

CHARTER TOWNSHIP OF MERIDIAN
TOWNSHIP BOARD POLICY GOVERNANCE MEETING - **APPROVED** -
5151 Marsh Road, Okemos, MI 48864-1198
853-4000, Town Hall Room
SATURDAY, JANUARY 11, 2014 **10:00 A.M.**

PRESENT: Supervisor LeGoff, Clerk Dreyfus, Treasurer Brixie, Trustees Scales, Styka, Veenstra,
Wilson
ABSENT: None
STAFF: Township Manager Frank Walsh

1. CALL MEETING TO ORDER

Supervisor LeGoff called the meeting to order at 10:00 A.M.

2. PLEDGE OF ALLEGIANCE/INTRODUCTIONS

Supervisor LeGoff led the Pledge of Allegiance.

3. ROLL CALL

The Supervisor called the roll of the Board.

4. PUBLIC REMARKS

Supervisor LeGoff opened Public Remarks.

Marsha Madle, 1373 Sebewaing, Okemos, [remarks inaudible].

Gil White, 6005 E. Lake Drive, Haslett, [remarks inaudible].

Neil Bowlby, 6020 Beechwood Drive, Haslett, [remarks inaudible].

Judy Linn, 5435 Van Atta Road, Okemos, [remarks inaudible].

Supervisor LeGoff closed Public Remarks.

5. BOARD GOAL SETTING AND POLICY GOVERNANCE

Township Manager Walsh stated it is his desire to have a process in place so that a compiled list of goals will be before the Board within the next 30 days.

Board members and staff discussed the following:

- Request for an explanation of the Board process for this meeting
- Suggestion for the Manager to offer any areas of concern as staff carries out Board policy
- Staff belief there is no area which needs overt change
- Suggestion for addition under Policy 1.2, Health and Safety Ends to read: "6. Promote a reliable electric grid." and renumber current 6 and 7.
- Suggestion for Board to ascertain which goals it already meets first
- Board member belief that the five (5) global end statements are the Board's goals
- Board member suggestion to add a goal which allows a process to occur where all of the objectives are linked to the goals
- Board member belief that objectives must be accomplished to achieve the goal; objectives support the goal and should be linked to it
- Manager and staff develop strategies to achieve the objectives, allowing all persons in the organization to be in alignment
- Board Policy Manual is separate from, but dependent on, the goals
- Policy Manual is general Board direction to staff on how to govern the Township
- Goal setting is a separate process from the policy manual
- Goal setting should be done first and then the manual can be "tweaked" afterward
- Suggestion to increase recycling, particularly in apartment complexes
- Greater use of LED lighting in redevelopment and new developments
- Liberalization of Township ordinances relative to non-conforming uses

- Inclusion of policies in the manual, where appropriate, to limit the spread of oak wilt

Trustee Scales moved to amend Policy 1.0 by deleting the current five (5) global end statements and inserting the following six goals:

- 1. Protect habitat, provide for recreation and assure ecosystem processes to enhance or sustain the natural environment**
- 2. Enhance or sustain health and safety**
- 3. Enhance prosperity**
- 4. Enhance or sustain our cultural heritage, including the arts, historic buildings and sites, farmsteads, social and recreational amenities**
- 5. Enhance the diversity of our Township**
- 6. Enhance the delivery of Township services**

Seconded by Treasurer Brixie.

Board members discussed the following:

- Motion is an attempt to organize the goals so that everything “from bottom up and top down” is in complete alignment within the organization and will meet the following expectations submitted to the Manager by the maker of the motion:
 1. Greater clarity of organizational direction
 2. Better understanding of organizational priorities
 3. Team members aligned with organizational Values and the organizational Mission, working towards achieving the organizational Vision
 4. Resource and budgetary priorities aligned with organizational tasking priorities
 5. Team members that feel more ‘in tune’ with senior leader’s expectations
 6. Team members will better understand their team and individual role with organizational goals
 7. The organizational culture will transition over time to reflect the organizational values
- Board should be working towards these seven expectations which will result in the Board having a clearly aligned process in all of its documents so there is no confusion for the employees
- Documents should provide employees a compass that points “true north” all the time
- Motion is not a major change, but an alignment with the addition of goal #6
- Each objective the Board decides upon should link to a particular goal
- Some objectives may link to more than one (1) goal which will aid in better prioritization
- First sentence currently under Policy 1.0 becomes the official mission statement and is repositioned within the Policy Manual
- Global End statements are the Board’s goals and the objectives listed below in the Board Policy Manual support the Global End statements
- What the Board is currently calling goals are actually objectives
- Goal is defined as general in nature and encompasses broad subject areas that are important for the organization to reach its Visions. Goals are stated in short, concise terms, usually only in a few words. Goals are not specific enough to be measured separately, rather the accomplishment of each and all supporting Objectives. A Goal will include one or more supporting strategic objectives
- Objectives and the definition provided for the objectives by the maker of the motion are supplemental elements of strategic goals absolutely necessary to achieve those strategic goals
- Objectives have one or more specific strategies specified for accomplishment
- Objectives are written using a five point “SMART” criteria: **S**pecific, **M**easurable, **A**chievable, **R**esults-oriented and **T**ime specific
- Above referenced bullet points are part of a strategic plan being considered by the Board
- Board Policy Manual has a different purpose than the strategic plan which includes the goals
- Suggestion to make what few changes are necessary to the Policy Manual prior to moving on to the strategic plan
- Board member belief the Policy Manual contains high value statements for the Board’s approach to common ideologies and cannot be measured using the SMART criteria

Trustee Veenstra offered the following friendly amendment:

- **Substitute the existing language above points 1 through 5 currently in Policy 1.0 with the vision and mission statement on Page 3 of the document submitted by Trustee Scales and further amend the mission statement by deleting the word “that” and inserting the words “in order to”**

The friendly amendment was accepted by the maker of the motion.

Continued Board discussion:

- Policy Manual is general direction to staff
- Strategic plan needs to be created which will include goal setting and objectives, etc.
- Both the Policy Manual and the strategic plan flow from the global ends statement
- Board member preference to adopt only the motion made by Trustee Scales to add goal #6 in the Policy Manual and then use the goals as the starting point for the Board’s strategic plan in the goal setting document

VOICE VOTE: Motion carried unanimously.

Continued Board discussion:

- Suggestion to accept the remainder of the Policy Manual as written and work towards the goal setting document
- Preference to include the points regarding the electric grid in the objectives list

Treasurer Brixie moved to accept the Board Policy Manual with previously approved changes.

The motion died for lack of a second.

Clerk Dreyfus moved to amend Policy 1.1.1 a. by adding, “iii. Reduce invasive species.”

Seconded by Trustee Veenstra.

VOICE VOTE: Motion carried unanimously.

Trustee Scales moved to set a 2:00 P.M. limit to this exercise today. Seconded by Trustee Wilson.

Board members discussed the following:

- If the Board does not complete its work within the given timeframe, it can be continued at an additional meeting

VOICE VOTE: Motion carried unanimously.

Trustee Veenstra moved to amend Policy 1.2 by inserting “5. Promote a reliable electric grid.” and renumber the remaining three items. Seconded by Clerk Dreyfus.

Treasurer Brixie offered the following friendly amendment:

- **Amend Policy 1.2.1 to place the maker’s language after “water” by deleting “and” and inserting “,” as well as after “disposal” by inserting “, and a reliable electric grid”**

The friendly amendment was accepted by the maker of the motion.

Trustee Wilson offered the following friendly amendment to the previous amendment:

- **Amend Policy 1.2.1 by deleting “a reliable electric grid” and inserting “reliable utility services”**

The friendly amendment was accepted by the maker of the previous friendly amendment.

Trustee Veenstra moved to amend the Policy 1.2.1. after “utility services” by inserting “(gas, electric, cable and phone)”

Seconded by Supervisor LeGoff.

ROLL CALL VOTE: YEAS: Trustees Styka, Veenstra, Supervisor LeGoff
ON THE NAYS: Trustee Scales, Wilson, Treasurer Brixie, Clerk Dreyfus
AMENDMENT: Motion failed 3-4.

VOICE VOTE ON THE MAIN MOTION: Motion carried unanimously.

Trustee Scales offered the following amendment:

- **Amend Policy 1.2.2 by adding “f. Provide a new and efficient fire station”**

Seconded by Treasurer Brixie.

Board member discussion:

- Inclusion of a new fire station is not a value statement about what the Board wants
- Work towards a fire safe community is already included under high level of public safety

Trustee Scales withdrew his motion.

Trustee Veenstra moved to amend Policy 1.2.2. d by inserting “and enhance fire station facilities” after “community”.

Board members and staff discussion:

- Spending countless hours on verbiage in the Policy Manual will not significantly impact the operations of the Township given the direction contained in Policy 1.0: Global Ends Statement

Trustee Wilson moved to accept the Board Policy Manual as it has been modified during this meeting. Seconded by Treasurer Brixie.

Board discussion:

- Preference to go through each section of the Policy Manual for any potential changes
- Many of the suggestions can be included in setting the goals and objectives
- Yearly tradition of addressing each section of the Policy Manual did not subsequently include goal setting

VOICE VOTE: Motion carried 6-1 (Veenstra).

Board and staff discussion:

- Inquiry as to any further Board action on the Policy Manual
- Request to have the Policy Manual come before the Board for adoption at a future meeting

Manager Walsh summarized his performance goals for 2013-2014 as provided in the packet, providing specificity and examples where appropriate.

Board members and staff discussion on goal setting:

- Some of the goal-based evaluation criteria for the Township Manager have already been accomplished (i.e. Renew the Okemos Library Project)

Trustee Scales moved to amend the Meridian Township Manager Performance Goals 2013-2014 as follows:

- **Delete Goal #2: Complete the Renew the Okemos Library Project by November 30, 2013, under budget. Maintain open communication with project partners.**
- **In Goal #3, delete the word “Develop” and insert the word “Maintain”**
- **In Goal #5, delete the first and last sentences**
- **Delete Goal #6**

- In Goal #7, delete the word “Provide” and insert the word “Maintain”
- In Goal #8, delete the word “Develop” and insert the word “Maintain”
- In Goal #10, delete the word “Provide” and insert the word “Maintain”

Seconded by Treasurer Brixie.

Board and staff discussion:

- Motion simplifies the Manager’s Performance Goals and adds continuity to what is ongoing

The seconder offered the following friendly amendment:

- **Include current Goal #6 and delete only the first sentence**

The friendly amendment was accepted by the maker of the motion.

Board and staff discussion:

- Interfacing and overlapping time periods between the Board’s goal setting and the Manager’s Performance Goals
- Board need to get on a schedule where the Board’s evaluation of the Township Manager’s performance meets the Board’s goal setting schedule
- Inquiry if it would be useful to rename the Manager’s Performance Goals for purposes of today’s work
- Work on the Manager’s Performance Goals today is a huge step toward alignment
- Need for a working document back when the Manager was first hired in order to get started
- Reminder that the Manager will be evaluated by the goals which are set and only one set of goals is necessary
- Preference to work from a document titled 2014 Township Goals using the Township Manager Performance Goals document as a starting point
- Preference that in the future goals will be worked on in the fall of the preceding year

Trustee Veenstra offered the following friendly amendment to the Meridian Township Manager Performance Goals 2013-14 as follows:

- **Amend the title of the working document to Meridian Township Goals 2014**
- **Delete the first paragraph of the document**

The friendly amendment was accepted by the maker of the motion.

Treasurer Brixie moved to add Goal #12 to read:

- **12. Review pathway snow clearing policies and consider adding super storm routes to them.**

Seconded by Trustee Scales.

Board and staff discussion:

- Need for development of a pathway clearing policy that specifically addresses what will happen when there is an unprecedented amount of snow
- Recent ice and snow storm showed the need for a route which prioritizes schools and major corridors in the Township
- Concern with overloading the goals with specifics which need to “get done” throughout the Township
- Trust in the Township Manager that he will adequately see to the details
- Township Manager plan to work with the management team to develop an objective to each goal

Treasurer Brixie withdrew her motion.

[Supervisor LeGoff recessed the meeting at 11:58 A.M.]

[Supervisor LeGoff reconvened the meeting at 12:07 P.M.]

Trustee Veenstra moved to add Goal #12 to read:

- **Enhance emergency preparation**

Board discussion:

- Board agreement on the process to move through each Board member's submitted list of concepts and then revisit those concepts through the form of motions

The motion died for lack of a second.

Board discussion:

- Board member concern with two pending lawsuits against the Meridian Police Department

Without objection, Treasurer Brixie, Trustee Wilson, and Trustee Styka each read their list of goals and objectives previously submitted to Manager Walsh. Trustee Veenstra offered four goals and objectives.

Trustee Scales reread the compiled list and suggested having the compiled list come before the Board at a future date in order to begin the process of prioritization.

Board and staff discussion:

- Suggestion to have the list distributed to the Board and have this item on for discussion at the next Board meeting
- Preference to reduce the list down during discussion as some items may overlap and then begin the prioritization process
- Having the list distributed to Board members well in advance of discussion would allow time for individual research and lead to a more informed deliberative process
- Staff will prepare list in a more structured form and include staff input on critical projects (e.g., Van Atta Road Bridge, Okemos Road Pedestrian Bridge)
- Township Manager will develop objective work plans for each department director that includes items from the list which are not in the "Top Ten"
- Request for an "inservice" with the Township Attorney regarding the reasons and parameters for confidentially as well as the implications for violations thereof
- Lawsuit summaries from the Township Manager include the Township's position of defense which is confidential

Trustee Scales moved to adjourn the meeting.

Trustee Scales withdrew his motion.

Board and staff discussion:

- Lawsuit summaries from the Township Manager include the Township's position of defense which is confidential
- Meridian's response to the December ice storm by declaring a state of emergency
- Oral agreement with Mayor Bernero that Meridian Township will have a seat on the committee created by mayoral appointee Brigadier General McDaniel to review Board of Water and Light's (BWL) response to the December ice storm
- Staff has requested outage reports from Consumers Energy and the BWL as a follow-up to the ice storm event

It was the consensus of the Board that former Township Manager Richards be proposed as Meridian Township's representative on the BWL review committee.

Continued Board discussion:

- BWL's Vice-Chair indicated a desire for Meridian Township citizen representation on its advisory committee as well

6. PUBLIC REMARKS

Supervisor LeGoff opened Public Remarks.

Neil Bowlby, 6020 Beechwood Drive, Haslett, noted when the power went out during the December ice storm, the only utility to function was his land line telephone. He noted there has been talk of telephone companies eliminating land lines and Mr. Bowlby urged the board not to let that happen.

Mr. Bowlby believed there are a lot of goals in the Policy Manual which can be incorporated into the list of goals and objectives. He suggested organizing the list in terms of placing them within the six (6) global ends statements.

Leonard Provencher, 5824 Buena Parkway, Haslett, expressed appreciation that the materials for today's meeting were placed online during the week. He spoke in favor of prioritization of the goals and objectives.

Treasurer Brixie addressed earlier public comment relative to Board and Commission appointments. She clarified her comments at the previous meeting reflected her appreciation to the Supervisor for allowing her "input" into the appointment process.

Supervisor LeGoff closed Public Remarks.

7. ADJOURNMENT

Supervisor LeGoff adjourned the meeting at 12:56 P.M.

ELIZABETH LEGOFF
TOWNSHIP SUPERVISOR

BRETT DREYFUS
TOWNSHIP CLERK

Sandra K. Otto, Secretary