

City of Troy
November 19, 2022 Advance Meeting
Post Meeting Report

December 2022



Report Prepared by:

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In partnership with



**City of Troy
November 19, 2022, Advance Meeting
Post Meeting Report**

December 2022

In August 2022 Vettraino Counseling (VC) in partnership with Sonder Haven was retained to prepare for and facilitate the City of Troy's November 19, 2022, Advance Meeting. The consultants used a phased approach to execute the project. This Post Meeting Report is intended to review the activities of the meeting and highlight suggested post-meeting action steps.

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Phase 1: Preliminary Assessment and Identifying Goals for the Advance Meeting

During August 2022, VC reviewed the project goals with the executive staff of the City and studied the project deliverables from the prior year's Advance Meeting. As an experienced local government professional, VC partnered with Troy's leadership team to develop a plan for the November 19, 2022, Advance. The preliminary assessment included reviewing the notes and outcomes from the 2021 Advance, as well as strategic planning, budgeting, and objective-setting documents of the City.

Phase 2: Interviews and Data Collection with Elected Officials and Executive Staff

Between September 13 and 16, VC hosted individual interview meetings with the Mayor and City Council members to review each elected official's objectives, expectations, and desired outcomes for the Advance. On September 20, VC attended the staff leadership meeting to review the objectives, expectations, and desired outcomes for the Advance. VC also created and distributed a department head survey to receive individual feedback.

The consultants reviewed feedback received from the elected officials and leadership staff and began assembling common themes and desired outcomes among all stakeholders. Between September 27 and October 24 the consultants hosted several meetings with the City Manager's office to review possible Advance meeting structure and activities.

Phase 3: Assembly of Advance Meeting Agenda and Distribution of Relevant Data

After considering the stakeholder feedback the consultants determined there would be two major parts of the Advance agenda: (A) a series of small group meetings focused on specific topics the stakeholders were ready to make specific progress on, and (B) a large group meeting to explore matching revenue with service level expectations.

The small group meeting topics selected, based on stakeholder feedback were: (1) Troy Public Library; (2) City Hall; (3) Troy Family Aquatic Center; (4) Recreation and Senior Services. VC asked the City to identify two or three subject matter experts (SME) to host small meetings with the elected officials. The SMEs were directed to prepare a short report of facts regarding the facility/services topics, to orient the elected officials with the day-to-day operation of the facility or service. Drafts of these documents were submitted to the consultants. Between November 3 and 10, VC met with each SME group to review the reports and provide guidance both in editing the reports and preparing for the small group meetings on the day of the Advance. In addition, VC hosted meetings with note-takers to assure the small group discussions were appropriately documented.

It was decided that those staff members who were not engaged in the small group meetings would work as a group to address challenges identified in the pre-Advance department head survey.

In the months preceding the Advance, the City Manager's office provided a series of four (4) public meeting presentations outlining City revenue, expense, fund balance, taxation, etc. City Council also received the results of a Community Survey regarding service level and taxation just in advance of the Advance meeting. VC asked the City Manager's office to prepare a brief summary of the previously presented information as a kickoff to a broader revenue and service level expectation discussion.

With the two major components of the Advance identified, the consultants created an agenda to facilitate the Advance, including activities to prepare the attendees for an effective meeting.

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Phase 4: Facilitation of the Advance Meeting

The Advance was held at the Troy Community Center on November 19. Attendees are listed in Appendix 1. The Advance meeting started at 8:00 am and concluded at 3:30 pm. The activities of the meeting included:

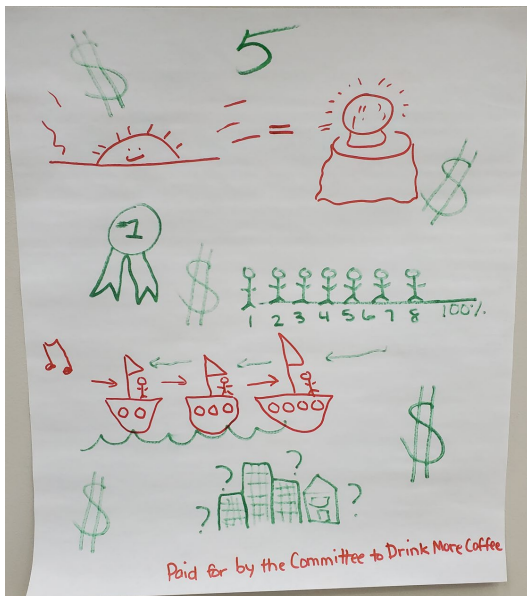
- A. Public Comment
- B. Review of the Purpose of the Day
- C. Guidelines for a Successful Meeting
- D. Vision of the Future Exercise
- E. Small Group Discussions
- F. Revenue and Service Level Discussion
- G. Capture of Additional Topics
- H. Quick Report Looking Forward to Next Year

While each Advance activity was important, below are the activities appropriate for report out by the consultants:

Vision of the Future Exercise

Small groups of attendees were asked to draw a vision for the future of Troy, and what they would like to see one year from now. Below is the result of the exercise:





Each group had an opportunity to present their drawing. There was general agreement by all groups on the direction they hope the City will be going over the next year.

Small Group Discussions

The elected officials (listed below) rotated between four (4) small groups. One or two elected officials spent approximately 20 minutes with each small group and then rotated to the next group.

(1) Troy Public Library (TPL)

SME 1	Emily Dumas	Library Director
SME 2	Phillip Kwik	Assistant Library Director
Note Taker	Cindy Stewart	Community Affairs Director

Common themes, general points:

- Library is 42,800 sq ft.
- The staff would like to ask the public for their input regarding wants/needs for the Library.
- There is a need for the public to understand the options for the Library, current uses, and potential future possibilities.
- As of June 30, 2022, Library Fund balance was \$1.6 million; estimated to be \$4 million at end of fiscal year 2022-2023 and \$10.4 million at end of fiscal year 2030-2031 (end of the current millage approved in 2020).
- Youth renovation cost estimate increased 300% in 3 years.
- A new Library would be \$30 to \$40 million (\$500-\$600 sq ft).
- There is a lot of positive community feeling towards the Library.
- The new millage has caused the community to have certain expectations for the Library.
- There are some immediate maintenance needs (roof) and operational needs (accessibility and inclusion).

<u>Troy Public Library (TPL)</u> suggested follow-ups for staff:		Date*
<ul style="list-style-type: none">• Develop a comprehensive plan for two types of TPL projects:<ul style="list-style-type: none">○ A plan to only use the current millage funding○ A plan for a full renovation or new-build building		During the 2023 fiscal year
<ul style="list-style-type: none">• Engage with a community member committee to receive stakeholder and community input regarding their opinion, future expectations, and funding questions for the TPL.		During the 2023 fiscal year

* as suggested by the consultants, needs to be validated by staff

(2) City Hall

SME 1	Kurt Bovensiep	Public Works Director
SME 2	Aileen Dickson	City Clerk
SME 3	Rob Maleszyk	Chief Financial Officer
Note Taker	Meg Schubert	Assistant to the City Manager

Common themes, general points:

- The “bones” of City Hall are good.
- The OHM study (2019) needs to be completed and updated with current information.
 - Should also consider the relationship between the Police Department and City Hall services, including both in its recommendations.
 - It is believed there is enough space if it was used more efficiently.
 - Remote work needs to be taken into account.
- Public engagement is vital.
- City Hall is 72,000 sq ft.
- \$4.1 million is needed for immediate maintenance and \$150,000 per year for general annual maintenance.
- \$30 to \$40 million for renovation of the current building.
- New building \$80 to \$100 million.
- City Hall, the Police Department, and the Library should be looked at together, as a larger civic center project
- City Hall renovations do not rank high on the community survey

<u>City Hall</u> suggested follow-ups for staff:	Date*
<ul style="list-style-type: none"> • Provide a list of immediate priorities with costs and timeline (i.e. HVAC, election law impacted, etc.) that need to be completed in order to continue to operate City Hall. This should focus on the needs of the building/departments/staff for the next three (3) years. 	2023 budget process
<ul style="list-style-type: none"> • Reengage OHM, or another firm, to prepare a proposal and cost estimate to do a building study (use and capital needs) for both City Hall and the Police Department. 	2023 budget process

* as suggested by the consultants, needs to be validated by staff

(3) Troy Family Aquatic Center (TFAC)

SME 1	Jeanette Menig	Human Resources Director
SME 2	Brian Goul	Recreation Director
Note Taker	Brent Savidant	Community Development Director

Common themes, general points:

- A majority of the patrons are non-residents.
- The facility is 32 years old.
- Revenue has not covered expenses (and is not projected to do so in the future).
- Staffing is a significant challenge. One of the most important challenges is based on the number of employees who are younger than 18.
- Some capital expenditures are needed this coming year to keep the facility open.
- A facility like a splash pad would relieve a significant amount of employment challenges.
- Estimated cost for a splash pad would be \$4 million to \$10 million.
- Employment issues have been addressed by reducing hours, eliminating classes, and closing features.
- Staffing is expected to continue to be a critical issue, even if the facility is renovated.
- Would other cities be open to partnership for this type of service?
- There are some immediate operational needs (inclusive and family restrooms).
- The Community Center pool could accommodate more uses, only 15% of patrons of the CC are non-residents.
- Focus groups, surveys, and other public input tools would be good in order to consider alternative-type facilities.

<u>Troy Family Aquatic Center (TFAC)</u> suggested follow-ups for staff:	Date*
<ul style="list-style-type: none"> • Immediate priorities, with costs and timeline that need to be completed to continue to operate the TFAC for the coming season. 	2023 budget process
<ul style="list-style-type: none"> • Engage with a community member committee to receive stakeholder and community input regarding their opinion, future expectations, and funding questions for the TFAC. 	During the 2023 fiscal year

* as suggested by the consultants, needs to be validated by staff

(4) Recreation and Senior Services

SME 1	Nikki McEachern	Assistant Rec Director
SME 2	Allyson Leach	Rec Supervisor, Senior and Adaptive Programming
Note Taker	Renee Hazen	City Treasurer

Common themes, general points:

- Staffing is a significant challenge for the department. Potential employees have many options in the current market. 180 part-time employees (most are minors).
- Management staff may need more help from HR or more department resources to manage the staffing challenges.
- Staff believes there is not a reduction in services for seniors, but there have been changes to service (elimination of duplication of services with other City departments and registration changes).
 - To provide more daytime services for seniors, more resources would be needed
- Challenge meeting the service expectations of both the community members and the feeling that program revenue should cover most of program costs.
- What is the City Council's expectation regarding fees covering program costs?
- Department feels that significant capital expense is not needed, but more staff support is needed. The facilities are adequate if they are used efficiently and the staff could get ahead of handling the day-to-day issues demanding immediate attention.
- Additional space, signage, and communication dedicated to senior services are needed.
- Grants could be an option but would need support to accomplish this (more personnel to write and administer grant applications).

<u>Recreation and Senior Services</u> suggested follow-ups for staff:	Date*
<ul style="list-style-type: none"> • Prepare a report and request for City Council policy direction regarding the expectation (target number) of the percent of costs that should be covered by fee revenue for recreation and senior services. In addition, prepare a request for an additional position to support the department's human resources-related activities. 	2023 budget process
<ul style="list-style-type: none"> • Presentation of a Senior Communication and Services plan to City Council. 	2023 budget process

* as suggested by the consultants, needs to be validated by staff

(5) Department Head Challenges Group

Staff participants who were not assigned as SMEs or note takers formed a fifth small group. This group reviewed challenges identified by the department heads in a pre-Advance survey.

City Attorney	Lori Grigg Bluhm
City Manager	Mark Miller
Assistant City Manager	Robert Bruner
Fire Chief	Peter Hullinger
Information Technology Director	Alex Bellak
Police Chief	Frank Nastasi
City Assessor (note taker)	Kelly Timm
City Engineer	Scott Finlay
Controller	Dee Ann Irby
Building Official	Salim Huerta
Facilities & Grounds Operations Manager	Dennis Trantham
Deputy City Clerk	Cheryl Stewart
Marketing Coordinator	Stephanie Fleischer

Participants were asked to select the top three challenges they would like to explore during their time together. Topics considered included:

- Internal staffing (recruiting, retention, workload)
- Development of office space
- Troy Public Library renovation
- Impact of inflation on budget
- IT financial challenges – shift to cloud-based
- Recruiting and retention of police officers and firefighters
- Community engagement strategy
- Park amenities

The three topics chosen were (in order of number of responses selecting them):

- Development of office space
- Internal staffing (recruiting, retention, workload)
- Community engagement strategy

Participants were then led in a facilitated discussion involving the bright spots (things going well, assets, strengths), dark clouds (challenges, threats), ideal outcomes, and potential next steps. The following is the output of those discussions -

Topic #1 – Development of Office Space Facilities

Bright Spots

- Police and fire have functional office space.
- There are worse city halls.
- Great location (City Hall).
- Most buildings, including City Hall, are structurally sound.
- Having a dedicated person near the entrance to direct residents.

Dark Clouds

- Ongoing frustration of not having the funding to do needed repairs/renovations.
- Security and safety concerns.
- Every facility is at its maximum capacity for staff, especially City Hall.
- City Hall and other buildings are functionally obsolete.
- Ongoing discussion over rebuild vs. renovate.
- Police shooting range in proximity and within earshot of City Hall and its visitors.
- Lack of wayfinding signage.

Ideal Outcomes

- Repaired stairs in City Hall.
- Council Chambers converted to a multi-purpose space for additional uses.
- Outside architectural firm to help define what is needed vs. what is wanted.
- Improved signage.

What's Needed Next?

- Increased security systems within City Hall.
- Evaluation of needs, wants and options.
- Significant discussion on ALL facilities, not only City Hall.
- Decision on what's next with facilities – renovate vs. rebuild.

Topic #2 – Internal Staffing (Recruiting, Retention, Workload)

Bright Spots

- Government job security, competitive pay, and benefits (Recruiting, Retention).
- Work/life balance; work/life changes since Covid (Retention, Workload).
- Focus on education and training (Retention).

Dark Clouds

- High turnover (Retention).
- Low application rate for open positions (Recruiting).
- Labor shortage for some positions (Recruiting).

- Employees not staying in one position very long (Retention).
- Not enough office space to hire new employees (Recruiting, Retention).
- Lack of opportunity for career advancement; lack of mid-level positions (Retention).
- Lack of employees leads to reactivity instead of proactiveness (Workload).

Ideal Outcomes

- Organizational structure with more opportunities for advancement.
- Succession planning.
- Continue to be competitive with salaries.

What's Needed Next?

- More funding for increased staff requirements.
- Exploration of employee incentives.
- Review organizational structure for potential changes to provide more opportunities for advancement.

Topic #3 – Community Engagement (short discussion due to time)

Bright Spots

- Solid community support and engagement, as evidenced by surveys.
- Knowledge of what the community wants.

Dark Clouds

- Reactions to the “squeaky wheels” which get a lot of attention.
- Lack of capacity and resources.
- Need updated social media policy.

Ideal Outcomes

- Speak to residents regarding specific focus items.

What's Needed Next?

- Council decision on TFAC.
- Prioritization of community engagement items.

Revenue and Service Level Discussion

Prior to the November 19, 2022, Advance, the City hosted a series of public meetings to review revenue, expenses, and service levels and conducted a Community Survey focused on funding and service levels. For a full context of participants' discussion during the Advance, it is important to consider the information and discussion that occurred at the pre-Advance meetings:

- ❖ August 15, 2022: Revenue Study Session
- ❖ August 22, 2022: Expenditure Study Session
- ❖ September 12, 2022: Revenue, Expenditures, and Fund Balance Study Session
- ❖ October 3, 2022: Property Values, Tax Rates, and Taxes Study Session
- ❖ October 3, 2022: Resident Budget Priorities Study Results Presentation (Community Survey)

This part of the Advance meeting included a brief summary presentation by the Assistant City Manager and a series of broad, open, questions to all participants. The facilitators captured the discussion using a Google Jamboard, noting if a comment was made by an elected official or a staff member. The discussion notes are not verbatim, but attempt to capture the essence of the comments. The Jamboard notes have been included on the following pages; Elected Officials on pink notes and Staff Members on green notes.

Below is a summary matrix of policymaker positions captured during the discussion and suggested actions for staff in response to those positions. It is very important to note that both the positions and the suggested actions are the summary and opinion of the facilitators. The City may use the summary matrix as a guide, but it must be considered within the context of the facilitators' potential narrow understanding, interpretation, and bias.

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Revenue and Service Level Discussion - Summary Matrix

Policy Maker Position	Suggested Staff Action
There is consensus that if the City is going to ask the community to approve additional revenue via a ballot initiative, the staff should plan for the November 2024 election.	As soon as possible, develop a calendar starting from Q1 2023 through the November 5, 2024, election date for drafting proposed ballot language and local ballot proposal deadlines.
For the 2023/24 budget year, there will be operational and capital needs that cannot wait until a funding cycle focused on November 2024.	Prepare 2023-2024 budget proposals to keep existing facilities and services operating effectively while alternatives and larger capital considerations are considered.
There is general agreement that focus groups or community member committees should be formed to explore revenue, service level, and capital needs questions.	Prepare a community engagement plan, including the formation of a community committee to examine budget and service priorities, in alignment with November 2024 ballot proposal deadlines.
There is not consensus on the type of revenue that should be raised (i.e., capital improvement bonds or special use operational millage).	At the appropriate point during the revenue/service timeline, a special meeting should be scheduled for staff to provide a report to the community regarding revenue-raising options. Pros and cons of several options should be provided and explored by the City.

Jamboard Summary Discussion Statement by Elected Officials

Want to keep the idea of bond millages for building (capital) needs on the table, it is important to focus on this and not just operational mills

Public Safety Millage and reallocate of funds to other operational needs... but there are still considerable capital needs.

Work to create a clear timeline around Nov 2024 - before and after - for what it means for funding

If we focus on public safety and the "need" for taxes to fund the service, does that seem like we are being dishonest and/or some how "screwed up" public safety?

November 2023 is a city council election year. Timing of asking for tax revenue is important to keep in mind

Troy has consistently prioritized public safety. Need to be careful with the how to state the "new" funding is an opportunity to protect PS services

Does a public safety millage to free up funding in the Gen Fund for capital or debt seem like a shell-game? Or can it be explained

Potential use of focus groups to help understand how best to explain the millage options and use of funds

How can we explain "Safe Streets" funding and using open funding for other needs to the public?

Focus groups would be important to help develop what the city should be asking the voters to consider and/or support

Funding Ops and Funding Caps - how do we prioritize and communicate both needs to the voters. We can't go to the voters for both at the same time

Best bang for the buck - public safety millage for Ops or debt millage for caps - want a report from staff

What do you need to do before the Nov 2024 timeline ? You need to still address the urgent things that have been raised

The survey is a good leading indicator, but focus groups and more discussion is needed to validate and refine the results.

Use focus groups and/or citizen committees, to build up understanding of options for revenue options and to create ambassadors for a solution.

Would like to understand the plan for the "2 years" (or whenever the funding would come), what needs to be done prior to funding becoming available.

A focus group might be good to help understand if the Troy School bond approval (happened after the survey) might impact citizen answers

Part of honest transparency is to tell the public that they have been "off the hook" for new/more revenue for many years.

There are different tracks for different issues (i.e. the Library might be on a quicker path than others)

Would want a recommendation from staff of how best to order revenue needs for ops and caps. Which is first?

Jamboard - Summary Discussion Statement by **Staff Members**

Something to really keep in mind is to be able to answer the question of "what happens if we don't pass this revenue increase"

There are things that are not fixed by a large capital investment. For example employment issues at the Aquatic Center.

Public Safety is utilizing a lot of the current revenue. A narrative could be structured to help the public understand funding allocation.

It is likely the survey was expressing an implied increase in public safety services if the vote is for PS funding. This must be considered and explained with transparency.

Decisions are defined in a finite timeframe if you are targeting Nov 2024 as a clear date.

Potential for a citizen committee to go deeper with the questions, beyond the survey results

Dedicated millage for a service, there must be transparent explanation of the change in the way government is funded in Troy

The annual headlee reduction funding has consistently been taken from the city's capital investment. This needs to be explained to the voters.

People are willing to pay to keep Public Safety services (and keep the current special and specific deployments to schools and churches)

Each of the "big" decisions (Library, City Hall, Aquatic) need to be considered individually... this may not be directed tied to a Nov 2024 date

Each year the Gen Fund send \$1-\$2 mil to cap fund. This could fund a cap debt - for a 20 year bond

The \$1 or \$2 million cap funding currently in the Gen Fund, and public safety vehicles could be funded with a debt millage

Canton is one of the premier rec services in the County. The way they fund parks and rec is through General Fund. They also have a public safety millage which frees GF funds.

1 mill of taxes raise \$6M - Ops - on-going - can pay for bond debt from Gen Fund, without approval from the voters

Need to keep moving forward over the next several years and not only wait until 2024 (i.e. the youth wing, the City Hall steps, Aquatic center employment)

Having a target is important. The staff can use the Nov 2024 date as a clear planning date for how to operate from now until then and how to plan for what will be needed in 2024.

30% of survey respondents "need more information" before deciding what type of tax proposal they would prefer (dedicated millage, bonding, or general tax).

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Capture of Additional Topics

The Advance focused on specific topics that were elevated by the stakeholders during the pre-Advance meeting. With a focus on the next 12 to 18 months, the facilitators made decisions as to the interest level and how developed the topic was (before the Advance). Recognizing this, participants were asked to briefly provide topics they hope the City will address in the near future and/or topics they would like to have in a “parking lot” for future discussion. As captured by the consultants:

- Sustainability
- Diversity, equity, and inclusion
- Big Beaver update, DDA work, diverging diamond interchange
- Office space, impact of remote work
- The impact of inflation
- Labor situation where the employee has more leverage than employers
- Create Vision / Mission / Values Statements
- City branding
- The Master Plan is in its final process of approval

Phase 5: Delivery of Summary Report

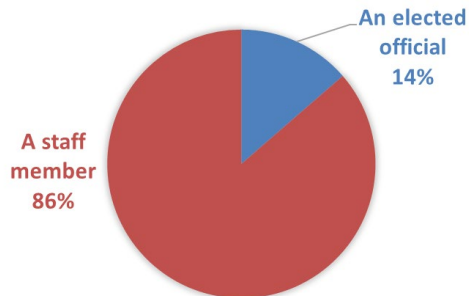
The report was prepared in draft form for review by the City Manager's office and is submitted in final for distribution. Post-Advance participant survey feedback is included in Appendix 2. The Consultant Bios are provided in Appendix 3.

Appendix 1: Advance Attendees

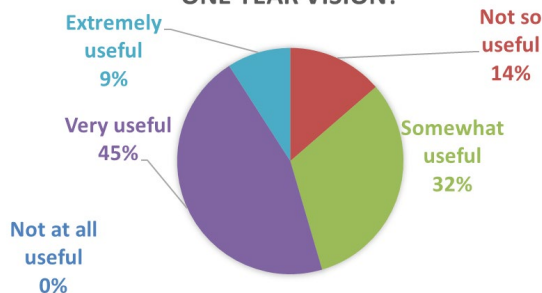
Title	Name	Title	Name
Mayor	Ethan Baker	Assistant Library Director	Phillip Kwik
Mayor Pro Tem	Rebecca Chamberlain Creanga	Assistant Recreation Director	Nikki McEachern
Councilmember	Ellen Hodorek	Building Official	Salim Huerta
Councilmember	Edna Abraham	City Assessor	Kelly Timm
Councilmember	Theresa Brooks	City Engineer	Scott Finlay
Councilmember	Ann Erickson Gault	Community Affairs Director	Cindy Stewart
Councilmember	David Hamilton	Community Development Director	Brent Savidant
City Manager	Mark Miller	Controller	Dee Ann Irby
City Attorney	Lori Grigg Bluhm	Facilities & Grounds Operations Manager	Dennis Trantham
Assistant City Manager	Robert Bruner	Human Resources Director	Jeanette Menig
Assistant to the City Manager	Meg Schubert	Information Technology Director	Alex Bellak
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Chief Financial Officer	Rob Maleszyk	Public Works Director	Kurt Bovensiep
Police Chief	Frank Nastasi	Recreation Director	Brian Goul
Fire Chief	Peter Hullinger	Recreation Supervisor	Allyson Leach
City Treasurer	Renee Hazen		

Appendix 2: Post-Advance Meeting Stakeholder Feedback

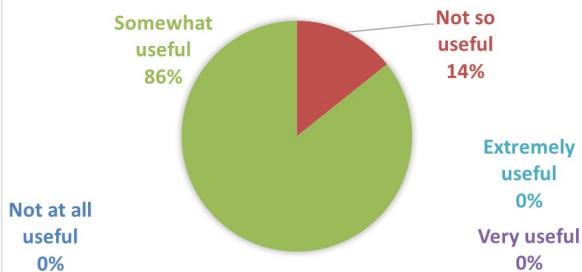
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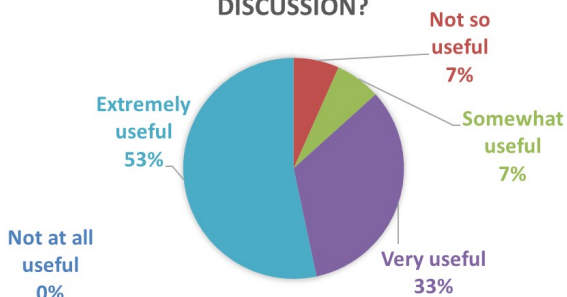
HOW USEFUL WAS THE DRAWING OF A ONE YEAR VISION?



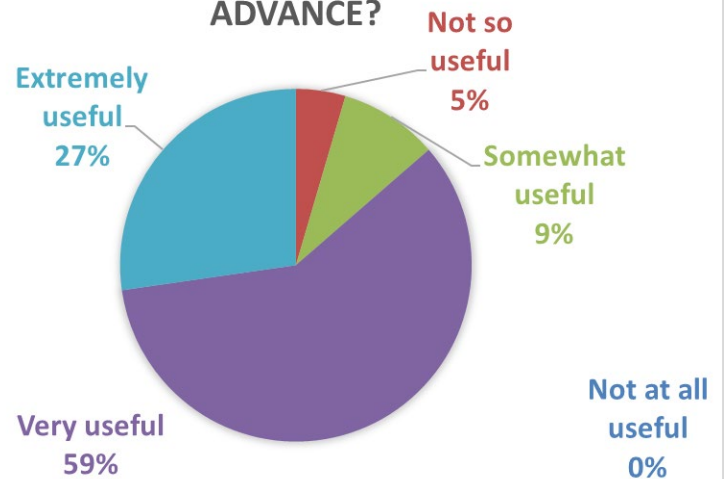
HOW USEFUL WAS THE SEPARATE ROOM, SQUARE TABLE, DISCUSSION ?



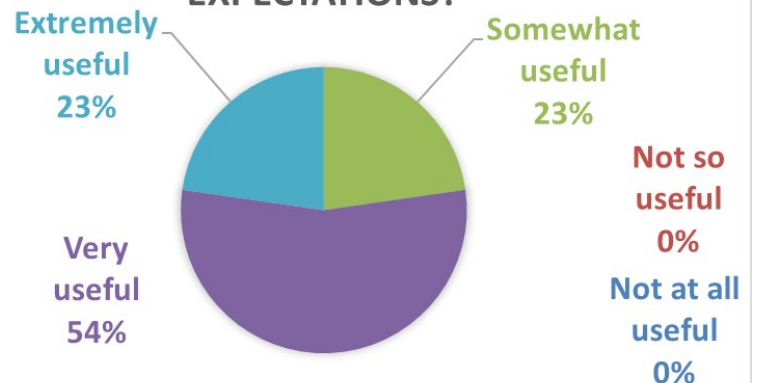
HOW USEFUL WAS THE SMALL GROUP, ROUND TABLE, DISCUSSIONS DISCUSSION?



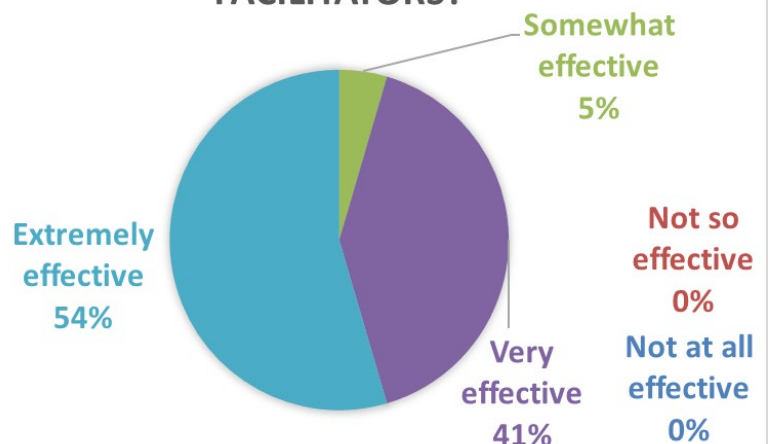
OVERALL, HOW USEFUL WAS THE ADVANCE?



HOW USEFUL WAS THE DISCUSSION OF REVENUE AND SERVICE EXPECTATIONS?



HOW EFFECTIVE WERE THE FACILITATORS?



What aspects of the Advance went well?

Really well organized and targeted to what we needed to discuss.
The small group discussions were important, and went well.
We were able to get a direction from council for the most part.
I think in year two, we finally got to the point where we are on the same page that our aging infrastructure needs attention through the use of a new funding source.
the ability to discuss in detail with council members. the process worked, but more time was needed.
Seems like everyone is on the same page.
I liked the small groups but I feel I and others missed out on a lot of the important conversation. Maybe a panelist style conversation in the future would achieve the same goals.
The morning individual table rotation focused on the four topics was well done. From the "one-pagers" provided ahead of time to give an advanced briefing, right thru to the opportunity to learn from the subject matter experts. Not only was the information provided valuable, but the opportunity to get to know one another is something I very much appreciate.
Overall it was really well done.
The facilitators were spectacular. I very much appreciated the small group discussions, as it's so rare to get that kind of an audience with Council. I also thought the large discussion that followed was where all the action happened.
Small group sessions worked well.
Separating elected officials from staff. Specifically, elected officials should have a significantly louder voice than staff. This was not the case at previous Advances/Retreats.
The small group work, with structured reporting back to the whole group, was very effective. As a small group SME I felt heard and found it valuable to be in an "intimate" discussion where honest comments/questions were safe to be stated/asked.
Keeping on track/ time management, facilitated discussions
good opportunity to make sure both groups were aligned

Everyone on the same page moving forward when it comes to funding.
Small groups and a plan for the future
Vision of the Future Drawing and explanations from each group, small group round table discussions
The facilitation of conversation was fantastic. The time was well used and conversations were focused.
The ability to communicate with the Elected Officials on day to day issues.
Opportunity to speak directly and candidly with elected officials.

What aspects of the Advance could have been better?

I wish more people shared thoughts.
Something to try and take the emotion out of decisions council needs to make.
It was well timed and planned. No major recommendations.
Perhaps a clearer vision of next steps and expectations so we keep the ball rolling.
There was still no decisions made other than waiting until 2024 to get additional revenue.
I heard some grumblings from the people in the bigger group that they wished they'd talked about different topics other than City Hall.
I left wondering if enough direction had been provided. Had we properly addressed all concerns? I believe we did, in a high-level way. But I have concerns about whether everyone there, especially employees facing challenges (e.g., the recreation folks), understand/feel assured that we did.
Perhaps this will happen over time. But I would like to see finer detail from Council.
The only thing I would have asked for is more time in the small groups, although I know that could make logistics weird. I felt like just as we were starting to into it would be when it was time to switch.
It seemed to be the most productive this year.

Small sessions could have been a bit longer.
Slightly more time for the small group work.
although beyond the scope, mission and goals should also be addressed at some time in the future
Overall, I thought it went very well. The facilitators did a great job, thank you.
introduction of each person present at beginning, not all departments communicate with one another so there are people who don't know each other
Would have liked to hear more from all the staff in the afternoon session. Elected officials and a few individual staff spoke a lot.
I think a panel approach for the specific topics may have been better than the small groups. I also understand the difficulties of fitting everything into a short period of time. Perhaps on Friday evening prior to the Advance there would be an opportunity to host the small groups or panel discussions that lead into Saturday? Although i am sure no one wants to give up their weekend.

What comments would you like to share?

I'm very pleased and thankful!
Great job to the facilitators and the staff who planned the day!
We need to take the outcomes of the Advance and keep moving forward.
my unenthusiastic responses have more to do with Council's response, than with the set up of the day
I have attended these for many years and it is the same topics with no action or decisions.
1,000% better than last year.
This year's Advance was a definite improvement over last year's; everything from the pre-planning/study sessions to the facilitation on the day of. I truly hope it was as helpful to the budget planning process as it appeared to be at the conclusion of the session. The blending of the political realities with the service delivery realities helps us all see more clearly what we need to do going forward. Really appreciate the opportunity to be a part of it all!

Excellent advance! I hope Jaymes runs it again next year.
Facilitator knows municipal make-up which helped the flow this year
Appreciate the facilitators
This years advance was time well spent. We were able to walk away with some future direction that will allow us, as staff, to plan more efficiently.
Could this be on a weekday in the future?

Appendix 3: Consultant Bios

Jaymes Vettraino

Vettraino Consulting, LLC

Jaymes provides municipal management consulting services to communities. His focus is on assisting with operational management, financial planning, community engagement, facilitation, and economic development. In addition, through a partnership with GovHR USA, Jaymes provides executive recruitment and employee class and compensation study services.

Prior to starting his consulting service, Jaymes spent 17 years as a City Manager. Most recently as the City Manager of Rochester, MI, where he had the opportunity to lead a dynamic management team to simultaneously reduce expenses and increase the level of community service during years of the “great recession.” Prior to serving the City of Rochester, Jaymes was the Manager of Kutztown, PA and had the chance to be the first Manager of Pen Argyl, PA.

Jaymes currently serves Rochester University as its first Director of Civic Engagement and as an Assistant Professor, where he is accelerating the University’s development of students that have a passion for working in the social and community service sector. Jaymes has an MBA in Management from Lehigh University and a BA in Political Science from Michigan State University.

Nancy Maurer

Sonder Haven

Nancy Maurer is joining the project as a special project consultant to focus on planning for the Advance Meeting process and facilitation of the day-of agenda of the Advance Meeting.

Nancy Maurer, Principal/Owner, Sonder Haven, LLC is committed to being a catalyst and resource for individuals, organizations, and communities to be as strong, healthy, vibrant, and productive as possible.

She founded Sonder Haven following more than 25 years working for a wide range of organizations with a dedication to serving the community, most notably Leadership Oakland. As the former Executive Director of this highly reputable non-profit, she was responsible for designing, developing, and delivering programs to strengthen leaders throughout the Southeast Michigan region.

Prior to Leadership Oakland, she was responsible for organizational and leadership development efforts at Beaumont Health in Michigan and The MetroHealth System in Ohio. Nancy holds a B.A. in Communications from Saginaw Valley State University and an MBA from Ashland University in Ohio.