



City Administrator Monthly Report: January, 2023

Helping Host Visitors From Tajikistan: During the afternoon of December 8th City Staff helped Rotary welcome our visitors from Tajikistan who were visiting through the Rotary Open World Program. Staff gave our visitors a tour of the Recreation and Senior Center, IT/Community Media Department and gave a presentation on how our local government is structured, what services are provided and how it is all funded. It was a neat experience and a great opportunity to see interact with different ideals and cultural norms.

Staff Holiday Luncheon: On December, 14th a staff appreciation luncheon was held at the Recreation Center. At this luncheon we were able to recognize some of our recent retirees (Russ Montgomery, Sandy Stiebs, John Helgeson) for their work and many years of service with the City. Our wellness committee also was able to disperse prizes associated with participation in our Go 365 Wellness Program. I can't say enough about the efforts of both the wellness committee and the group that volunteered to organize the luncheon. It was great for staff to get together and reflect on all their great work throughout 2022. A big thank you to the Council members who also attended.

Rotary Clock: The Waupaca Rotary Club has been having discussions, and recently approved opening a fundraising effort, for a Rotary Clock that would be donated for the downtown area. The clock would serve as a promotional item for Rotary while also being a great aesthetic addition to our downtown. The two locations staff has discussed with the club is on the front lawn at City Hall and the Danes Hall Plaza which we expect to be constructed sometime in 2023. Staff will continue to work with Rotary on potential locations and the final approval will come to City Council when details are finalized. A picture of the clock can be seen below (substitute Scottsdale for Waupaca).





Leadership Series 2023: The City has organized an opportunity for City Staff currently in, or aspiring to be in leadership positions, to attend a monthly series that will touch on different leadership topics. Topics will be presented by different leaders within the community who have agreed to come and present/discuss with staff free of charge. Each session will be held on the third Wednesday of every month from 10:00 am to 11:30 am. As of today, we have 18 staff members signed up with the first session starting on Wednesday, January 18th. Topics are as follows...

- ***Reclaiming Our Stolen Focus; Attention and Time Management***
In the past few years, the average person has been able to focus on a task for about two minutes before allowing themselves a bit of distraction. This constant refocusing robs us of our attention, mental performance, and life satisfaction. We cannot complete our most important work if we are unable to focus. Drawing lessons from several books and Psychological research, this session will detail how our focus is being stolen and how we can get some of our precious focus back. Regaining an ability to focus will empower our work, personal lives, and everything in between.
 - ***Eternal Growth; The Currency of Self-Improvement***
If we are not growing, are we decaying? Failure is not the enemy; stagnation is what we fight. Growth is the goal and not perfection. How do we each endlessly pursue some form of self-improvement? How do we accept ourselves while always trying not to accept the status quo of what we have already accomplished? These are important questions. This talk will address how we can find ways to meaningfully improve ourselves so that we may continuously push the envelope.
 - ***Moving from Me to We, Breaking through with Benevolence***
What is benevolence? The belief that we all have well-meaning intentions and actions. The presentation will explain the importance of benevolence and the six steps to develop a benevolent work place. The six steps include: being the best leader we can be, hiring the right people, knowing and understanding our people, communicating effectively, creating a foundation of psychological safety, and following through with support and sustainable practices. The power of moving from me to we through benevolence builds strong and dedicated teams.
 - ***The Importance of Self Care in Leadership***
Leadership is a tough position and there is a reason not everyone chooses that responsibility. It is easy for individuals in leadership positions to get so caught up with taking care of others that they forget to take care of themselves. On top of that, there
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are stigmas that suggest taking care of yourself is selfish and society tends to praise/celebrate those who are endlessly grinding until they have nothing left to give. This leads to burnout, resentment, ineffective and detrimental communication, etc... This session will aim to provide our leaders with permission to prioritize themselves first so they can best take care of others.

- ***Clearing the Clutter: Questions That Lead to Sharper Thinking and Communication Clarity***

Do you have a process for thinking through difficult problems? How about when you need to inform, engage, or even persuade people through some form of communication? In this interactive session we will discuss processes that lead to better and more constructive thinking and clearer communications. Participants will have an opportunity to practice the processes on real-life problems and communication challenges.

- ***Prioritization; Scaling All Mountains and Molehills***

Why was the elephant ever allowed into the room in the first place? At some point, we allow the issue to grow enough that we utilize the image of a large and wild elephant to describe something painfully obvious. It may be uncomfortable, but we want to tackle our most difficult issues as soon as possible. The wait time can unnecessarily build up anticipation, making things worse for us in the meantime. In order to bear the load, we must also delegate responsibilities to others and help ourselves sustain some of the long-term pressure.

- ***Shoulder to Shoulder; Delegation & Trust in Leadership***

Trust is an essential element of teamwork. Achievement of important goals requires collaboration. If we are to come together effectively, people on our teams will need to trust one another. Leading by example, delegation, and giving others chances to prove themselves are three ways in which trust can be built amongst colleagues. This talk reviews these elements of trust building and why sharing the responsibility across a team is crucial to long-term success for everyone involved.

- ***Happiness Is Not Happenstance***

Many of us may wonder, "I have everything someone could reasonably expect from life, and yet I do not seem as happy as one may think." Why is this? Often, we are told that happiness is a choice and we should just "choose" to be satisfied. Others may advise us that happiness must occur to us, like catching an illness of bliss. If neither of these sentiments are entirely true, what should we believe? This talk will overview some of the



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common misconceptions about happiness before detailing some ideas we can all use to live, work, and thrive with a higher degree of life satisfaction.

- ***Putting Ourselves On Mute; The Art of Active Listening***

“We have two ears and one mouth. We should honor that ratio,” is how one ancient proverb stated the balance of listening and speaking. How can we communicate to others that we are listening and processing what they are saying? Beyond that, how can we ensure that we are understanding what someone else is saying? This session reviews strategies to practice active listening so that we can be present for our families, coworkers, and people we serve in the community. Our leadership grows when we communicate effectively with intention.

We will have at least one bonus session at the end of the series in which the topic will be announced at a later date.

We look forward to engaging in this discussion and learning from each other throughout the year.

Waupaca Farm Market Changes: Over the past several years there has been a three-legged partnership that has supported the operation of the Farm Market which has grown in both vendors and revenue annually. The three partners have been, Living the Waupaca Way (fiscal sponsor and agent), City of Waupaca, and Extension Waupaca County. In December, Living the Waupaca Way voted to no longer be associated with the Waupaca Farm Market. Living the Waupaca Way’s Mission is to help get start-up initiatives and efforts off the ground and step away when they believe the effort can sustain itself. That is where they believe the Farm Market currently stands and for that reason, along with lack of time availability to support the market any longer, they will no longer be the fiscal agent for the market. I was able to attend a meeting with the Farm Market Steering Committee which includes members from “Living the Waupaca Way” to discuss next steps. Currently, Lindsey (Farm Market Coordinator) is looking into ways to create their own board and bylaws that will allow them to act and operate independently. City staff is also having conversations with them to see where the City is best positioned to assist. Conversations will continue throughout the next couple months as the 2023 season approaches. As of now, there are unknowns regarding details of the 2023 farm market.

Employee Rewards Program: Staff in all departments recently wrapped up and submitted their results for the first year of the employee rewards program. As a reminder, this program calls for department heads and supervisors to work together with their direct reports to develop SMART



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Goals to work towards and accomplish throughout the year. These goals were to focus on the growth of the employee while aligning with the department and organizational goals/priorities. The program was certainly extra work for our supervisors, and I want to recognize and applaud them for those substantial efforts. They did an excellent job working through the process with their staff to meet many of the goals that were established back in May 2022. Rewards will be dispersed to employees through the January 23rd payroll. Department heads are now in the process of debriefing after this first year and discussing adjustments, and tweaks to improve the process for future years. If City Council Members have any questions regarding the program, please don't hesitate to reach out.

2022 Audit: On Tuesday, January 10th Johnson Block, CPAs were at City Hall for their first preliminary Audit day. They worked throughout the day with the finance staff and administration to get the information needed to kick-off the process. We will be scheduling another in-person day over the next couple of weeks. After that second meeting much of the work will be done through email until we get closer to the end of the process which we expect to be sometime in March/April. Over the past couple of years we have gotten off to a late start with this process which resulted in a delayed wrap-up. We are happy to get back on our expected timelines and have our new finance staff work directly with the auditors and get accustomed to the process.

Development Proposal for Old St. Mary's Church Site: Staff has been working with Attorney Steve Sorenson and Justin Fischer from R.W. Baird on drafting and reviewing a development agreement for the old St. Mary's Church site. We are targeting the February 7th Council Meeting to place BTS Development Group on the agenda to share their proposed project to Council. As of now, we expect BTS Development to request for the City to enter into a development agreement at that meeting. Here is a brief summary of the project as described by BTS Development Group... *"This new development will bring thirty 2-bedroom units with high end finishes to downtown Waupaca. Units average 900 SF and include finishes such as LVP flooring, natural stone countertops, stainless steel appliances, private patios, and semi-private entry. All units include in-unit washer/dryers and several units include two full bathrooms. Located just blocks from the commercial center of downtown Waupaca and the Senior Center, it is anticipated that this new residential development will appeal to both retirees looking to downsize and young professionals."*



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Meeting with Representative Petersen and Senator Ballweg: On Friday, January 13th Mayor Smith and I were able to meet with Representative Petersen and Senator Ballweg on the topic of shared revenue. Our goal of the meeting was to ensure that they knew how important it is to amend the shared revenue system to allow for additional dollars to flow from the State to municipalities so we can continue to keep up with providing critical services to our residents. There is currently a proposal in the legislature to take \$0.01 of the sales tax annually to fund Shared Revenue. This would increase the total shared revenue funding from \$750-800 million to 1.4 – 1.5 billion annually. The conversation on this proposal is just getting started and there is a long way to go, however, it is encouraging that conversations at the state level are progressing. We will keep City Council updated as we hear additional information.

Notable Meetings and Events:

- **December 8th:** Hosted Visitors from Tajikistan
- **December 12th:** Annual Fire District Banquet
- **December 14th:** Staff Holiday Luncheon
- **December 14th:** Farm Market Committee Meeting
- **December 15th:** Meeting with Waupaca County City Administrators
- **December 16th:** Met with Chamber, School, DVA Dept Secretary
- **December 19th:** Holiday Breakfast with Department Heads
- **January 3rd:** City Council Meeting
- **January 4th:** Met 7th/8th Grade Students to talk local gov.
- **January 4th:** City Plan Commission Meeting
- **January 5th:** Grant Management Team Meeting
- **January 10th:** Prelim 2022 Audit Day
- **January 11th:** ECRPC Facilities Committee Meeting
- **January 12th:** Waupaca Area Triathlon Meeting
- **January 13th:** Met with BOA and Mat Klatt – Entitlement Funding
- **January 13th:** Met w/ Mayor Smith, Kevin Petersen, Joan Ballweg