

The following are draft minutes of the organizational meeting of the proposed Blue Ribbon Operations Committee of the Village of Grosse Pointe Shores held this morning, the 17th of April, 2012, at the Village Offices, Council Chamber from 8:00AM to 9:15PM.

This committee is composed of the following volunteer residents:

John Booth, Alan Broad, Elizabeth Eldridge, Connie Houin, Dr. Queresh Khairullah, Mary Ann LaHood, Marlene Stahl, John Renick (added at the meeting), and Councilman Dan Schulte as Village Council liaison .

The committee meeting began at 8:00AM as scheduled. In attendance were all of the above committee members with the exceptions of Marlena Stahl and John Renick, Allan Broad participated until the press of a court appearance forced him to depart at about 8:40AM. Also in attendance in the audience for the entire meeting as an interested observer was Councilwoman Kay Felt.

Councilman Schulte explained to the committee his reasons for seeking Village Council prior approval for the formation of a second Blue Ribbon Committee for the purpose of reviewing and recommending possible changes to the Village organizational structure and staff job descriptions, presenting any final recommendations in writing to the Village Council as a whole for their consideration and possible implementation. He then apologized for the lapse of two months since the Council approved the committee formation prior to this meeting date, stating that it has proved difficult to recruit a pool of volunteers for this committee.

Following a brief discussion, in which Councilwoman Felt also participated, the committee was informed of the interest expressed by resident John Renick to be a member of this committee, and it was decided by acclamation without dissent to extend an invitation to Mr. Renick upon his return from Florida to join as a full committee member and to be included in all committee communications henceforth.

Councilman Schulte next presented three documents as examples of topics worthy of consideration by the committee and explained that the general issue focus of this committee should , in his opinion, be long term organizational efficiencies to be achieved by promoting greater efficiencies and productivity from the existing village employees by firstly gaining a detailed understanding of the various job descriptions of all full time village employees and their supervisors and then to use this base of knowledge and information to do the following:

#1 Promote a better understanding amongst the staff of each others duties and responsibilities,

#2 Encourage job documentation, cross training, and appropriate job training to maximize the human assets of the village, and

#3 Create a more fully integrated municipal organization which can exceed the expectations of staff and residents alike.

Councilman Schulte explained that his model for this task is an analytical approach or process used by ISO , the International Standards Organization, to certify an organization as , in fact, utilizing "best practices" as that term is defined internationally. While he qualified the process herein discussed as being ISO "Lite", it said that, nevertheless, it is the core of where ISO certification process begins so that he chose to refer in the documents supplied to refer to the process by the substitute name "Standard Quality Management Systems".

Because the committee mission is long term, and NOT focused on specific suggestions or recommendations for bridging operational budget shortfalls, Schulte suggested and the committee members agreed that there should be no requirement to submit reports to or be supervised by the standing Village Finance Committee. On the other hand, all members agreed that any member for the Finance Committee or the Council was welcome to attend, observe, and ask questions at any meetings of this committee.

After a general discussion of the scope of our assignment, the committee as a whole , without dissent, agreed to follow

the recommendation of Councilman Schulte that the committee discussions henceforth will focus on the development of an agreed set of written, detailed job descriptions, for each full time employment position offered by the Village.

To complete this assignment, the Committee shall...

- A) Request copies of all existing written position job descriptions for full time positions or full time equivalent positions for all departments, including all department heads and the city manager,
- B) Interview as a committee selected staff, starting with the city manager and then department heads, and to request copies of any additional job descriptions either on file or in draft, and to ask for comments on existing submitted job descriptions under their direct supervision with an eye to revisions to these descriptions which would better conform to existing practice, but also to amend them to fit the qualifications and talents presently used or not used by existing employees,
- C) Discover and assess the individual strengths, abilities, and talents of each employee with an eye not just to their current job assignment, but also future potential for additional responsibilities,
- D) Seek suggestions from the city manager, department heads, and/or employees for organizational improvements or better ways to take advantage of the Village employees' interests, talents, experience, and abilities,
- E) Document the present and optimum duties and responsibilities of each job position to assist the Village now and in the near future in hiring and/or promoting the best people to fill a job vacancy,
- F) Suggest the elimination of redundant full time positions through job consolidation and/or employee reassignment,
- G) Facilitate the reduction of expensive overtime by better task assignment during regular business hours and maintaining agreed staffing levels,
- H) Identify critical tasks and skills and to insure that these tasks or skills have extra coverage and/or back up in the event of a staffing shortage based on job information and /or service logs and cross training.

To summarize: The Committee agreed that it is keen as a group to commence this committee assignment as outlined above because **TIME IS OF THE ESSENCE**.

**WHY the rush?**

Many of the most important, experienced and senior village staff are now or soon will be eligible to retire on full benefits. As things stand today, it is highly likely that much of the institutional memory and details of village daily operations and important operational systems , eg. water and sewer, may walk out the door with these retirees. In addition, as more positions become vacant with turn over or retirement, the village has a special opportunity to rethink its organizational structure and means of service delivery in ways which would produce not just efficiencies and dollar savings , but better levels of response, accountability, transparency, and service to residents.

Following all these discussions, the committee is in full agreement on the proposed scope of its assignment. In addition, by acclamation the committee without dissent "persuaded" (and she accepted ) Mary Ann LaHood as its committee chairperson, and I, John Booth, volunteered to act as Secretary.

The committee as a whole then agreed by acclamation without dissent that, until further notice, to meet every second week on Wednesday evening @ 7:30PM at Village Hall either in the Council Chamber, is available, or in the second floor conference room. However, the committee agreed that the first formal meeting of the Blue Ribbon Operations Committee is scheduled for Wednesday, April 25th @ 7:30PM at which time these draft minutes will be submitted for acceptance.

Any and all residents are to be invited to attend these meetings to observe, to ask and answer questions to and from the committee members.

It was further agreed that this draft of the committee's organizational meeting be circulated to all committee members and be made available for inspection by and presentation to the Village Council at its regular monthly meeting to be held this evening at Village Hall. The Village Council's suggestions and comments are hereby requested.

The meeting was adjourned at approximately 9:40AM.

Respectfully submitted,

John Lord Booth, II  
Secretary of the Committee