

KIRKSVILLE CITY COUNCIL **NEWSLETTER . . .**

Mari E. Macomber, City Manager
June 1, 2016

SUBJECTS:

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TRAINING THROUGH MISSOURI RURAL WATER ASSOC.

MEETING WITH MODOT

LEADERSHIP TRAINING

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TIF COMMISSION MEETING AND DOWNTOWN SIDEWALK IMPROVEMENTS

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ATTACHMENTS:

COUNCIL MEETINGS

The City Council has various meetings, each have a specific name and specific purpose but for the general public they do not differentiate between the meetings. As Councilmembers you know that you vote during Council meetings, and that you cannot vote during Study Sessions. Study Sessions use to be held in the second floor conference room, but at times the space did not accommodate everyone who wanted to listen to the Council's discussion, so the meetings were moved to the Council Chambers. Ironically, now that you meet in the Council Chambers there is confusion about the two meetings. For the casual observer it may appear that they are one in the same. For the media, when they report, their stories meld the two together and it is sometimes confusing whether or not the Council voted on something or not. It has been suggested that the Council discuss holding Council Meetings on the same dates and times as previously and that Study Sessions be moved to the second and fourth Mondays of the month to allow for separation. This would allow for additional coverage on the topics if they were spaced out. Council would also be able to complete Study Session discussions without having to conclude them abruptly or wait 30 minutes for the Council meeting to begin. As it works

today, the Agenda, Study Session materials and Newsletter are all to be completed and sent out at once. The last few meetings that has been difficult do to other deadlines and meetings outside of the office. The question is whether or not the City Council would be interested in meeting four times each month.

TROY AND KELLY PAINO FAREWELL RECEPTION

The Board of Governors at Truman State University (TSU) cordially invites you to a farewell reception in honor of Troy and Kelly Paino for their outstanding service as President and First Lady of TSU. The reception will be held June 11, 2016, from 3:00 pm to 5:00 pm in The Hub at the Student Union Building on the TSU campus. There will be a brief program at 4:00 pm. The City Council is encouraged to attend.

TRAINING THROUGH MISSOURI RURAL WATER ASSOC.

The Missouri Rural Water Association (MRWA) is offering free board and council training sessions for municipalities and public water supply districts. These sessions are sponsored by the Missouri Department of Natural Resources, Public Drinking Water Branch. MRWA staff will provide training sessions that can range in length from two hours to six hours in length. Topics covered include Board Member Roles and Responsibilities, Conducting Effective Meetings, Sunshine Law, Conflict of Interest Laws, Utility Rates and Finances, and others. If the Council were interested it might be of value or interest to hear from them about Utility Rates and Finance. MRWA will bring this training directly to your city or water district. Board members as well as management, office and operations staff are welcome to attend. If you are interested in training let me know and we can see what we can arrange.

MEETING WITH MODOT

Mayor Mills, Glenn Balliew and I met with Area Engineer Amy Crawford and Assistant District Engineer Kevin James to discuss the future of the STP-Urban funds. The meeting was in response to the letter the City Council sent to the Commission. The Commission was originally expected to take action in April to eliminate the distribution of these funds to those cities within the state with populations of 5,000 or more. The Commission chose to solicit feedback from communities. According to our Assistant District Engineer, the only cities in District Two who made comments were the Kirksville, Moberly and Warrenton. The City will lose \$62,341.26 that had been previously allocated for our collectors and arterials and used as we deemed appropriate. The funds were last used to complete the Franklin Street project between Patterson and Normal. The funds (\$3.5 million, excluding St. Louis and Kansas City amounts) will be added to MoDOT's budget for use on projects based upon MoDOT's criteria of need and allocation which includes the number of lane miles and the volume of traffic. This change was presented at the May 11, 2016 meeting of the MHTC. MoDOT Director Patrick McKenna has issued a reply to the City. Please see the reply attached to this Newsletter. In the meeting, MoDOT stated that they are now working with communities who request additional improvements and lane-miles that the local community must be willing to take over an equal amount of existing lane-miles before MoDOT adds the improvement.

LEADERSHIP TRAINING

The Council has asked that I pursue training opportunities as they are presented. Many state events offer basic training, not in depth, on issues like Sunshine Law, Conflicts of Interest, Budgeting, Human Resources, and other topics of municipal interest. Serving in municipal government since 1985 as either a City Manager or Assistant it is difficult to find concentrated offerings that are relevant to my work. The International City and County Management Association offers an annual conference. The last one was in Seattle Washington, comparing the cost of travel, hotel, and time away compared to the value of the agenda topics meant choosing to not take part in this conference for a few sessions each day. However, ICMA offers two intensive training opportunities in May and then again in October. The May event is a leadership training held in Gettysburg, PA. For history buffs going to Gettysburg sounds exciting for me not so much, but I signed up and attended. The focus was on leadership and tied the decisions of the leadership present at Gettysburg over the course of the three-day Civil War battle. I had limited information about the event. Prior to attending, each attendee was required to read, Killer Angels, the classic novel of the civil war by Michael Shaara. Completing this assignment with my current workload was challenging but it was completed. So at the end of a four-day trip, and time in travel of 10 plus hours both ways, did I learn anything? I have included in this Newsletter a summary of the training. I returned with a renewed appreciation for the difficulties these military leaders faced in communication; how daunting the logistics had to be to meet the needs of the mission; and that people with potential may be right there but archaic policies on promotion encourage bypassing talent. Certainly there was more, but I participated fully, met and spoke with each member of the class learning about their issues and getting ideas of somethings that we might consider. The second ICMA session is held in Williamsburg, VA in October of each year. Consideration will be given to determine if attending that workshop will be of value.

COUNTRY BANDS & BBQ

The City Council adopted a policy in 2009 that would allow the consumption of alcohol on city property for public events within the downtown and on City property, and then a second policy for the consumption of alcohol on public property for private events at the Amphitheatre and the Economic Development Alliance. There is also a second policy that was established in 2002 to allow specific events for the downtown. Two of the policies conflict with one another. When the 2002 policy was established there was a requirement that liquor license holders provide liquor liability. That same year there was a change in the law that eliminated the need for this coverage, but the City's policy did not get changed. The reason most likely was that there hadn't been anyone asking for the use of City streets, etc. to serve alcohol for several years until Mr. Vogt held his event. Staff is requiring Mr. Vogt to follow the policy established in 2009. The City Attorney and City Manager will work together to meld the 2002 and 2009 policies together presenting them as one, since there is overlap.

TIF COMMISSION MEETING AND DOWNTOWN SIDEWALK IMPROVEMENTS

The City's Tax Increment Finance (TIF) Commission met on May 13, 2016, to discuss using monies collected through the Downtown TIF District to replace additional sidewalks in the Downtown outside of the Downtown Revitalization Program target area. The TIF

Commission voted to recommend that the sidewalks along Main Street between Jefferson and Harrison streets, the south side of Washington Street between Main and Elson streets, and both sides between Franklin and Marion Streets, sections of McPherson from Franklin Street to A.T. Still University (ATSU), Elson Street between McPherson and Jefferson Streets, Harrison Street between Franklin and Marion Streets, and the west side of Marion between Washington and McPherson Streets all be replaced. The Engineering Division of the Public Works Department has estimated the cost of this project at \$300,000. The contractor for the City, Mihalevich Concrete Construction, Inc., began work on the project on May 31, 2016. These sidewalks will be replaced according to the Downtown Design Standards. Construction is expected to last approximately five weeks and is dependent on weather. City staff will update the Council as this project moves forward.

MEMORIAL DAY WEEKEND AT FOREST-LLEWELLYN CEMETERY

Members of the City's Friends of Forest-Llewellyn Cemetery Committee volunteered their time at Forest-Llewellyn Cemetery on the afternoons of May 29 and May 30, 2016, to provide assistance to visitors. There were ten visitors during that time period, and \$48 in donations were received along with another \$4 from the sale of Battle of Kirksville books and pins. The funds will be added to the fence project for the Cemetery's east side.

K-REDI TOWN HALL

Kirksville Regional Economic Development Inc. (K-REDI) held their annual Town Hall on May 17, 2016, at 5:30 pm in the cafeteria at the Kirksville Senior High School at 1300 South Cottage Grove Avenue. The Assistant City Manager and Public Works Director joined K-REDI Executive Director Carolyn Chrisman to answer questions from the audience. There were approximately twenty-five (25) citizens in attendance, including the local media. This was an excellent opportunity for citizens to learn more about economic development in our City and to offer their own ideas and suggestions.

KIRKSVILLE ART WALK

The Kirksville Area Chamber of Commerce and the Kirksville Arts Association once again hosted the Kirksville Art Walk this Friday, June 3 from 4:00 pm to 6:30 pm in Downtown Kirksville. The City has participated both years. Last year, City employee Dale Van Sickle displayed his Native American inspired artwork. This year, Ray Jagger, Police Officer and Lake Patrol Officer, has volunteered to share his photography. Ray previously worked as the photographer for Truman State University. Immediately following the Art Walk was the first "Summer on the Square Concert Series" concert on the County Courthouse lawn. Please see the flyer for the event attached to this Newsletter.

STATE SENATE DISTRICT 18 LOCAL GOVERNMENT DAY

State Senator Brian Munzlinger has invited county and municipal officials to his annual State Senate District 18 Local Government Day on June 28, 2016, at the Missouri State Capitol. The Senator has planned an informative meeting with a variety of state agencies that impact local government. More information will follow. Please see the invitation for the event attached to this Newsletter. Please contact City Clerk Vickie Brumbaugh if you wish to attend.

CITY WEBSITE UPDATE

City staff are in the process of upgrading the City website to a new, streamlined, and easier to navigate interface. City staff are working with the City's web services provider, QScend Technologies Inc., on the upgrade. As part of training City employees on how to manage and update the new website, training sessions have been scheduled with QScend Technologies Inc. trainers here in Kirksville, June 13 through 15, 2016. City staff intend to debut the updated City website to the City Council during the June 20, 2016 Council Study Session.

CITIZEN SERVICE REQUEST UPDATE

As City staff work to upgrade the City's website, the citizen service request interface will also be upgraded. The City currently uses Civic Plus for this interface, but as part of the website upgrade, the City will be transitioning to a QScend Technologies Inc. product known as QAlert. This citizen request management software will offer a streamlined interface and seamless integration with our new website. City staff will update the Council as we move forward with implementing this new system.

BROADBAND SERVICE

The Council was briefed on the Regional Entrepreneurship Assessment & Strategy Report for Northeast Missouri. In that discussion there were several components identified as issues that would need to be addressed to support the entrepreneurial climate. One of those was broadband. Carolyn Chrisman and City Manager Macomber met with Bryn Krusniak, resident and active participant in the Kirksville Google Fiber application, and a member of the STEAM Alliance. A review of Kirksville's current capacity through Cableone and other providers was reviewed, along with funding sources. At present Kirksville's bandwidth exceed the levels that would allow application to federal grant programs. Carolyn Chrisman was tasked with meeting with both AT&T and Cableone to discuss their systems, and future expansion plans. Once Ms. Chrisman completes her work, we will meet with the Council.

SWMD GLASS RECYCLING GRANT UPDATE

This past week, the various partners involved with the Solid Waste Management District Glass Recycling project met. Those in attendance included the City, Community Opportunities, Advanced Disposal and Ripple Glass. The glass bunker details were reviewed and refined to meet Advanced Disposal equipment needs. The bunker will be sent out for bid on Monday. To expedite this, the Council may be asked to hold a special meeting in July since the July 4 meeting is a holiday. Glass recycling will be offered curbside for residents of the City. The pick-up will be free, but the citizens will need to purchase a small tote from the City. Residents of the County and those who do not wish to have curbside will be able to drop their glass off at Community Opportunities on Michigan and Osteopathy. Advanced Disposal will perform the pickup for both curbside and community opportunities. Efforts are being made to try and figure out how to provide this service to the Kirksville bars. City and County officials in the balance of our district will be asked to collect their glass in a container and bring that glass to the facility for disposal by that community member or county official. The plan is to have the bids

returned, bunker completed in time to begin collection the first week of October. Curbside collection will take place then on a regular schedule.

ESSENTIAL AIR SERVICE

As last discussed in the May 11, 2016 Council Newsletter, there were three airlines who submitted proposals to be the Essential Air Service (EAS) provider at the Kirksville Regional Airport: Air Choice One, Boutique Air EAS, and Cape Air, the City's current EAS provider. Each vendor has been asked to present before the City's Airport Transportation Commission (ATC) on June 14, 2016. The individual company proposals have been sent to the members of ATC. The United States Department of Transportation (USDOT) expects to make a decision and award a new EAS contract beginning October 1, 2016. The USDOT has asked that the City provide a response to them by June 22, 2016. This will require the Council to make a decision based on ATC and City staff recommendations on June 20, 2016. City staff also recently received a letter of support from American Airlines to the USDOT for retaining Cape Air as the EAS provider for the Regional Airport. American Airlines plans to attend the June 14, 2016, ATC meeting in support of Cape Air. Please see the letter of support attached to this Newsletter.

ADOPT-A-STREET PRORAM

City staff are in the process of updating the City's existing "Adopt-a-Street" program. A letter has been drafted that will be mailed to each organization or entity that has participated in the program in the past asking if they wish to continue to do so. Once all entities have been communicated with, to the best of City staff's abilities, then an updated list will be produced and the program can move forward. City staff will update the Council as the program progresses.

MUNICIPAL CLERK EDUCATION COMMITTEE

The Supreme Court *en banc* of the State of Missouri recently appointed Municipal Court Clerk Linda Sandstrom to sit on their Municipal Clerk Education Committee. She will serve on the Committee for a three year term expiring June 30, 2019.

MREIC / SBTDC SUMMER OF SOCIAL MEDIA

The Missouri Rural Enterprise and Innovation Center (MREIC) / Small Business Technology Development Center (SBTDC) has dubbed this summer the "Summer of Social Media." MREIC / SBTDC will be holding a series of instructional seminars with local marketing and design firm KJH Marketing, which is also a MREIC / SBTDC client. The first seminar will be June 20, 2016, from 12:00 pm to 1:00 pm at the Economic Development Alliance (EDA) Building.

MODOT TRANSPORTATION PLANNING PARTNER SURVEY

The Missouri Department of Transportation (MoDOT) recently sent a survey to its Transportation Planning Partners, including the City, asking them to let MoDOT know how they were doing in the area of delivering a transportation system and services that meet our regional needs. The survey is located at the following URL: https://www.surveymonkey.com/r/TP_Partner_Survey_2016 . MoDOT would appreciate responses by July 1, 2016.

TAKE ROOT CAFÉ FUNDRAISING

The Take Root Café, to be located in the former Pickler's Famous on the north side of the Downtown Square, continues to raise funds to open its doors. Please see their latest fundraising flyer attached to this Newsletter. Former Councilmember Glen Moritz stopped in to see if the Council would again consider a donation. Unless the Council changes its mind, Mr. Moritz will be informed that the City will not be making a contribution. If individual members of the City Council and staff wish to contribute that is also possible.

DOWNTOWN SIDEWALKS

The owners of the former Noel Studio are renovating this space to their personal residential space. The Council recently approved an ordinance that would require them to provide a private parking space for their residence within the block. The owners have worked out an agreement with Sunbrite Laundry for a space. In addition to the parking space, the owners have asked the City to improve their sidewalk. The City has a Sidewalk Policy that spells out how sidewalks will be handled. In that policy there is a specific mention to downtown sidewalks. The owners expressed dissatisfaction with this policy since the City will be replacing other sidewalks around the downtown. This particular section also has an awning and it was the Council's direction that the City will not pay to replace sidewalks where there are awnings, thus the reason we have developed the new façade renovation program.

ATTACHMENTS:

- State Senate District 18 Local Government Day Flyer
- Essential Air Service Letter of Support
- MoDOT STP and STIP Funds
- Take Root Café Fundraising Flyer
- New Building Report May 2016
- Cape Air Landing Report May 2016
- Google Analytics May 2016
- Special Events June 2016
- Lessons from Gettysburg

REC'D APR 15 2016

County and municipal officials, please
save the date!

State Senate District 18 Local Government Day

At the Missouri State Capitol

June 28th, 2016

Join Senator Brian Munzlinger for an informative
meeting with a variety of state agencies that im-
pact your local government.

Invitation to follow.

Please call (573) 751-7985 with any questions.

We look forward to seeing you there!



Robert A. Wirick
Managing Director
Regulatory and International Affairs

May 20, 2016

Kevin Schlemmer
Chief, Essential Air Service Program
U.S. Department of Transportation
1200 New Jersey Ave, SE
Washington, DC 20590

Re: Docket DOT-OST-1997-2515, EAS at Kirksville, MO

Dear Mr. Schlemmer,

American Airlines Group, Inc. enthusiastically supports the proposal of Hyannis Air Service, Inc. *dba* Cape Air to provide Essential Air Service for Kirksville, MO. If Cape Air is reselected to serve Kirksville, American Airlines expects to continue our existing codeshare agreement with Cape Air in the Kirksville market, providing to the Kirksville community seamless booking and travel on American Airlines' worldwide network.

American Airlines and American Eagle offer an average of nearly 6,700 flights per day to nearly 350 destinations in more than 50 countries. American has hubs in Charlotte, Chicago, Dallas/Fort Worth, Los Angeles, Miami, New York, Philadelphia, Phoenix, and Washington, D.C. American is a founding member of the **oneworld** alliance, whose members and members-elect serve nearly 1,000 destinations with 14,250 daily flights to 150 countries.

Thank you for your kind consideration.

Sincerely,

Robert Wirick

Cc: T. Homan - DOT

4333 Amon Carter Blvd. MD 5635
Ft. Worth, TX 76155
817-963-0394 Office
817-967-3179 Fax
robert.wirick@aa.com





105 West Capitol Avenue
P.O. Box 270
Jefferson City, Missouri 65102

Missouri Department of Transportation
Patrick K. McKenna, Director

1.888.ASK MODOT (275.6636)

May 13, 2016

REC'D MAY 18 2016

Honorable Jerry Mills, Mayor
City of Kirksville
201 S. Franklin Street
Kirksville, MO 63501

Dear Mayor Mills and Members of the City Council:

Thank you for your comments regarding the proposed changes to the Small Urban Surface Transportation Program (STP-SU) which we will share with the Missouri Highways and Transportation Commission (MHTC).

The STP-SU program has not been required or specifically funded by a federal transportation bill since 1991 so the MHTC is considering discontinuing funding of this program in fiscal year 2017. These funds would be redirected towards the highest priority needs of the state system to maintain its current condition. These are tough decisions that are not popular but unfortunately must be made when resources are limited.

STP-SU funds have been distributed to cities with population between 5,000 and 200,000 based on their population to ensure fair distribution of the funds. The funds lapsing policy was implemented to ensure funds were being used in the areas where they were distributed. Any lapsed funds are used by MoDOT to fund priorities on the state system.

The City has been a good steward of the STP-SU funds they have received. These proposed actions are not a reflection of the lack of action by the City, but rather a reality of the limited resources available and no Federal funds allocated to this program in 25 years. If the STP-SU program is discontinued, MoDOT will honor previous commitments and allow cities three years to use existing balances.

Thank you for your continued partnership to improve Missouri's transportation system.

Sincerely,


Patrick K. McKenna
Director

cc: Commission Members
Paula Gough-ne



Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.

www.modot.org

Forty percent of all food in the U.S. never gets eaten.

One in four people are food insecure in Adair County.

Two-thirds of Missourians are overweight or obese.

U.S. children will be the first generation
to live sicker and die younger than their parents.

We must do something.

That's where Take Root Cafe comes in.

Take Root is a nonprofit pay-what-you-can cafe. Our community has already donated \$6,000, and Take Root has a \$30,000 grant in the works.

**We still need to raise \$40,000 by May 28th to open this Fall
in the Pickler's Famous building of downtown Kirksville, MO.**

Take Root Cafe is part of a national network of community cafes called One World Everybody Eats. We are a 501(c)(3) nonprofit organization. All donations are tax-deductible.

**We need your help.
Donate Today!**



Online at www.youcaring.com/takerootcafe

Or you can send a check/cash to: Take Root Cafe, PO Box 221, Kirksville, MO 63501



End Hunger. Promote Health. Create Community.

For more information, visit takerootkirksville.org
or contact: Jessica Parks at jessica@takerootkirksville.org or (660)341-0552

MAY 2016 CONSTRUCTION PERMITS

Date: May 2, 2016
Owner: CAPNEMO
Use: Shed
Address: 1011 N. Jamison
Permit No.: BD16-0060
Const. Co.: Tuff Sheds

Date: May 12, 2016
Owner: Jim Lewis
Use: Single Family - Addition
Address: 911 E. Orchard
Permit No.: BD15-0067
Const. Co.: Slateco Builders

Date: May 17, 2016
Owner: YMCA
Use: Inclusive Playground & Shelter
Address: 1708 S. Jamison
Permit No.: BD15-0070
Const. Co.: PSR Construction

Date: May 18, 2016
Owner: Tom Hawkins
Use: Storage
Address: 1909 S. First
Permit No.: BD15-0074
Const. Co.: Keim Construction

Date: May 23, 2016
Owner: Curtis & Kim Hill
Use: Garage
Address: 1501 E. Scott
Permit No.: BD15-0077
Const. Co.: Self

Date: May 25, 2016
Owner: Select Kirksville LLC
Use: Commercial - Hotel
Address: 2523 S. Franklin
Permit No.: BD15-0080
Const. Co.: N/A

Date: May 31, 2016
Owner: A.P. Read Homes LLC
Use: Single Family - New
Address: 806 March Dr.
Permit No.: BD15-0083
Const. Co.: Self

Date: May 6, 2016
Owner: KV Investments LLC
Use: Duplex - New
Address: 602 E. Pierce, #1 & 2
Permit No.: BD16-0064
Const. Co.: Boyer Construction

Date: May 12, 2016
Owner: Rebecca Easterwood
Use: Single Family - New
Address: 809 Emmett Dr.
Permit No.: BD15-0068
Const. Co.: Adam Davis Construction

Date: May 17, 2016
Owner: Century Developers
Use: Single Family - New
Address: 2709 Sunset Cove Dr.
Permit No.: BD15-0072
Const. Co.: Self

Date: May 18, 2016
Owner: Stephen Mike Brummitt
Use: Garage
Address: 906 W. Shepherd
Permit No.: BD15-0075
Const. Co.: Gingerich Construction

Date: May 24, 2016
Owner: Gregory Walter
Use: Shed
Address: 20 Overbrook Dr.
Permit No.: BD15-0078
Const. Co.: Tuff Sheds

Date: May 27, 2016
Owner: James Harden
Use: Shed
Address: 1607 Fairway Dr.
Permit No.: BD15-0082
Const. Co.: Weathercoat Systems

IRKLAND					
Invoice: LAND0516					
52000 MID IRK STN		Listed below is the landing weight report of _____ CAPE AIR _____			
For the Month of : MAY 2016					
TYPE OF AIRCRAFT	NUMBER OF LANDINGS	CERTIFIED WEIGHT EACH LANDING	TOTAL CERTIFIED LANDING WEIGHT	LANDING FEE RATE PER LANDING	MONTHLY LANDING FEE
Cessna 402	93	6,850	637,050.00	\$40.00	\$3,720.00
			0	\$40.00	\$0.00
			0	\$40.00	\$0.00
			0	\$40.00	\$0.00
TOTAL	93	6,850	637,050		\$ 3,720.00

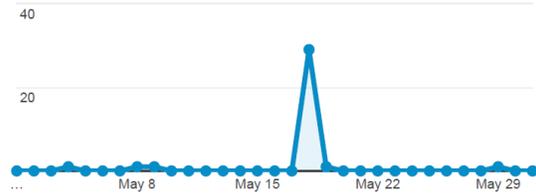
My Dashboard

May 1, 2016 - May 31, 2016

All Users
100.00% Sessions

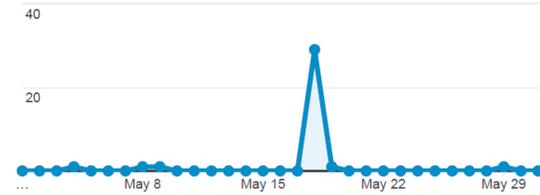
New Users

New Users

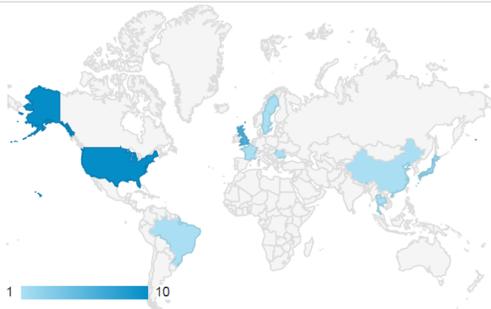


Users

Users



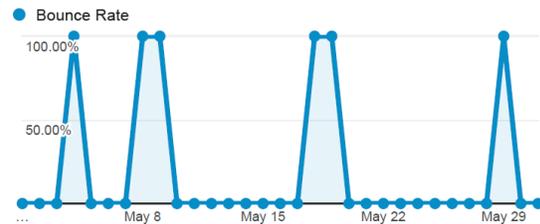
Sessions



Sessions by Browser

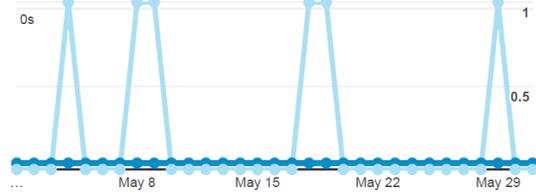
Browser	Sessions
Chrome	29
Firefox	5

Bounce Rate



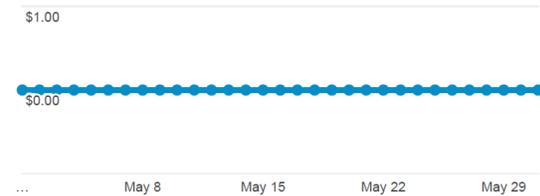
Avg. Session Duration and Pages / Session

Avg. Session Duration Pages / Session



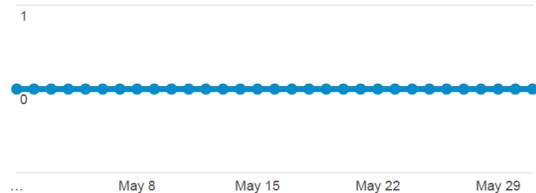
Revenue

Revenue



Goal Completions

Goal Completions

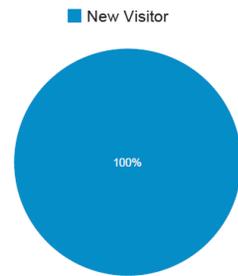
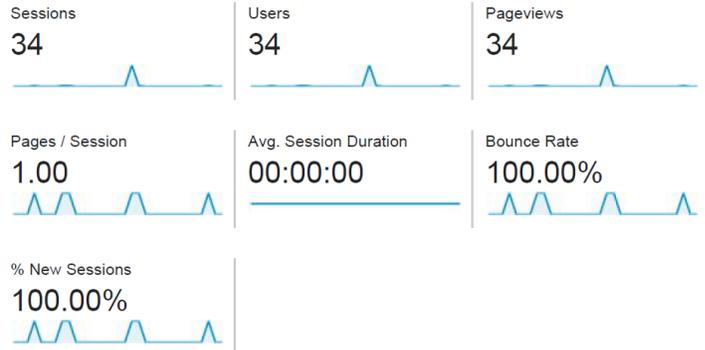
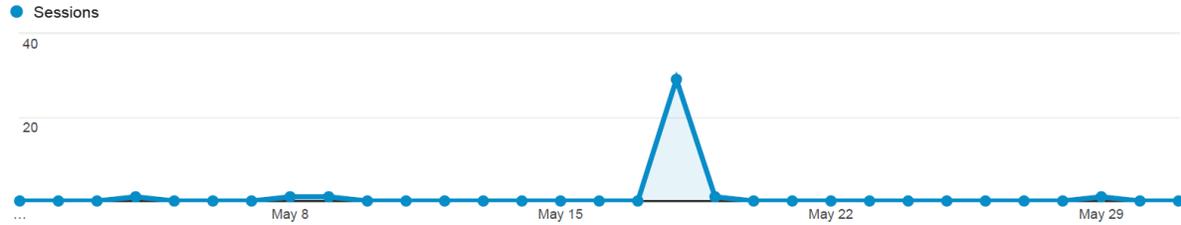


Audience Overview

May 1, 2016 - May 31, 2016

 All Users
100.00% Sessions

Overview



Language	Sessions	% Sessions
1. (not set)	29	85.29%
2. en	5	14.71%

SPECIAL EVENTS FOR JUNE

6/4/16	Lifeline Pregnancy Help Clinic Annual Walk for Li	Lifeline Pregnancy Help Clinic	BSU & TSU Sidewalks	9:00am	12:00pm/12:30pm
6/12/16	Park	First United Methodist Church	Rotary Park Amphitheatre	8:00am	2:00pm
6/18/16	Country Bands & BBQ	Wooden Nickel-Woody's	Alley/Parking lot behind Wooden Nickel/Maxwe	3:00pm	12:00am
6/18/16	Kirkville Optimist Club Pancake Breakfast	Kirkville Morning Optimist Clu	Theater Parking Lot	6:00am	12:00pm/12:30pm

ABILITY TO ADAPT.

The Battle of Gettysburg was unplanned; so both army commanders had to adapt to their surroundings and be agile. It was General George G. Meade that continued to adapt that led to the Union defeating the Confederates, while General Robert E. Lee who stayed the course for what worked in previous successful battles.

Practical Application: The ability to adapt is crucial to the profession, and how well a manager and its staff embraces shifts or problems in the community and uses them to enhance it is a vital measure of effectiveness. Managers and their staffs should explore new skill sets as they take on new responsibilities and focus on ways to assess the organization's structure, leverage resources to maximize potential, and take advantage of opportunities for community partnerships.

INSPIRE AND LEAD.

One of the greatest stories of the Battle of Gettysburg is that of Colonel Chamberlain. A Bowdoin College graduate and professor, Chamberlain led the *20th Maine* who held the extreme left flank on Little Round Top. Chamberlain made the daring decision to charge down the hill at the Confederates after his men ran out of ammunition, even participating in the action. After sustaining heavy casualties during the hour's long action, the regiment attacked forcefully again with bayonets leaving the command at the top of the hill. If Chamberlain had instead ordered for his regiment to withdrawal, the Union left flank would have collapsed and possibly lead to a Union defeat. Chamberlain took initiative to do what he deemed necessary not waiting for someone to direct him.

Practical Application: It is the each manager's job as a leader to inspire and motivate the team to reach greatness. You can do this by leading by example, being decisive, pushing your teams limits, not imposing fear, holding your team accountable, and showing confidence through your very own purpose and role.

SHOW TRUST IN YOUR TEAM.

The night before the last day of Battle in Gettysburg, General Lee made his day military decisions alone; while General Meade held a council of war to discuss battle tactics. Meade's council of war showed investment in his people and in the mission, while Lee dictated strategy without accepting input from trusted subordinates.

Practical Application: Building trust in your team creates a strong, cohesive group. It is likely that General Meade earned his team's trust by effectively defining everyone's duties and the expectations of everyone's roles, showing a timeline of events, not overloading units with too many commitments, and encouraging his men to stand up and lead. Things that each of our managers can easily implement with our staff when leading an initiative.

BE DECISIVE.

In the end, Meade protected Washington and preserved the Union by destroying the Confederate Army. However, Meade didn't follow up on his victory on July 3. His indecisiveness and failure to launch a timely pursuit of Lee's army caused the war to continue for an additional two years. It is important to note that although President Abraham Lincoln was disappointed that Lee was allowed to escape, he acknowledged that Meade was a very

capable commander. Meade commanded the Union Army of the Potomac until the end of the war.

Practical Application: As part of a previous ICMA Annual Conference, Dan Heath, best-selling co-author of *Decisive*, introduced a four-step process that offers specific, practical tools to help others think more clearly about their options, get out of their head, and improve their decision making at work and at home.

He also outlined the four biggest villains of good decision-making:

1. Narrow framing, putting blinders on.
2. Confirmation bias, looking for information that only supports us.
3. Short-term emotion, anxiety, and stress.
4. Over confidence, thinking we know more than we do.

Awareness of these problems, Heath continued, won't save us; we need a process:

- **Widen our options, don't cherry pick.** Don't be blind to choices. Consider more than one alternative. The questions should not just be whether or not to do "X," but should have at least one more option. Adding one more option can boost the odds of success.
- **Reality test assumptions.** Confirmation bias interferes with our decision making. We want something to be true, so we test our assumptions only with those who will confirm them. Data is not inherently an antidote to bad decisions. Push to hear disconfirming information in order to make good decisions. Resist the "executive bubble."
- **Attain distance before deciding.** Agonizing decisions are often a sign of a values conflict. Don't let short-term emotions interfere. Action steps to gain distance include asking "If a panel of 10 citizens studied the issue for a month, what would they recommend?" Or "What would our successors do?"
- **Prepare to be wrong.** Set up a decision tripwire to tell us when to reconsider a decision. You may not put in place noise rules for a new event center, but plan to review citizen complaints in six months. That's the trip wire for reconsidering a decision.