How to be an Effective Alder

12-3-25

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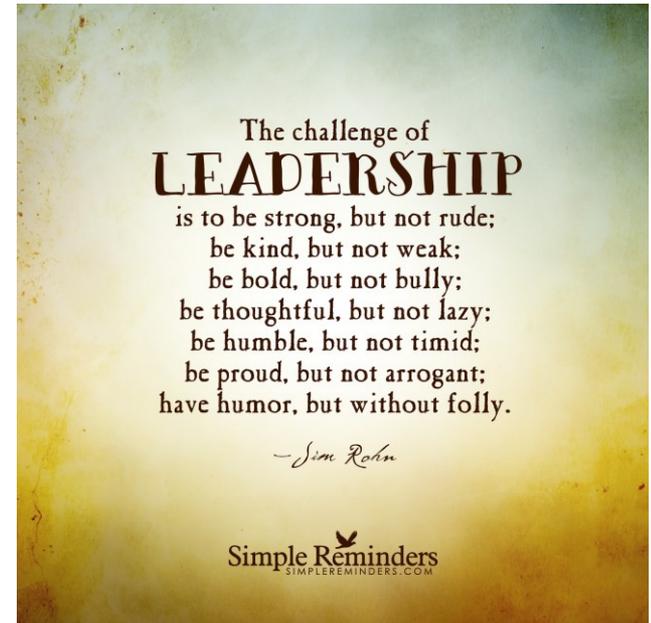
What is the First Thing to Remember?

COMMON COUNCIL FUNCTION - VISIONARY

- The Alder role is that of "visionary."

- Alder's authority is collective versus individual – part of a team

- Legislate – to enact policy
  - Holds staff accountable for policy implementation
  - No operational or staff control resides with individual Alders
  - Communications with staff – gathering information encouraged
  - budgetary approval, and
  - cooperative decision making

- Individual Alder leadership role is within the board, committees, or commissions

- Involve, represent & accountable to public

- Focus on long-term rather than past or short-term

- Cooperate with other governments

Leadership and Management

- Collective Leadership – City Council
  - Inspire a Shared Vision
  - Work as a Team
  - Challenge the Process
  - Enable Others to Act
  - Encourage the Heart
  - Wis. Stat §62.11(5)

- Management – Mayor as CEO
  - Day-to-Day Operations
  - Wis. Stat. §62.09 (8)(a)

The challenge of
LEADERSHIP
is to be strong, but not rude;
be kind, but not weak;
be bold, but not bully;
be thoughtful, but not lazy;
be humble, but not timid;
be proud, but not arrogant;
have humor, but without folly.

—Jim Rohn

Simple Reminders
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Leadership vs. Management

People-focused -

Future-oriented -

Setting culture, direction -

Motivate People, New Innovations -

Doing the Right Things -

LEADER

MANAGER

- Task-focused

- Short Term oriented

- Planning the details

- Operations, Organizing, Administration

- ***Doing Things Right***

What Authentic Leadership is Not:

🚫 Compromising your values to get ahead

🚫 Taking credit for someone else's work

🚫 Pretending to be someone you're not

🚫 Saying only what others want to hear

🚫 Hiding your flaws and vulnerabilities

🚫 Making decisions based on politics

🚫 Valuing popularity over principles

🚫 Blaming others for your mistakes

Authentic Leadership Is

8 RARE TRAITS OF AN AUTHENTIC LEADER
By Justin Wright

1 Honest — They don't deceive or hide important information.

2 Self-Aware — They're honest with themselves.

3 Genuine — What you see is what you get.

4 Consistent — They walk their talk and follow through on commitments.

5 Purpose-Driven — They inspire others with a compelling vision.

6 Emotionally Intelligent — They show empathy and genuine care for others.

7 Humble — They're confident but not arrogant.

8 Ethical — They lead with integrity.

Get my 99 best cheat sheets free at BrillianceBrief.com

Justin Wright

https://www.linkedin.com/posts/business-infographics_8-rare-traits-of-an-authentic-leader-credits-activity-7204000239861530625-jIOU/

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What Does It Mean to be a Visionary

- A person thinking about or planning the future with imagination or wisdom.

- a person with original ideas about what the future will or could be like.

- Thinking beyond the present and asking yourself what the future could look like.

- It is the foundation on which a leader builds a strategy for achieving the organization's desired future state.

Good leaders have vision and inspire others to help them turn vision into reality.

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Common Council - Alder Functions

- Alders primarily serve their legislative function through
  - law making
  - budgetary approval
  - cooperative decision-making
- Alder's authority is collective versus individual – Part of a Team

Alders

- Prepare for the Meeting
- Attends the Meeting (on time!)
- Contribute as appropriate.
- Respects other opinions and comments
- No sidebar discussions - address comments to presiding officer
- Focus on THIS topic—not last week's vote
- Listen to understand
- Vote
- Mute and stay off personal electronic devices

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Questions a Critical Thinker Asks

What's Happening?
Gather the basic information and begin to think of questions

Why Is It Important?
Ask yourself why it's significant and whether or not you agree

What Don't I See?
Is there anything important missing?

Answers

How Do I Know?
Ask yourself where the information came from and how it was constructed

Who Is Saying It?
What's the position of the speaker and what is influencing them?

Pluto is not a planet

If only time were relative...

What Else? What If?
What other ideas exist and are there other possibilities?

UBC | a place of mind   learningcommons.ubc.ca

Teamwork divides the effort and multiplies the success.

Team Decision Approaches
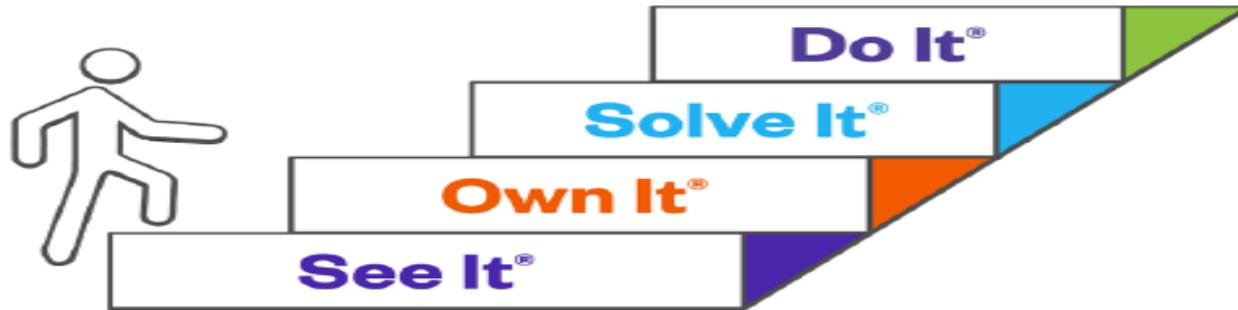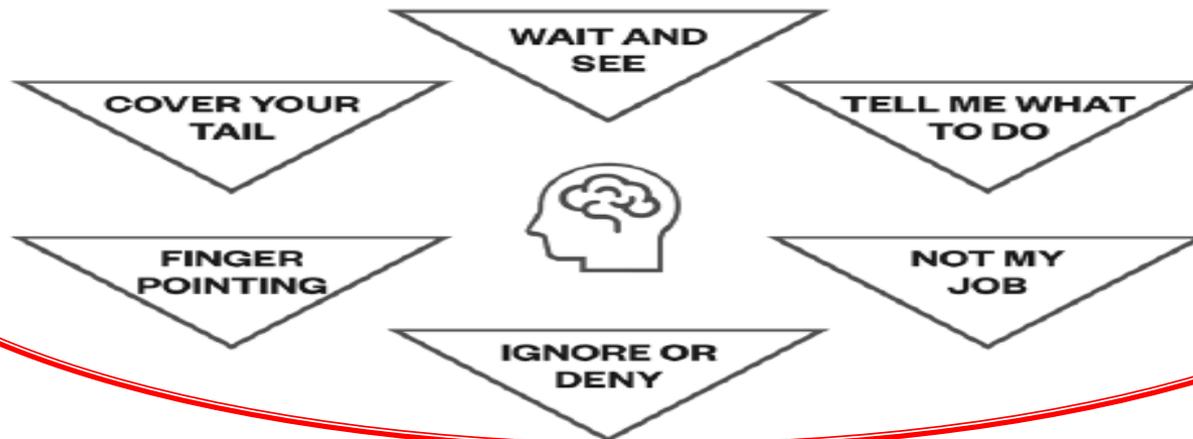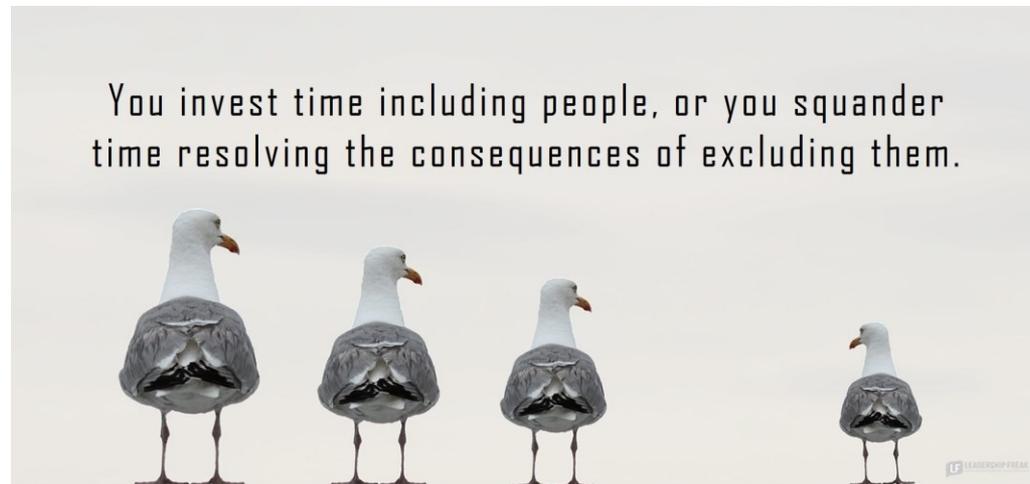
Policy vs. Administration & Operations

- Policy (Council) = "What" and "Why"
- Administration and Operations (Staff) = "How" "When" and "Where"

You invest time including people, or you squander time resolving the consequences of excluding them.

Policy vs. Administration & Operations

- **Policy**
  - "What" – Will we fund a new highway equipment?
  - "Why" – Is it a necessary service to our citizens?

- **Admin/Ops**
  - "How" – How will we plow the roads?
  - "When" – When will we start repairs?
  - "Where" - Where will we fill potholes?

Policy (Council & Mayor)

- Related to overall mission and purpose

- Requires vision

- Longer term

- Addresses key issues

- Strategy development

- Council Directives

- *Rules of Order Common Council*

Operations (Mayor, Departments & Staff)

- Implementation of policies and strategies

- Shorter term

- Day to day operations

- Related to smaller functions

- Addresses department or individual issues

- Requires attention to detail

- Requires specialized training

Summary - Ends and Means

- Policy making = Ends
- Administration = Means

Summary - Ends and Means

- Green Bay Packers have a Board of Directors

- Board represents the shareholders

- You do not see the Board Members on the sidelines calling plays

- Nor are they in the huddle

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Roles & Responsibilities Exercise

A Citizen calls to complain that their street has not been plowed. You should:

A. Call the snow-plow operator and order them to plow the street immediately.

B. Thank the Citizen and remind them that they did not vote for you, so sorry for their hard luck.

C. Call the Public Works Director to discuss the issue so you understand what is going on in case you get more calls.

D. Call the Mayor and demand action to rectify the issue.

E. Have another cup of coffee and do nothing.

# Meetings

"Meetings are indispensable when you don't want to do anything."
- John Kenneth Galbraith

Mayor or Chair - Meetings

- Chair is responsible for the agenda
  - Members may place items on the agenda (more on this later)
- Chair has all the rights of participation, including making and seconding motions
  - Voting - Mayor Exception
- Chair is responsible for administering the group's deliberations
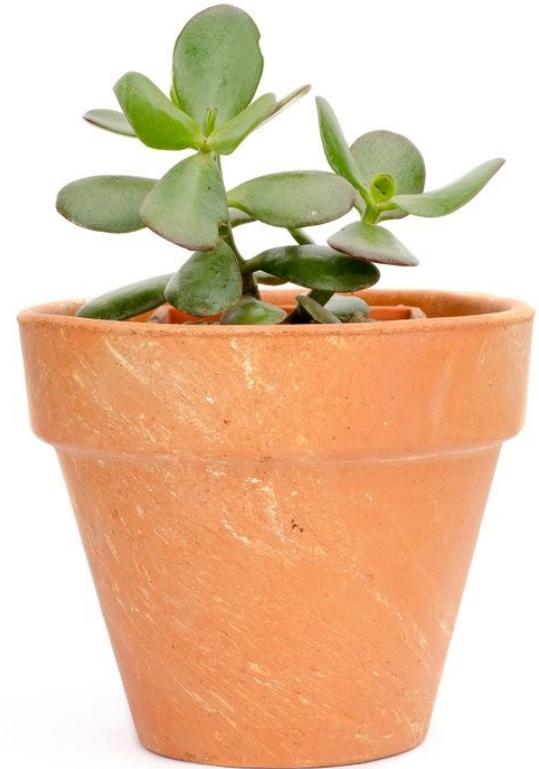
Agendas

- Purpose of the Agenda
  - Sets the expectations for the members of the governmental body and the public.
    - Items of business that will be addressed.
    - The order in which they will be considered.

LET'S PUT THE FUN BACK IN DYSFUNCTIONAL

Who Sets the Agenda?

- Presiding officer, or designee, is responsible for developing the agenda and noticing the meeting.

- Neenah has no written procedures and defaults to Robert's Rules of Order (RONR). Under RONR the Chair sets the Agenda. *Rules of Order #26*

- However, any Alder can ask to add an item to the Agenda.

- If refused, an Alder can make a motion at a meeting to add an Agenda item to the next meeting's Agenda.

Minutes

- The official record of the proceedings of the governing body.
  - Accurate record that a meeting was held.
  - Captures the substance of the official action taken by the body.
    - "Substance"—an intelligible abstract or synopsis of the essential elements of the official action taken by a local governing body, including the subject matter of a motion, the persons making and seconding the motion, and the roll call vote on the motion. Wis. Stat. § 985.01(6)

- Record motions, seconds, and any action taken

- Not a blow-by-blow account

Minutes – Core Concept

- Minutes should focus on what the body *did*, not on what was *said*. That is what was
    - Announced
    - Reported
    - Discussed
    - Ordered
    - Commitments made
    - Decisions made

"Just reading the minutes back will be sufficient."

Recording Formal Decisions

- Exact wording of all motions - As a recorder, ensure you get the wording down before the vote is taken.

- Must, in local government, record person making and seconding *Wis. Stat. Sec. § 985.01(6*

- If a decision is made by unanimous consent, the minutes should reflect it.

- Show the distribution of counted votes ("Motion carried, 5-2").

- Roll call vote – indicate how each person voted.

- Voice vote – indicate outcome and that voice vote was taken (Motion carried, voice vote)

What is a Meeting?

- Meeting is a gathering of members of a governmental body for purposes of exercising its responsibilities *Wis. Stat. Sec. 19.82(2)*

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Intent of Open Meetings Law

Ensure:

- Public Access

- Open Decision-Making: information gathering, discussion, and voting

Through:

- Advance public notice of meetings,

- Meetings that are open and accessible to the public

- Limited closed sessions.

What bodies are subject to the WI Open Meetings law?

- local governing bodies of general and special purpose units of government,
- their committees, commissions and boards,
- special study and advisory committees, and other bodies or subunits created by a governmental body or an officer, and
- governmental and quasi-governmental corporations.
  - (Body members covered by the law include citizen members.)

Meeting defined - The Two Tests

Numbers test = enough members of a body are present to determine the outcome of an action

Purpose test = discussion, information gathering or decision-making on a matter within the jurisdiction of the body.

Numbers Test

- By statute, if one-half of the members of a body are present, there is a presumption that a meeting has occurred, unless the purpose test is not met.

  ½

- A lesser number of members may meet the numbers test if they can affect the outcome.

  < ½

Quiz Question

- Is there an open meetings law violation?

A

B

C

Responses

A. Yes - Picture A

B. Yes - Picture B

C. Yes - Picture C

D. Yes - All Pictures

E. None

F. Need more information

Quorum

- Two-thirds of the common council's members constitute a quorum. Wis. Stat. § 62.11(3)(b).

- A quorum must be present to conduct business.

- If a meeting is noticed and convenes with fewer members than a quorum, consider adjourning and rescheduling until a future meeting when a quorum is present.

  - See Board of Supervisors of Oconto County v. Hall, 47 Wis. 208, 213 (1879) (stating the general rule that any action taken by a governmental body at a meeting without a quorum is null and void).

- *Rules of Order #6*

Some Special Cases
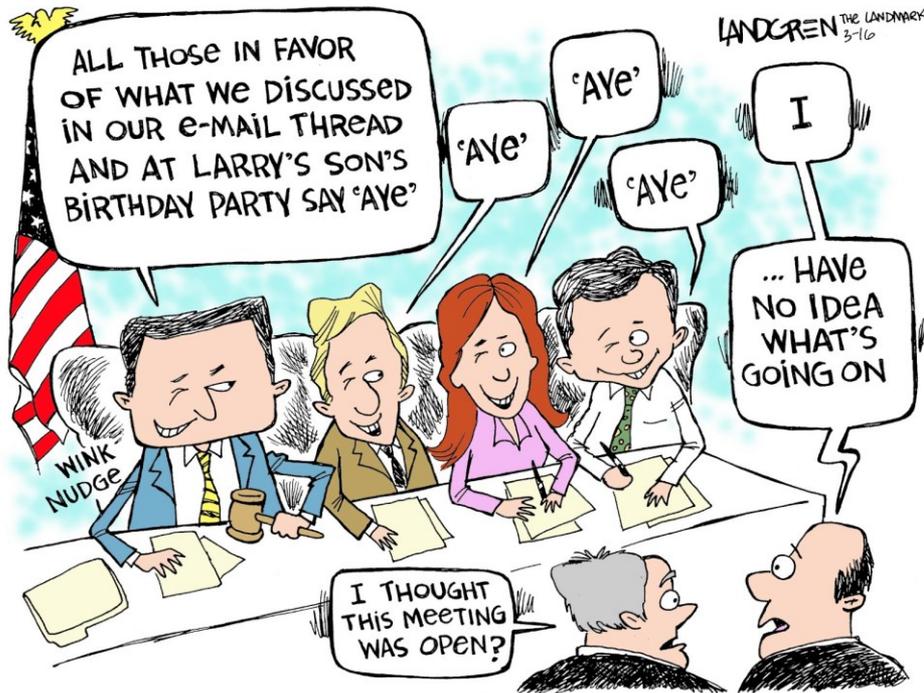
Walking Quorum--A series of phone calls, e-mails or conversations to "line up votes," gather information or conduct other business

Emails, Texts, Social Media posts, and phone conferences may constitute a meeting if the number and purpose tests are met.

Walking Quorum

- A "meeting" is not limited to situations in which members are simultaneously gathered in the same location.
    - If the members can effectively communicate and exercise their authority, a meeting has occurred even if they are not physically present together.
    - This means that telephone conference calls, emails, or electronic messaging between members could amount to a meeting. A "walking quorum" is a "meeting" resulting from a series of gatherings among body members.

- A walking quorum consists of the following elements:
    - A series of gatherings among body members that are each smaller in size than a quorum.
    - Where an agreement to act uniformly is implied or expressly reached.
    - In sufficient number to control the body. If a body engages in governmental business over a series of smaller meetings and reaches a consensus, they have violated the OML.
    - Even though each individual meeting might not amount to a "meeting" legally speaking, the cumulative effect is that a "meeting occurred" in violation of OML.
    - In State ex rel. Zecchino v. Dane Cty. Bd. of Supervisors, 2018 WI App 19, the Wisconsin Court of Appeals held that a county supervisor individually emailing less than a negative quorum of county board members to track votes on an issue did not amount to a prohibited walking quorum.
    - However, if the county supervisor in State ex rel. Zecchino had individually polled a quorum of board members, it likely would have amounted to a walking quorum. See DoJ

OOG – Attorney General

- The WI Supreme Court has commented that any attempt to avoid the appearance of a meeting through the use of a walking quorum is subject to prosecution under the open meetings law.
- The requirements of the open meetings law cannot be circumvented by using an agent or surrogate to poll the members of governmental bodies through a series of individual contacts. The series of gatherings need not be face-to-face. For example, phone calls, email exchanges, and other electronic messaging may suffice.
- The essential feature of a "walking quorum" is the element of agreement among members of a body to act uniformly in sufficient numbers to reach a quorum.

Permitted closed sessions

Closed sessions are limited to those authorized by statute, including…

- Deliberations concerning a judicial or quasi–judicial "case".
- Personnel matters including employee discipline and licensing.
- Deliberations on property acquisitions, investments.
- Competitive or bargaining issues.

Closed session procedures

- Convene in open session.

- Announce authority and purpose of proposed closed session.

- Close session by a majority vote, showing vote of each member.

- If unanimous, note as such

Closed session procedures

- All governing body members (includes any who objected. Also, any Personnel essential to closed meeting discussion)

- If a committee, then members of parent body may remain.

- Limit discussion to announced items.

- Do not reconvene in open session unless it was included in the public notice.

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Open Meetings Exercise

- You are a member of a committee of five people. You post a request on your Alder Facebook site for community input on an upcoming committee meeting agenda item. Two other Alders, also on the committee, respond.

- Is this an open meeting violation?

- What happens if you happen to see the other two Alders on the street and stop to discuss?

Open Meetings Exercise

At a Committee meeting, you realize that an Agenda Item is better dealt with in a closed session because it fits one of the statutory definitions to close a meeting.

- Therefore, can you make a motion to close the meeting?

No – a closed meeting must already be on the Agenda. However, the committee member can move to postpone the discussion to the next meeting.

Open Meetings Exercise

You are a member of the five-member Public Works Committee. You plan to attend the Finance Committee meeting, as they will discuss a Public Works item.

You arrive at the Finance Committee Meeting and see two other members of the Public Works Committee attending.

- Open Meeting Violation?

- If, Yes, on whom?

Meeting Dynamics

Meeting Definition

*A meeting is a deliberation where hours are **wasted**, and minutes are recorded*

- What is the meeting purpose?
- Does everyone understand that purpose?
- Not all approach meetings the same way
- Our personalities can influence our interactions
- Knowledge helps accommodate people to be fully engaged

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Decorum Rules For Elected Officials & Meeting Participants

- Stay on the Agenda

- Confine remarks to the pending issue

- Stay on Topic – Do not speak to an action not pending

- Refrain from speaking against your own motion

- Avoid (no) "negative" motions

- Refrain from actions that "disturb the assembly."

- Respect – Golden Rule as a guiding principle

Communication Starts with Listening

The single biggest problem with communication is the illusion that it has taken place.

Attributed to George Bernard Shaw

The biggest communication problem is we do not listen to understand.

We listen to reply.

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Thinking versus Speaking

- **What I meant to say**

- **What I said**

- **Everything I am thinking about this topic -** The basic constraint is:

  - **People can think at up to 4,000 words a minute**

  - **We can only speak at 125 words per minute, in most cases**.

    - *There will always be more to say than we can ever express.*
    - *There is more that we are thinking about a topic than we might even hope to say*

- ***So, choose your words carefully***

THE THOUGHT-INTENTION-EXPRESSION GAP

EVERYTHING I AM THINKING ABOUT THIS TOPIC

WHAT I SAID

WHAT I WOULD HAVE LIKED TO HAVE SAID
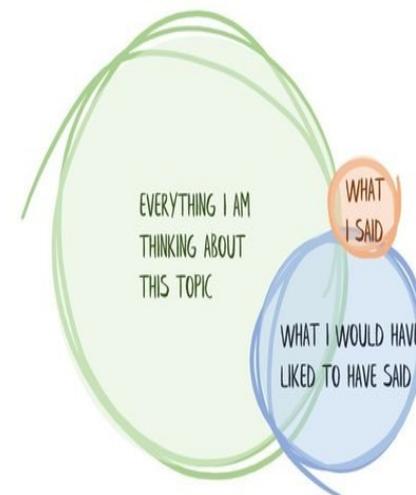
WWW.THECONVERSATIONFACTORY.COM

The Talking and Thinking Gap
https://www.danielstillman.com/blog/the-thought-intention-expression-gap

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Listening - with your Eyes, Ears, and Feelings

- Active listening
  - Pay attention. Give the speaker your undivided attention and acknowledge the message.
  - Show that you are listening.
  - Provide feedback.
  - Defer judgment.
  - Respond Appropriately.

- Listen to what the other person is saying – not your assumptions

- Body language

- Pay attention to your feelings

LISTEN MORE THAN YOU TALK. YOU ALREADY KNOW EVERYTHING YOU'VE GOT TO SAY.

thingsweforget.blogspot.com

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Positions vs. Interests – Fisher, Ury & Patton

Positions – what each party wants

- I do not want the City adopt a zoning ordinance

Interests – the reasons why the individual has taken the position

- I want to be able to do what I want with my land

AUDIO

The National Bestseller

Second Edition with Answers to Ten Questions People Ask

GETTING TO YES

Negotiating Agreement Without Giving In

Roger Fisher, William Ury & Bruce Patton
of the Harvard Negotiation Project

Read by Murphy Guyer

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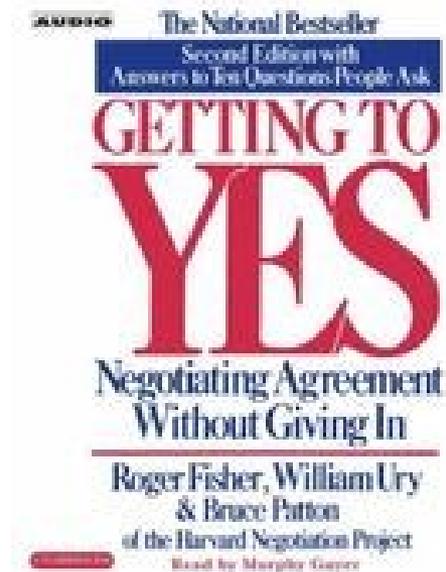
Bias - Common Mental Errors That Prevent Making Good Decisions

1. Survivorship Bias

2. Loss Aversion

3. The Availability Heuristic
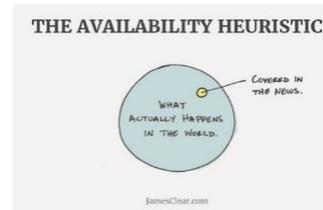
4. Confirmation Bias
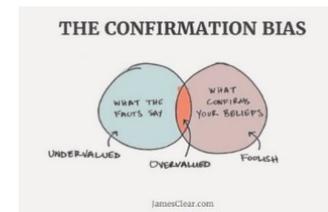
Adapted from James Clear,

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Interpersonal Style Model

**Fast pace /
action oriented**

Goal oriented

- Direct, straightforward
- Brief, concise, brutally honest, blunt
- Just the facts
- May not invite or encourage others' ideas and thoughts

Idea oriented

- Enthusiastic, entertaining, persuasive, influential
- Expresses ideas and opinions freely
- Emotions are evident
- Easy to talk to; approachable

**Logic /
Task focus**

**Relationship/
people focus**

Data oriented

- Careful, deliberate, observant
- Quiet, reserved
- Fact and detail oriented
- Controlled and orderly, structured
- Needs time to process

Relationship oriented

- Easy going, traditional, calm, patient, sincere
- Draws others out
- Excellent listener and participant
- May not speak until through processing entire situation

**Moderate pace /
stability oriented**

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Interpersonal Styles Under Stress
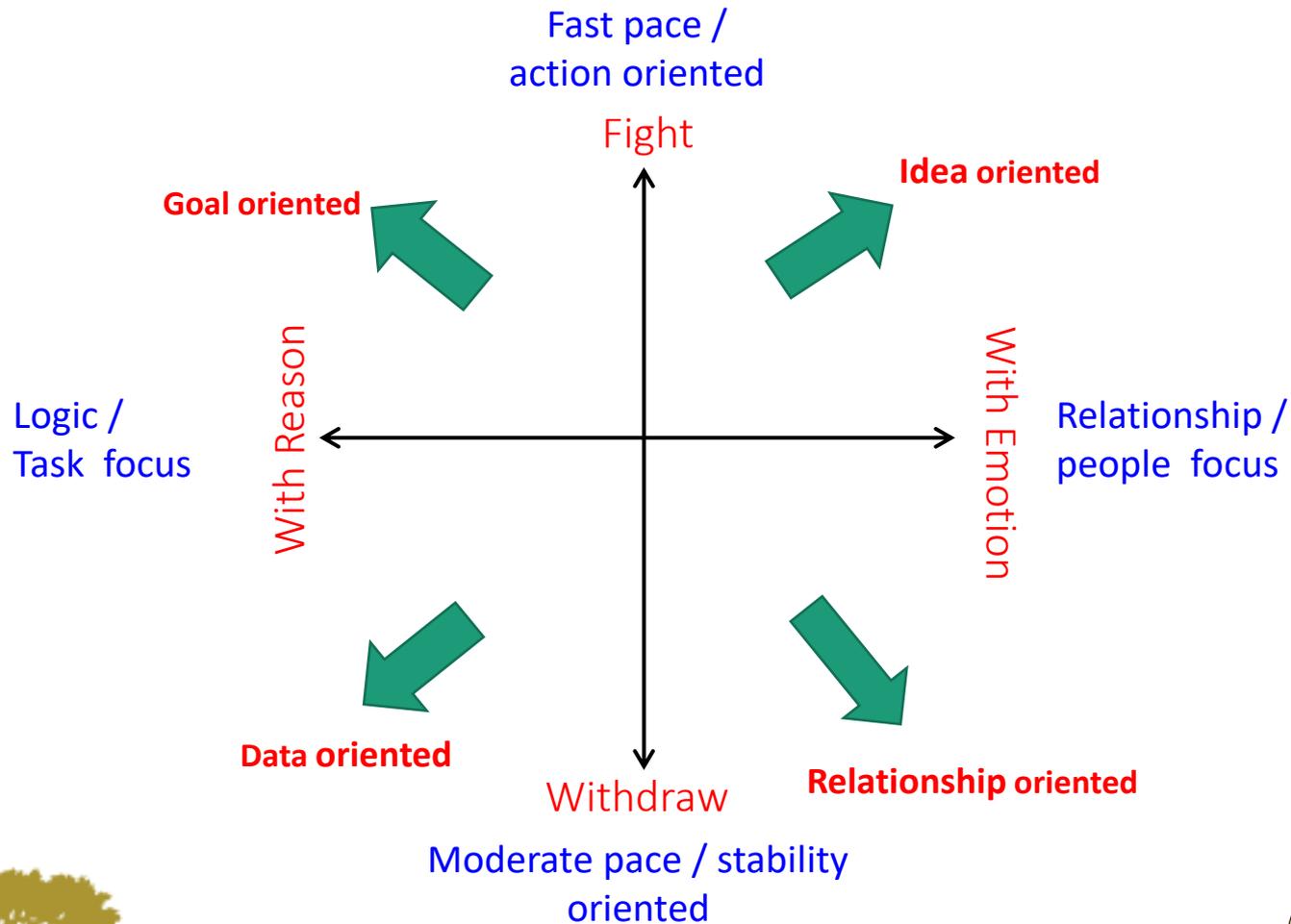
Conflict Sources

"Conflict is inevitable, but combat is optional." —Max Lucado

- Information Conflicts. These conflicts have to do with data, misinformation, not enough information or withholding information.

- Emotional Conflicts. These conflicts involve feelings, ego, and self-esteem. High emotions interfere with parties being able to reason and listen well.

- Values Conflicts. Values involve deeply rooted beliefs, and may include religion, politics, and ethics.

- Process (Relationship) Conflicts. These are conflicts about who has authority, what relationships exist in the conflict (peer or other), how are decisions made.

- Style Conflicts. Communication styles, group versus individual styles, directive versus collaborative, in person versus electronics, high structure versus fluid.

- Substance Conflicts. These conflicts center on scarce resources, including financial resources, funding, time, space, and equipment.

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Making Formal Decisions

To increase energy, those who…

- … turn to others are an **E** (extroversion)
- … turn inward are an **I** (introversion)
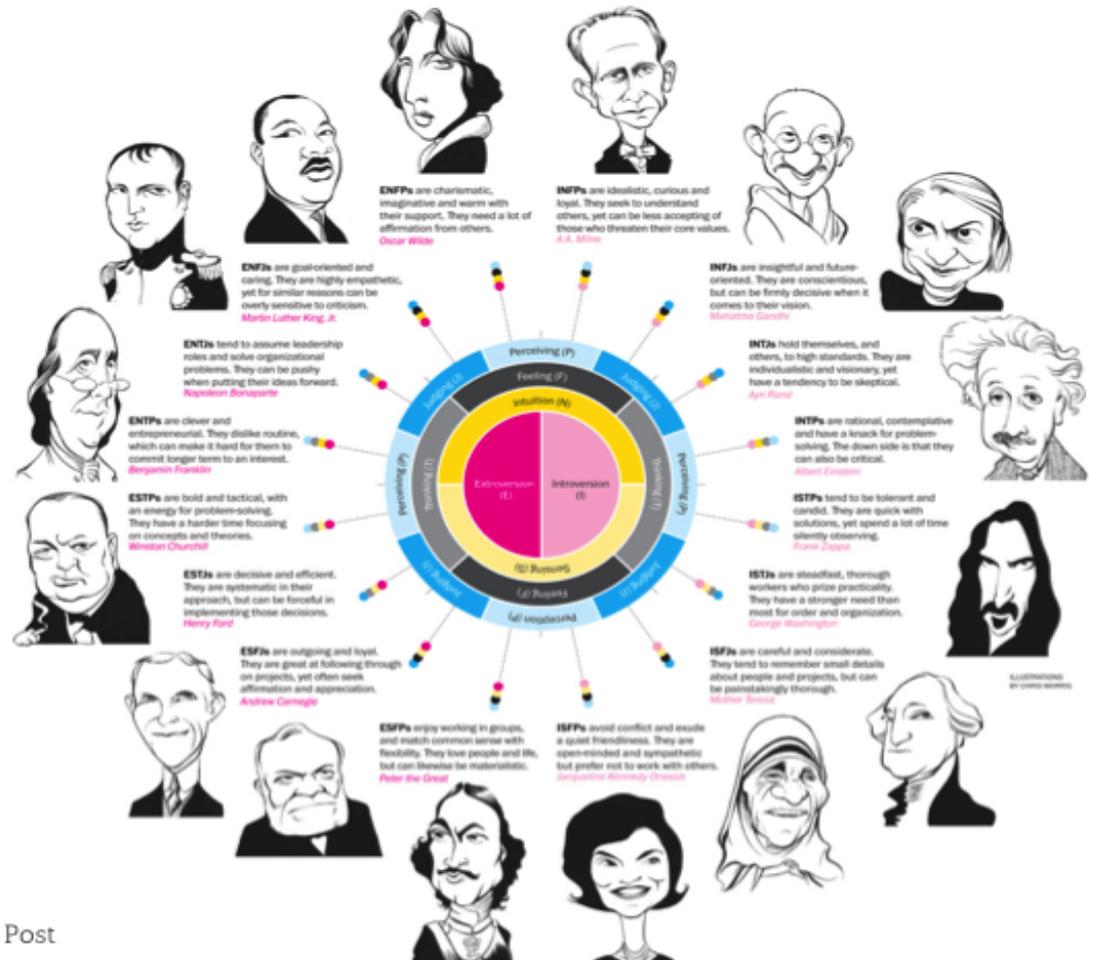
Those who take in information in a…

- … creative way are **N** (intuition)
- … pragmatic way are an **S** (sensing)

When making decisions, those who…

- … seek harmony are an **F** (feeling)
- … seek objective truth are a **T** (thinking)

Those who prefer to…

- … get closure and act are a **J** (judging)
- … stay open and adapt are a **P** (perceiving)

Source: Illustration by Chris Moore for the Washington Post

ENFPs are charismatic, imaginative and warm with their support. They need a lot of affirmation from others. *Oscar Wilde*

INFPs are idealistic, curious and loyal. They seek to understand others, yet can be less accepting of those who threaten their core values. *A.A. Milne*

ENFJs are goal-oriented and caring. They are highly empathetic, yet for similar reasons can be overly sensitive to criticism. *Martin Luther King, Jr.*

INFJs are insightful and future-oriented. They are conscientious, but can be firmly decisive when it comes to their vision. *Mahatma Gandhi*

ENTJs tend to assume leadership roles and solve organizational problems. They can be pushy when putting their ideas forward. *Napoleon Bonaparte*

INTJs hold themselves, and others, to high standards. They are individualistic and visionary, yet have a tendency to be skeptical. *Ayn Rand*

ENTPs are clever and entrepreneurial. They dislike routine, which can make it hard for them to commit longer term to an interest. *Benjamin Franklin*

INTPs are rational, contemplative and have a knack for problem-solving. The down side is that they can also be critical. *Albert Einstein*

ESTPs are bold and tactical, with an energy for problem-solving. They have a harder time focusing on concepts and theories. *Winston Churchill*

ISTPs tend to be tolerant and candid. They are quick with solutions, yet spend a lot of time silently observing. *Frank Zappa*

ESTJs are decisive and efficient. They are systematic in their approach, but can be forceful in implementing those decisions. *Henry Ford*

ISTJs are steadfast, thorough workers who prize practicality. They have a stronger need than most for order and organization. *George Washington*

ESFJs are outgoing and loyal. They are great at following through on projects, yet often seek affirmation and appreciation. *Andrew Carnegie*

ISFJs are careful and considerate. They tend to remember small details about people and projects, but can be painstakingly thorough. *Mother Teresa*

ESFPs enjoy working in groups, and match common sense with flexibility. They love people and life, but can likewise be materialistic. *Peter the Great*

ISFPs avoid conflict and exude a quiet friendliness. They are open-minded and sympathetic, but prefer not to work with others. *Jacqueline Kennedy Onassis*

Perceiving (P)

Feeling (F)

Intuition (N)

Judging (J)

Thinking (T)

Sensing (S)

Extroversion (E)

Introversion (I)

ILLUSTRATIONS BY CHRIS MOORE

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Meeting Procedures & Rules

- Facilitate a decision made by the majority
- Providing ability to hear all views.
- Provide an orderly way to disagree without being disagreeable
- Sets expectations for meeting process and conduct
- Sources of Meeting Rules
  - State statutes and Constitution
  - Neenah Rules of Order (#1-29)
 - Roberts' Rules of Order Newly Revised (RONR)

What is a Motion?

- A Motion is a formal proposal by a member of the body, in a meeting, that the body take certain action. (*RONR p. 27 1. 7 to p. 35, p.62, II. 18-21; p.100, II. 3-5*)

Motions

- Required on substantive issues

- Avoid negative motions, accepting informational reports, reaffirming existing policy

- Should be stated fully and repeated by chairperson, once seconded

- Must be seconded, unless incidental

Motions
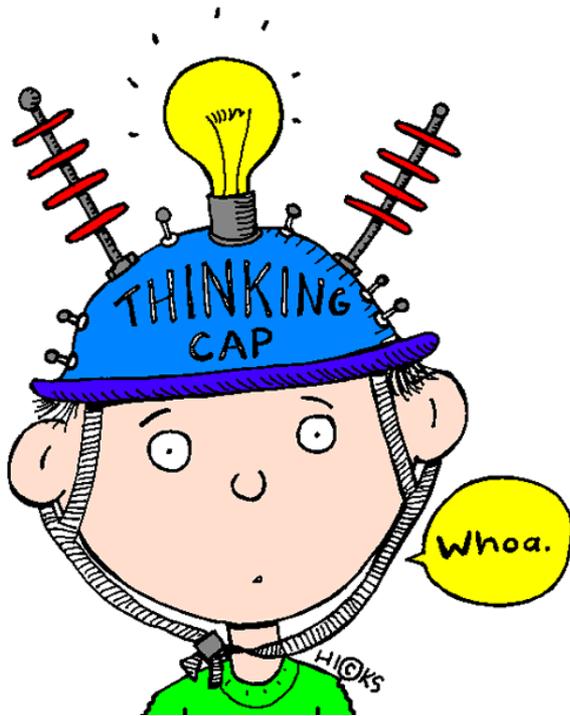
- Main Motion - Starts the discussion
  - Only one MAIN motion can be pending at any given time
- Other classes of motions take precedence over main motions
  - Privileged Motion - Relates to the meeting itself
  - Subsidiary Motions - Relates to the treatment of main motion
  - Incidental Motions - Relates to the conduct of the meeting

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Main Motion

"This meeting was called in order to discuss the meat. It has been pointed out that there is no more meat. A motion has been made to fight over the bones."

- Main Motion - Starts the discussion process
  - I move that "_____"

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Incidental Motions

- Incidental Motions - *Relates to the conduct of the meeting*
  - Division of a Question – *chair responds*
  - Point of Order – *chair responds*
  - Withdraw a Motion – *majority vote*
  - Appeal a Decision of the Chair - *Member motion & second*
  - Suspend the rules
  - Split a Main Motion containing two or more separate parts.
  - Decide amendments to complex main motions in separate parts

Privileged Motions

- Privileged Motion - *Relates to the meeting itself*
  - Raise a Question of Privilege – *chair responds*
  - Call for orders
    - Stick to the Agenda
  - Pressing issue
    - Raise a question of Privilege
  - Recess
    - specified length of time
  - Fix a time to adjourn
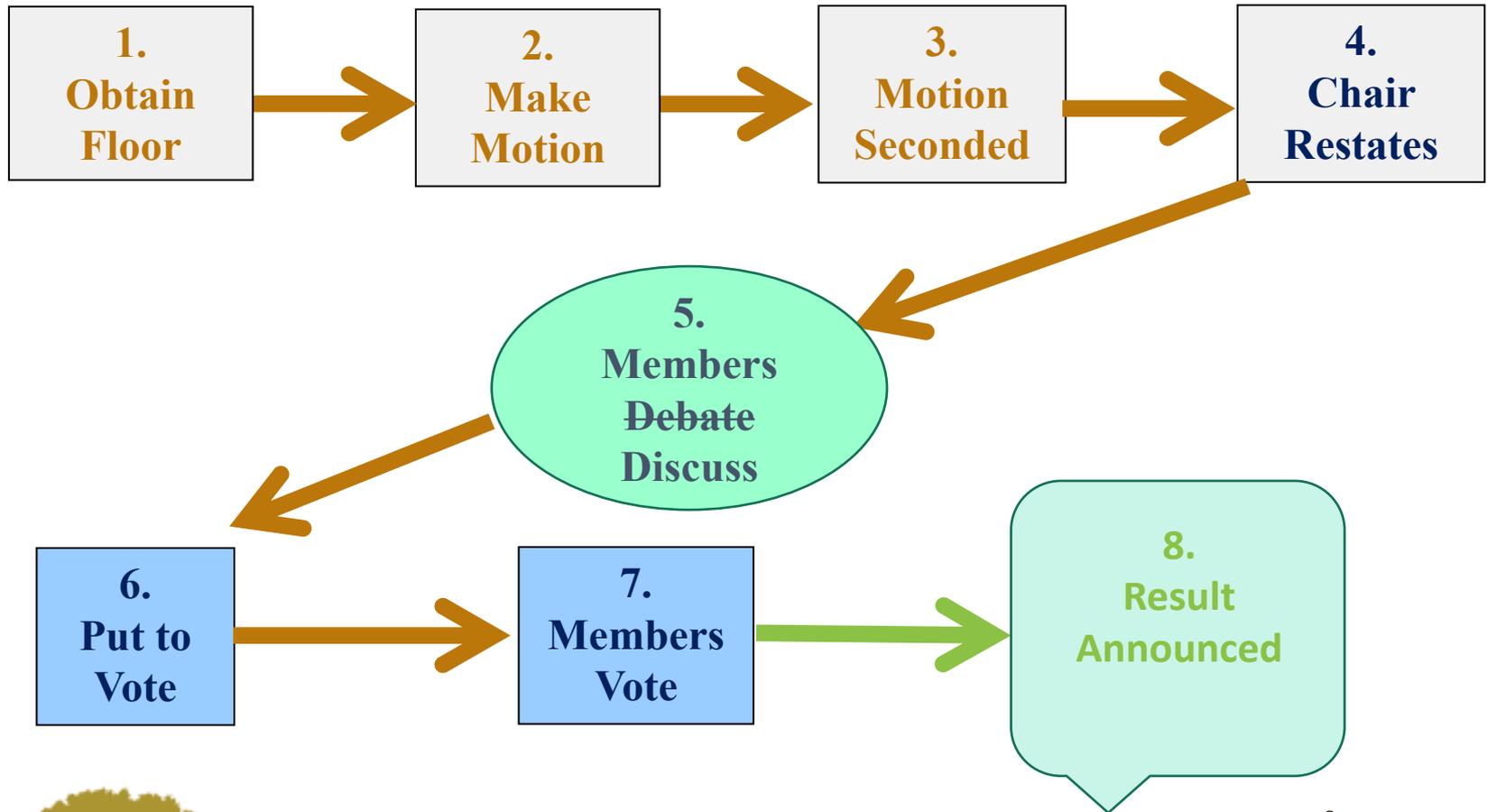   - Adjourn – *majority vote*

Subsidiary Motions

- Subsidiary Motions - *Relates to the treatment of main motions*
  - Lay on the Table (table motion) – *majority vote*
  - Previous Question (close discussion) – *two-thirds vote*
  - Amend – *majority vote*
  - Postpone - majority
  - Refer to Committee - majority
  - Extend Debate – *two-thirds vote*

A Motion's Life – Start to Finish

1. Obtain Floor → **2.** Make Motion → **3.** Motion Seconded → **4.** Chair Restates

5. Members ~~Debate~~ Discuss

6. Put to Vote → **7.** Members Vote → **8.** Result Announced

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1. Obtain Floor

- Typically, raising hand
- Called upon or recognized by the presiding officer

Rules of Order #14

2. Make Motion

- Proposal to take action - "I move that…"
- Clearly stated
  - Make positive motions – not negative motions
  - "So moved" is not needed
  - Motion must include a brief description of what you are talking about

3. Motion Seconded

- By another member
  - Worthy of discussion
  - Does not have to "favor" the Motion
- Get in advance, especially for substantive motions
- Typically, not needed if committee recommendation
- Should have, but do not need, before starting discussion, typically at committee meetings
  - "de-facto" or "ad-hoc" is where discussion has started before a "second" can be obtained

4. Chair Restates

- Clarifies
  - "It has been moved and seconded that…"
- Transfers ownership of the motion to the body
- Once the chair restates, the motion now belongs to the body and can not be withdrawn
  - However, a separate motion can be made to withdraw the motion, a second and a vote to withdraw

5. Members ~~Debate~~ - Discuss

- Fine tune the motion

- May occur prior to a motion

- Even if there appears to be plenty of discussion before a motion is made, an opportunity for discussion must be given to all

5. Members Discuss - Amendments

- Amending not substitution Motion

- Main motions may be amended

- Amendment must be germane

- Amendments require a motion stating the amendment, a second and a vote

- Amendments take precedence over Main motions

- Amending is a body decision
  - No Friendly Amendment

5. Members Discuss - Amendments

- Amendments are debatable

- Amendments are amendable – keep track
  - Only one amendment to an Amendment at a time
  - Any additional amendments to the amendment should be brought up after the original amendment is decided

- Once voted on, the matter is "settled", not up for additional amendments covering the same context or effect

5. Members Discuss – Refer to Committee

- During discussion, it may become apparent that the Motion should be referred to a Standing or special committee for further study and input

- A member may then make a Motion to refer the matter to Standing or special Committee

- Such Motion is amendable

- Usually made with a response within a date certain

5. Members Discuss – Postpone & Table

- A pending Motion may be postponed to a time later in the same meeting or a later time

- Postponing is NOT tabling
  - Tabling requires another motion to bring it back
  - Postponed brings the Motion back at the time specified

- Postponing "indefinitely" effectively "kills" the motion

- Role of the chair in clarifying the member's intent – "postpone or table"

Side Trip on Discussion

- Chair guides debate

- Focus on problem solving

- Listen to understand

- Get Facts

- Respect each other

Single Person or Minority Dominating Discussion

Passive

Assertive

Aggressive

- The Chair is responsible for administering the body's deliberations
- Advisable to seek balanced participation
- Advisable to recognize members who have not yet spoken
- RONR says 10-minute limit and twice to any issue – May make own rules

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End Debate – Call the Question?

- How to end discussion in a meeting?

- Chair can seek unanimous consent of the body

  "Council member _____ is ready to vote, is it the unanimous view of the Council to close discussion and move to a vote on the main motion."

- If any objection then to end discussion requires a motion, second and 2/3rds of the body voting to approve

- This motion is not debatable

6. Put to Vote

ONE PERSON CAN MAKE A DIFFERENCE, AND EVERYONE SHOULD TRY

-JOHN F. KENNEDY-

- Chair prompts
  - "Any further discussion?"
  - "Are you ready to vote?"
  - "Any new points, before we vote?"
- Presiding officer may not end discussion on her/his own
- Presiding officer restates the question and effect of a "yes" or "no" vote
- Motion to end discussion
  - Needs a two-thirds vote to pass

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7. Members Vote

- Votes can be taken in a variety of ways
  - Viva-Voce (Aye/Nay)
  - Show of hands
  - Roll-call (required if requested)
  - Ballot – Never, except when voting for officers
- Ask for votes on both sides

Side Trip on Voting

- Quorum must vote

- Unless a roll call vote, there is no record of an individual abstaining from a vote

- Not required to vote, *Wrezeski v. City of Madison, 558 F. Supp. 664 (W.D. Wis. 1983)*

- Conflicts of interest
  - Remove oneself from participation or voting
  - Do not have to disclose
  - Treated as absent for quorum and voting purposes, *Ballinger v. Door City. 131 Wis. 2d 624 (Ct. App. 1986)*

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Side Trip on Voting

- Therefore, the individual with a conflict of interest must remove themselves from the meeting

- Suggest a roll call vote to note member removing themselves

- A member can change his/her vote before final result is announced. *45 RONR 408*

- Where there is a tie vote, the motion fails as there is no majority in favor

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Side Trip on Voting - Abstentions

- Suggest voting present, versus abstaining

- Avoids potential quorum issues,

- Citizens expect your representation

8. Result Announced

- Presiding officer announces results
  - Motion carried or failed
  - Number of votes on each side, if known

Point of Order

- Pointing out a discrepancy in the application of rules of order

- Needs to be made when the infraction or mistake occurs

- Member states reason for the Point of Order
  - I make a Point of Order that _____

- Chair – determines for or against Point of Order

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Appeals of a Chair's Point of Order Ruling

- Member – I appeal the Chair's decision

- Chair

  - The decision of the Chair is appealed

  - Clearly state exact question at issue and reasons for the Point of Order decision

  - The vote is on: "Shall the decision of the Chair be sustained"

Robert 's Rules of Order Motions Chart
- https://robertsrules.org/motions.htm

	Part 1 - Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.						
RONR §	Purpose	You Say:	Interrupt	2nd	Debate?	Amend?	Vote?
§21	Close meeting	I move to adjourn	No	Yes	No	No	Majority
§20	Take a break	I move to recess ...	No	Yes	No	Yes	Majority
§19	Register complaint	I rise to ask a question of privilege	Yes	No	No	No	None
§18	Make follow agenda	I call for the orders of the day	Yes	No	No	No	None
§17	Lay aside temporarily	I move to lay the question on the table	No	Yes	No	No	Majority
§16	Close debate (discussion)	I move the previous question …	No	Yes	No	No	2/3rd
§15	limit or extend debate (discussion)	I move that discussion be limited to …	No	Yes	No	Yes	2/3rd
§14	Postpone to a certain time	I move to postpone the motion to …	No	Yes	Yes	Yes	Majority
§13	Refer to committee	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12	Modify wording of motion	I move to amend the motion by …	No	Yes	Yes	Yes	Majority
§11	Kill main motion	I move that the motion be postponed indefinitely …	No	Yes	Yes	No	Majority
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	Part 2 - Incidental Motions. No order of precedence. These motions arise Incidentally and are decided immediately.						
RONR §	Purpose	You Say:	Interrupt	2nd	Debate?	Amend?	Vote?
§23	Enforce rules	Point of Order	Yes	No	No	No	None
§24	Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies s	No	Majority
§25	Suspend rules	I move to suspend the rules	No	Yes	No	No	2/3rd
§26	Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3rd
§27	Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29	Demand a rising vote	I move of a rising vote	Yes	No	No	No	None
§33	Parliamentary law question	Parliamentary inquiry	Yes, if urgent	No	No	No	None
§33	Request for information	Point of Information	Yes, if urgent	No	No	No	None
	Part 3 - Motions that bring a questions again before the assembly No order of precedence. Introduce only when nothing else is pending.						
RONR §	Purpose	You Say:	Interrupt	2nd	Debate?	Amend?	Vote?
§34	Take matter from table	I move to take from the table…	No	Yes	No	No	Majority
§35	Cancel previous action	I move to rescind …	No	Yes	Yes	Yes	2/3rd or Majority with notice
§37	Reconsider motion	I move to reconsider...	No	Yes	Varies	No	Majority

Exercise – RONR Precedence Chart in Action

Agenda Item – Purchase the Clerk a new computer

1. Alder A makes a motion to purchase the clerk a new computer, Alder D 2nds

2. Alder B, moves to purchase all staff a new computer. Alder D 2nds

3. Alder C moves to refer the matter to the Finance Committee, Alder D 2nds

4. Alder E, moves to take a break, Alder D 2nds

How does the Chair handle these various motions?

1 - Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.

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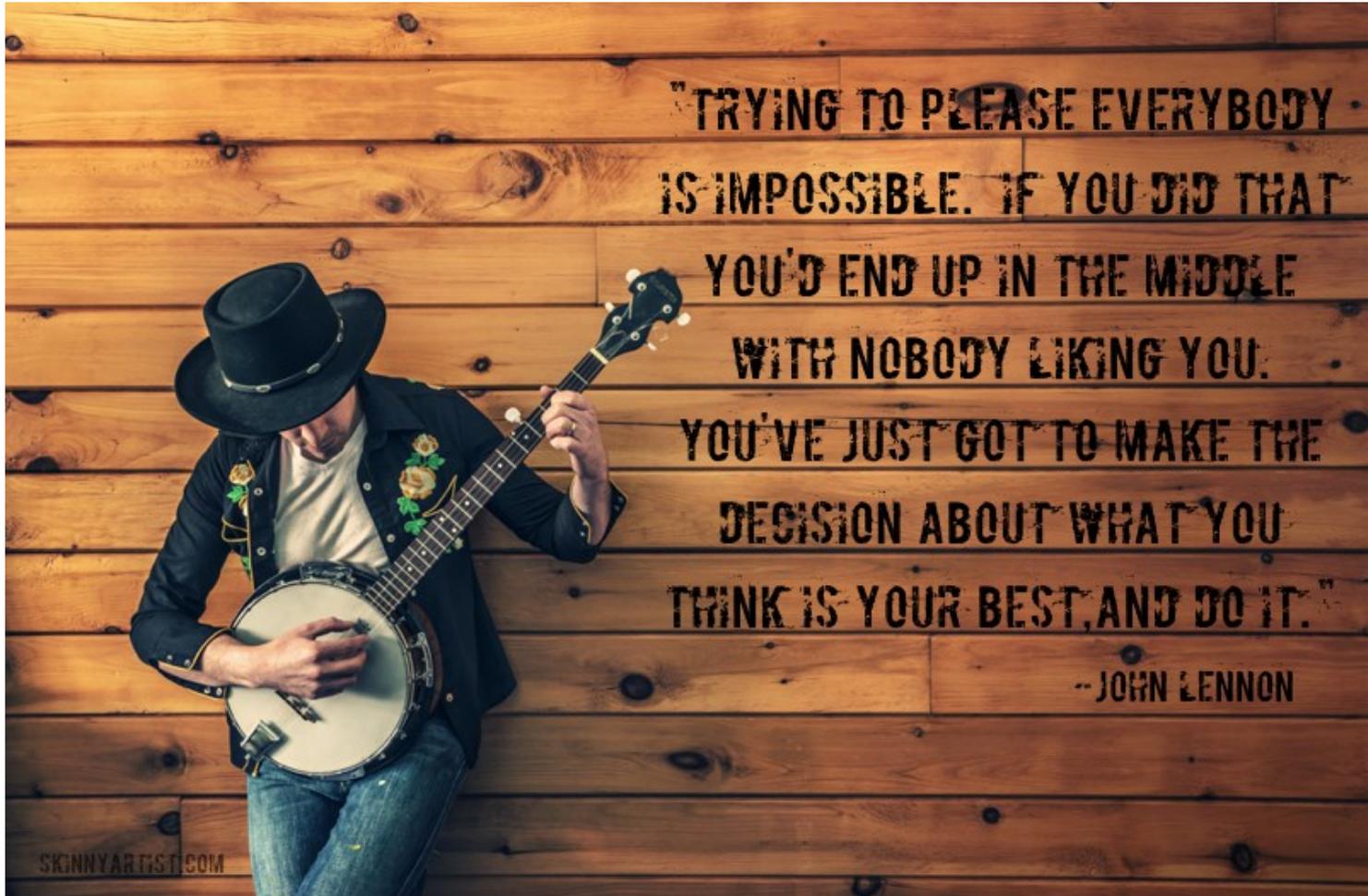| RON R §	Purpose	You Say:	Interrupt	2nd	Debate ?	Amend ?	Vote?
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Exercise – RONR Precedence Chart in Action

How does the Chair handle these various motions?

1. Takes up the motion to "Take a Break", as it has the highest order of precedence – it passes, 10-minute break

2. Takes up the motion to "Refer to the Finance Committee" as it has the next highest order of precedence – it fails

3. Takes up the motion to "Amend the Main Motion" as it has the next highest order of precedence – it passes

4. Takes up the Main Motion, as amended - it passes

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Remember!

"TRYING TO PLEASE EVERYBODY IS IMPOSSIBLE. IF YOU DID THAT YOU'D END UP IN THE MIDDLE WITH NOBODY LIKING YOU. YOU'VE JUST GOT TO MAKE THE DECISION ABOUT WHAT YOU THINK IS YOUR BEST, AND DO IT."

-- JOHN LENNON

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PHASE 1 72 HOURS
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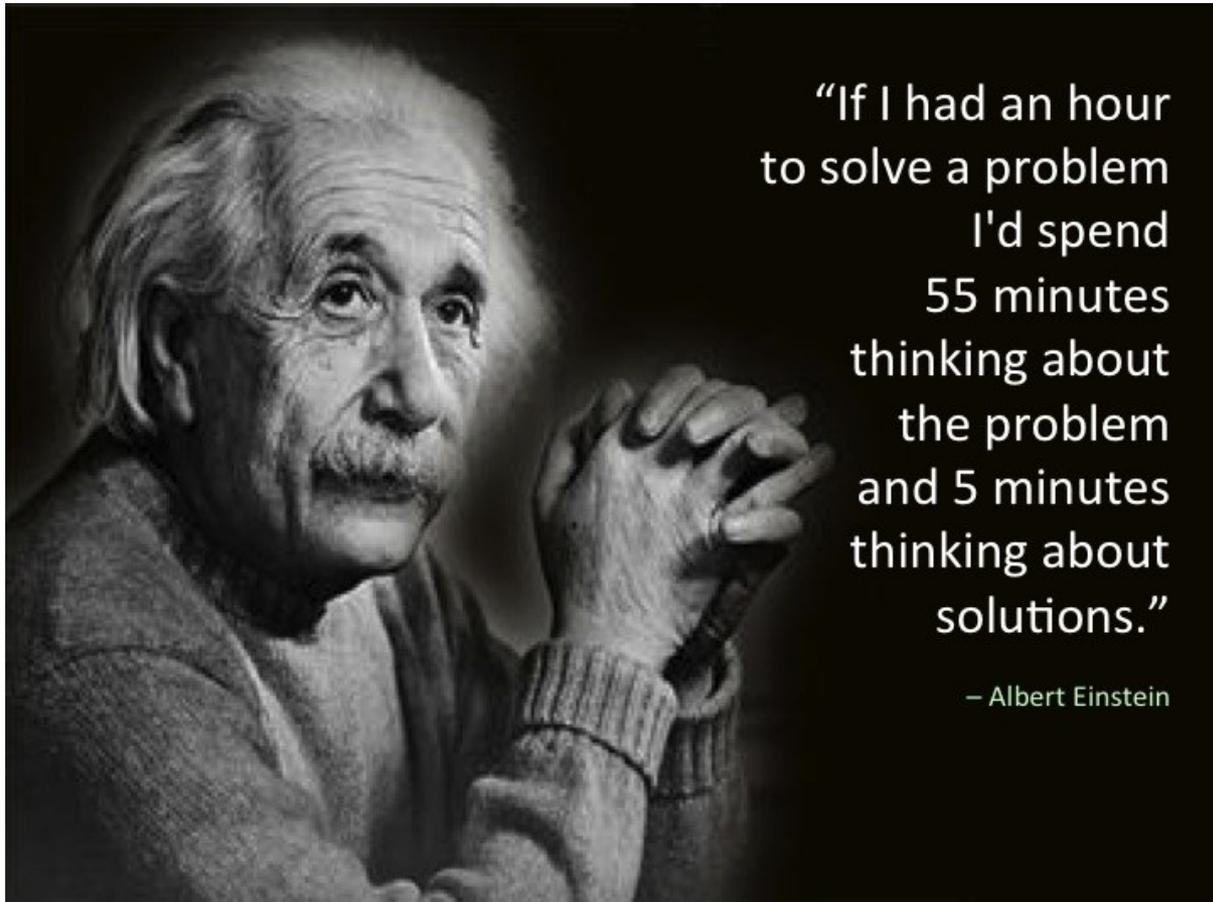**Management**

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Questions?

"If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions."

– Albert Einstein

Resources

- ***Local Government Center Website - https://lgc.uwex.edu/***
  - Effective Meetings - https://lgc.uwex.edu/effective-meetings/
  - Provides wealth of Parliamentary Procedure information, written and video format

- ***Electronic Meetings -*** https://lgc.uwex.edu/update-government-meetings-during-covid-19-pandemic/
  - Provides OOG, resolution templates, and webinar resources

- ***Deliberative Governance - https://lgc.uwex.edu/deliberative-governance/***
  - Provides deliberative governance tools, guides and web resources

- ***League of Wisconsin Municipalities,***
  - Handbook for Wisconsin Municipal Officials
  - The conduct of City Council Meetings
  - The Conduct of Village Board Meetings
  - Local Government Options for Conducting Meetings Remotely

- ***Robert's Rules of Order Newly Revised*** – 12th Edition 2020

- ***Office of Open Government***, https://www.doj.state.wi.us/office-open-government/office-open-government. Public Records/Open Meetings (PROM) Help Line: 608-267-2220

- ***Daniel Foth***, Local Government Center, UW Madison - Division of Extension Daniel.Foth@wisc.edu

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Thanks!

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Local Government Education

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