

Continuing and Strengthening the Meridian Governance Team

*for the Charter Township of Meridian
Board of Trustees and Management*



Saturday, February 20

10-3:00 P.M.

Facilitated by Larry Merrill, Consultant

Goal:

Build on the lessons learned at the 2020 board retreat to function at the highest level of exceptional governance and review township 2021 Goals.

Objectives:

- Understand and embrace principles of highly effective governance.
- Agreement as to how the team reaches consensus and expresses dissent.
- Achieve a shared understanding and definition of goals, objectives and projects.
- Establish short and long-term township goals.

Process:

Short presentations on best practices.

Participants will share insights on Board processes and expectations.

Discussions on issues of shared concerns and resolution.

Agenda:

1. (10:00-10:15) Welcome and Initial Discussion:

- a. What Do I Want Other Board Members to Know About Me?
- b. Which of Today's Agenda Items Most Interest Me? Why?
- c. Affirm Retreat Rules of Engagement

2. (10:15-11:15) The Governance Board We Need to Be

- a. Short Presentation: What Township Boards Must Do
- b. Discussion: What Great Boards Have in Common
- c. Discussion: What are our Rules of Engagement?
- d. Discussion: What Will We Do Differently?

(11:15-11:30) Break

3. (11:30-12:30) Governance as Leadership

- a. Discussion: How Does the Township Board Add Value to the Organization?
- b. Discussion: What Are Our Individual Roles and Responsibilities for the Board?

Lunch Break (12:30-1:00)

4. (1:00-3:00) Review, Reaffirm or Revise Township Goals *15-minute break approx. 2:00*

- a. Presentation/Discussion: Vision, Mission, Goals, Strategies, Operations and Oversight
- b. Discussion: Gap Analysis: Our Vision/Mission and Reality
- c. Discussion: What Do We Know Relative to the Identified Gaps?
- d. Discussion: What Should be Our Prime Goals to Address the Gaps?
- e. Discussion: How Do Current Goals Align with Prime Goals?

1. Welcome and Initial Discussion: Getting to Know Us

a. What Do I Want Other Board Members to Know About Me?

b. Which of Today's Agenda Items Most Interest Me? Why?

c. Affirm Retreat Rules of Engagement

Participant Rules of Engagement

- Authenticity.
- Be in the moment.
- Silence means acquiescence.
- Wordsmithing to be done by PPA.
- Participants are committed to working together to achieve outcomes.
- Be realistic, practical and with a sense of optimism.
- No final decisions today, but consensus will be subsequently supported.
- Our time is scarce; the meeting will be kept on track.
- Only one meeting—no side conversations.
- All viewpoints are valid, even if we do not agree.
- Anyone can tactfully intervene to ensure we achieve outcomes. Our discourse will be respectful, collegial, nothing personal.
- Express disagreement verbally.
- Know where your point is going before you start—comments relevant to issue being considered.
- Raise concerns and objections at meeting, rather than after.
- Help facilitator keep meeting moving.
- We will end on time.
- Anything else?

2. (10-15-11:15) The Governance Board We Need to Be

Presentation: Revisit Principles of Board Governance

Township Boards 101: What Township Boards Must Do (Major Responsibilities):

1. Hold monthly meetings; establish meeting schedule.
2. Adopt General Appropriations Act.
3. Enact ordinances.
4. Vacate, regulate use of roads.
5. Tax levies.
6. Appoint boards and commissions (most).

General Fiduciary Oversight

Duty of Care

- Risk management
- Legal obligations
- Debt issuance

Duty of Loyalty

Duty of Obedience

Township Boards 201: How Charter Township Boards with Superintendent/Manager Differ from Other Township Boards, Cities

- Delegation of Authority to Superintendent/Manager
- Role of Supervisor

The Legislative Role

Representative(s) “of” or Representatives “for”

Ensure interest groups prevail, or ensure interest groups have a voice?

Ambassadors on behalf of stakeholders

Ambassadors on behalf of the township

Speak with one voice.

Takeaways:

What All Great Boards Have in Common	To What Extent Does Our Board Exhibit These Traits?			
	Always	Usually	Seldom	Never
Will to Govern Well				
Transparent				
Clarity of Roles and Responsibilities				
Values, Vision and Mission are Aligned				
Enjoy What They do and Those They Work With				
Use Work Methods and Processes That Fit the Organization				
Decisions Based on Knowledge, Stakeholder Input, and Informed Intuition				
Nimble Decision-Making				
Trust Each Other				
Collegial, Collaborative, Respectful				
Hold Themselves and Others Accountable				
Ongoing Professional Development				

Discussion: What are our “Rules of Engagement?” Explicit (in Policy) or “Generally Understood/Implied?”

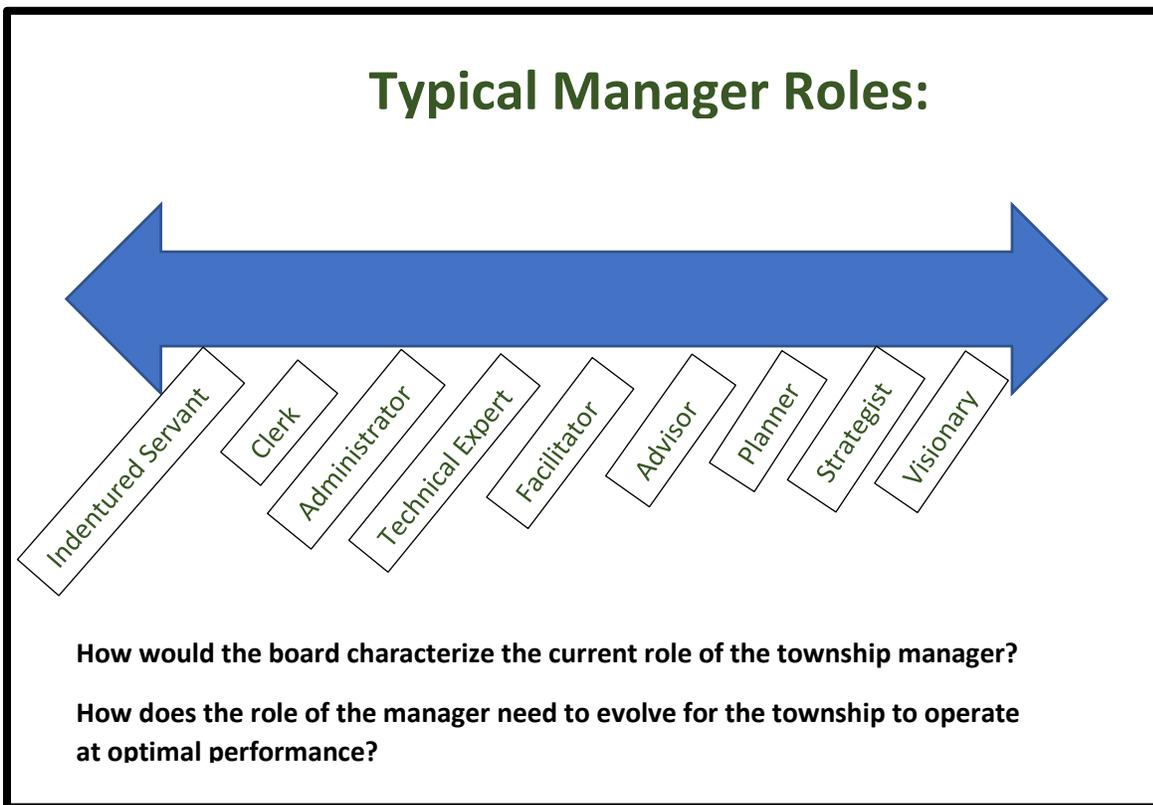
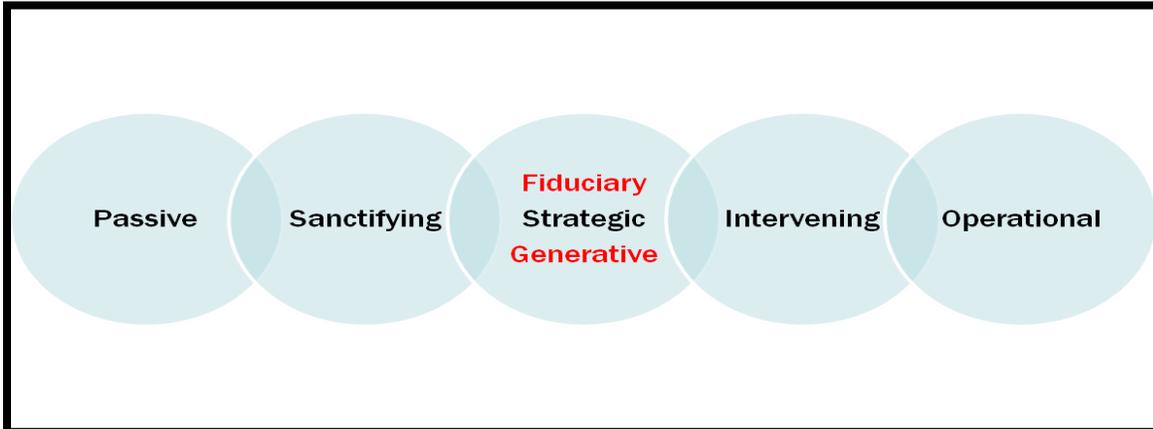
- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

What Rules of Engagement Does the Board See a Need to Further Develop?

Based on our discussions, what do we need to do differently to be the governing board the Charter Township of Meridian needs us to be?

Discussion: What are the Roles of the Board Collectively, of Individual Board Members and the Township Manager? What Will We Do Differently?

Typical Board Roles: Which Describes Our Board?



4. (1:00-3:00) Review, Reaffirm or Revise Township Goals

Presentation and discussion: Vision, Mission, Goals, Strategies, Operations, and Oversight

Goals: Goals indicate what the township intends to change from the status quo in priority areas, consistent with its mission and vision. They answer the question, “What are the most important things we can work towards within the next 3-4 years to ensure we achieve our vision?”

Goals Should...

Consist of the top 5-6 township desired results, defined broadly and prioritized according to constituent needs, expectations, and values.
Be time-sensitive, achievable, measurable, and meaningful.

Strategies: Strategies describe the actions that will be taken to fulfill the goals. These are actions taken collectively for the township overall at the departmental, interdepartmental and programmatic level.

Questions for Consideration

1. What are 3-4 actions that the township can take to advance toward each goal?
2. What are the 3-4 department/ program-specific actions will support achievement of the goals?
3. What metrics would appropriately measure progress and success?

Strategies Should...

Be realistic.
Take place over time.
Be general enough to allow multiple departments to contribute achievement.
Be aligned with the mission, vision, and values of the organization.

Projects, Plans, Tactics, Programs, Operations

Projects, plans, tactics and operations are the framework to organize resources to carry out a strategy. They are new initiatives or modification of prior work plans at the department level or cooperatively undertaken by multiple departments to generate movement, consistent with a strategy, toward achieving a goal.

Oversight: There will likely be a lack of organization commitment if responsible parties do not perceive that they will be held accountable for consistency with the governing body’s statements. Oversight requires measures to track progress towards achieving the goals and strategies.

Questions for Consideration	Oversight Should...
<ol style="list-style-type: none"> 1. What can we measure to determine if we are successful? 2. What reports will we require? 3. How frequently should we measure activities, success metrics? 	<p>Not be unduly burdensome. Be focused on identifying and solving issues, not on finding fault. Be routine, regularly scheduled. Measurements and metrics are reasonable, obtainable and agreed to in advance. Used routinely by departments to monitor success, parameter compliance.</p>

Vision

A vision statement describes the desired future. *Meridian Vision Statement:*

Our vision is to achieve and maintain a sustainable and welcoming community with the highest quality of life for our residents. This encompasses protecting our natural environment and our health and safety, and enhancing our prosperity, cultural heritage, diversity and recreational opportunities.

Mission

A mission statement captures the township’s current purpose and direction. *Meridian Mission Statement:*

Our mission is to provide a safe and welcoming, sustainable, prime community.

Discussion Gap Analysis:

Considering our Vision and Mission, what are the gaps between the status quo and what we aspire to be (vision) or do (mission)? What current conditions do we want to change?

Discussion for Knowledge-Based Goals: Relative to the identified gaps:

What do we know about the current township condition environment—fiscal, climate, infrastructure, political, legal?

What our constituents want/need/prefer?

The townships capacity/competencies/position?

The ethical implications?

**Identifying Prime Goals: Based on the Gap Analysis and our Knowledge,
What Should be the Township's Prime Goal(s) to Achieve our Vision,
Consistent with Our Mission?**

1.

2.

3.

4.



2021
GOALS ACTION PLAN

A. Maintain unparalleled customer service and public safety throughout the Global COVID-19 Pandemic. Be mindful of the struggle facing our Meridian business community during COVID-19, develop and implement creative programs to assist our partners.

Does this Goal:

Relate to Mission? *Our mission is to provide a safe and welcoming, sustainable, prime community.*

Change the Status Quo?

Measurable?

Time-Sensitive?

Meaningful?

Understandable?

Require New Strategies?

Who is Accountable?

Does Goal Need to be Re-framed?

Would this be a “Prime Goal “(Top 5-6?) according to constituent needs, expectations, and values?



2021
GOALS ACTION PLAN

B. Continue progress on the Meridian Township Sustainability Plan goal of 100% renewable energy use for Township facilities by 2035 by installing an additional 120kW of photovoltaic panels on Township property. Upon installation of the additional 120 kW panels in 2021, we will be at 60% of the required 300kW needed in combination with energy efficiency measures and renewable energy provider purchases to meet the 100% goal.

Does this Goal:

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C. Develop a Diversity, Equity and Inclusion Plan with specific goals and objectives.

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D. Culminate our decade long effort to redevelop Downtown Okemos and Haslett with vertical construction.

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2021
GOALS ACTION PLAN

E. Implement the second year of our Local Road Enhancement Program by improving a minimum of 15 miles of local roads.

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2021
GOALS ACTION PLAN

F. Develop a comprehensive plan to facilitate access to affordable Broadband across the entire Township.

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2021
GOALS ACTION PLAN

G. Complete Phase 1 and 2 of the MSU to Lake Lansing Pathway and review the Pathway Master Plan.

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2021
GOALS ACTION PLAN

H. Further our branding efforts with the addition of new “Welcome to Meridian Township” signage.

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2021
GOALS ACTION PLAN

I. Work with Granicus to upgrade the design of our Meridian Township website to improve functionality, as well as give a new look and experience to site visitors.

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2021
GOALS ACTION PLAN

J. Fulfill our promises made to voters in 2017 by allocating enhanced pension payments to MERS and maintaining 73 emergency responders.

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Discussion: How do We do Our Job? Are Board discussions primarily:

- Focused outward toward the community condition or inward on finances or administration?

-
- Reviewing what has already happened?

- Reflective of a clear distinction of board and manager roles?

- Focused on the future or reacting to current conditions and events?

- Initiated by board members or by staff?
