CITY OF BERKLEY

Strategic Framework Quarterly Report

Q1 2025

INTRODUCTION

Throughout 2024 and 2025, City Council and department directors met in work sessions to clearly define priority areas and the objectives that will help us reach them. Based on feedback from the community, discussions in the work sessions, and information from staff, the Strategic Framework was created as a plan for the next two years.

The Strategic Framework serves as a roadmap for the City of Berkley, helping us to define our goals and hone our focus on how to achieve them. It's a living document that helps us make decisions about how to allocate our resources for the best benefit of the community as well as track and report our progress.

The Strategic Framework Reports are an opportunity to highlight the activities that the City of Berkley has carried out in the previous three months in an effort to work toward our established objectives.

VISION, MISSION, VALUES

Mission

Berkley will strive to enhance economic vitality, preserve neighborhoods, and foster progress to implement the City's vision and values.

Vision

Berkley will be a thriving 21st Century municipality, rooted in strong neighborhoods and a walkable design, supported by a caring community that helps every resident, business, and visitor to flourish.

Values

Caring, Innovative, Welcoming, Active

Priority Area 1: Organizational Effectiveness

Priority Area 2:
Economic Sustainability

Priority Area 3: Community Assets

Priority Area 4:
Open Communications

Priority Area 5:
Fiscal Stewardship

QUARTERLY REPORT

Priority Area 1: Organizational Effectiveness

Collaboration and strategic planning serve as core drivers of equitable, efficient, and effective service delivery and policy development.

Objective #1: Cultivate a strong organizational culture

- Planning is progressing for the summer staff picnic.

- The Human Resources Director and the City Manager are planning a citywide Leadership/HR Update to introduce and engage city staff in the strategic framework, as well as the future of Human Resources and upcoming Open Enrollment period.

- The Human Resources Director has engaged Oakland County in broadening our citywide training opportunities, including access to online training resources.

- The City Clerk is ahead of the curve, and has incorporated annual evaluations of the Deputy Clerk.

Objective #2: Optimize organization, structure, staffing, policies/ procedures, and level of service

- The City Manager's office has identified all existing policies citywide and within each department. After evaluating each policy, Leadership will make updates as needed and create new ones where gaps exist.

- The Clerk's Office has created a Standard Operating Procedure Manual shared with Human Resources to document procedures done regularly.

- The Human Resources Director created and assisted with a plethora of policies, including but not limited to Drug & Alcohol, Use of City Pool Vehicles,

Social Media, and Media and Communications.

- All human resources functions, including FMLA, workers' compensation, benefits, recruitment, disability, and COBRA, have been officially handed off to our Human Resources Department.

- The Clerk's Office staff has been cross-trained with the Treasury Department on cash-receipting.

- Parks and Recreation, Facilities, and Public Works have been consolidated under Berkley Public Services. This has created shared resources and responsibilities of multiple departments that consistently work together to deliver various services.

- The Treasury and Finance Departments have consolidated shared responsibilities and created greater efficiency.

- The City Manager's Office and the Clerk's Office have worked together to complete Phase 1 of the Boards and Commission Policy changes.

- The Human Resources Director created new and updated existing paperwork implementation, including ADN Registration form, Background Check Authorization, and Personal Information forms.

- The Human Resources Department has implemented interview procedures, including standards for interviewing applicants.

- The Human Resources Department conducted an audit of employee I-9 forms.

Objective #3: Foster stronger relationships with community and regional partners

- The Communications Director attended two SEMCOG Communicators Network meetings to build relationships with SEMCOG and other communities' communication departments.

- The Clerk's Office entered into a partnership with Oakland County and other neighboring communities to create a regional Early Voting Center.

- The Downtown Development Authority (DDA) attended the Michigan Downtown Association (MDA) workshop and all Main Street Oakland County (MSOC) Managers' Meetings. The DDA was able to talk to various vendors and network with other communities about their initiatives.

- The City Manager and Assistant to the City Manager have both attended several Oakland County City Manager Association luncheons.

Objective #4: Identify and implement innovative operational solutions

- The Community Development Department has made all permitting, except those that require a detailed plan review, available online.

- The Finance Department has created and updated templates for daily tasks to standardize all processes.

- The Public Safety Department has implemented the online parking permit portal, and is almost a paperless department.

- The Clerk's Office has scanned all contracts and is migrating all documents to digital files on the internal server.

- The IT Department and the Clerk's Office have started to scan everything that is within the retention schedule.

Priority Area 2: Economic Sustainability

A vibrant Berkley embraces creative and innovative economic strategies that welcome and encourage commercial and residential diversity.

Objective #1: Identify, prioritize, and deploy economic development tools

- The Community Development Director and the City Manager met with the Michigan Economic Development Corporation (MEDC) and Oakland County to discuss various tools and opportunities for development.

- The Community Development Department has presented the PILOT Workforce ordinance to the City Council, which provides an additional economic development tool to the city.

- The Community Development Department has started conversations with Carlisle Wortman on policies for payment in lieu of parking and leasing municipal spaces.

Objective #3: Expand economic recruitment and retention efforts strengthening the City's economic portfolio

- The Community Development Department has met with Redevelopment Ready Communities (RRC) to coordinate the completion of our marketing plan, which is a requirement of RRC.

Objective #4: Implement Master Plan updates and development process improvements

- The Community Development Department has finished the Zoning Ordinance, a cover-to-cover reexamination of all zoning regulations.

- The Community Development Department is actively working on completing the Master Plan Implementation Matrix. The majority of it is complete, with several tasks underway and five on hold due to funding issues or a longer time horizon.

QUARTERLY REPORT

Priority Area 3: Community Assets

Recognizing the cumulative human, financial, and community costs of capital disinvestment, Berkley will develop a sustainable long-term capital investment strategy that bolsters quality of life.

Objective #1: Complete comprehensive asset needs inventory and management plan

- Facilities completed an assessment of all municipal buildings in February 2025. The assessment provides an analysis of our long-term maintenance needs and lifecycles of our facilities, and will guide us in a proactive approach to strategically invest in our assets. Future capital needs will be reflected in the City's Capital Improvement Plan.

Objective #2: Develop sustainable asset investment strategy that supports funding for the City's capital improvement plan

- The Finance Department implemented an overhaul of the City's Capital Improvement Plan process to ensure a thorough, well-thought-out long-term plan to address our capital needs.

- We have scheduled to set aside $315,000 this fiscal year into the new Public Improvement Fund, which was created to strategically invest in and fund the City's capital needs.

Objective #3: Improve community resiliency

- The Community Development Department completed the Engineering Design Standards, which include a comprehensive guide to developing and redeveloping property. This focuses on non-residential and large-scale residential projects. These standards include current and future standards from

Oakland County, MDOT, and other regulatory agencies.

Objective #4: Improve facility/staff security and safety

- The Clerk's Office has created a comprehensive election security plan with Emergency Manager Jack Blanchard and the Berkley School District.

- The Public Safety Department conducts monthly police/fire/EMS training for personnel.

- Funds have been set aside in the FY 2025-26 recommended budget to update security measures at City Hall and the Community Center, including cameras and expansion of the card access system.

Priority Area 4: Open Communications

The City of Berkley prioritizes authentic, transparent, frequent, and consistent internal and external communication strategies that foster confidence, awareness, pride, and community connections.

Objective #1: Identify community audiences and most effective City "voice(s)"

- The Communications Director is developing a communications survey to identify community members' preferred communication channels.

Objective #2: Identify and implement priority communication strategies within human and financial resources

- The Clerk's Office has developed an internal communication platform to monitor workflow and identify communications regarding information from all departments that may be conveyed to the public.

- The Communications Department has launched the new website and fixed all bugs.

- The Parks and Recreation Department and the Library worked with the Communications Department to release the second program guide for Spring/Summer, providing residents with important information regarding events and programs.

- The Communications Department continues to provide robust information to the community via social media, email, specialized mailers, and the City website, including Council meeting recaps, changes to yard waste/chipper service, water main breaks, and city-hosted events like Winter Fest.

- The new website and social media were utilized to advertise job openings and the audit report with consistent branding.

Objective #3: Foster meaningful community engagement and genuine relationships

- The City Manager's office and the Clerk's office facilitated two Board and Commission meetings with our AdHoc committee and one with Board and Commission chairs to manage policy updates. Attendees were able to provide feedback on policies and procedures to the AdHoc Committee and City staff.

- City staff started meetings with business owners and residents to aid in planning and ramping up the Dorothea Pilot Pocket Park.

Priority Area 5: Fiscal Stewardship

Berkley is attentive to its fiscal realities, yet prioritizes value over cost, seeks to balance the delivery of community services and unfunded capital and financial liabilities through revenue diversity, operational efficiencies, and increasing private investment through the community.

Objective #1: Clearly define and articulate the City's long-term fiscal realities

- The Finance Department and the City Manager's Office recommended a 3-year budget (Fiscal Year 2025/26 - Fiscal Year 2027/28), including the 6-year Capital Improvement Plan forecast for the city. This year's budget document was transformed into a more user-friendly version that tells the story of the City's budget forecast, through the hard work of the Communications Department and the Finance Department.

Objective #2: Identify additional funding strategies and partnerships

- The City Manager's Office submitted requests to federal and state agencies for four projects for the 2025-2026 fiscal year.

- Facilities and the Historical Museum submitted a grant application for the Community Museum Grant Program.

- The City Clerk's Office conducted an audit of the Fee Schedule and worked to create a new, efficient format. The Clerk's Office is now the keeper of the fee schedule and will maintain all updated versions.

Objective #3: Investigate new shared services opportunities

- The Clerk's Office attends quarterly meetings with the Oakland County Clerks Association, creating potential partnership opportunities.

Objective #5: Update financial policies and procedures

- The Finance Department is working with BS&A to automate the AP approval process and streamline Bond and Escrows.