

A top-down photograph of a diverse group of people in business attire, gathered around a table and working together to assemble large puzzle pieces. The puzzle pieces are in shades of blue and green. The text is overlaid on this image.

Strategic Plan

FY2023 – FY2025

ACTION PLAN

Berkley City Council

Facilitated by





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: Priority Outcome Statements

Administrative Operations

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

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.

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.

Fiscal Responsibility

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

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.





Action Plan

EFFECTIVE GOVERNANCE

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Objective I Implement a strategic performance evaluation process.

Approach a Complete a comprehensive three-year Strategic Plan (2023-2025).

#	TACTICS	CHAMPION	TARGET*
1	Develop framework.		3/23
2	Approve Strategic Plan.		7/23
3	Establish biannual review dates to track goal progress.		7/23
4	Develop annual reporting framework to share progress with stakeholders.		9/23

Approach b Align Strategic Plan and Master Plan.

#	TACTICS	CHAMPION	TARGET*
1	Assign Task Force to crosswalk objectives within each document and identify alignment.		6/23
2	Convene special meeting to review and approve (align with 1-a-b).		7/23
3	Develop communication plan to share how Master Plan translates into Strategic Plan with residents.		9/23

Approach c Establish clear performance metrics/criteria for the City Manager that align with the Strategic Plan.

#	TACTICS	CHAMPION	TARGET*
1	Draft key goals that drive successful execution of Strategic Plan.		7/23
2	Create a rating scale/tool that measures performance against goals; ensure alignment/consistency with raters.		8/23
3	Establish performance review timeline aligned with budget and Strategic Plan.		8/23
4	Roll out performance review plan to City Manager and City Council.		10/23
5	City Manager to implement similar review process with direct reports.		6/24

Approach d Coordinate work of boards and commissions with the Strategic Plan.

#	TACTICS	CHAMPION	TARGET*
1	Hold public meeting with all board and commission members for 1 st review of Council-approved Strategic Plan.		9/23
2	Council liaison works with individual boards and commissions on how each can support specific initiatives.		12/23
3	Boards and commissions develop objectives to support Strategic Plan, as applicable.		2/24
4	Develop annual progress reporting process for boards and commissions.		2/24





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Objective II Build public will.

Approach a Increase community outreach as a body and be present and engaged at community events.

#	TACTICS	CHAMPION	TARGET*
1	Establish process to ensure that council members attend a majority of DDA and Chamber events, e.g., ribbon cuttings, block parties, etc.		7/23
2	Establish process to ensure council members attend most events hosted by Berkley school district and other community nonprofits, etc.		7/23
3	Manage community outreach processes.		Quarterly
4	Review participation data and adjust processes, as needed.		Semi-annually

Approach b Help residents understand where to direct inquiries and concerns.

#	TACTICS	CHAMPION	TARGET*
1	Review existing processes, recommendations, documentation, guidelines, FAQs, etc. that are related to directing inquiries and concerns.		8/23
2	Draft updates/corrections to the existing materials and identify new/alternative methods of interacting with City Hall.		11/23
3	Roll-out/share the materials (including new/updated methods) with residents, business owners, downtown property owners, etc.		1/24
4	Execute a quarterly “soft roll-out” of the materials that will (a) remind those who are aware of the options, and (b) inform those who are new/missed the earlier outreach.		Quarterly

Approach c Build local partnership capacity to advance city priorities.

#	TACTICS	CHAMPION	TARGET*
1	Affirm the set of city priorities to be advanced through local partnerships.		1/24
2	Identify specific Berkley partnership opportunities (DDA members, Chamber members, community sports/coaching leaders, School District leaders, Church/spiritual leaders, etc.		2/24
3	Prepare “one-pager” handouts about each of the priorities that includes a description, current state, desired state, and ways that local partners may help advance them.		3/24
4	Host a meet and greet type event with the various local partners and have tables and/or provide brief comments about each of the priorities.		4/24
5	Monitor progress as Council/Administration work with local partners to advance city priorities and adjust as needed along the way.		Quarterly





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Objective

II

Build public will.

Approach

d

Enact policies that promote diversity.

#	TACTICS	CHAMPION	TARGET*
1	Form an ad-hoc three-member City Council committee focused on diversity, equity, and inclusion (DEI) across Berkley’s municipal operations.		8/23
2	Establish a schedule or calendar of DEI-related events and activities (e.g., monthly book study discussions, quarterly guest speakers at the library, etc.).		9/23
3	Ratify an official City of Berkley policy on diversity, equity, and inclusion that focuses on employees, contractors/consultants, vendors, volunteers, etc.		10/23
4	Develop a three- to five-year strategy that includes plans to (a) establish DEI infrastructure; (b) grow DEI leadership; and (c) improve DEI impact.		3/24
5	Report out on DEI activities (meetings, events, metrics, etc.) and propose adjustments as necessary to ensure the DEI policy is meaningfully and sustainably embraced.		Quarterly





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Objective

III

Mitigate challenges and risks.

Approach

a

Perform longer-term (3-5 years) economic forecasting.

#	TACTICS	CHAMPION	TARGET*
1	Determine goals for economic forecasting.		8/23
2	Develop the forecast (in-house or consultant).		12/23
3	Use forecast for budget planning.		Annually
4	Update forecast.		Annually

Approach

b

Implement a community feedback strategy.

#	TACTICS	CHAMPION	TARGET*
1	Normalize “How are we doing?” inquiries (cards, links in emails, water bills, invoices, etc.).		8/23
2	Identify desired feedback, audience and follow-up usage.		10/23
3	Develop feedback methodology and questionnaire (in-house or consultant).		2/24
4	Collect stakeholder feedback.		4/24
5	Report results.		5/24
6	Use feedback in planning.		6/26
7	Establish consistent process, e.g., every 2-4 years.		2/24

Approach

c

Address infrastructure and municipal facility needs.

#	TACTICS	CHAMPION	TARGET*
1	Evaluate and update existing facilities conditions document.		12/23
2	Develop comprehensive Asset Management Plan (AMP).		12/23
3	Develop guidelines for new assets to inform AMP.		12/23
4	Develop road replacement plan.		12/25
5	Develop water main replacement plan.		12/25
6	Develop lead service line replacement plan.		12/25
7	Advocate for regional stormwater utility.		12/26
8	Refresh plans.		Semi-annually





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Objective

IV

Realize a “Think Regional” strategy.

Approach

a

Identify county, state, federal grant partnership opportunities.

#	TACTICS	CHAMPION	TARGET*
1	Identify key contacts in county, state, and federal agencies and engage in monthly of bimonthly check-ins about future opportunities.		1/24
2	Identify regional non-governmental groups and create a master list of areas of overlap for potential regional funding opportunities. Institute regular check-ins with those entities to determine whether projects are ready to move/status updates.		4/24
3	Identify non-profit organizations donating money for specific project types.		4/24
4	Identify and sign up for agency email lists (if not already signed up).		11/23

Approach

b

Collaborate and exchange best practices with other regional entities/governments/communities.

#	TACTICS	CHAMPION	TARGET*
1	Council members join MML committees.		1/24
2	Create peer-to-peer check-ins , e.g., council members reach out to surrounding city electees.		5/24
3	Council members connect with regional leaders to discuss regional challenges (e.g., stormwater issues - WRC, GLWA, SEMCOG, Macomb and Wayne County Public Works).		12/24
4	Require attendance of best-practice webinars/seminars (outside of MML conferences).		3/24
5	Council members identify one area of local government operations/responsibilities and research best practices from around the state/country for a presentation to the rest of council and administration to determine fit for Berkley and feasibility.		6/24

Approach

c

Coordinate council’s legislative “muscle” to advocate policy changes (proactively/reactively).

#	TACTICS	CHAMPION	TARGET*
1	Sustained, regular outreach from all of Council to Oakland County Commissioners, State Representatives, State Senator, Congressional Delegation (monthly/bi-monthly)		2/24
2	Create lists of 4-5 priorities that require action from the county, state, or federal govts.		5/24
3	Coordinate with other communities in the Metro-Detroit region to have a legislative advocacy day on issues specific to our region.		5/24
4	Identify and make contact with a peer community in the district of State House and Senate Leadership (including Appropriations Chairs).		11/24
5	Identify areas where a county, state, or federal elected representative has introduced legislation regarding a local issue that can benefit Berkley and send a note of appreciation.		11/24





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Objective

V

Promote culture of leadership excellence and collaboration.

Approach

a

Engage in ongoing (best-practice) training and development with experts.

#	TACTICS	CHAMPION	TARGET*
1	Actively seek training opportunities, e.g., MML, NLC, SEMCOG, SEM Mayor, EM, MI Planning.		
2			

Approach

b

Adopt practices to maximize communication and relationships.

#	TACTICS	CHAMPION	TARGET*
1	Develop a standard process for conflict management.		
2	Adopt Rules of Engagement.		

Approach

c

Connect through regular relationship-building activities.

#	TACTICS	CHAMPION	TARGET*
1	Hold retreats with all council, boards and commissions present in an informal setting.		annually
2	Create a contact list of all board members and commissions and post to shared drive.		
3	Create a single calendar with board/commission meeting – days, times, and agenda.		
4	Create and publish a calendar with all city events for example: ribbon cuttings, extra meetings, celebrations, DDA events, ALL city events, and training events.		

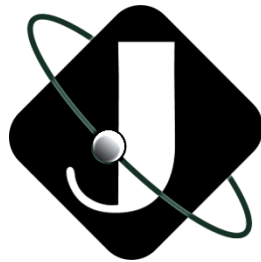
Approach

d

Implement onboarding activities for new members of council, boards, and commissions.

#	TACTICS	CHAMPION	TARGET*
1	Distribute a standard welcome email from the clerk/other with information on rules and procedures, meeting times and locations, what to expect, and email and password for the city’s email.		
2	Distribute a full contact list to new members.		
3	Board/commission chairs send welcome email and invite discussion prior to first meeting.		
4	Mayor assigns mentor to new members of council; board/commission chairs assigns mentor to new members.		
5	Develop a protocol for mentoring initiative.		





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