



# Strategic Plan

## FY2023 – FY2026

# ACTION PLAN

## Administration

Facilitated by





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# The Plan

## ***The Plan is the organization's blueprint for priority execution.***

Sustainable organizational change involves a thorough cultural analysis, stakeholder engagement, and data-based action planning. Results identify clear goals that respond to stakeholder expectations and measurable strategies designed to maximize operational efficiency and promote the organization's brand.





# Strategic Framework: Organization Identity\*

*Mission, Vision, and Core Values statements shape and support the organization's identity and assist in establishing the organization's brand – the memorable image of competence and leadership the community trusts.*

## 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.

## Core Values

**Berkley is Caring.**

**Berkley is Innovative.**

**Berkley is Welcoming.**

**Berkley is Active.**

*\* Berkley's Mission, Vision, and Values were established through the Master Plan process prior to Strategic Planning.*





# Strategic Framework: Objectives

## ADMINISTRATIVE OPERATIONS

Berkley's government implements business best practices and continuous improvements that result in accountability, transparency, innovation, cost-effectiveness and operational efficiency.

- I. Maintain employee performance excellence.
- II. Ensure program and service efficacy and efficiency.

## COMMUNITY AMENITIES

Berkley implements both long- and short-term plans that maximize use of current spaces, address growth needs, maintain infrastructures, and provide opportunities for regional partnerships.

- I. Implement building and facility assessments.
- II. Develop facilities maintenance budget.
- III. Identify regional partners that inspire community will.
- IV. Determine resident and business owner priorities.

## ECONOMIC DEVELOPMENT

In response to changing community needs, the City of Berkley establishes diverse and proactive initiatives that result in sustainability and growth within a culture that supports divergent business functions and initiatives

- I. Attract new and continued investment for each distinct major corridor.
- II. Encourage commercial parcel consolidation.
- III. Identify marketable properties.
- IV. Enhance effectiveness and benefits of the DDA funding model.
- V. Secure Planning Commission and City Council support for Master Plan.
- VI. Facilitate expanded and diverse housing options for each district/corridor.





# Strategic Framework: Objectives

## 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.

- I. Implement a strategic performance evaluation process.
- II. Build public will.
- III. Mitigate challenges and risks.
- IV. Realize a “Think Regional” strategy.
- V. Promote culture of leadership excellence and collaboration.

## FISCAL RESPONSIBILITY

Berkley maintains operations, advances growth, and supports development by actively managing the City’s financial resources and proactively pursuing alternative funding options.

- I. Execute best practices in fiscal management.
- II. Implement long-term forecasting.
- III. Secure grant funding.

## MARKETING & BRAND MANAGEMENT

Berkley executes a research-based communication strategy that increases stakeholder awareness, attracts critical partnerships, and positions the City as a respected and visionary thought leader.

- I. Develop a comprehensive communication strategy for the City.
- II. Promote the City’s organization identity and brand.
- III. Maximize stakeholders’ interests in and commitment to City initiatives.
- IV. Develop/update communication policies and procedures.





# Action Plan

## ADMINISTRATIVE OPERATIONS

Berkley's government implements business best practices and continuous improvements that result in accountability, transparency, innovation, cost-effectiveness and operational efficiency.

**Objective I** Maintain employee performance excellence.

**Approach a** Offer regular professional development opportunities for staff.

#	TACTICS	CHAMPION	TARGET
1	Host monthly citywide training events.		
2	Provide relevant professional development for specific departments.		

**Approach b** Launch staff accountability process.

#	TACTICS	CHAMPION	TARGET
1	Implement performance evaluation process for all employees.		
2	Align individual development and performance targets with organizational goals.		
3	Require each employee to identify an annual development target and method.		
4	Develop and track employee incentive initiative, e.g., merit-based raises.		

**Approach c** Cultivate innovation.

#	TACTICS	CHAMPION	TARGET
1	Create opportunities for idea-sharing between departments, e.g., brainstorming sessions.		
2	Develop collaborative Rules of Engagement to maximize productivity in internal meetings.		
3	Institute a "meeting rhythms" culture.		
4	Normalize "healthy conflict" to encourage honest, critical thinking, discussions and planning.		

**Approach d** Prioritize staff's mental health and work-life balance

#	TACTICS	CHAMPION	TARGET
1			
2			
3			





# Action Plan

## ADMINISTRATIVE OPERATIONS

Berkley’s government implements business best practices and continuous improvements that result in accountability, transparency, innovation, cost-effectiveness and operational efficiency.

**Objective II** Ensure program and service efficacy and efficiency.

**Approach a** Evaluate program and service effectiveness.

#	TACTICS	CHAMPION	TARGET
1	Perform risk, cost, and impact analyses for all new and existing programs and services.		
2	Engage end-users in assessing program and service efficacy, e.g., survey, focus group.		
3	Regularly measure progress on department goals and overall performance.		

**Approach b** Maintain best practices in program and service delivery.

#	TACTICS	CHAMPION	TARGET
1	Invest in opportunities to learn best practices related to cost-cutting programs.		
2	Align department goals and performance targets with organizational goals.		
3	Implement process for regular evaluation of leadership’s ability to “stick to the plan.”		

**Approach c** Attract and retain high-quality employees for full organization capacity.

#	TACTICS	CHAMPION	TARGET
1			
2			
3			







# Action Plan

## COMMUNITY AMENITIES

Berkley implements both long- and short-term plans that maximize use of current spaces, address growth needs, maintain infrastructures, and provide opportunities for regional partnerships.

**Objective I** Implement building and facility assessments.

**Approach a** Launch discovery.

#	TACTICS	CHAMPION	TARGET*
1	Survey building directors and staff about needs, desires and emergent repairs.		
2	Collect feedback from stakeholders, e.g., resident survey, focus group.		

**Approach b** Perform formal assessments.

#	TACTICS	CHAMPION	TARGET*
1	Hire consultant to perform building and/or facility assessments.		
2	Prioritize needs.		

**Approach c** Seek community support.

#	TACTICS	CHAMPION	TARGET*
1	Communicate findings, and priorities to stakeholders.		
2	Pursue millage.		
3	Identify relevant grants.		
4	Implement projects.		

- I. Implement building and facility assessments.
- II. Develop facilities maintenance budget.
- III. Identify regional partners that inspire community will.
- IV. Determine resident and business owner priorities.





# Action Plan

## ECONOMIC DEVELOPMENT

In response to changing community needs, the City of Berkley establishes diverse and proactive initiatives that result in sustainability and growth within a culture that supports divergent business functions and initiatives

**Objective I** Attract new and continued investment for each distinct major corridor.

**Approach a** Enhance aesthetics.

#	TACTICS	CHAMPION	TARGET*
1	Create street scape for 11 Mile Rd.		
2	Leverage/activate new art space collaborative as anchor of Coolidge corridor.		
3	Redevelop Cambridge and Columbia blocks of Coolidge corridor.		
4	Update DDA mural program in all corridors.		
5	Facilitate installation of 10 new murals on Coolidge.		

**Approach b** Improve user amenities.

#	TACTICS	CHAMPION	TARGET*
1	Implement downtown parking best practices as identified in the parking study.		
2	Construct planned walking path from 12 Mile Rd. to city limits.		
3	Develop features in Coolidge corridor, e.g., improve pavement markings and crosswalk.		
4	Complete and distribute downtown murals walking map.		

**Approach c** Clarify policies and procedures.

#	TACTICS	CHAMPION	TARGET*
1	Adopt zoning ordinance that aligns with Master Plan vision.		
2			

- I. Attract new and continued investment for each distinct major corridor.
- II. Encourage commercial parcel consolidation.
- III. Identify marketable properties.
- IV. Enhance effectiveness and benefits of the DDA funding model.
- V. Secure Planning Commission and City Council support for Master Plan.
- VI. Facilitate expanded and diverse housing options for each district/corridor.





# Action Plan

## FISCAL RESPONSIBILITY

Berkley maintains operations, advances growth, and supports development by actively managing the City's financial resources and proactively pursuing alternative funding options.

**Objective I** Execute best practices in fiscal management.

**Approach a** Sustain property values.

#	TACTICS	CHAMPION	TARGET*
1	Prioritize service and program funding to ensure Berkley's real estate market remains strong.		
2	Update Zoning Code to facilitate property rehabilitation and redevelopment.		

**Approach b** Target revenue growth opportunities.

#	TACTICS	CHAMPION	TARGET*
1	Pursue adjustment to City Millage Rates based on maintaining service levels.		
2	Identify city-owned property that can be sold/transitioned to private taxable use.		
3	Identify cost-for-service opportunities.		

**Objective II** Implement long-term forecasting.

**Approach a** Monitor revenue.

#	TACTICS	CHAMPION	TARGET*
1	Maintain five-year revenue projection to mitigate financial shortfalls.		
2	Identify potential long-term revenue from specially-taxed business entities.		

**Approach b** Monitor expenses.

#	TACTICS	CHAMPION	TARGET*
1	Maintain accurate seven-year plan for capital projects and equipment replacement.		
2	Anticipate shifts in personnel costs for each department.		

**Objective III** Secure grant funding.

**Approach a** Identify grant opportunities.

#	TACTICS	CHAMPION	TARGET*
1	Hire a dedicated grant writing position (contractual or part-time).		
2	Increase external networking to learn about funding opportunities.		





# Action Plan

## MARKETING & BRAND MANAGEMENT

Berkley executes a research-based communication strategy that increases stakeholder awareness, attracts critical partnerships, and positions the City as a respected and visionary thought leader.

### Objective

**I**

**Develop a comprehensive communication strategy for the City.**

### Approach

**a**

**Conduct research.**

#	TACTICS	CHAMPION	TARGET*
1	Interview department heads about communication needs.		
2	Review and assess existing collateral material.		
3	Facilitate community focus group.		
4	Collect internal survey results about communication effectiveness.		
5	Identify and prioritize communication gaps.		
6	Identify best practices.		

### Approach

**b**

**Publish a three-year Communication Plan.**

#	TACTICS	CHAMPION	TARGET*
1	Compartmentalize plan, e.g., event promotion, resident education, website, social media/ebcasts, professional writing, branding, policies and protocols, newsletter, calendar, and cable content.		
2	Draft detailed department activity calendar (internal).		
3	Distribute high-level department activity calendar (to departments).		

### Objective

**II**

**Promote the City's organization identity and brand.**

### Approach

**a**

**Manage internal branding.**

#	TACTICS	CHAMPION	TARGET*
1	Develop an internal brand strategy, e.g., logo and seal use, email signatures, production approval process, etc.		
2	Secure essential branded items, e.g., podium seal, signage, office supplies, etc.		
3			

### Approach

**b**

**Promote the City's brand in community.**

#	TACTICS	CHAMPION	TARGET*
1	Update City giveaway(s) with current logo and tagline, e.g., stickers, pens, cups, etc.		
2	Supply branded item(s) at community events.		
3	Include City's mission, vision, and/or values on all collateral material, e.g., flyers, etc.		
4			





# Action Plan

## MARKETING & BRAND MANAGEMENT

Berkley executes a research-based communication strategy that increases stakeholder awareness, attracts critical partnerships, and positions the City as a respected and visionary thought leader.

### Objective

III

Maximize stakeholders' interests in and commitment to City initiatives.

### Approach

a

Promote transparency and education.

#	TACTICS	CHAMPION	TARGET*
1	Use regular mailings to inform/remind residents about events and activities, e.g., newsletter, water bill.		
2	Establish relationships with local news media contacts and send regular communication.		
3	Develop/update and publish a handout with descriptions of City departments.		
4	Develop/update and publish a Resident Handbook.		

### Approach

b

Establish consistent communication forums.

#	TACTICS	CHAMPION	TARGET*
1	Publish/distribute regular community newsletter.		
2	Post current event and informational "flyers" on cable station.		
3	Develop a monthly, interview-formatted show on the cable station.		
4	Send a monthly eblast with highlights from the newsletter and emerging information.		

### Objective

IV

xxxxxxx

### Approach

a

Develop/update communication policies and procedures.

#	TACTICS	CHAMPION	TARGET*
1	Develop protocol on staff's and city council's interaction with social media posters.		
2	Develop crisis communication protocol with director-level call tree.		
3	Develop media response protocol.		
4	Develop/update photo permission and other liability mitigation forms.		

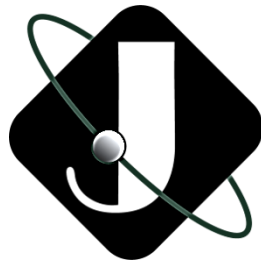
### Approach

b

Promote City's position on diversity, inclusion and culture.

#	TACTICS	CHAMPION	TARGET*
1	Obtain consensus from administrative leadership and City Council on City's position.		
2	Develop an official statement on the City's position.		
3	Develop and promote a slogan that encompasses the City's position.		
4	Establish buy-in from City staff through direct survey question or directors' feedback.		
5	Share City's position with the community, e.g., newsletter, council commentary, slogan, etc.		





# JADE Strategies

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