

**SUMMARY MINUTES OF THE  
COUNCIL RETREAT CITY COUNCIL MEETING  
PUBLISHED BY THE AUTHORITY OF THE CITY COUNCIL  
OF BLOOMINGTON, ILLINOIS  
SATURDAY, NOVEMBER 5, 2016; 8:00 A.M.**

The Council convened in a Special Retreat Session in the Central Illinois Regional Airport (CIRA) Conference 2<sup>nd</sup> Floor Conference Center, 3201 Cira Dr., Bloomington 61704 at 8:00 a.m., Saturday, November 5, 2016.

**1. CALL TO ORDER**

The Meeting was called to order by Mayor Renner who directed the City Clerk to call the roll and the following members answered present:

**2. ROLL CALL**

Aldermen: David Sage, Diana Hauman, Amelia Buragas, Joni Painter, Mboka Mwilambwe, Jim Fruin, Karen Schmidt, Scott Black, Kevin Lower and Mayor Tari Renner.

Staff Present: David Hales, City Manager; Steve Rasmussen, Assistant City Manager; Renee Gooderham, Chief Deputy Clerk.

Staff Absent: Cherry Lawson, City Clerk

**3. PUBLIC COMMENT**

Mayor Renner opened the floor to receive public comment.

No one came forward.

**4. RETREAT ACTIVITIES**

Diane Crutcher, VP Center for Performance Development, Inc. and Retreat facilitator, reviewed highlights from the Council Retreat held on Friday, November 4, 2016.

**Council Meeting Structure Process**

David Hales, City Manager, addressed the Council. He noted that a primary goal Council had established for him was to create a meeting template for Council consideration and appropriate implementation. He highlighted concerns listed for same: agenda built according to critical issues, each item would have designated time allocated, consistent timer usage and

expected action per item noted. He noted that the timer usage had assisted the meeting with efficiency and effectiveness.

Mr. Hales noted that last minute public input on agenda items impacted Council's willingness/readiness to approve an item. To address same and allow Staff to respond he recommended first and second (1<sup>st</sup> & 2<sup>nd</sup>) Ordinance readings. He believed that 1<sup>st</sup> Ordinance reads notified citizens and allowed staff to respond to concerns. Items would appear on an agenda twice, same could take longer to approve. Mayor Renner stated that the rules could be suspended in cases of emergencies to elevate the reading requirements.

Mr. Hales recommended Council adopt annually specific policy initiatives. Agenda items would be related to same. Critical issues were difficult to identify when there were many issues needing to be addressed.

Mr. Hales highlighted items from the draft "Council Meeting Structure Recommendations". He noted that Work Sessions, Executive Sessions and Committee of the Whole meetings have too many topics.

Alderman Schmidt questioned the Ordinance reading process. Mr. Hales responded stated that the first (1<sup>st</sup>) reading would also include a presentation, discussion/public input. After same the ordinance would be placed on another agenda for approval.

He requested Council meet in small groups to discuss the twelve (12) ideas and to provide suggestions. Ms. Crutcher requested each group to select the top three (3) Council Meeting Structure changes.

Alderman Buragass questioned setting specific parameters so that not every ordinance had a first/second reading (1<sup>st</sup> / 2<sup>nd</sup>). Alderman Black cited concerns with ordinance reading. He believed that the public would only be interested in the final reading and would cause the most discussion at same. Alderman Lower suggested engaging citizens in a less formal setting. Alderman Sage suggested first (1<sup>st</sup>) readings be held at the Committee of the Whole meetings. He acknowledged that changes made during same would not constitute a first (1<sup>st</sup>) reading. Mr. Hales stated that research with specifics could be brought to a Committee of the Whole meeting within the next thirty to sixty (30 – 60) days. Alderman Fruin cited concern with slowing the approval process. He believed that an agenda and packet published on Wednesday prior to the meeting would assist Alderman and citizens with questions/concerns. He believed media created the community conversation. Alderman Sage stated that moving the publishing date to Wednesday Council should commit to voting on agenda items on Monday.

Council consensus for "Council Meeting Structure Recommendations/Ideas":

- Research an Ordinance reading process.
- Replace one on one City Manager/Alderman meetings with three on one.

- Previous Executive Session minutes are provided in advance when a topic is repeated.
- Providing enough time for discussion of items on the Executive Session agenda items.
- “The Council Member Request for Consideration” form requires three (3) Council member signatures plus the requestor. Five (5) signatures indicate priority.
- Department Heads do not need to attend Council meetings unless they have an item on Regular Agenda or Council has indicated they will pull an item.
- The agenda reflects expected action by Council.
- Staff will work to publish agenda’s on Wednesday and will provide Council a defined process for same.
- Possible delegation to City Manager for claim settlements.
- Department Heads provide an executive summary; acknowledge that Council has read the power point presentation.

### **Five (5) Council Priorities**

Ms. Crutcher noted that five (5) Council priorities were established at the November 2015 Retreat. She questioned if same were still priorities. She requested Council meet in small groups to discuss the priorities and to provide suggestions. Mr. Hales noted more detail was required for action plans.

Alderman Lower recommended removing Reduced Emergency Response Times and replacing same with Public Safety. Alderman Sage suggested that emergency response time reduction be priority one (1) under Public Safety.

Alderman Lower suggested changing Financial Planning to Financial Management.

Alderman Sage suggested embracing innovation to increase economic development and place the Downtown Implementation Plan (DIP) under Economic Development (ED). Mr. Rasmussen cited concern with placing DIP under ED. Alderman Sage suggested that DIP become priority one under ED. It was suggested that DIP remain separate and projects are vetted. Alderman Schmidt stated that the Downtown Business Association (DBA) be utilized effectively.

Alderman Black believed that embracing innovation was tied to all priorities.

Alderman Buragas recommended that item 1B sentence end after the word initiatives. Alderman Hauman recommended that item 3B have the adoption date.

Alderman Painter requested that Item 2C state funding specifics and prioritizes upfront.

Ms. Crutcher summarized:

- Economic Development encompassing innovation.
- Downtown Implementation Plan, establish a process and utilize the DBA.
- Financial Management, look for a balance and noting the 1% sales tax adoption date.
- Infrastructure, stating specific funding.
- Public Safety incorporating emergency response time, supporting public service, first responder initiatives and community outreach.

Mr. Hales provided Council with the “Downtown Stakeholder Meeting Prioritized Actions Items” from September 22, 2016. He believed that the priorities and action plan would be coming forward soon. He questioned tolerance for more debt for an aggressive infrastructure plan. Storm water and Sewer fee discussions were anticipated for May/June 2017. He believed that the five (5) year Capital Improvement Plan (CIP) was driving infrastructure.

Mr. Hales questioned collaboration with other entities. He suggested expanding city’s ED coordinator program. A recommendation was to have the DBA develop into an advisory group.

Mr. Hales noted that there were nontraditional cost effective resources to reduce response times. He requested Council support for Priority Based Budgeting (PBB). The budget would reflect all programs/services provided delivery service quality and define service level. He requested sustainable financial management. He questioned cost reductions, efficiency and prioritization. He noted that the public agenda was to increase services.

Ms. Crutcher requested Council meet in small groups to discuss next steps for each priority, review staffing and financing and how same fits into the priorities.

Alderman Buragas stated her group cited concern with the cost of increase for employees which do not match the actual cost of living. They requested more discussion. They supported PBB. They questioned increasing Union contracts from three (3) to five (5) years. The belief was same would reduce costs in terms of outside counsel and staff time. There was a willingness to be more aggressive during negotiations.

Mayor Renner stated his group believed there should be a private sector compensation survey.

Alderman Black stated his group believed revenue should not be increased without service reductions first.

Ms. Crutcher requested next steps for an employee compensation plan. Alderman Buragas recommended creating a sustainable model, controlling growth; benefits/salaries. Alderman Black recommended restructuring departments. There was Council consensus for same.

Ms. Crutcher believed Council consensus was to shift Union contracts to five (5) years and negotiate aggressively. Mr. Hales believed there could be pros/cons to adjusting same, including cost of living.

Alderman Lower requested reviewing all employees' benefits package. There was Council consensus for same.

Alderman Black indicated support to review a few benefit packages for potential cost savings. There was Council consensus for a total compensation survey.

Alderman Sage questioned reducing employee salaries. Alderman Schmidt believed knowing how the local employer's compensation compare would assist Council. Alderman Mwilambwe noted that positions and hours were different. He questioned how a survey would assist. He recommended Council setting a compensation goal. Mayor Renner recommended obtaining benefit information. He believed the information would benefit negotiations.

Ms. Crutcher recommended reviewing everyday processes. She believed that over time same can become less efficient. A process improvement analysis could reduce full time employees. Develop a continuous quality analysis on major processes.

Alderman Lower questioned effectiveness for Union negotiations. Mr. Hales believed same would be a struggle. Alderman Lower questioned re-categorizing responsibilities. Mr. Hales believed same could be accomplished with attrition.

Ms. Crutcher summarized that under Financial Management there was a parking lot issue: process improvement and the opportunity for funding and stream lining including personnel performing same.

Ms. Crutcher suggested creating a sustainable model to control growth which could mean city staffing structure overhaul. Council needed to decide the target objective for total compensation over a certain period of time. She believed same would work in tandem with a sustainable model. Alderman Buragas cited support for salary benchmarks. Ms. Crutcher questioned optimally using employees. Alderman Black believed Council needed to support the City Manager for same. Alderman Sage recommended Council declaring same publically.

Ms. Crutcher recommended establishing the percentage for total compensation in relationship to total budget. Alderman Lower believed that same was sixty-five percent (65%) of the total budget. Fifty percent (50%) could be the goal. Ms. Crutcher believed nationwide the average was fifty-four percent (54%). Mr. Hales noted that an employee strategic plan had not been established. He questioned mirroring the private sector. Alderman Fruin believed that public employees were reluctant to have positions realigned.

Ms. Crutcher noted support for empowering and supporting the City Manager to develop a proposal for city structure/restructure, compensation, including a sustainable model and

embracing innovation. Alderman Fruin recommended setting a target date for health care of July 1, 2017.

Ms. Crutcher summarized Financial Management:

- Empower/support the City Manager to develop a proposal for city structure/restructure, compensation, including a sustainable model and embracing innovation. Declaring same publically.
- Continue with PBB.
- David will research contract time limits and bring back suggestions.
- Drop the target object percentage for total compensation over a certain time period.

Alderman Fruin suggested that Patti-Lynn Silva, Finance Director review other municipality's budgets for total budget compensation percentage.

Alderman Hauman requested attracting talent be placed in the parking lot. Alderman Fruin questioned attrition rate.

Ms. Crutcher requested suggestions for Economic Development. Mayor Renner's group suggested that organizations EDC and B/N Advantage provide goals/accomplishments and substantiate same prior to providing more funding. The private sector should contribute seventy-five percent (75%). McLean County should contribute; same could have a pro-rated by population.

Alderman Buragas' group believed that measurables have to be met before commitment continues. It was recommended possible staging, establishing a pay as you accomplish goals program.

Mayor Renner's group believed that hiring another employee to assist the Economic Development Coordinator could be split. They suggested that the individual could be part time ED and part time Community Development inspector.

Alderman Buragas's group requested more specifics. They questioned utilizing the DBA.

Ms. Crutcher summarized Economic Development:

- No funding for B/N Advantage until a definitive benefit package had been established.
- David to substantiate an extra position within the city for ED.

Alderman Buragas's group believed that infrastructure was defined by the Capital Improvement Plan (CIP). CIP should be reflected in the Fiscal Year 2018 budget. Sanitary

Sewer (SS) and Storm Water (SW) user fees should wait. It was recommended to establish a policy for the debt ratio.

Mayor Renner's group requested discussion on the debt ratio, committing \$8.4 million for street resurfacing, wait on SS and SW user fees and adopt the CIP as soon as possible. Mr. Rasmussen stated O'Neal pool was in need of major repairs, possibly \$10 million. Alderman Lower questioned bonding for same. Mr. Hales believed that issuing a bond would be part of the initial five (5) year CIP.

Alderman Lower's group recommended a pay as you go fiscal policy. Alderman Sage requested that any street resurfacing increase be integrated into the CIP. Mr. Rasmussen noted underground utilities were assessed prior to resurfacing a street. Mr. Hales stated that without SS and SW increases underground utility repair prior to resurfacing would be limited. The local Motor Fuel Tax (MFT) and the ¼ cent sales tax provided the \$5 million resurfacing budget. There was a lack of dedicated funding to support SS and SW during resurfacing.

Ms. Crutcher summarized Infrastructure:

- Discuss the debt ratio policy.
- Support \$8.4 million increase but figure out where the \$3.4 million will come from balanced with underground utilities.
- Wait for SS and SW user fee increases until after April/May 2017.
- Develop a pay as you go program.
- Adopt the CIP now.

Ms. Crutcher summarized Public Safety:

- Consider nontraditional service delivery to reduce response times.
- Continue dialogue with The Town of Normal.
- Improve Police Department training.

Ms. Crutcher summarized the Downtown Implementation Plan:

- Find a method for the Downtown to remain clean, enforcing the Ordinance/alternative methods.
- Engage Downtown stakeholders to explore long term possibilities for the Warehouse District.

## **5. ADJOURNMENT**

Time: 2:00 p.m.

CITY OF BLOOMINGTON

ATTEST

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Tari Renner, Mayor

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Renee Gooderham, RMC, Chief Deputy Clerk