory committees

**ROLE AND RESPONSIBILITIES OF  
INDIVIDUAL COUNCIL MEMBERS**

**Most Significant**

- 1) To represent the citizens and be accessible to them
- 2) **To make leadership and policy decisions for the greater good of the city**
- 3) To be prepared for, and participate in, council meetings
- 4) To act professionally and listen respectfully to other council members, staff, and citizens
- 5) To share information and communicate openly with the city administrator, and other council members

**ROLE AND RESPONSIBILITIES  
OF THE MAYOR**

**MOST SIGNIFICANT**

- 1) To conduct orderly and effective city council meetings
- 2) To represent the city at public functions
- 3) To facilitate discussions on agenda items and help resolve conflict among council members
- 4) To sign the city's legal documents
- 5) To also function as a council member

**ROLE AND RESPONSIBILITIES OF  
THE CITY ADMINISTRATOR**

**MOST SIGNIFICANT**

To serve as the city's CEO (Chief Executive Officer) in the following manner:

- 1) To prepare and provide information for the council, to make policy recommendations based on the information and implement adopted policies
- 2) To recognize city needs and make recommendations to the council for action
- 3) To be a liaison between the council and staff
- 4) To provide leadership and foster a positive work environment for the city's employees
- 5) To develop and administer the city's annual budget
- 6) To develop and evaluate city employees
- 7) To recommend the appointment of new city employees and their termination (when necessary)

**ROLE AND RESPONSIBILITIES OF  
DEPARTMENT HEADS**

**MOST SIGNIFICANT**

- 1) To provide leadership and goals for their departments
- 2) To manage the day-to-day operations of their departments
- 3) To recognize city needs and make recommendations to the city administrator and council for action
- 4) To prepare the department's annual budget
- 5) To communicate and cooperate with other entities in the city
- 6) To keep the city administrator, council, public, and staff informed

**SIGNIFICANT**

- 7) To provide leadership and foster a positive work environment for department employees
- 8) To provide training and development opportunities for department employees
- 9) To recommend "new hires" to the city administrator and city council

**ROLE AND RESPONSIBILITIES OF  
ALL CITY EMPLOYEES**

**MOST SIGNIFICANT**

- 1) To have a positive attitude towards their job and when dealing with the public
- 2) To be team players
- 3) To be fiscally responsible
- 4) To be positive representatives and ambassadors of the city
- 5) To have a strong work ethic
- 6) To be receptive to, and participate in, training and development opportunities

**ROLE AND RESPONSIBILITIES OF  
THE CITIZENS**

**MOST SIGNIFICANT**

- 1) To vote in city elections
- 2) To provide fiscal support for city services and operations; i.e., to pay their taxes
- 3) To keep informed on issues that affect the city and to communicate their concerns to the city's elected officials and staff
- 4) To be involved in community affairs
- 5) To be positive contributors to the community



**EXPECTATIONS AND CONTRIBUTIONS**

**COUNCIL EXPECTATIONS OF THE STAFF**

- 1) "Professionalism"
- 2) "Honesty and respect in dealings"
- 3) "Teamwork – with each other and the council"
- 4) "To know and understand the city and it's people"
- 5) "To be an information resource for council members"
- 6) "To provide council members with timely and thorough communication on issues"
- 7) "To provide options to the council on issues and to be receptive to the option decided upon"
- 8) "To help the council to be proactive on issues and not reactive"

**STAFF EXPECTATIONS OF THE COUNCIL**

- 1) "Trust"
- 2) "To work as a team with each other and the staff"
- 3) "To read the information packets prior to the council meetings"
- 4) "To provide a fair warning on questions to be asked on issues prior to council meetings"
- 5) "To get different views on issues before making judgments"
- 6) "To recognize that staff provides information to the council and does not gain or lose on decisions the council makes"
- 7) "To support staff in public"
- 8) "No personal attacks"
- 9) "To discourage Coffee Shop Politics"
- 10) "To respect the city's 'chain of command'"

**COUNCIL CONTRIBUTIONS TO THE  
LEADERSHIP TEAM**

- 1) "A broad perspective"
- 2) "A base of knowledge and a willingness to share that knowledge"
- 3) "Trust of the staff"
- 4) "Are professional and respectful in dealings"
- 5) "Are informed on the issues"
- 6) "Are available to citizens and staff"
- 7) "To maintain a positive attitude even in conflict"

**STAFF MEMBER CONTRIBUTIONS  
TO THE LEADERSHIP TEAM**

- 1) "Knowledgeability and skills"
- 2) "Experience"
- 3) "Dedication and loyalty"
- 4) "Professionalism"
- 5) "Pride in the city and our jobs"
- 6) "Honesty and integrity"
- 7) "Are positive ambassadors for the city"
- 8) "Are diplomats"
- 9) "Involvement in community organizations and activities"
- 10) "Provide leadership"

## **THE CITY'S MISSION STATEMENT**

*"The foundation of Jordan is built on a small town historic presence that supports quality services, collaboration, leadership and a well-planned future."*

## **THE CITY'S VALUES STATEMENT**

(Developed at the 2007 Retreat)

- 1) **EXCELLENCE AND QUALITY IN THE DELIVERY OF SERVICES**  
We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional, cost-effective, and efficient manner.
- 2) **FISCAL RESPONSIBILITY**  
We believe that fiscal responsibility and the prudent stewardship of public funds is essential for citizen confidence in government.
- 3) **ETHICS AND INTEGRITY**  
We believe that ethics and integrity are the foundation blocks of public trust and confidence and that all meaningful relationships are built on these values.
- 4) **VISIONARY LEADERSHIP AND PLANNING**  
We believe that the very essence of leadership is to be visionary and to plan for the future.
- 5) **PROACTIVE AND PROGRESSIVE**  
We believe that in order to 'make things happen' for the city we must be both proactive and progressive in the setting of goals and implementation of our plans.
- 6) **PROFESSIONALISM**  
We believe that continuous improvement is the mark of professionalism and are committed to applying this principle to the services we offer and the development of our employees.
- 7) **COOPERATION AND TEAMWORK**  
We believe that the public is best served when departments and employees work cooperatively as a team rather than at cross purposes.
- 8) **POSITIVE RELATIONS WITH THE COMMUNITY**  
We believe that positive relations with the community and public we serve leads to positive, involved, and active citizens.

*Proposed*  
**RULES OF CONDUCT  
FOR THE  
CITY OF JORDAN**

- RULE #1 Council Members treat each other, the staff, and the public with respect and dignity.
- RULE #2 Council Members maintain the highest standards of honesty and integrity in their public and private dealings.
- RULE #3 Council Members recognize the interdependency of the Council and the Professional Staff.
- RULE #4 Council Members are courteous in their dealings, and do not interrupt other Council Members, the Staff, or Citizens when they are speaking at Council Meetings.
- RULE #5 Council Members respect the individuality and contribution that other Council Members and Staff Members bring to the City.
- RULE #6 Council Members respect the majority vote of the Council, and do not undermine or sabotage implementation of ordinances, policies, and rules passed by the majority.
- RULE #7 Council Members respect, and do not belittle, the minority opinions and Votes of Council Members who are not part of the majority vote on key issues.
- RULE #8 Council Members praise in public and critique and discipline in private.
- RULE #9 Council Members focus on the "Big Picture of the City," thinking and acting
- RULE #10 Council Members set an example for others to follow.

ORGANIZATIONAL CLIMATE QUESTIONNAIRE

For each of the seven organizational climate dimensions described below, place an "A" above the number that indicates your assessment of the organization's current position on that dimension and an "O" below the number that indicates your choice of where the organization should ideally be on this dimension.

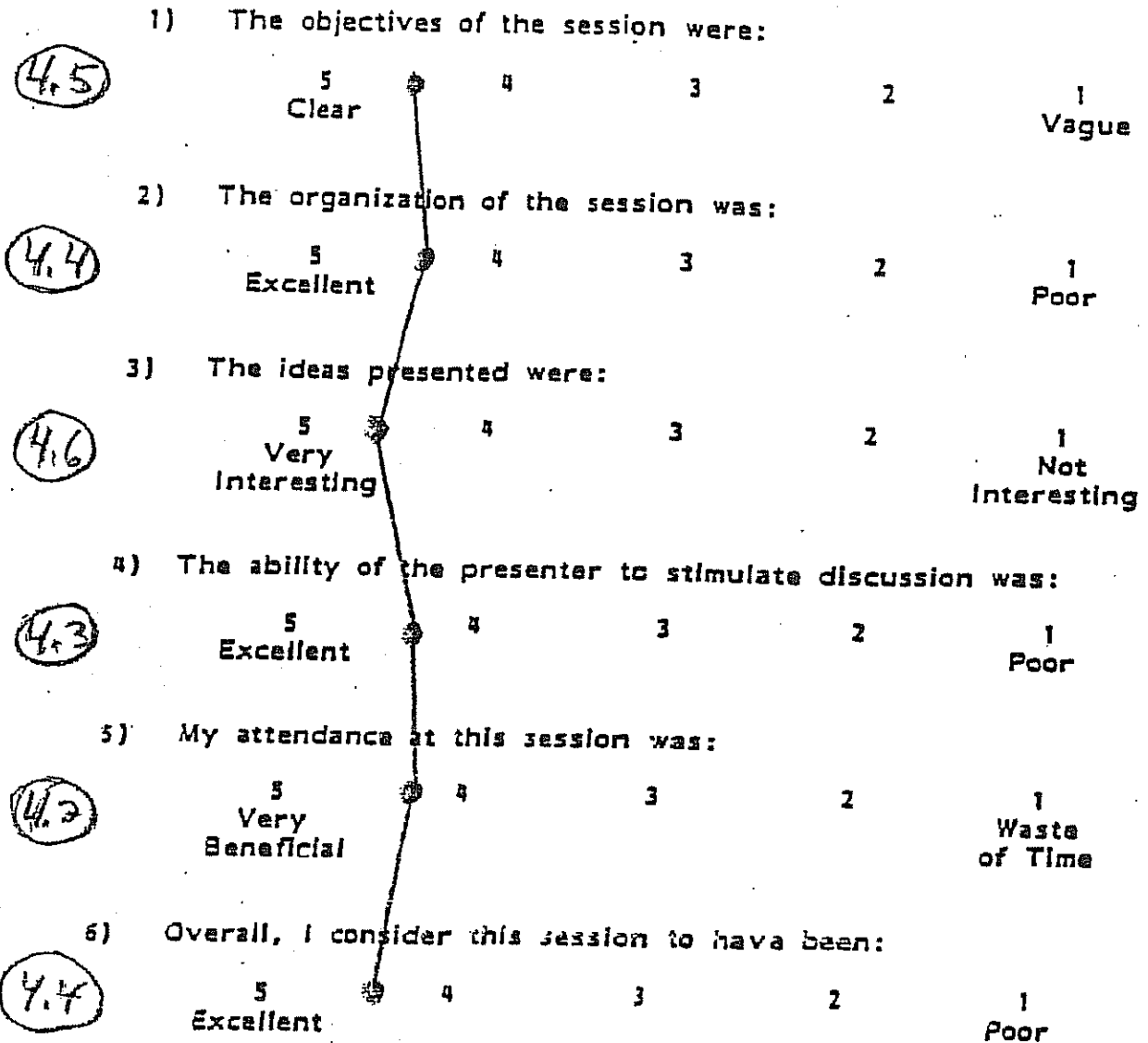
WHERE AT

WHERE OUGHT TO BE

1. **CONFORMITY.** The feeling that there are many externally imposed constraints in the organization; the degree to which members feel that there are rules, procedures, policies, and practices to which they have to conform, rather than being able to do their work as they see it. (7.1)
- Conformity is not characteristic of the organization. 1 2 3 4 5 6 7 8 9 10 Conformity is very characteristic of the organization
2. **RESPONSIBILITY.** Members of the organization are given personal responsibility to achieve their part of the organization's goals; the degree to which members feel that they can make decisions and solve problems without checking with superiors each step of the way. (8.8)
- No responsibility is given in the organization. 1 2 3 4 5 6 7 8 9 10 There is great emphasis on personal responsibility in the organization
3. **STANDARDS.** The emphasis the organization places on quality performance and outstanding production including the degree to which members feel the organization is setting challenging goals for itself and communicating these goals to its members. (9.1)
- Standards are very low or non-existent in the organization. 1 2 3 4 5 6 7 8 9 10 High challenging standards are set in the organization
4. **REWARDS.** The degree to which members feel that they are being recognized and rewarded for good work rather than being ignored, criticized, or punished when things go wrong. (9.1)
- Members are ignored, punished, or criticized. 1 2 3 4 5 6 7 8 9 10 Members are recognized and rewarded positively
5. **ORGANIZATIONAL CLARITY.** The feeling among members that things are well-organized and goals are clearly defined rather than being disorderly or confused. (9.3)
- The organization is confused, disorderly, and chaotic. 1 2 3 4 5 6 7 8 9 10 The organization is well-organized with clearly defined goals
6. **WARMTH AND SUPPORT.** The feeling of friendliness is a valued norm in the organization; that members trust one another and offer support to one another. The feeling that good relationships prevail in the work environment. (9.1)
- There is no warmth and support in the organization. 1 2 3 4 5 6 7 8 9 10 Warmth and support are very characteristic of the organization
7. **LEADERSHIP.** The willingness of organization members to accept leadership and direction from other qualified personnel. As needs for leadership arise, members feel free to take leadership roles and are rewarded for successful leadership. Leadership is based on expertise. The organization is not dominated by, or dependent on, one or two persons. (9.1)
- Leadership is not rewarded; members are dominated and dependent or resist leadership attempts. 1 2 3 4 5 6 7 8 9 10 Members accept and are rewarded for leadership based on expertise

CITY OF JORDAN  
 COUNCIL MEMBERS AND DEPARTMENT HEADS  
 2009 LEADERSHIP - PLANNING - TEAM BUILDING RETREAT

EVALUATION SUMMARY





CITY OF JORDAN  
COUNCIL MEMBERS AND DEPARTMENT HEADS  
2009 LEADERSHIP - PLANNING - TEAM BUILDING RETREAT

PARTICIPANT COMMENTS

- 1) "Excellent. Team should improve with this first step."
- 2) "I thought the presentation was done very well and provided a great insight on leadership"
- 3) "Lots of action items generated. Self-evaluation very powerful"
- 4) "Wonderful! Very worthwhile! We need to do on annual basis. Regular references to goals needed."
- 5) "Thank you for helping us organize, prioritize our goals and direction. It's extremely important to me to be a better leader."
- 6) "Enjoyed it"
- 7) "We need to do more as a team to keep this up after we are done with the workshop"
- 8) "I'll be in touch, Don. Thank you!"
- 9) "One night session?"