

**THE SPECIAL WORK SESSION OF THE FORTIETH COUNCIL OF THE CITY OF BERKLEY, MICHIGAN
WAS CALLED TO ORDER AT 6:00 PM ON MONDAY, MAY 20, 2024 IN THE SECOND FLOOR
CONFERENCE ROOM OF THE PUBLIC SAFETY DEPARTMENT BY MAYOR DEAN**

PRESENT: Councilmember Steve Baker

Councilmember Clarence Black
Mayor Pro Tem Ross Gavin
Councilmember Dennis Hennen
Councilmember Gregory Patterson
Councilmember Jessica Vilani
Mayor Bridget Dean

OTHER STAFF PRESENT:

Interim City Manager Nate Geinzer
City Clerk Victoria Mitchell
Finance Director Carl Johnson
Library Director Matt Church

APPROVAL OF AGENDA

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

PUBLIC COMMENT

None

Regular Agenda

DISCUSSION: Matter of discussing Operational Vulnerabilities and Enhancement Efforts and City Manager Search Timeline Strong Start Scenarios.

Interim City Manager Nate Geinzer introduced the item.

Mr. Geinzer stated this item is about what he mentioned during the May 6, 2024 work session regarding pausing the city manager search. He discussed the following:

Why a Pause Pt. 1

- Hiring a City Manager is the most important thing the Council will do
 - Hire the person who checks all boxes or
 - Hire for fit – with additional training
- If Statement
 - If you have confidence in him then take advantage of that and be strategic with decision making
- Don't rush it, be strategic, and take advantage
- Strong Start
 - How can we position the new Berkley city manager, city council, and city staff to strengthen their new relationship?

Why a Pause Pt. 2

- 2023 Millage and questions around budget and services
- Relationships & team building has lacked a little bit and we can always do better
- Processes and Procedures – sky isn't falling, but definite areas of

improvement Mr. Geinzer stated to get all of these things done, we need trust.

2023 Millage, Budget, and Changes in Service

- How
 1. Multi-year forecast
 2. Tee up new budget internally and externally
 3. Evaluate community survey options/strategies – customized survey, not a throwaway. Ex. National Citizen Survey
 4. Facilities needs assessment (identified priority)
 5. CIP review and recommendations
 6. Build an outline of Berkley's "Shared" narrative
- These build upon one another ultimately building a shared narrative. Not about a millage. Build a narrative of where we are at now, and what are the key issues.

Relationships & Team Building

- How
 - Council Hours
 - Strategic alignment
 - Council and staff collaboration/interaction
 - Work sessions
 - Appreciation opportunities

Strategic Alignment Roadmap

June:

- Kickoff
- Untangling
- Team building
- Prioritization

Survey July:

- Shared prioritization
- CM posting 7/8
- Staff draft 15-month

Plan August and September:

- Draft plan review
- Draft plan adoption
- CM Search interview, follow up, and select 9/30
- Maybe more

Training October:

- Transition and team building/5 Behaviors of a Cohesive Team? (wish list)
- Strategic alignment
- Shared expectations
- CM starts about Oct. 30
- Implementation

Mr. Geinzer said the above steps would require buy-in from the new city manager.

Mr. Geinzer reviewed a cyclical flow chart of a strategic plan, eventually bringing a strategic plan and annual city budget cycle in sync.

It was clarified the City is looking at two prongs – the city manager search and planning and beginning some of the suggested projects.

It was also clarified the timeline proposed this evening aligns with the firm conducting the city manager search and fits into the optimal times to be searching as suggested by GovHR USA.

Processes and Procedures

Mr. Geinzer said this won't all happen in six months, but he would like to get started.

- What?
 - Human Resources – not optimal. Concerning no central point of HR. Mr. Geinzer said it won't work to put human resources on the incoming city manager. Mr. Geinzer said he wouldn't be able to scratch the surface of this topic. He said he thinks getting an assessment and consultation would be beneficial. He said this area would be an additional cost.
 - Needs assessment and recommendations (not a compliance audit)
 - It was questioned whether or not Mr. Geinzer could tell if the staff is capable as there is no evaluation process currently in place. Mr. Geinzer said evaluations are a double-edged sword in public service. He said they would be looking at an evaluation system, training, disciplinary tool, etc. Mr. Geinzer discussed online tools and collaborative opportunities. A discussion continued regarding the competence of staff, documenting the confidence, and assurance we have qualified staff, and the cultural issues and workplace trauma all of the changes could produce. Mr. Geinzer said changes must be phased in and it comes down to creating a culture of accountability. It was asked if the City already experiences a morale issue and turnover. It was stated most communities have an HR department. Mr. Geinzer said the City could get a jump start by holding people accountable and implementing disciplinary actions if needed.
 - Implementation (low-hanging fruit) HR Department in a box
 - Update forms
 - Update procedures
 - Director training
 - Further implementation (at the direction of the new city manager)
 - HR Department
 - Additional training
 - Open enrollment
 - Civic events
 - Accounts payable
 - Boards and Commissions
 - Council Rules and Procedures
 - Others - Procurement
 - Mr. Geinzer said more or less documenting while we go and triaging. He said in other cities they have a procurement point person. That may be a recommendation he leaves behind. Finance Director Carl Johnson said the City has standards set by GFO and our auditors review and inspect.

Reality and Expectations

Mr. Geinzer said he would check in as we go along.

What would a strong start take? Mr. Geinzer said what we need from City Council is:

- Discipline
- Focus
- Consistency
- Time management

Mr. Geinzer said the more we create the discipline now, it will be a huge favor to the new city manager.

Mr. Geinzer reviewed a sample timeline he created that incorporates all discussed that evening.

Mr. Geinzer asked council members to reflect on what resonates with them. He asked if they were interested in adding on the HR component and what they thought of the other items discussed. He stated April Lynch, one of the top human resource people in the state, is available to come on as an HR consultant through his firm.

It was mentioned that the former city manager was working on an HR assessment and a suggestion was made that Mr. Geinzer look into what was accomplished with that initiative.

Mayor Dean said she is comfortable with April Lynch. She said Nate has implemented a structure and processes and people are thriving and she wants to see that continue. She knows that the HR piece has been lacking for a while.

It was asked that Mr. Geinzer touch base with Gallagher, the City's current benefits/HR coordinator. Mr. Geinzer said the cost for Ms. Lynch would be less than \$10k. He said he would peel the layers back and see what's there.

Mr. Geinzer said he would get an outline out for the next couple of weeks.

ADJOURNMENT:

Councilmember Baker moved to adjourn the Special Work Session at 6:52 p.m.
Seconded by Councilmember Hennen
Ayes: Gavin, Hennen, Patterson, Vilani, Baker, Black, and Dean
Nays: None
Motion Approved.

Bridget Dean, Mayor

ATTEST:

Victoria Mitchell, City Clerk