

**THE SPECIAL WORK SESSION OF THE THIRTY-NINTH COUNCIL OF THE CITY OF BERKLEY,
MICHIGAN WAS CALLED TO ORDER AT 11:03 AM ON MONDAY, MARCH 13, 2023 BY MAYOR DEAN**

PRESENT:

Councilmember Steve Baker
Councilmember Mike Dooley
Mayor Pro Tem Ross Gavin
Councilmember Dennis Hennen
Councilmember Greg Patterson
Councilmember Jessica Vilani
Mayor Bridget Dean

OTHER STAFF PRESENT:

City Manager Matthew Baumgarten
City Clerk Victoria Mitchell

APPROVAL OF AGENDA:

Councilmember Patterson moved to approve the Agenda
Seconded by Councilmember Vilani
Ayes: Dooley, Gavin, Hennen, Patterson, Vilani, Baker, and Dean
Nays: None
Motion Approved.

PLEDGE OF ALLEGIANCE

PUBLIC COMMENT:

None

REGULAR AGENDA:

STRATEGIC PLANNING: Matter of conducting a strategic planning work session with JADE Strategies, Inc.

Jocelyn Davis of JADE Strategies, Inc. reviewed the points of order and what would be discussed during the session including:

1. Welcome & introductions
2. Organization identity & priority outcome statements
3. Council development: action planning
4. Governance & next steps

Ms. Davis opened with an icebreaker question.

After the icebreaker, Ms. Davis went over Culture-Shifting Strategies: Rules of Engagement that included levity, honesty, speaking your mind, being open-minded, listening to understand, assuming everyone has good intentions, transparency, inclusion, respect, not talking over each other, come prepared, and operate from the same set of facts. They discussed what should stay and what should go from the list. They discussed keeping or deleting levity. There was discussion to replace levity with humanity and concluded to replace levity with humanity.

The group discussed having a public image and the differences between a formal council meeting and an informal work session.

They discussed high-functioning organizations. She discussed how important it is to function as a group and not as an individual in a group.

Ms. Davis reviewed the Characteristics of a Successful Organization:

- Shared vision
- Ongoing assessment/improvements
- Transparency
- The Six - Vision, expertise, motivation, plan, resources, evaluation
- Continuing education/development
- Effective marketing
- Stable finances
- Recognition

- People feel valued
- Energy/efforts align with vision
- Growth
- Personal mental health

Ms. Davis reviewed Leadership Visioning: Identity.

Ms. Davis reviewed the answers the group gave to the questions:

- Why does Berkley government exist?
- What do stakeholders value about City of Berkley (government)?
- How should the City of Berkley (government) be described in 10 years?

Ms. Davis reviewed the groups':

- Environmental assessment regarding partnerships and stakeholders and how this would impact future main stakeholders.
- Positive trends and opportunities they developed at the last session.
- Negative trends and challenges they developed during the last session

Ms. Davis reviewed the City's current mission, vision, and values for the body.

Ms. Davis reviewed a draft of their Strategic Priorities including:

- Administrative Operations
- Economic Development
- Effective Governance
- Facilities
- Marketing & Brand Management
- Stakeholders Engagement
- Revenue Generation

Ms. Davis went through each Strategic Priority in greater detail. They discussed the addition of the word, amenities.

Ms. Davis explained how to use the priorities - consider all of these priorities/questions and if it doesn't fit all, then it is a no-go.

Ms. Davis went through each Strategic Priority and the definition she wrote down before leading them in a discussion of their insights and opinions of each definition.

A recess was called at noon. The group reconvened at 12:30 p.m.

Following the break, Ms. Davis led the group in an exercise to identify specific measurable attainable relevant time-certain statements that would go into an effective governance priority statement action plan. She instructed the group to think aspirationally regarding what they would want to see now and in the near future.

"Effective governance - As a trusted community steward, Berkley's City Council practices standards of excellence in government leadership and actively engages in strategies that realize priorities and achieve the City's Vision."

Each team went over their boards and explained what they identified. Some included:

- Build a framework to identify infrastructure issues
- Build a partnership with neighboring communities
- Expand regional relationships to exchange best practices
- Enact policies that promote diversity
- Implement strategies to nurture trust
- Establish clear performance metrics and criteria that align with a strategic plan for the city manager
- Longer-term economic forecast
- Increase community outreach as a body vs. individuals
- Help residents understand where to direct inquiries/complaints/Qs
- Coordinate boards w/ strategic vision
- Encourage ongoing training and education for Council development
 - Implement community surveys as what is working/not working
 - Create culture of identifying and mitigating issues
- Exercise financial stewardship

- Relationship building and conflict resolution
- Drive transparency & community engagement
- Training & best practices w/ outside expert organizations like MML & NLC
- Coordinate Council's Legislative "muscle" to advocate policy changes in Lansing.

Ms. Davis said she will wordsmith all of their items for the next session.

Ms. Davis reviewed the difference between tactics (which would be the city manager's responsibility) and objectives (City Council's purview).

Ms. Davis discussed governance: Leadership Efficacy - Powers, functions, and duties of municipalities. She said there are several things they discussed today that spoke to this.

Ms. Davis reviewed a Leadership body effectiveness continuum:

- Foundational – basic compliance oversight; rarely makes tough decisions; plays an operational role.
- Developed – committees exist, but inconsistent participation, purpose and structure.
- Advanced – policies and procedures exist, as well as routine compliance and operations discussions.
- Strategic – offers perceptive, progressive insights to form a foundational strategy; fully actualized and high-performing; leaders take appropriate risks.

Ms. Davis reviewed low-performing bodies that usually require development in one or more of these areas:

- Clarity of role and responsibilities
- Process Management
- Alignment/agreement on strategy
- Team dynamics/collaborative culture
- Board Composition

Ms. Davis reviewed Governance: Leadership Efficacy:

- (Revamp the Agenda) From reviewing to planning
- (Routinely engage in healthy conflict) Facilitate high-quality debate
- (Evaluation & Communication) Strong feedback = strong performance
- (Be present and contribute) More than putting phone on vibrate

Ms. Davis discussed the importance of trust.

Ms. Davis reviewed the following best practices including:

- Partner with the City Manager
- Oversee business, affairs, and properties
- Ensure alignment with mission and purpose
- Honor fiduciary responsibility regarding financial standing
- Review organizational framework
- Approve strategic plan, operating budget

Ms. Davis provided recommendations including:

- Initiate regular performance evaluations based on strategic plan outcomes and a feedback process.
- Develop specific agendas based on the strategic plan

Ms. Davis reviewed the next steps of the process timeline.

Ms. Davis asked what questions we would want to ask a focus group to make a successful strategic plan and whom should that focus group be comprised of. Answers to that question included:

- What do you want to see out of Berkley in the next 10 years?
- What are services/amenities that you think are missing?
- What is working and what isn't working?
- Why Berkley?
- As a new resident, what do you wish you knew as far as garbage, parking, etc.?
- What and how are we communicating? Ask people how they prefer to get communications.

Ideas for pinpointing participants included:

- Reaching out to the last 10 people who submitted PTAs
- Talk to business owners – Mayor Dean elaborated that she heard it is hard to open a business in Berkley and she would like to know why. It was suggested to talk to people who don't know the process and also people who have completed the process.

Ms. Davis pointed out that this is two separate groups. They concluded that they would start with a residential focus group and Director Kapelanski could facilitate a business-forward focus group/evaluation.

Questions?

They discussed how to present questions and what type of questions and the timing of the focus group in relation to the budget and millage. They discussed the size of the focus group.

Ms. Davis concluded by collecting a-ha moments from the group.

Participants looked at their calendars to determine the next work session date. It was concluded the next work session will take place 2-4 pm Monday, April 10th in the Public Safety Second Floor Conference Room.

Mayor Dean thanked councilmembers and Ms. Davis for their time.

ADJOURNMENT:

Mayor Pro Tem Gavin moved to adjourn the Special Meeting at 2:10 p.m.
Seconded by Councilmember Vilani
Ayes: Gavin, Hennen, Patterson, Vilani, Baker, Dooley, and Dean
Nays: None
Motion Approved.

Bridget Dean, Mayor

ATTEST:

Victoria Mitchell, City Clerk