

**MINUTES
STRATEGIC PLANNING SESSION
OCTOBER 19, 2010
THE WESTIN OAK ROOM**

CALL TO ORDER

1. The Special Meeting of the President and Board of Trustees of the Village of Lombard was called to order by Village President William J. Mueller at 8:30 am, Tuesday, October 19, 2010 in the Oak Room of The Westin Lombard Yorktown, 70 Yorktown Center, Lombard, IL. Upon roll call by Executive Coordinator Carol Bauer the following were:

Present: President Mueller, Trustees Gron, Giagnorio, Moreau, Fitzpatrick, and Ware
Absent: Clerk O'Brien, Trustee Wilson

Staff Present: Manager David Hulseberg
Executive Coordinator Carol Bauer

PRESENTATION – THE AETHENIAN OATH

2. Village Manager David Hulseberg introduced John Perry, former Village Manager of Woodridge and author of the book "Blueprint for Building Community".

John Perry gave some information regarding his background. He noted he was born in Two Rivers, Wisconsin. He spoke of his childhood and the quality of life growing up. He moved to the Chicago area in 1966. He indicated he felt he had a connection with Lombard because he grew up hearing that the kind of summer they would have in Two Rivers was based on the lilacs. He felt that lilacs were one of the top three things that people associated with Lombard.

John Perry stated that the path taken in local government is a long and winding road and being a local government official is broader and deeper than just managing. He spoke of several decades of being in local government with the first seventeen years in Park Forest and the remainder of his 37 years in Woodridge. He spoke of how he enjoyed his job and the many people both elected and appointed and how great they all were. He stated he was now retired and trying to figure out what he was going to do. He said after retirement he spent several months visiting his son in Fiji and that is when he wrote his book.

John Perry spoke of the Athenian Oath from 500 BC – see below.

The Athenian Oath

"We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive increasingly to quicken the public's sense of civic duty. Thus in all these ways we

will transmit this City, not only not less, but greater and more beautiful than it was transmitted to us.”

John Perry stated that everything good starts with expectations. He enjoyed being involved in the foundation for community building. He spoke of building the best communities that we can build. He felt the Athenian Oath applied to everyone – elected and appointed as well as residents of the community. He felt this was the collective efforts of everyone. He spoke of turning the wheels of government. He stated we are all fellow citizens and peers and to follow the wisdom of the community. He felt an important key was that of providing for the citizens to participate. He quoted, “We will transmit this city not only not less but greater and more beautiful than it was transmitted to us.”

John Perry talked about his first day on the job at Park Forest and how he was asked to write the annual report. He indicated he looked through the archives in search of data to use to write the report. It dawned on him that the Athenian Oath was a good philosophy to be included in the report. He spoke of following a few basic principles. The philosophy was a measure that we have tried to follow for the last century. He spoke of efficiency and effectiveness. He then jumped to 2010 and noted how much different an environment we were now in. He felt city managers had to work hard to avoid the sink holes and needed to be more constructive. They need to be the seeker of aspirations.

John Perry stated that when we work for local government, that we need to fight for the ideals of the city and need to have a special understanding of the community. What we do is so important because it will help fill the heart and soul of the residents. He stressed working with residents and having citizen engagement and involvement in the community. He spoke of being the stakeholder in the building of the community and how important trust, faith, integrity and respect were. This provides the glue that building the community is based on. Residents put trust and faith in officials and trust and faith in the manager that is based on integrity. He quoted, “We will never bring disgrace on this our city by an act of dishonesty.” All that we do needs to show credibility. He spoke of respect by inclusion. He indicated downtown Lombard has been an issue for some time and he felt that including direction and looking for guidance from the business owners and residents at all income levels was important.

John Perry spoke of holding forums to connect the citizens. He talked about convincing citizens that we are trying to do a good job and how important this was and to get them involved. He noted that building a community is a long-term process. He talked about the Pillars of Character Excellence – trustworthiness, respect, responsibility, fairness, caring and citizenship.

John Perry reported that he believed in the community survey and felt this was important. He thought the original had come from Downers Grove. The survey had approximately 50 questions relating to all types of services; i.e police response, snowplowing, street maintenance, etc., in the community as well as asking questions about the quality of life compared to ten years ago and the value of the services provided. He felt this was a building block to assess where the community was going. He indicated surveys would be sent to a random 2,500 residents and there was about a 35% response rate.

John Perry felt having Neighborhood Dialogs was important. In the early 1990's he held three meetings each year based on the school areas and then kept rotating the meeting groups each year. He felt this was an educational tool for the residents as well as the Village staff. Other taxing bodies were invited to attend the meetings including the Park District, the Library District and the Fire Districts. These meetings were designed to answer questions about the neighborhoods and about services. He indicated survey cards were distributed and the attendees were asked to complete the survey and return them. They did not have to include their names. He stated minutes were taken at the meetings. Any questions that could not be answered at the meetings were researched and a response provided. Copies of the minutes were sent to the attendees. A data base was created. He reported the meetings were structured and that there was a light supper provided at a banquet facility. The mayor then provided an update on the community. Residents gave feedback. He felt listening to the residents and absorbing what they said and sharing the information were all important.

John Perry spoke of an article that he had read about communities that work and how important it was to include all of the people who want to participate. He talked about comprehension and dialogue on what is happening. He stated this is a give and take process. He talked about cooperation, coming together and making sound decisions.

John Perry spoke of the ratings that Woodridge had received as follows:

2010 community survey results

Municipal tax rate declines 25 consecutive years

Informed public – highest rating

Safe community - 95% concur

Best scores ever for sidewalk and sewers

Best scores ever for overall appearance

Highest scores ever for quality of life rating

Manager Hulseberg noted that no two communities are the same.

John Perry stated benchmarking against yourself to judge your accomplishments is important.

Manager Hulseberg indicated you need to look at the per capita information and if a community is spending more money than another community to deliver the same services.

John Perry spoke about the feedback from residents and quoted, "A leader is best when people barely know that he exists, not so good when people obey and acclaim him, worst when they despise him." He stated if you fail to honor people, they will fail to honor you. He felt a good leader talks little and listens a lot.

John Perry concluded with the following:
Who builds communities - we all do
Capture aspirations – the heart and the soul
Consider ideas from many
Build momentum to move forward
Maintain trust and faith

He referred to the Athenian Oath and indicated he had brought a copy of his book for each of the attendees. He said it was difficult to bring 35,000-40,000 people together, and it may be the mission impossible, but it can be a fun mission and an important one.

PRESENTATION - GOVERNING BOARD AND ORGANIZATIONAL EFFECTIVENESS PART 1

3. Village Manager Dave Hulseberg introduced Greg Kuhn, Ph.D., Assistant Director at NIU Center of Governmental Studies, who was the former manager in Clarendon Hills. He stated that Greg had received his Doctorate Degree and decided he was going to use it.

Greg Kuhn stated that the Strategic Plan had given him the vision for a career change. He asked that each person introduce himself and advise how long they had been with the Village in their capacity. He had Village Board members participate in a dialogue about the British and the Irish relating to assumptions. He stated that leadership is about communication and how it comes in all shapes, sizes and forms. He asked, "How does communication need to take place between elected officials and staff?" He felt it was a mechanism that is needed to get things done. Policy is only an idea and does not exist until it is budgeted and staff has completed it. He noted this is a complex environment and involves various mechanics. He spoke of governing body meetings.

Greg Kuhn spoke of policy-making, the heart of governing. He talked about being at the helm and how Board decisions are the basis for actions by staff and officers. Staff can not legislate. The Board sets the direction and staff follows through. He stated if you do not know where you want to go, anywhere will do, but felt where you want to go is essential. He stated in the absence of leadership, there is chaos.

Greg Kuhn spoke of the retreats that he and his staff were involved in and that when they returned, they did not look back and only looked forward. He felt this brought clarity. He indicated the 6 key elements of the policy-making process are:

Initiation – meeting a need, vision or making a change

Deliberation – considering options

Determination – making a decision

Adoption – formally authorizing action

Implementation – appropriating resources and giving general direction

Feedback – monitoring effects of the decision

He stated the democracy can be frustrating.

Greg Kuhn spoke of overlapping roles. He stated that the legislative policy making board is the what; the management policy advise and administration system is the how and the employees and contractors service delivery is the implementation and doing. In the middle is the teamwork. He spoke of the power of clarity.

Greg Kuhn indicated the key elements of design are:

Goals

Roles

Resources

Structure

Staffing

Execution

He spoke about the policy and administration stating that the Legislative group is the what and makes the policy and the Executive group is the how and implements the policy. He spoke on the segregation of duties.

Greg Kuhn quoted John Carver, the leading authority on affective Boards, indicating that the heart of governance is setting priorities, making policy, articulating the mission of the organization and sustaining the vision. According to Carver, what makes the difference between effective and ineffective Boards is the ability to get beyond narrow issues; to focus on the long-term vision, trends and critical functions of the organization; communicating those visions to staff; and felt that governing board challenges are not a problem of people so much as a problem of process. He indicated that ability to work through their own process and take what you want accomplished and work through staff is critical.

Greg Kuhn stated that looking at Boards and what can go wrong according to Carver are the following:

Time on the trivial;

Short term bias;

Reactive stance;

Reviewing rehashing and redoing;
Leaky accountability;
Diffuse authority/clarity.

He stated the following are why:

Boards are the end of the accountability chain;
Boards are groups of individuals operating as a single entity;
Boards are physically removed;
Boards are part of an incomplete, evolving phenomenon - nothing static in your world – moving everyday.

Greg Kuhn handed out a Governing Board Self-assessment and asked the Board members to complete the self-assessment and turn it in at the end of the session.

Greg Kuhn spoke regarding leadership and stated the following:

You can only lead others where you yourself are willing to go;
The best leader is the one who has sense enough to pick good people to do what he/she wants done, and self-restraint enough to keep from meddling with them while they do it.

Greg Kuhn spoke on what staff members need to appreciate about elected officials and stated the following:

Elected officials have different needs than staff, to be effective they must be responsive to constituents;
Elected officials want to know where various constituent groups stand on various issues;
Elected officials do not like surprises;
Elected officials like to have choices;
Staff can facilitate decision-making by citing compromises and alternatives.
He stated in the end, it is the Board's decision.

Greg Kuhn spoke on what elected officials need to appreciate about staff members and gave the following:

Many staff are members of professional associations or hold professional certifications and work to adhere to those standards;
Technical training/standards or practices may conflict with preferred solutions or other goals (e.g. engineering standards);
Staff are great resources to develop ideas and alternatives and give good advice;
Trust, teamwork and respect can go a long way;
Public criticism has a negative impact;
A word of appreciation is always welcomed.

Greg Kuhn felt the following were the major duties and functions of the Village Board:

Establishing and expressing the community and organization vision;
Provide collective leadership to the Village and greater community;
Establish goals for the community and Village government consistent with the vision;
Selection of and interaction with the Chief Administrator;
Approve policies, plans and programs consistent with established or agreed goals;
Arbitrate conflicts among competing interests;
Define the kinds and levels of service to be provided;
Monitor effectiveness and efficiency of administration and services;
Provide financial resources for adopted services and programs;
Facilitate/expedite citizen inquiries and complaints;
Send representatives to perform ceremonial duties;
Comply with open meetings and other statutory local government requirements;

Greg Kuhn felt the primary roles of the governing board are:

Visioning;
Goal setting;
Policy-making;
Decision –making
Budgeting;
Gathering public input;
Seeking input from advisory bodies;
Providing feedback to staff, experts and administrator;
Staying informed and analyzing information; and
Managing decision-making time and meeting discussions.

He spoke of the primary duties and roles of the Village President as follows:

Provide focused leadership;
Articulate and promote community vision;
Serve as Corporate Chief Executive and preside at meetings;
Serve as primary staff liaison;
Serve as primary spokesperson on policy;
Consensus builder/negotiator; and
Community relations and ceremonial roles.

Greg Kuhn provided the following quotations:

“Effective administration and management is the capacity or ability to motivate people to do things – to cause something to happen, that otherwise wouldn’t happen. The trick in being an effective leader or administrator in government is to see to it that things happen in the context of the democratic process.” By Robert Kipp.

Greg Kuhn spoke of the broad responsibilities of the Village Manager as follows:

Link – serves as the critical connecting link between the legislative and administrative functions of the Village government.

Advisory, Strategist and Technician – serves as the Board’s advisory expert on questions of Village policy and operations. Helps the governing body think strategically.

Chief Navigator – sets the administrative course to meet the goals and expectations of the President, Village Board and community.

Coach – facilitates and leads the directors of the departments to assure the proper execution of their functions.

Fiscal Manager – prepares and oversees fiscal affairs via the annual operating and capital budgets.

Agent – acts as the Board’s agent for enforcing policies, ordinances and carrying its votes into effect.

Supervisor – recommends personnel actions for management team and subordinate personnel.

Greg Kuhn indicated that being a team is GREAT –

G for goals

R for roles

E for effective

A for attitude and

T for trust.

He spoke of the challenge of governing and stated that public meetings and hearings are the action component of public policy evaluation and adoption and provide a framework for constructive interaction with the public; provide an opportunity to develop organizational credibility and serve as a mechanism for obtaining, evaluation and incorporating public input. He felt that meetings were the mechanical means of taking action. He indicated Board decisions are the basis for actions by staff and officers. He stated the clearer you make the goals, the better.

Greg Kuhn gave the following in summary:

Understand each other’s roles and responsibilities.

Commit to teamwork – strive to be a team and not merely a group.

Let the Manager “manage” daily functions and hold him/her accountable.

Have realistic expectations.

Be positive.

Recognize differences, but work toward the common good.

Remember in government, process counts. and

Set goals as a team and give success a chance.

RECESS

4. The Special Meeting of the President and Board of Trustees held on October 19, 2010 at The Westin Lombard Yorktown was recessed at 12:00 pm for a lunch break. Trustee Wilson arrived at 12:15 pm.

.

RECONVENE

5. The recessed Special Meeting of the President and Board of Trustees of the Village of Lombard was called to order by Village President William J. Mueller at 1:15 pm, Tuesday, October 19, 2010 at The Westin Lombard Yorktown.

Upon roll call:

Present: President Mueller, Trustees Gron, Giagnorio, Wilson, Moreau, Fitzpatrick, and Ware

Absent: Clerk O'Brien

MYERS-BRIGGS ACTIVITY

6. Human Resources Administrator Kathy Dunne handed out an exercise. She noted this was a personality tool and indicates how you like to look at things and how you like to make decisions. Due to the shortage of time, she asked that each Board member complete the exercise and turn it in.

VILLAGE BOARD POLICIES

7. Village Manager Hulseberg handed out copies of the Village Board Policies. Due to the shortage in time, it was decided the Board Policies would be reviewed at a workshop.

DISCUSSION

8. Village Manager Hulseberg indicated he was looking for direction from the Village Board. He noted the Village was flat on revenue. He felt there would be an increase in health insurance rates and noted the employees are currently picking up 20% of the cost. He felt property tax assessments were declining.

He stated the property tax mill rate would need to increase in order to get the same amount of property tax revenue that the Village currently receives.

Trustee Wilson asked who controls the mill rate. He indicated the Village should skip the lunches and stop the spending, spending, spending.

Manager Hulseberg felt that the Village's share of income tax will be impacted by Springfield. He stated that income tax may be increased or that more money will be taken away from municipalities.

President Mueller felt that if income tax was increased, that the Village would not see any of that money.

Manager Hulseberg stated that the Village's share will probably be reduced. He stated that three Union contracts will be opening. He stated negotiations will begin in December and that the Police Union would be the first to be addressed. He noted they received the largest raises in the last contract.

Manager Hulseberg spoke of the possible refinancing of the hotel bonds. He stated he felt good about where the Village was currently at with that project. He stated the Glenbard Wastewater obligation had been reduced.

Trustee Wilson indicated he would like a tour of the facility.

Manager Hulseberg spoke regarding the Fire Department.

Trustee Wilson questioned the Fire Department overtime and noted they were the chief users of overtime.

Manager Hulseberg stated that there had been a dramatic drop in the Fire Department overtime. He spoke of containing expenses and that they will continue to monitor expenditures. He felt there would be a good team in place. He spoke of the invalid assists that are provided. He spoke of options to look at bringing back the private ambulance service.

Trustee Wilson suggested changing the culture of the Village in spending tax payer dollars. He felt the Village had total control over spending. He suggested adding up the pennies here and there and that would equate to dollars. He talked about charge cards and lunches, supplies and coffee. He stated he got into politics to make changes.

Trustee Moreau stated she did not think a \$15 lunch was the question.

Trustee Wilson felt that pensions were outrageous. He stated that when he worked for the State 25 years ago, the chief made less than \$85,000. He spoke about the Village trying to save millions and that is not happening. He felt the Board should look at stopping the spending of little money and that would equate to a large amount of money saved.

President Mueller indicated he did not disagree. He spoke of health benefits. He talked about the County taking over the Water Commission.

Trustee Wilson stated that the items the Village could take control of, it should take control of. He stated he had only one vote, but felt the Village was spending too much. He noted the Board had the opportunity to lower taxes. He stated he got into politics to stop the spending on frivolous things.

Trustee Fitzpatrick stated he Board had no pension benefits and no health insurance. She stated they do not have charge cards and only have lunch once or twice a year at meetings.

President Mueller stated that several former members of the Board had requested health and other benefits, but that was defeated.

Trustee Wilson felt that some communities compensate only half of what the Village compensates their elected officials.

Trustee Ware stated Franklin Park officials receive four times what our Board receives. He stated that he did not feel the Village Board spent a lot of money on their expenses. He felt it was good for the Village Board to discuss this and get things out in the air. He felt doing this once a year and having lunch was not a problem.

Trustee Moreau felt the Board should move on from this discussion and speak more about strategic planning.

Trustee Giagnorio spoke about the cost of doing business.

Trustee Moreau spoke about looking at the budget line-item by line-item when reviewing it.

Manager Hulseberg spoke about pensions and indicated that pensions were one of the items that was out of control. He spoke about pensions increasing and unfunded pension liability. He felt Springfield should get out of the business of handling pensions.

He spoke about offering 457 Plans. He talked about filling sworn positions with civilians upon retirement.

Trustee Ware questioned hiring civilians for certain positions and freeing up sworn personnel.

Manager Hulseberg spoke about the number of positions that have not been filled and about positions that are open and frozen. He talked about the reduction in pension liability.

Trustee Wilson questioned hiring part-time people with no benefits.

Manager Hulseberg spoke of various options the Village is looking at to save personnel costs as well as pension and benefits costs. He spoke of employees who had retired and have since been hired back in different positions. He also spoke on positions being down-sized.

Manager Hulseberg spoke about the June storms and flooding. He talked about the costs and spoke of adjusting and moving projects in the Capital Improvement Plan to allow for some remediation in the flooding issues. He asked each Board member to give their top three goals for the coming year.

Trustee Ware agreed with looking at the various staffing questions and agreed that the Village should be looking at flooding issues. He felt the Village should stay financially sound. He felt the Board should not lose focus on downtown and felt a solid restaurant anchor in downtown would be beneficial.

Trustee Giagnorio agreed with looking at personnel and flooding. He also felt the Village needed to move forward with downtown and need to look at the theater site. He felt this was a focal point and would be a great meeting spot. He spoke of the people riding on the train seeing an open field.

Trustee Moreau agreed with personnel and flooding. She spoke of the downtown being pedestrian friendly and adding crosswalks. She spoke of creating specific goals for departments and management by objectives. She suggested each department have a goal and if the goal is not met, that department does not receive their portion of the money set aside for raises.

Trustee Wilson indicated money, money, money. He stated he agreed with looking at personnel and talked about being more customer-friendly.

Trustee Gron indicated that District #1 was hit hard with flooding.

Trustee Wilson left at 2:25 pm.

Trustee Gron spoke of downtown and flooding; police providing for a safe community; restructuring of the Westin and downtown storm water retention. He indicated the current Board members were not on the Board 10-12 years ago when some decisions were made.

Trustee Fitzpatrick spoke about raising more money to draw more business to downtown. She spoke of the inspection process and being customer-friendly. She spoke about the prime properties downtown and possibly selling some parcels which would allow the Village to purchase other parcels. She spoke of the Social Services position that the Community Relations Committee will be recommending and how that can take care of some gaps in service. She stated Lombard, Villa Park and Elmhurst

are the only communities that do not have this position. She suggested contracting for the position. She felt the cost savings to the Village would pay for the position. President Mueller indicated there was a good balance of concerns raised and asked how the Board was going to approach this. He stated he did not disagree with any of the suggestions. He stated he was frustrated with downtown. He felt the Village did not receive support from downtown. He spoke of the money being spent on supporting Lombard Town Centre and felt the money could be taken and used to make changes downtown and changes that the residents would notice. He felt the money could be used to change the appearance of downtown and residents would know that something is being done. He stated that West Chicago was buying up property with Tax Increment Financing money and were preparing for when the parcels could be sold later when the economy improves. He felt that Lombard could be doing the same thing.

Trustee Moreau left at 2:40 pm.

President Mueller spoke of the theater site, the library and flooding. He felt the Village needed to be aggressive with the flooding issues and felt the Board may need to cut back on some capital projects and roadwork and defer some of those things to later in the Capital Improvement Plan. He spoke of staff being more customer and business-friendly. He talked about the "have you made anyone happy today" theme. He talked about being one of the top five communities. He talked about the services the Village provides to residents.

Trustee Fitzpatrick spoke of the terrific service that her son had received while at Northwestern Hospital. She referred to it as the wonderful Northwestern experience. She talked about the Village coming up with a motto and wanting the residents to have a great Lombard experience and something that the Village can build on.

President Mueller spoke of having a concierge at the Village Hall. He spoke of fiscal responsibility. He asked about removing the reimbursement of certain items from the Village Board expenses such as the Lilac Ball, golf outings and other events. He spoke about the Village Board members making a presence in the community and felt it was the responsibility of each Board member to be out in the community at events. He felt it was important for Village Board members to attend these functions and if the Village did not pay for Board members to attend, they might not do so on their own. He felt the Board did not want to cut that from the budget even while being fiscally responsible.

Trustee Gron indicated there are functions that are not reimbursed and that Board members attend.

President Mueller spoke about banners and spoke about having sponsors for the banners. He was not in favor of that idea. He felt the image of the community was more important than having sponsors for banners. He spoke of communities that use sponsors for the banners. He did not feel that using the newsletter and banners for advertising was a good option. He felt these should be used for communication. He indicated it was a way to save money, but he did not feel it gave the correct image of the community. He felt it was important to keep the image. He talked about the residents, businesses and visitors to the community to look at Lombard and think we have a great community.

ADJOURNMENT

9. It was moved by Trustee Gron and seconded by trustee Giagnorio that the Special Meeting of the President and Board of Trustees of the Village of Lombard held on October 19, 2010 at The Westin be adjourned at 3:01 pm.

Ayes: Gron, Giagnorio, Fitzpatrick & Ware
Nays: None

Motion Carried

/cb