

**MINUTES OF A SPECIAL COMMITTEE OF THE WHOLE MEETING
OSWEGO VILLAGE PRESIDENT AND BOARD OF TRUSTEES
OSWEGO VILLAGE HALL
100 PARKERS MILL, OSWEGO, ILLINOIS
October 19, 2021**

CALL TO ORDER

President Troy Parlier called the meeting to order at 5:03 p.m.

ROLL CALL

Board Members Physically Present: President Troy Parlier; Trustees Tom Guist, Kit Kuhrt (attended at 5:37 p.m.), James Marter II, Terry Olson, Jennifer Jones Sinnott, and Brian Thomas.

Staff Physically Present: Dan Di Santo, Village Administrator; Christina Burns, Asst. Village Administrator; Tina Touchette, Village Clerk; Jeff Burgner, Police Chief; Rod Zenner, Community Development Director; Mark Horton, Finance Director; Joe Renzetti, IG/GIS Director (attended at 5:24 p.m.); Scott McMaster, Economic Development Director; Susan Quasney, Engineer (attended at 6:07 p.m.); Jenette Sturges, Community Engagement Coordinator, Marketing; Corey Incandela, Administrative Intern; Karl Ottosen, Village Attorney; and Douglas Dorando, Village Attorney.

PUBLIC FORUM

Public Forum was opened at 5:03 p.m. There was no one who requested to speak. The public forum was closed at 5:03 p.m.

OLD BUSINESS

There was no old business.

NEW BUSINESS

G.1 Effective Governance, Team Cohesion Training Session with Rapp Consulting Group

Administrator Di Santo introduced the presenter, Craig Rapp. Craig Rapp presented the following:

Tonight's Agenda

- Introductions- Overview
- Strengths
- Roles & Responsibilities
- Governance Process- Board/Staff Relationships
- Best Practice- A Model
- Reality of Politics
- Teamwork
- Going Forward

Craig Rapp- Background

- 40+ years in local government and consulting
- Four cities and two consulting firms
- Thousands of public meetings
- Hundreds of strategic plans and workshops

Introductions

Each Board member and some directors/staff members were asked to provide an answer to the following questions:

- 1) One personal thing we don't know about you
- 2) Why did you originally run for office/apply for the position
- 3) How you would like to be remembered

Discussion on the introductions included what we have in common; what our differences are; why or why not these things matter.

Village of Oswego's Business

What Business Are We In?

- \$47M All Funds Budget (FY22)
- \$8.4M Capital Budget (FY22)
- 123 Employees (FTE's)
- 3 public buildings
- 3 Labor contracts
- Service agreements
- Intergovernmental agreements
- 137 miles of streets maintained
- Miles of trails maintained
- 198.6 miles of sidewalks maintained
- 190 miles water lines
- 119 miles sanitary sewer
- Nearly 300 total vehicles and equipment
- Storm water structures

Roles and Responsibilities

➤ Legal Roles

- Described in Statute, Ordinance and By-laws
 - Elected representative
 - Policymaker
- Issues
 - Representation approach
 - Policy/law creation and adoption process
 - Identifying/raising problems, new directions, issues
 - Oversight responsibilities

➤ Traditional Roles

- Accepted roles, by common practice or tradition
 - Community Representative
 - Politician
- Issues
 - Context of roles (in/out of the Village)
 - Public perception
 - Individual vs. group

➤ Ad hoc Roles

- Roles you assume to "get the job done"
 - Visionary
 - Change agent
 - Role Model
- Issues
 - Appropriateness (does it fit?)
 - How to use these roles productively

- Imaginary Roles
 - Roles you “slip into” by accident, or design
 - Village Administrator
 - Subject Matter Expert
 - Village Attorney, etc.
 - Voice of the Board/Village
 - Issues
 - Staff/Board conflict
 - Competition/confusion

- Administrator Role
 - Defined in ordinance/law
 - Leader of the Staff
 - Support to Board
 - Producer of Results
 - Change agent
 - Motivator
 - Role Model
 - Filter/Synthesizer

- Staff/Director’s Role
 - Department Operations
 - Support to Board/Commissions/Committees
 - Basic service delivery
 - Carry out directives of Board and Administrator

Maintaining Proper Roles



AGREEING ON THE
DEFINITIONS

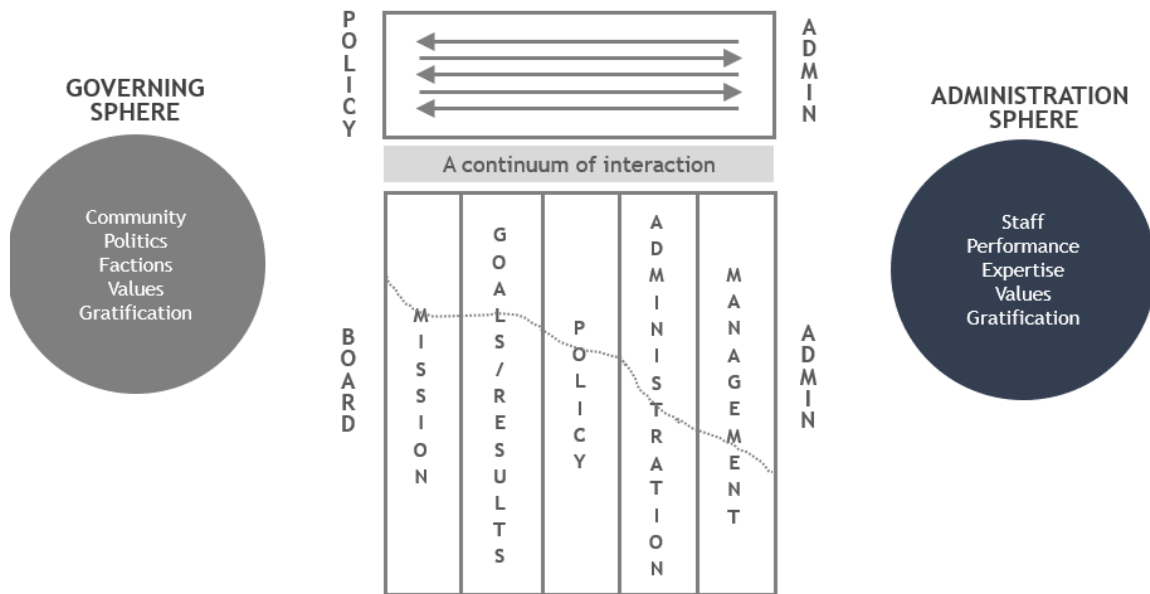


STAYING WITHIN THE
BOUNDARIES

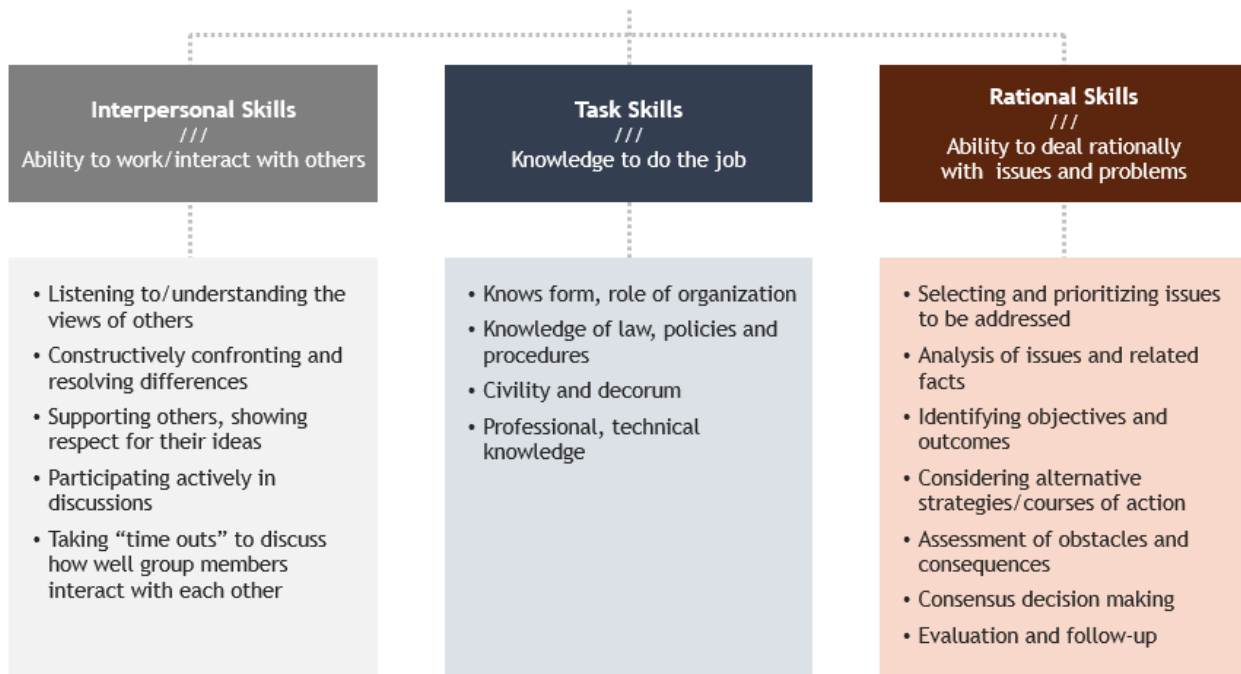


ACCOUNTABILITY FOR
ACTIONS

Governance-Policy Processes



Effective Small Group Decision-Making



Allocating Governing Body Time/Attention

Governing Body hours/year +/- 240

Village Administrator/staff hours/year +/- 2400

Arenas for Governing Body-Staff Performance

ARENA	GOAL-SETTING	EXPLORATION & ANALYSIS	DISPOSITION-LEGISLATION	COMMUNITY RELATIONS
Purpose	<ul style="list-style-type: none"> Establish vision Explore potentials Set goals Direction/Priorities -Community -Services -Staff action -Budgets 	<ul style="list-style-type: none"> Understanding the issue(s) Problem identification Selecting "best options" Building commitment 	<ul style="list-style-type: none"> Official action Vote on items -Resolutions -Ordinances Public input Mobilization of support 	<ul style="list-style-type: none"> Interaction with constituency-citizens Building alliances Outreach-liaison Coordination with other entities
Typical Setting	<ul style="list-style-type: none"> Retreat/Advance Informal off-site workshop 	<ul style="list-style-type: none"> Study Session Conference room 	<ul style="list-style-type: none"> Public Formal board meeting in chambers 	<ul style="list-style-type: none"> Numerous Diverse formats
Focus	<ul style="list-style-type: none"> Future of county, city/community Evaluation of -Needs -Trends -Strategic issues Community desires & values Leadership 	<ul style="list-style-type: none"> Developing knowledge for decision making Sorting of options Examine consequences Set strategies Ability to make competent & informed decisions 	<ul style="list-style-type: none"> Agenda – formality "Show" of authority Ratification/Adoption Political pressures Psychological needs 	<ul style="list-style-type: none"> Communication Problem solving Collaboration – coordination Partnership Acting as a community
Key Characteristics	<ul style="list-style-type: none"> Informality Sharing of options Open dialogue Creative thinking Humor – adventure Face-to-face/Group interaction 	<ul style="list-style-type: none"> Board-Staff dialogue Questioning – testing of ideas Information exchange Negotiating – consensus building No voting Face-to-face/Group interaction 	<ul style="list-style-type: none"> Formal meetings Rules and procedures Public input/involvement High visibility Pressure/advocacy from groups Voting Group interaction 	<ul style="list-style-type: none"> Being "outside" city hall/ court house Responding to requests Joint ventures Interagency activity Multiple interaction modes & communication techniques

The Governance Process

- How things get done
- Division of responsibilities and accountabilities between Board & staff
- Best Practice (Carver Governance Model)
 - Ends
 - Executive Limitations
 - Board-Staff Linkage
 - Governance Process

Ends

The Board defines:

- Which needs are to be met, for whom, and at what cost.

This means creating policies/taking actions that align with the Board's long-range vision.

Executive Limitations

- The Board establishes the boundaries for staff methods and activities – what they believe can responsibly be left to staff.

The boundaries/limitations apply to the means, or how things get done, rather than ends, or the outcomes.

Board-Staff Linkage

The Board clarifies:

- how it delegates authority;
- how it evaluates performance based on executive limitations

This involves policies and rules for Board-staff communication, Administrator job description/evaluation, and monitoring/reporting results.

Governance Process

The Board determines its philosophy, its accountability, and specifics of its own job.

- The Board creates its own processes to ensure that it fulfills three primary responsibilities:
 1. maintaining linkage to constituents/stakeholders,
 2. establishing the definition of effective governance,
 3. assuring executive performance.

Carver Principles

1. Trust in trusteeship (**govern on behalf of constituents**)
2. The Board speaks with **one voice** or not at all
3. Board decisions should predominantly be policy decisions
4. Boards should formulate policy by determining **broadest values** before progressing to more narrow ones
5. A Board should define and delegate rather than react and ratify
6. **Ends determination** is the pivotal duty of governance
7. The Board's best control over staff means is to **limit, not prescribe**
8. A Board must **explicitly design its own products and processes**
9. A Board must forge a **linkage with management** that is both **empowering and safe**
10. Performance of the CAO must be monitored rigorously, but only against policy criteria

Organizational Politics

- Think you understand it?
- Think you're good at playing the game?
- Is it a game?
- Are there rules?
- What if you're playing by the wrong set of rules?

The Real world of Tough Politics

Understanding the **difference** between **tough politics** and **truly dysfunctional** governance

Tough Politics



Characterized by Rules – explicit or implicit – but understood by all



Relies on political process – wins by “having the votes”



Can be emotional – but is not personal – respect remains intact



Playing to win – pushing exclusive agenda, freezing out other side...



Maximizes political advantage – programs, personal profile, reelection



Predictability, consistency, reliability



Things get done

Dysfunctional

Lack of Respect

Lack of Trust

No Rules

Unpredictable, Unstable

Lack of Progress / No Progress



Not Making Decisions Efficiently-or at All



Not Setting or Following Goals/Priorities



Board members don't trust each other & disrespectful to each other



Staff attacked or not trusted by faction



Board not respectful to/distrustful of staff

Summary

Tough

- Respect/Trust
- Political Process
- Rules
- Reliable
- Accomplishments
- Play to Win

Dysfunctional

- Disrespect/Distrust
- Disruption/Attacks
- Chaos
- Unpredictable
- No Decisions
- Play to Harm

Teamwork

- What is it?
- Does it matter?
- Can't we just vote?

Leadership Team

- Mayor/Board & Administrator are a team
- Role definition is crucial
- Majority/minority bloc –Administrator response
- The role of Board leadership can become “slippery” without clear rules and accountability

Team- Definition

*“A team is a **small group** of people with **complementary skills and abilities** who are committed to a **common purpose, performance goal and approach** for which they are **mutually accountable.**”*

— from *The Wisdom of Teams*, by Jon R Katzenbach and Douglas K Smith.

Level 1 – Forming – **Team members are all excited, full of anticipation.** People on their best behavior, testing to see what will happen. Looking to the team leader for direction and clues on how to behave. This is the exciting stage, “I’m on a team, and this should be great. I wonder what we will be doing?”

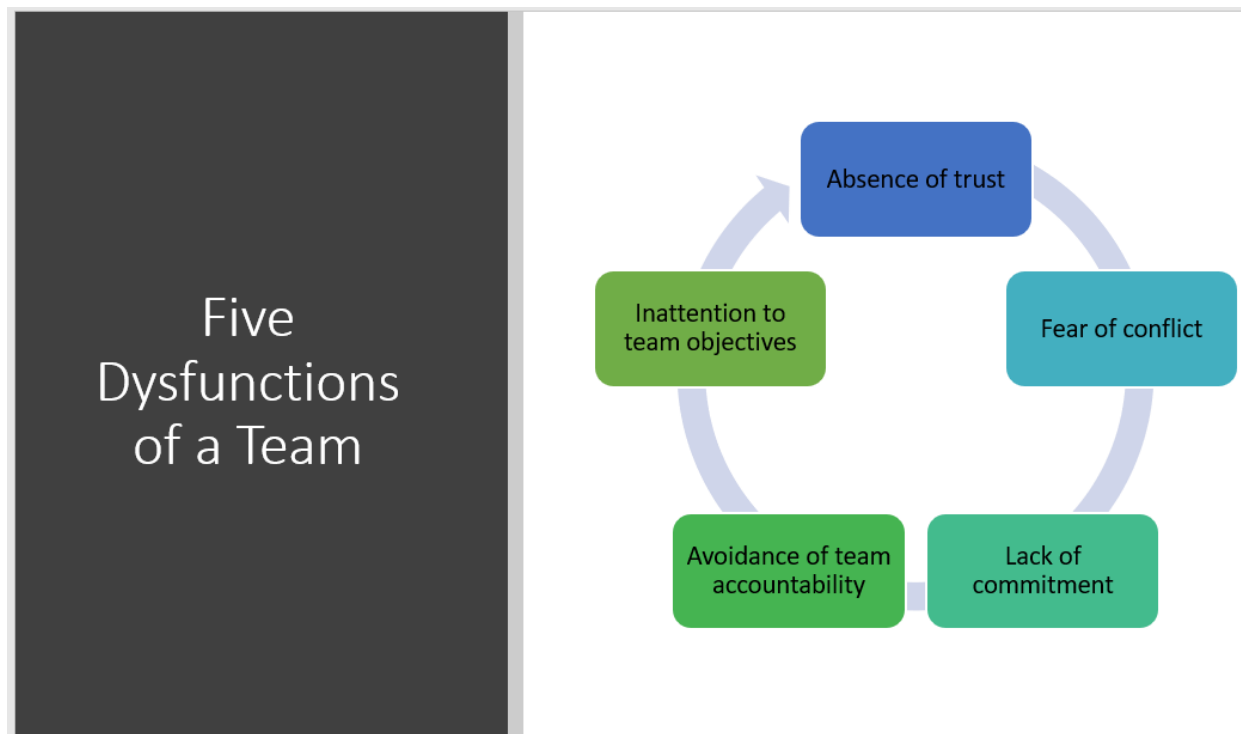
Level 2 – Storming – **Team members are challenging the rules.** Some people get discouraged, arguments surface without getting resolved. Splinter groups may form. Team struggles with roles and process issues. Real work suffers. This is the speed bump, “Why did I ever allow myself to get on this team?”

Level 3 – Norming – **Team members setting clear goals, starting to get work done between meetings.** People feeling comfortable as a team and able to deal with conflict productively. Decisions being reached through dialogue and consensus. Team is becoming self reliant. This is where you start to see results, “I can do this, it takes a lot of work but it’s worth it.”

Level 4 – Performing – **Team members know what they are doing.** There is a shared vision with clear goals that all team members buy into. Decisions are made easily. A high level of trust, team members get work done using strengths of each team member. Team leader does not have to be “the hammer” Team largely regulates itself. A high performing team. “We did a great job, on time and within budget.”

➤ How do you get it?

- Start by wanting it
- Identify/agree on its value (greater than sum of parts)
- Define shared vision, values, goals
- Create the atmosphere for success
- Act in accordance with values/beliefs
- Establish accountability



Absence of Trust

Team members show a lack of trust when they:

- Hold grudges.
- Don't ask for help, or don't give feedback.
- Hide their mistakes or weaknesses.
- Find ways to avoid spending time together.

By contrast, when team members trust one another, they're willing to be open and "vulnerable" with the group.

Fear of Conflict

Team members who fear conflict spend time and energy being nice to everyone and hold back their true opinions. This means the team loses the opportunity to confront awkward truths.

Signs that your team might fear conflict include the following:

- *Everyone agreeing with everyone else or avoiding the real issues during meetings.*
- *Team members talking about other people behind their backs.*

Lack of Commitment

Your team may be suffering from a lack of commitment if you:

- Don't support decisions made in the team or organization.
- Miss opportunities; because you spend too much time analyzing data and options.
- Go over discussions again and again without taking firm action.

Lack of commitment can also directly relate to a fear of conflict: without honest debate about a course of action, people may feel that they haven't been heard.

Avoidance of Team Accountability

Team members may be avoiding accountability if they:

- Resent each other for having different standards of performance.
- Rely on the team leader to call out mistakes, give feedback, or manage performance.
- Avoid direct conversations about performance and behavior with colleagues, opting instead to highlight issues with the team leader.
- Allow the team to fail without making a determined effort to avoid this.

Inattention to Team Objectives

You may have issues with this dysfunction when:

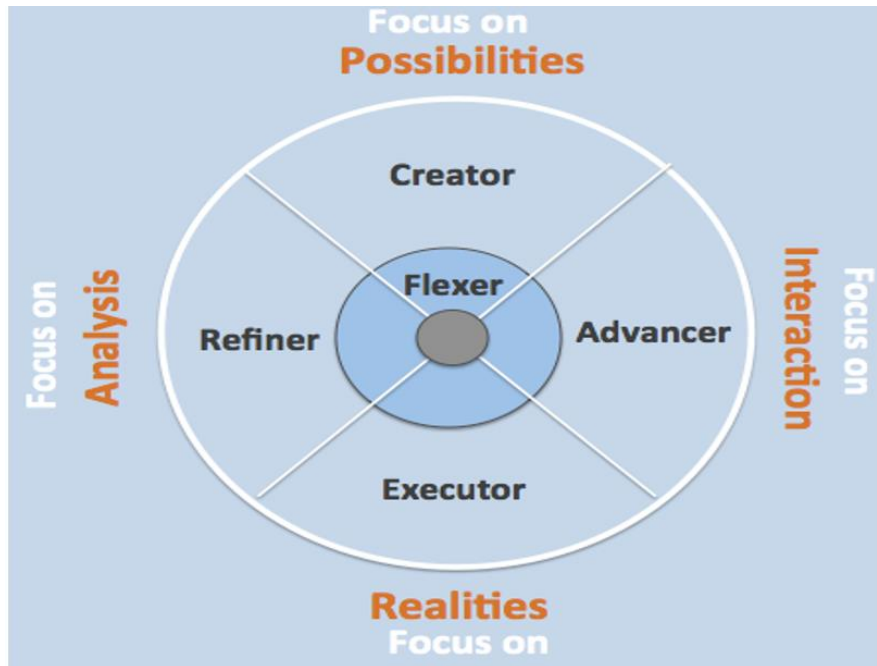
- People focus on their own goals instead of those of the team.
- People don't pull together to succeed.
- You lose talented, "achievement-oriented" team members

Role of the Individual and Role of the Group

The Z Model



TEAM ROLES	
Creators	Generate original concepts and ideas that often defy generally accepted rules.
Advancers	Move potential solutions to the next-level, while generating buy-in and excitement for change.
Refiners	Challenge concepts and ideas, often playing the "devil's advocate," while methodically uncovering potential problems.
Executors	Lay the groundwork for implementation by creating a step-by-step plan to implement innovation solutions.



Board, staff, and presenter discussion focused on welfare of the Village; growth; responsibilities; accomplishing things; keeping personal lives separate; different ideas; wanting to do something positive; can make errors; risk management; dealing with legal issues; what happens if the Board does not agree; come prepared; be willing to compromise and listen; can have strong differences, but don't give up personal perspectives; deals versus policy; achieving consensus; takes a unified group; staff needing clear direction from the Board; communication needs to go both ways; disconnected from the services; effective small group decisions; arenas for governing; which arena is not getting enough attention; goal setting; re-focus and see what works; be more choosy; big decision to make; can't please everybody; getting unified on where you are going; the Board is a well-oiled machine; no major issues; good with adjusting; mature; already at stage four; sharing and asking questions; doing our homework before the meetings; cohesive Board; moving in the right direction. There was no further discussion.

CLOSED SESSION

A motion was made by Trustee Marter II and seconded by Trustee Olson to enter into Closed Session for the purposes of discussing the following:

- Pending and Probable Litigation [5 ILCS 120/2(c)(11)]
- Collective Bargaining, Collective Negotiating Matters, Deliberations Concerning Salary Schedules [5 ILCS 120/2(c)(2)]
- Sale, Lease, and/or Acquisition of Property [5 ILCS 120/2(c)(5) & (6)]

Aye:	Tom Guist	Kit Kuhrt
	James Marter II	Terry Olson
	Jennifer Jones Sinnott	Brian Thomas

Nay: None

The motion was declared carried by a roll call vote with six (6) aye votes and zero (0) nay votes.

The Board adjourned to Closed Session at 6:43 p.m.

The Board returned to open session at 7:23 p.m. A roll call vote was taken. All remaining members still present.

ADJOURNMENT

The meeting adjourned at 7:23 p.m.

Tina Touchette
Village Clerk