



# Brighton City Council Meeting

200 N First St • City Hall Council Chambers • Brighton, Michigan 48116  
(810) 227-1911 • [www.brightoncity.org](http://www.brightoncity.org)

This meeting will be conducted electronically.

Please visit the City website or the notice posted at City Hall for Zoom Meeting login instructions.

## **Regular Meeting December 16, 2021 – 7:30 p.m.**

### **\*\*AMENDED\*\* AGENDA**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Consider Approval of the Agenda
5. Consider Approval of Consent Agenda Items

#### **Consent Agenda Items**

- a. Approval of Minutes: [Study Session of December 2, 2021](#)
- b. Approval of Minutes: [Regular Session of December 2, 2021](#)
- c. [Approval of the 2022 City Council, Boards, and Commissions Meeting Dates](#)

#### **Correspondence**

6. Call to the Public
7. Staff Updates
8. Updates from Councilmember Liaisons to Various Boards and Commissions

#### **New Business**

9. [Consider Approval of Tree Removal Services in an Amount not to Exceed \\$58,000](#)
10. [Consider Approval of The Drinking Water Asset Management Grant Agreement Between the Michigan Department of Environment, Great Lakes, and Energy and the City of Brighton in an Amount of \\$218,564](#)
11. Consider Approval of Employee Handbook
12. [Consider Approval of City Council Retreat Format/Agenda and Related Staff Direction](#)
13. [Discussion Regarding Marijuana Businesses and Consider Further Staff and/or Planning Commission Direction](#)

#### **Other Business**

14. Call to the Public
15. Consider Entering into Closed Session to Receive a Written Attorney-Client Privileged Communication Pursuant to MCL 15.268(h)
16. Consider Possible Direction Resulting from Closed Session
17. Adjournment



# City Council Study Session

200 N First St • City Hall Council Chambers • Brighton, Michigan 48116  
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This meeting was conducted electronically.

## MINUTES OF THE STUDY SESSION OF THE BRIGHTON CITY COUNCIL HELD ON DECEMBER 2, 2021

### 1. Call to Order

Mayor Tobbe called the study session to order at 6:30 p.m.

### 2. Roll Call

Present were Mayor Tobbe (City of Brighton, MI), Mayor Pro Tem Bohn (Naples, FL), Councilmembers: Albert (City of Brighton, MI), Emaus (City of Brighton, MI), Gardner (City of Brighton, MI), Pettengill (City of Brighton, MI), and Pipoly (City of Brighton, MI).

Staff Present: City Manager Nate Geinzer, DPS Director Marcel Goch, Community Development Manager Mike Caruso, Finance Director Gretchen Gomolka, City Clerk Tara Brown, Attorney Sarah Gabis, DPS Superintendent Daren Collins, Regulatory Compliance Superintendent Josh Bradley, Deputy DPS Director Corey Brooks, Assistant to the City Manager Henry Outlaw, Sergeant Brent Pirochta, and Chief Rob Bradford. There were ten persons in the audience.

### 3. Consider Approval of the Agenda

**Motion** by Councilmember Pettengill, seconded by Councilmember Albert to approve the agenda as presented. **The motion carried without objection by roll call vote.**

### 4. Call to the Public

Mayor Tobbe opened the call to the public at 6:31 p.m.

Susan Bakhaus, 907 Brighton Lake Road, spoke regarding sidewalks in the city.

Mayor Tobbe closed the call to the public at 6:34 p.m.

### 5. Discussion: Sidewalk Gap Program

Justin Wellman, Giffels Webster, presented City Council with sidewalk gap options with cost projections. Discussed were complexity of various projects with cost ranking each sidewalk gap based on safety and location. City Manager was asked to bring back options for next steps based on City Council priorities.

### 6. Call to the Public

Mayor Tobbe opened the call to the public at 7:25 p.m.

Susan Bakhaus, 907 Brighton Lake Road, spoke regarding students walking to school.

Mayor Tobbe closed the call to the public at 7:27 p.m.

### 7. Adjournment

**Motion** by Councilmember Gardner, seconded by Councilmember Pettengill to adjourn the meeting at 7:27 p.m. **The motion carried without objection.**

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Tara Brown, City Clerk

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Kristoffer Tobbe, Mayor



# Brighton City Council Meeting

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This meeting was conducted electronically.

## MINUTES OF THE REGULAR MEETING OF THE BRIGHTON CITY COUNCIL HELD ON DECEMBER 2, 2021

### 1. Call to Order

Mayor Tobbe called the meeting to order at 7:30 p.m.

### 2. Pledge of Allegiance

The Pledge of Allegiance was recited by those present.

### 3. Roll Call

Present were Mayor Tobbe (City of Brighton, MI), Mayor Pro Tem Bohn (Naples, FL), Councilmembers: Albert (City of Brighton, MI), Emaus (City of Brighton, MI), Gardner (City of Brighton, MI), Pettengill (City of Brighton, MI), and Pipoly (City of Brighton, MI).

Staff Present: City Manager Nate Geinzer, DPS Director Marcel Goch, Community Development Manager Mike Caruso, Finance Director Gretchen Gomolka, City Clerk Tara Brown, Attorney Sarah Gabis, DPS Superintendent Daren Collins, Regulatory Compliance Superintendent Josh Bradley, Deputy DPS Director Corey Brooks, Assistant to the City Manager Henry Outlaw, Sergeant Brent Pirochta, and Chief Rob Bradford. There were ten persons in the audience.

### 4. Consider Approval of the Agenda

**Motion** by Councilmember Gardner, seconded by Councilmember Emaus to approve the agenda as presented. **The motion carried without objection by roll call vote.**

### 5. Consider Approval of Consent Agenda Items

**Motion** by Councilmember Emaus, seconded by Councilmember Pettengill to approve the consent agenda as presented. **The motion carried without objection by roll call vote.**

#### Consent Agenda Items

- a. **Approval of Minutes: Study Session of November 18, 2021**
- b. **Approval of Minutes: Regular Session of November 18, 2021**
- c. **Approval of Minutes: Closed Session of November 18, 2021**
- d. **Approval of Agreement with Brighton Area Schools to Collect Operating Property Taxes on the City's Summer 2022 Tax Bills**
- e. **Approval of Agreement with Livingston Educational Services Agency to Collect Operating Property Taxes on the City's Summer 2022 Property Tax Bills**

### Correspondence

#### 6. Call to the Public

Mayor Tobbe opened the call to the public at 7:34 p.m. Hearing and seeing no comment, the call to the public was closed.

#### 7. Staff Updates

Chief Bradford stated officer Bauer is moving along in his FTO.

Director Goch thanked his staff for their hard work while he was out. Mr. Goch noted the city was awarded a \$200,000 grant for a water service line inventory. The cross-connection contractor sent out a letter to some residents in error but will be contacting those residents with a correction.

Director Gomolka stated the winter tax bills were mailed. If you did not receive your bill, please call, or email City Hall.

#### **8. Updates from Councilmember Liaisons to Various Boards and Commissions**

Councilmember Pettengill stated the Zoning Board of Appeals will meet on December 9, 2021, for one item on the agenda. Ms. Pettengill thanked boy scout troop 350 for their hard work donating their time to help five residents with fall clean up. She stressed that there is no fee, and they will not accept payment, it is a service to City residents in need of help. Ms. Pettengill also thanked all for the great work on the Northwest Neighborhood Road project.

Councilmember Gardner noted the Brighton Arts and Culture Commission will be meeting January 10, 2022. The county is asking residents to complete a broadband survey before the deadline of December 28, 2021. If a paper copy is needed, please call 517-294-2776.

Councilmember Pipoly stated the Brighton Area Fire Authority will meet December 9, 2021.

Councilmember Emaus stated the Brighton Veteran Memorial Committee meet recently to discuss the Veterans Day Parade. He thanked the community that came out to honor and support Veterans. The Downtown Development Authority met on November 23, 2021, to conduct its biannual informational meeting.

#### **New Business**

#### **9. Consider Staff Recommendation that City Council authorize the City Manager to Execute the Engagement letter with Gabriel Roeder Smith to Perform the Actuarial Funding Valuation as of December 31, 2021, at a Cost of \$11,200 and the Annual GASB Reports for the Years Ending June 30, 2022, and 2023 at a Cost of \$6,200 Each Year**

**Motion** by Councilmember Emaus, seconded by Councilmember Gardner to authorize the City Manager to execute the engagement letter with Gabriel Roeder Smith to perform the actuarial funding valuation as of December 31, 2021, at a cost of \$11,200 and the annual GASB reports for the years ending June 30, 2022, and 2023 at a cost of \$6,200 each year. **The motion carried without objection by roll call vote.**

#### **10. Consider Approval to Purchase a Chipper Body Box from Truck and Trailer Specialties, Inc. for \$14,995**

**Motion** by Councilmember Pettengill, seconded by Councilmember Albert to approve the purchase of a chipper body box from Truck and Trailer Specialties, Inc. for \$14,995. **The motion carried without objection by roll call vote.**

#### **11. Discussion Regarding Future City Council Agendas and Meeting Procedures**

City Council discussed agenda and meeting procedures be part of the upcoming retreat and possible training seminar.

#### **Other Business**

#### **12. Call to the Public**

Mayor Tobbe opened the call to the public at 8:19 p.m.

Susan Bakhaus, 907 Brighton Lake Road, spoke regarding broadcasting and video recordings of meetings.

Mayor Tobbe closed the call to the public at 8:22 p.m.

#### **13. Adjournment**

**Motion** by Mayor Pro Tem Bohn, seconded by Councilmember Pettengill to adjourn the meeting at 8:23 p.m. **The motion carried without objection.**

Tara Brown, City Clerk

Kristoffer Tobbe, Mayor

**CITY OF BRIGHTON  
OPEN MEETINGS ACT  
PUBLIC NOTICE OF MEETINGS 2022**

The City of Brighton and all City boards and commissions utilize the office of the City Clerk located in the Brighton City Hall, 200 N. First Street, Brighton, MI 48116, as their principal office and they hold all regular meetings in the City Council Chambers within the municipal building unless otherwise noticed. The official telephone number is (810) 227-1911. **Some meeting dates have been changed or canceled due to a holiday and/or request of the board/commission.** Those public bodies having regularly scheduled meetings have established the following dates and times:

**CITY COUNCIL MEETING**

First and Third Thursday of each month  
Study Session at 6:30 p.m.  
Regular Session at 7:30 p.m.

January 6 & 20	July 7 & 21
February 3 & 17	August 4 & 18
March 3 & 17	September 1 & 15
April 7 & 21	October 6 & 20
May 5 & 19	November 3 & 17
June 2 & 16	December 1 & 15

**PLANNING COMMISSION**

First and Third Monday of each month  
Regular Session 7:00 p.m.  
Submittals are due 30 days prior to meeting

January 10 & 24	July 11
February 7	August 1 & 15
March 7 & 21	September 12
April 4 & 18	October 3 & 17
May 2 & 16	November 7 & 21
June 6 & 20	December 5 & 19

**ZONING BOARD OF APPEALS**

Second Thursday of each month  
Regular Session at 7:00 p.m.  
Submittals are due 30 days prior to meeting

January 13	July 14
February 10	August 11
March 10	September 8
April 14	October 13
May 12	November 10
June 9	December 8

**DOWNTOWN DEVELOPMENT AUTHORITY BOARD\***

Third Tuesday of each month  
Regular Session at 7:15 a.m.

January 18	July 19
February 15	August 16
March 15	September 20
April 19	October 18
May 17	November 15
June 21	December 20

\* The Brownfield Redevelopment Authority will meet as needed.

**BRIGHTON ARTS & CULTURE COMMISSION**

Second Monday of each month  
Regular Session at 5:30 p.m.

January 10	July 11
February 14	August 8
March 14	September 12
April 11	October 10
May 9	November 14
June 13	December 12

**BOARD OF REVIEW**

March 14, 2022	8:00 a.m. -9:00 a.m.	Organizational Meeting
	9:00 a.m.-12:00 p.m.	Appeals
	1:00 p.m.-5:00 p.m.	Appeals
March 16, 2022	5:00 p.m.-9:00 p.m.	Appeals
March 28, 2022	9:00 a.m.- 12:00 p.m.	Appeals
	1:00 p.m.- 4:00 p.m.	Appeals
July 19, 2022	9:30 a.m.	Meeting
December 13, 2022	9:00 a.m.	Meeting



# City of Brighton

## REPORT FROM THE CITY MANAGER TO CITY COUNCIL

DECEMBER 16, 2021

**SUBJECT: CONSIDER AWARDING A TWO-YEAR TREE MAINTENANCE CONTRACT WITH OPTIONAL EXTENSIONS TO LIMB WALKERS TREE & SNOW IN AN AMOUNT NOT TO EXCEED \$58,000 FOR FISCAL YEAR 2021/2022 WITH FUTURE YEARS FUNDING BEING APPROVED BY COUNCIL THROUGH THE BUDGET PROCESS.**

### BACKGROUND

- In previous years, Staff would determine specific areas of the City that required right-of-way tree trimming in order to avoid overhanging limbs from interfering with, not only City winter maintenance work but also potentially dangerous trees that could affect vehicular or pedestrian traffic.
- Staff generates a list from calls received during the year by residents that are concerned about tree condition and safety, this list is added to Staff's list of right-of-way trees needed to be removed/trimmed due to being dead, dying, or dangerous.
- This information is included in a Request for Proposals (RFP) that is prepared in order to secure a contractor to perform work that cannot be performed by City Staff.
- To streamline the process and save Staff time, it was decided to develop and publish an RFP for a two-year tree service contract, with two, one-year extensions. The winning contractor would be our contractor of record and perform our annual tree trimming, removals, and any emergency work that needed to be performed throughout the term of the contract.

### ADMINISTRATIVE SUMMARY

- An RFP for a multi-year tree maintenance contract was published on October 5, 2021, to the Michigan Intergovernmental Trade Network (MITN) using previously approved contract language from our General Counsel. Twelve document packages were requested with only one bid being received on Wednesday, October 20 from Limb Walkers Tree & Snow from Avoca, MI.
- Because only one proposal was received, Staff decided to rebid the contract; however, it was not placed on MITN it was placed locally in the Livingston County Daily Press & Argus as well as on the City's website. Additionally, eleven companies were contacted by Staff and sent bidding documents in an effort to increase participation. The new RFP was published on October 22, 2021, with sealed bids being opened on November 17 where two proposals were received. Please see results on Page 3.
- As you can see by the bid results, Limb Walkers' daily rate is \$500 less than Arbor Masters'. While Limb Walkers does have a 6 percent per year increase, and Arbor Masters has no annual increases, the increase does not take effect until the first one-year extension, which would be year three of the contract.
- Three of the six tree removal costs as well as the stump grinding cost provided by Arbor Masters are less than Limb Walkers. However, based on the current list of trees and stumps to be removed and the amount of right-of-way tree trimming planned for the next two years, Staff performed a cost analysis, and we estimate that the total cost of the work over the contract term would be less if awarded to Limb Walkers over Arbor Master.

- Staff contacted the three references provided by Limb Walkers and all were found to be favorable. Their references noted that they were very responsive in emergencies and are very satisfied with their performance.

### **BUDGET INFORMATION**

\$58,661 remains in our current Fiscal Year 2021/2022 Roadway Tree Maintenance Budget. Staff is proposing to have the contractor perform needed trimming and removals in an amount not to exceed \$58,000 during the current fiscal year. For future years of the contract, trimming and removal costs will be considered and applied to the budget process, expenditures will not exceed the approved budgeted amount for that year.

### **RECOMMENDATION**

Award the two-year tree maintenance contract with optional extensions to Limb Walkers Tree & Snow in an amount not to exceed \$58,000 for fiscal year 2021/2022 with future years funding being approved by Council through the budget process.

Prepared by: Patty Thomas, Asst. to the DPS Director

Reviewed by: Daren Collins, DPW Superintendent  
Marcel Goch, DPS Director

Gretchen Gomolka, Finance Director (Required for all financial related agenda items)

- Within Budget
- Budget Amendment Necessary and In Proper Form
- Other \_\_\_\_\_

City Attorney (Required for all agreements, ordinances, etc.)

- Acceptable Form and Ready to Execute
- Other: Standard Bid/RFP Language Used

Reviewed &

Approved by: Nate Geinzer, City Manager



# City of Brighton

REPORT FROM THE CITY MANAGER TO CITY COUNCIL

DECEMBER 16, 2021

BIDDER		Tree Removals with Stump Grinding (Rate Per Inch)						Stump Removal (Per Inch)	Emergency Work (Per Hour)	Contract Extension Price Per Year (%)
	Tree Trimming (Daily Rate)	Up to and including 10" (DBH)	11" up to and including 18" (DBH)	19" up to and including 24" (DBH)	25" up to and including 36" (DBH)	37" up to and including 48" (DBH)	49" and larger (DBH)			
Limb Walkers Tree & Snow Avoca, MI	\$3,500	\$700	\$800	\$1,500	\$2,500	\$3,000	\$3,500	\$7.50	\$475	6.00%
Arbor Master Tree Service Whitmore Lake, MI	\$4,000	\$290	\$650	\$1,150	\$1,900	\$3,600	\$3,900	\$6.00	\$500	0.00%



# City of Brighton

## REPORT FROM THE CITY MANAGER TO CITY COUNCIL

DECEMBER 16, 2021

**SUBJECT: CONSIDER APPROVAL OF THE DRINKING WATER ASSET MANAGEMENT GRANT AGREEMENT BETWEEN THE MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND ENERGY (EGLE) AND THE CITY OF BRIGHTON IN AN AMOUNT OF \$218,564.**

### **BACKGROUND**

- In December of 2020, staff applied for the Drinking Water Asset Management Grant (DWAM) with the intent to use these funds to help the City offset future expenses associated with the Distribution System Materials Inventory (DSMI) directive from EGLE.
- The requirements of the DSMI are to characterize, record, and maintain a comprehensive inventory of distribution system materials, including service line materials on both public and private property.
- The City of Brighton is required to perform 354 service line verifications in the distribution system. This grant will help cover the cost of a contractor and staff to hydro-excavate down to the water service line at the curb-box (shut-off valve for houses) so our water department can verify the type(s) of pipe used from the water main to the house. Additionally, once crews identify the type of piping used underground, they are required to verify the first 18 inches of the plumbing entering the home.

### **ADMINISTRATIVE SUMMARY**

- This grant will be used to cover the excavation costs for service line verification as required in the Distribution System Material Inventory (DSMI) directive.
- There is an additional \$1,051 awarded to go towards the purchase of a GIS unit to locate assets for the DPS. This amount represents 25 percent of the total purchase cost of the unit.

<b>Award</b>	<b>Budget</b>
DSMI	\$217,513
Equipment	\$1,051
Total Grant Amount	\$218,564

- EGLE is funding 100% of the grant with no matching funds required from the City.
- The end date of the grant is 12/15/2024.

### **BUDGET CONSIDERATIONS**

- The total cost of the project will be unknown until we bid out the services. This project is required by EGLE and this grant will either pay for the project in its entirety or help offset some of the costs. There is currently nothing budgeted in fiscal year 2021-2022. Once the project has gone out to bid and we know to cost of the

project we will know whether or not the grant is enough to pay for the entire project. If the grant does not cover the total cost we will evaluate the available funding in the budget achieved through savings and possibly a budget amendment if needed.

**RECOMMENDATION**

Approve the Drinking Water Asset Management Grant Agreement between the Michigan Department of Environment, Great Lakes, and Energy and the City of Brighton for an amount of \$218,564.

Reviewed by: Gretchen Gomolka, Finance Director (Required for all financial related agenda items)

- Within Budget
- Budget Amendment Necessary and In Proper Form
- Other: Waiting for RFP to see if grant covers the cost of the program.

Reviewed by: City Attorney (Required for all agreements, ordinances, etc.)

- Acceptable Form and Ready to Execute
- Other

Prepared by: Josh Bradley, DPS Regulatory Compliance Superintendent

Reviewed by: Marcel Goch, DPS Director

Reviewed &

Approved by: Nate Geinzer, City Manager



**DRINKING WATER ASSET MANAGEMENT GRANT AGREEMENT  
BETWEEN THE  
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND ENERGY  
AND CITY OF BRIGHTON**

This Grant Agreement ("Agreement") is made between the Michigan Department of Environment, Great Lakes, and Energy (EGLE), Finance Division ("State"), and **City of Brighton** ("Grantee").

The purpose of this Agreement is to provide funding in exchange for work to be performed for the project named below. The State is authorized to provide grant assistance pursuant to Public Act 57 of 2019. This Agreement is subject to the terms and conditions specified herein.

Project Name: Distribution System Materials Inventory  
 Amount of grant: \$218,564  
 Amount of match: None required  
 Start Date: 12/15/2021

Project #: DW-087  
 State Funding: 100% of grant  
 PROJECT TOTAL: \$218,564  
 End Date: 12/15/2024

**GRANTEE CONTACT:**

Nate Geinzer, City Manager  
 Name/Title  
City of Brighton  
 Organization  
200 N First Street  
 Address  
Brighton, MI 48116  
 Address  
810-225-8022  
 Telephone number  
geinzern@brightoncity.org  
 E-mail address  
CV0047625  
 SIGMA Vendor Number

**STATE'S CONTACT:**

Kaitlyn Thrush, Departmental Analyst  
 Name/Title  
Finance Division  
 Division/Bureau/Office  
525 W Allegan Street  
 Address  
Lansing, MI 48909  
 Address  
517-647-3482  
 Telephone number  
ThrushK1@michigan.gov  
 E-mail address

The individuals signing below certify by their signatures that they are authorized to sign this Agreement on behalf of their agencies and that the parties will fulfill the terms of this Agreement, including any attached appendices, as set forth herein.

**FOR THE GRANTEE:**

\_\_\_\_\_  
 Signature  
Nate Geinzer, City Manager  
 Name/Title

\_\_\_\_\_  
 Date

**FOR THE STATE:**

\_\_\_\_\_  
 Signature  
Kelly Green, Administrator  
 Name/Title

\_\_\_\_\_  
 Date

**I. PROJECT SCOPE**

This Agreement and its appendices constitute the entire Agreement between the State and the Grantee and may be modified only by written agreement between the State and the Grantee.

(A) The scope of this project is limited to the activities specified in Appendix A and such activities as are authorized by the State under this Agreement. Any change in project scope requires prior written approval in accordance with Section III, Changes, in this Agreement.

(B) By acceptance of this Agreement, the Grantee commits to complete the project identified in Appendix A within the time period allowed for in this Agreement and in accordance with the terms and conditions of this Agreement.

**II. AGREEMENT PERIOD**

Upon signature by the State, the Agreement shall be effective from the Start Date until the End Date on page 1. The State shall have no responsibility to provide funding to the Grantee for project work performed except between the Start Date and the End Date specified on page 1. Expenditures made by the Grantee prior to the Start Date or after the End Date of this Agreement are not eligible for payment under this Agreement.

**III. CHANGES**

Any changes to this Agreement shall be requested by the Grantee or the State in writing and implemented only upon approval in writing by the State. The State reserves the right to deny requests for changes to the Agreement or to the appendices. No changes can be implemented without approval by the State.

**IV. GRANTEE DELIVERABLES AND REPORTING REQUIREMENTS**

The Grantee shall submit deliverables and follow reporting requirements specified in Appendix A of this Agreement.

(A) The Grantee must complete and submit financial and progress reports according to a form and format prescribed by the State and must include supporting documentation of eligible project expenses. These reports shall be submitted via the Financial Status Report Form as provided by EGLE, and due according to the following:

<b>Reporting Period</b>	<b>Due Date</b>
Jan 1 – Jan 31	Feb 28
Feb 1 – Feb 28	Mar 31
Mar 1 – Mar 31	April 30
April 1 – April 30	May 31
May 1 – May 31	June 30
June 1 – June 30	July 31
July 1 – July 31	Aug 31
Aug 1 – Aug 31	Sept 30
Sept 1 – Sept 30	Before October 15*
Oct 1 – Oct 31	Nov 30
Nov 1 – Nov 30	Dec 31
Dec 1 – Dec 31	Jan 31

\*Due to the State’s year-end closing procedures, there will be an accelerated due date for the report covering September 1 – September 30. Advance notification regarding the due date for the period

ending September 30 will be sent to the Grantee. If the Grantee is unable to submit a report in early October for the month ending September 30, an estimate of expenditures through September 30 must be submitted to allow the State to complete its accounting for that fiscal year.

The forms provided by the State shall be submitted to the State's contact at the address on page 1. All required supporting documentation (invoices, proof of payment, etc.) for expenses must be included with the report.

(B) The Grantee shall provide a final project report in a format prescribed by the State. The Grantee shall submit the final status report, including all supporting documentation for expenses, along with the final project report and any other outstanding products within 30 days of substantial completion of the project or the End Date of the Agreement.

## **V. GRANTEE RESPONSIBILITIES**

(A) The Grantee agrees to abide by all applicable local, state, and federal laws, rules, ordinances, and regulations in the performance of this grant.

(B) All local, state, and federal permits, if required, are the responsibility of the Grantee. Award of this grant is not a guarantee of permit approval by the State.

(C) The Grantee shall be solely responsible to pay all applicable taxes and fees, if any, that arise from the Grantee's receipt or execution of this grant.

(D) The Grantee is responsible for the professional quality, technical accuracy, timely completion, and coordination of all designs, drawings, specifications, reports, and other services submitted to the State under this Agreement. The Grantee shall, without additional compensation, correct or revise any errors, omissions, or other deficiencies in drawings, designs, specifications, reports, or other services.

(E) The State's approval of drawings, designs, specifications, reports, and incidental work or materials furnished hereunder shall not in any way relieve the Grantee of responsibility for the technical adequacy of the work. The State's review, approval, acceptance, or payment for any of the services shall not be construed as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement.

(F) The Grantee acknowledges that it is a crime to knowingly and willingly file false information with the State for the purpose of obtaining this Agreement or any payment under the Agreement, and that any such filing may subject the Grantee, its agents, and/or employees to criminal and civil prosecution and/or termination of the grant.

## **VI. USE OF MATERIAL**

Unless otherwise specified in this Agreement, the Grantee may release information or material developed under this Agreement, provided it is acknowledged that the State funded all or a portion of its development.

The State, and federal awarding agency, if applicable, retains a royalty-free, nonexclusive and irrevocable right to reproduce, publish, and use in whole or in part, and authorize others to do so, any copyrightable material or research data submitted under this grant whether or not the material is copyrighted by the Grantee or another person. The Grantee will only submit materials that the State can use in accordance with this paragraph.

## **VII. ASSIGNABILITY**

The Grantee shall not assign this Agreement or assign or delegate any of its duties or obligations under this Agreement to any other party without the prior written consent of the State. The State does not assume responsibility regarding the contractual relationships between the Grantee and any subcontractor.

## **VIII. SUBCONTRACTS**

The State reserves the right to deny the use of any consultant, contractor, associate, or other personnel to perform any portion of the project. The Grantee is solely responsible for all contractual activities performed under this Agreement. Further, the State will consider the Grantee to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the anticipated Grant. All subcontractors used by the Grantee in performing the project shall be subject to the provisions of this Agreement and shall be qualified to perform the duties required.

## **IX. NON-DISCRIMINATION**

The Grantee shall comply with the Elliott Larsen Civil Rights Act, 1976 PA 453, as amended, MCL 37.2101 *et seq.*, the Persons with Disabilities Civil Rights Act, 1976 PA 220, as amended, MCL 37.1101 *et seq.*, and all other federal, state, and local fair employment practices and equal opportunity laws and covenants that it shall not discriminate against any employee or applicant for employment, to be employed in the performance of this Agreement, with respect to his or her hire, tenure, terms, conditions, or privileges of employment, or any matter directly or indirectly related to employment, because of his or her race, religion, color, national origin, age, sex, height, weight, marital status, or physical or mental disability that is unrelated to the individual's ability to perform the duties of a particular job or position. The Grantee agrees to include in every subcontract entered into for the performance of this Agreement this covenant not to discriminate in employment. A breach of this covenant is a material breach of this Agreement.

## **X. UNFAIR LABOR PRACTICES**

The Grantee shall comply with the Employers Engaging in Unfair Labor Practices Act, 1980 PA 278, as amended, MCL 423.321 *et seq.*

## **XI. LIABILITY**

(A) The Grantee, not the State, is responsible for all liabilities as a result of claims, judgments, or costs arising out of activities to be carried out by the Grantee under this Agreement, if the liability is caused by the Grantee, or any employee or agent of the Grantee acting within the scope of their employment or agency.

(B) Nothing in this Agreement should be construed as a waiver of any governmental immunity by the Grantee, the State, its agencies, or their employees as provided by statute or court decisions.

## **XII. CONFLICT OF INTEREST**

No government employee, or member of the legislative, judicial, or executive branches, or member of the Grantee's Board of Directors, its employees, partner agencies, or their families shall benefit financially from any part of this Agreement.

## **XIII. ANTI-LOBBYING**

If all or a portion of this Agreement is funded with federal funds, then in accordance with 2 CFR 200, as appropriate, the Grantee shall comply with the Anti-Lobbying Act, which prohibits the use of all project funds regardless of source, to engage in lobbying the state or federal government or

in litigation against the State. Further, the Grantee shall require that the language of this assurance be included in the award documents of all subawards at all tiers.

If all or a portion of this Agreement is funded with state funds, then the Grantee shall not use any of the grant funds awarded in this Agreement for the purpose of lobbying as defined in the State of Michigan's lobbying statute, MCL 4.415(2). "Lobbying" means communicating directly with an official of the executive branch of state government or an official in the legislative branch of state government for the purpose of influencing legislative or administrative action." The Grantee shall not use any of the grant funds awarded in this Agreement for the purpose of litigation against the State. Further, the Grantee shall require that language of this assurance be included in the award documents of all subawards at all tiers.

#### **XIV. DEBARMENT AND SUSPENSION**

By signing this Agreement, the Grantee certifies that it has checked the federal debarment/suspension list at [www.SAM.gov](http://www.SAM.gov) to verify that its agents, and its subcontractors:

- (1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or the state.
- (2) Have not within a three-year period preceding this Agreement been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction, as defined in 45 CFR 1185; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
- (3) Are not presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with commission of any of the offenses enumerated in subsection (2).
- (4) Have not within a three-year period preceding this Agreement had one or more public transactions (federal, state, or local) terminated for cause or default.
- (5) Will comply with all applicable requirements of all other state or federal laws, executive orders, regulations, and policies governing this program.

#### **XV. AUDIT AND ACCESS TO RECORDS**

The State reserves the right to conduct a programmatic and financial audit of the project, and the State may withhold payment until the audit is satisfactorily completed. The Grantee will be required to maintain all pertinent records and evidence pertaining to this Agreement, including grant and any required matching funds, in accordance with generally accepted accounting principles and other procedures specified by the State. The State or any of its duly authorized representatives must have access, upon reasonable notice, to such books, records, documents, and other evidence for the purpose of inspection, audit, and copying. The Grantee will provide proper facilities for such access and inspection. All records must be maintained for a minimum of five years after the final payment has been issued to the Grantee by the State.

#### **XVI. INSURANCE**

(A) The Grantee must maintain insurance or self-insurance that will protect it from claims that may arise from the Grantee's actions under this Agreement.

(B) The Grantee must comply with applicable workers' compensation laws while engaging in activities authorized under this Agreement.

## **XVII. OTHER SOURCES OF FUNDING**

The Grantee guarantees that any claims for reimbursement made to the State under this Agreement must not be financed by any source other than the State under the terms of this Agreement. If funding is received through any other source, the Grantee agrees to delete from Grantee's billings, or to immediately refund to the State, the total amount representing such duplication of funding.

## **XVIII. COMPENSATION**

(A) A breakdown of costs allowed under this Agreement is identified in Appendix A. The State will pay the Grantee a total amount not to exceed the amount on page 1 of this Agreement, in accordance with Appendix A, and only for expenses incurred. All other costs necessary to complete the project are the sole responsibility of the Grantee.

(B) Expenses incurred by the Grantee prior to the Start Date or after the End Date of this Agreement are not allowed under the Agreement.

(C) The State will approve payment requests after approval of reports and related documentation as required under this Agreement.

(D) The State reserves the right to request additional information necessary to substantiate payment requests.

(E) Payments under this Agreement may be processed by Electronic Funds Transfer (EFT). The Grantee may register to receive payments by EFT at the SIGMA Vendor Self Service web site (<https://sigma.michigan.gov/webapp/PRDVSS2X1/AltSelfService>).

## **XIX. CLOSEOUT**

(A) A determination of project completion, which may include a site inspection and an audit, shall be made by the State after the Grantee has met any match obligations, satisfactorily completed the activities, and provided products and deliverables described in Appendix A.

(B) Upon issuance of final payment from the State, the Grantee releases the State of all claims against the State arising under this Agreement. Unless otherwise provided in this Agreement or by State law, final payment under this Agreement shall not constitute a waiver of the State's claims against the Grantee.

(C) The Grantee shall immediately refund to the State any payments in excess of the costs allowed by this Agreement.

## **XX. CANCELLATION**

This Agreement may be canceled by the State, upon 30 days written notice, due to Executive Order, budgetary reduction, other lack of funding, upon request by the Grantee, or upon mutual agreement by the State and Grantee. The State may honor requests for just and equitable compensation to the Grantee for all satisfactory and eligible work completed under this Agreement up until 30 days after written notice, upon which time all outstanding reports and documents are due to the State and the State will no longer be liable to pay the grantee for any further charges to the grant.

## **XXI. TERMINATION**

(A) This Agreement may be terminated by the State as follows.

(1) Upon 30 days written notice to the Grantee:

- a. If the Grantee fails to comply with the terms and conditions of the Agreement, or with the requirements of the authorizing legislation cited on page 1, or the rules promulgated thereunder, or other applicable law or rules.
- b. If the Grantee knowingly and willingly presents false information to the State for the purpose of obtaining this Agreement or any payment under this Agreement.
- c. If the State finds that the Grantee, or any of the Grantee's agents or representatives, offered or gave gratuities, favors, or gifts of monetary value to any official, employee, or agent of the State in an attempt to secure a subcontract or favorable treatment in awarding, amending, or making any determinations related to the performance of this Agreement.
- d. If the Grantee or any subcontractor, manufacturer, or supplier of the Grantee appears in the register of persons engaging in unfair labor practices that is compiled by the Michigan Department of Licensing and Regulatory Affairs or its successor.
- e. During the 30-day written notice period, the State shall withhold payment for any findings under subparagraphs a through d, above and the Grantee will immediately cease charging to the grant and stop earning match for the project (if applicable).

(2) Immediately and without further liability to the State if the Grantee, or any agent of the Grantee, or any agent of any subcontract is:

- a. Convicted of a criminal offense incident to the application for or performance of a State, public, or private contract or subcontract;
- b. Convicted of a criminal offense, including but not limited to any of the following: embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or attempting to influence a public employee to breach the ethical conduct standards for State of Michigan employees;
- c. Convicted under State or federal antitrust statutes; or
- d. Convicted of any other criminal offense that, in the sole discretion of the State, reflects on the Grantee's business integrity.
- e. Added to the federal or state Suspension and Debarment list.

(B) If a grant is terminated, the State reserves the right to require the Grantee to repay all or a portion of funds received under this Agreement.

## **XXII. IRAN SANCTIONS ACT**

By signing this Agreement, the Grantee is certifying that it is not an Iran linked business, and that its contractors are not Iran linked businesses, as defined in MCL 129.312.

## **XXIII. DISCLOSURE OF INFORMATION**

All reports and other printed or electronic material prepared by or for the Grantee under the Agreement will not be distributed without the prior written consent of the State except for items disclosed in response to a Freedom of Information Act request, Court Order or subpoena.

## APPENDIX A

### Project Overview:

This project involves work related to the City of Brighton's Distribution System Materials Inventory (DSMI). Field verification will be conducted for a minimum of 354 service lines out of their total of 4,564. This includes hydro-excavation on each side of the curb stop and verification within the home. Field verification will be completed utilizing a combination of contractor and municipal staff effort. The city will purchase a global positioning system kit to locate their assets.

### EGLE approved estimated project costs include:

Task	Budget
AMP	\$0
DSMI	\$217,513
Equipment	\$1,051
<b>Project Cost Subtotal</b>	<b>\$218,564</b>
<b>Total Grant Amount</b>	<b>\$218,564</b>

\* The estimated grant-eligible equipment cost of \$1,051 represents 25 percent of the total estimated purchase cost of \$4,204 for one global positioning system kit.

### Program-specific Requirements:

1. Non-professional contractor services should be competitively bid.
2. A signed contract is needed for contracted services greater than \$50,000 prior to reimbursement.
3. Force account may be utilized with justification documenting the need. Force account fringe benefits are limited to 40 percent and holiday and overtime pay is not grant eligible. Utility indirect costs (rent, overhead, etc.) are not grant eligible. A detailed summary sheet(s) including name, title, hours worked, per hour compensation (show wages and fringes) of each municipal employee with time billed to the project, along with a description of the service the employee provided, is needed for reimbursement.
4. Eligible equipment purchases with acceptable justification, such as computer hardware or software used directly for asset management or materials assessment, can be reimbursed at 25 percent of the purchase price if the equipment can be used for multiple asset types, at EGLE's discretion. This may include training related to that equipment/hardware/software purchase. If the equipment will be shared with a neighboring community, EGLE will consider reimbursement up to 50 percent of the equipment purchase price. Adequate maintenance and procedures must be developed to keep equipment purchased in good working condition for the entirety of the grant period.
5. Completion of grant funded work does not constitute approval by the Department of Environment, Great Lakes, and Energy's Drinking Water and Environmental Health Division to meet a regulatory obligation. All compliance related questions need to be directed to your district engineer. All water systems need to meet required compliance deadlines and approval and execution of this grant contract does not alter a water supply's obligation to meet compliance deadlines.

**Grant Administration and Close Out:**

As mentioned previously, in Section IV, GRANTEE DELIVERABLES AND REPORTING REQUIREMENTS, the Grantee must complete and submit financial and progress reports and must include supporting documentation of eligible project expenses. Reports shall include the Financial Status Report Form with supporting cost documentation (i.e. vendor invoices), a report including a brief description of work completed during the reporting period, and any delays occurred or anticipated. Reports shall be due within 30 days of the end of each monthly reporting period. If applicant chooses not to submit reimbursement requests monthly, the EGLE project manager must be notified that no submission will be completed for the month.

The Grantee must provide a final project report, which shall include a summary of work completed utilizing grant funds, including any significant lessons learned and anticipated needs going forward. The Grantee shall submit the final status report, including the Financial Status Report Form with all supporting documentation for expenses, along with the final project report and any other outstanding products within 30 days of substantial completion of the project or the end date of the agreement whichever occurs first.

Grant information including grantee name, grant award amount, and a project summary will be shared with the legislature and posted on EGLEs website.



# City of Brighton

REPORT FROM THE CITY MANAGER TO CITY COUNCIL  
December 16, 2021

**SUBJECT: APPROVAL OF REVISED EMPLOYEE HANDBOOK**

## **BACKGROUND**

- The current City of Brighton Employee Handbook was last revised in 2014.
- The City updated policies and procedures as needed over the past 7 years; however, due to the number of changes, it was necessary to completely revise the document.

## **ADMINISTRATIVE SUMMARY**

- After months of research to determine the best narrative to reflect the City's culture, editing, review, and collaborating with the City's Labor Attorney's Office, the updated document is legally compliant and provides guidance and information necessary for professional success of all City staff.
- The revised Employee Handbook is designed to foster a strong, positive City culture in which current policies and procedures are clearly defined to provide a firm foundation where all employees feel respected and valued.
- The revised Employee Handbook details the updated City's Vision and Goal Statements which is imperative for all staff to understand and embrace.
- The revised Employee Handbook is a living document that will be consistently maintained to ensure it reinforces the City's business practices and that policies are up to date with the latest federal, state, and local laws.

## **RECOMMENDATION**

Approve the revised City of Brighton Handbook to be implemented and distributed to City staff effective January 2022.

Prepared by: Michelle Miller, Human Resources Manager

Labor Attorney

Acceptable Form and Ready to Execute

Other \_\_\_\_\_

Reviewed &

Approved by: Nate Geinzer, City Manager



# City of Brighton

## REPORT FROM THE CITY MANAGER TO CITY COUNCIL

December 16, 2021

**SUBJECT: CITY COUNCIL RETREAT FORMAT/AGENDA AND RELATED STAFF DIRECTION**

### **ADMINISTRATIVE SUMMARY**

City Council traditionally holds an annual retreat over the course of a weekend. However, in most cases, these retreats focus purely on matters of city policy and projects. Yet, high performance organizations and boards require more investment in personal and professional development to facilitate growth and performance over time. Just like the importance of staff personal and professional development, the personal and professional development of City Council can have a direct impact on the performance of the city and organization.

Annually, the City Council budgets for professional development and training for City Council. Other than the occasional “Newly Elected Officials Training,” City Council does not typically take advantage of local, regional, state, or national conferences, workshops, or other training. This can likely be attributed to a number of factors with other full-time and/or family responsibilities likely number one.

Therefore, for 2022, I am recommending a change to the retreat format. These recommendations are not only based on the benefits of personal and professional development to organizations, boards, and teams, but in response to recent and past City Council discussions that suggest there is a “divide” that exists and a lack of trust and understanding amongst individual Councilmembers and Staff.

The recommendations below are designed to facilitate both training and team building as well as the traditional policy discussions over the course of the weekend.

### **JANUARY 8: LEADERSHIP AND HIGH-PERFORMANCE TEAMS WORKSHOP**

City Council may conduct a workshop, that focuses on “information about areas of professional interest common to all conference participants.” This workshop would be designed to prohibit policy deliberation, any discussion towards a decision on public policy, and any input regarding public policy from staff. Rather, the focus of the workshop will be on areas of personal and professional development. It can be difficult for City Council members (even staff at times) to participate in conferences where opportunities for personal and professional development exist. This recommendation would bring such a workshop/conference directly to City Council and Staff. Personal and professional development are critical components to the growth and development of high-performance teams/organizations. It is my understanding that City Council would like to see improvement to team dynamics and function. This recommendation is a direct response.

To the likely question, the following comes straight from the Open Meetings Act Handbook:

**MAY A QUORUM OF A BOARD GATHER OUTSIDE AN OPEN MEETING WITHOUT VIOLATING THE OMA?**

Yes, in some instances. In addition to a purely [social gathering or chance gathering that does not involve discussions of public policy among the members of the board](#), a quorum may accept an invitation to address a [civic organization](#), listen to the concerns of a neighborhood organization, or observe demonstrations, if the [board doesn't deliberate toward, or make, a decision](#).

A board quorum also may meet for a workshop, seminar, informational gathering, or professional conference designed

to convey, to the conference participants, information about areas of [professional interest](#) common to all conference participants. These kinds of meetings involve a conference designed primarily to provide training or background information and involve a relatively broad focus upon issues of general concern, rather than a more limited focus on matters or issues of [particular interest](#) to a single public body. However, when gatherings are designed to receive input from officers or employees of the public body, the [OMA requires that the gathering be held at a public meeting](#). (Source: OMA Handbook p 8 and OAG No 5433).

FACILITATORS: I have received two proposals from experienced and highly regarded facilitators (attached). Pricing for each full day options are comparable.

Option 1: *Heidi Frye, UPwords Inc., 6 Hour Workshop, \$3,000 Plus Expenses if Applicable*

Heidi Frye has spent her career impacting bottom-line business growth. Whether working with hundreds of leaders on leadership development, directly contributing to top-line sales revenue, or helping organizations with talent acquisition, she is best known for her *achievement* orientation.

Throughout the span of her 30-year career, Heidi has learned and used best practices in coaching & mentoring, team building, training/workshops, recruiting, and sales – having achieved numerous performance awards working for Fortune 500 companies: **Xerox**; **Boston Scientific Corporation**; and **EMC**, as well as more entrepreneurial businesses, including **MRI – Sales Consultants**, and **Leadership Capital Group**. Heidi holds a degree in Business Administration from Wayne State University with a major in Marketing and a minor in German. Heidi is also a graduate of the Leadership University – School of Developmental Coaching, Coach2 and MLCS (Master Leadership Coaching System) ICF-certified programs, is certified in the *Integrative Enneagram*, and an ICF member (International Coaching Federation – International and Michigan chapter).

[More Information](#)

Option 2: *Nancy Maurer, Sonder Haven Consulting, \$3,500 Plus Expenses if Applicable, \$125 Per Person for Online Assessment*

Sonder Haven was founded by Nancy Maurer 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 and The MetroHealth System in Cleveland. She holds a B.A. in Communications from Saginaw Valley State University and an MBA from Ashland University in Ohio.

[More Information](#)

LOCATION: To be determined, but I am recommending an off-site location, particularly for this portion of the weekend.

## **JANUARY 9: TRADITIONAL CITY COUNCIL RETREAT**

**AGENDA:** This recommended agenda is based on City Council feedback and past City Council discussions.

- Discussion of Agendas, Minutes, and Meeting Procedures with Eleanor "Coco" Siewert Professional Registered Parliamentarian (2 Hours at \$300)
- Discussion Regarding Boards and Commissions, Roles and Responsibilities, Training Needs, Technology Access, and City Council Liaisons
- Team Building Activity (Approximately \$350 [\$20 per person] – Howell Nature Center)
- Review and Discussion of City Council Goals and Priorities and Consider Staff Direction
- Review and Discussion of Biennial Citizen Survey and Consider Staff Direction on "Topical" Questions as They Relate to City Council Goals and Priorities or Other Policy Topics

**FACILITATOR:** Eleanor "Coco" Siewert has served as the parliamentarian for the Michigan Municipal League for more than twenty years. In this role she has served at MML Annual Meetings and traveled to many of Michigan's communities to assist in the training of elected and appointed officials and municipal staff members. Coco's particular interest in parliamentary procedure for local government stems from her service as mayor and city Commissioner in the City of Birmingham.

Coco is a Professional Registered Parliamentarian through certification with the National Association of Parliamentarians. She uses these skills to assist numerous organizations ranging from condominiums to non-profit corporations. She has a Master's in Dispute Resolution from Wayne State University, where she worked as an administrator for many years.

More Information: [https://www.mml.org/newsroom/press\\_releases/2019-10-24-Former-Birmingham-Mayor-Honored-for-Ethics-and-Civility-in-Local-Government.html](https://www.mml.org/newsroom/press_releases/2019-10-24-Former-Birmingham-Mayor-Honored-for-Ethics-and-Civility-in-Local-Government.html)

**LOCATION:** To be determined based on budget.

### **RECOMMENDED MOTION**

Direct the City Manager and staff to finalize arrangements for the referenced workshop and City Council Retreat as recommended with \_\_\_\_\_ selected as the workshop facilitator on January 8. Authorize a total not to exceed budget of \$6,000 to facilitate final arrangements, with a budget amendment transferring a portion of currently projected savings from departmental conferences and workshops to the City Council Department as needed.

(Note: For reference, a \$6,000 budget would be approximately \$400 per participant, which is less than most professional conference registrations. Further, holding this workshop as outlined, avoids related travel and hotel costs associated with similar workshops, conferences, and/or trainings). Should Council move forward with the Nancy Maurer proposal, staff would pay for their assessments out of their own departmental budgets. This particular proposal seems to align most closely with City Council interests.

**Prepared by:** Nate Geinzer, City Manager

**Reviewed by:** Gretchen Gomolka, Finance Director (Required for all financial related agenda items)

- Within Budget
- Budget Amendment Necessary and In Proper Form

Note: Funding for this recommendation would come from the City Council Budget (\$2,500) as well as anticipated savings from Departmental Conferences and Workshops line items (\$3,500).

- Other:

Reviewed by: City Attorney (Required for all agreements, ordinances, etc.)

Acceptable Form and Ready to Execute

Other: The City Attorney has reviewed the recommendations within and finds them to be acceptable options under applicable laws.

Reviewed &

Approved by: Nate Geinzer, City Manager

# City of Brighton Leadership Retreat

## Facilitated Leadership Retreat

- Saturday, January 8, 2022
- Attendees:
  - City Council Members: 7
  - Staff/Consultants: 10-15 (optional)
- Brighton, Michigan
- Facilitator: Heidi Frye
  
- **THEMES:** UPwords Inc. offers a variety of retreat topics and can/will customize based on the needs of the group. A general service offering (appropriate for this retreat) is included. Please note, hybrid of topics is limited due to time restrictions.
  
- **Potential Agenda:** Based on a high-level discussion with the City Manager
  - A.M. - Organizational Development
  - P.M. - Communication - featuring Communication Tool/Workshop



# Customized Workshops



*People Development* is a staple in the culture of successful organizations. Statistics show the majority of companies investing in the growth and development of their people have lower turnover rates, positively impacting customer satisfaction and profitability. Well-designed workshops are an essential and cost-effective part of the *people development* strategy.

UPwords, Inc. workshops are dynamic, high-involvement learning environments designed to *bring the learning to life*. Programs are highly customized as we gather client input to determine outcome goals and design a program from a menu of topics to best fit the organization as well as move the organization forward. With a solid design in place, we motivate participants to learn through impactful, interactive, action-learning and experiential exercises balanced with meaningful reflection, processing time, and facilitated discussions.

We focus on the *shift-in-thinking*. We believe this is the crux of professional development. Too many development organizations are more focused on *the training* rather than *the learning* – engaging in lecture-type workshops or workshops designed to make people *happy*, without considering the forward movement, the potential shift-in-thinking. We approach each interaction with a fresh perspective and a “how can we reach, and most positively impact, each person on an individual level, who is attending this workshop?” mentality.

# Customized Workshops *Topics*

## COMMUNICATION:

### Impacting Relationships Through Interaction



Determine your communication style, the type of leader you aspire to be, and the impact of your relationships. Learn communication tools, why breakdowns occur, and how to increase effectiveness.

- Would you like to be a more effective communicator?
- Would you like to be better at inspiring and motivating people?
- Is your team hearing one thing while you are saying another?
- Do you feel misunderstood?

## CHANGE:

### The Only Constant is Change!



Help your organization prepare for change, get in a position to accept change, and most importantly manage and lead through change. Understand how to best handle resistance. Alter perceptions. Create excitement for what's about to come. Learn techniques for dealing with individuals who are "not on board".

- Is your organization growing like crazy?
- Are you having difficulty getting everyone on board and rowing in the same direction?
- Are you leading or dragging people along?
- Are you overwhelmed by the enormity of leading through change?

## **CONFLICT:**

### **Building a Culture of Robust Dialogue and Productive Disagreement**



Your career is greatly impacted by your ability to handle conflict effectively while interacting with internal and external customers. Enhance your skills. Be empowered to handle disagreements productively. Don't let conflict stand in your way.

- Does “unproductive” disagreement prevent you from excelling?
- Are certain team-members’ behaviors ignored when they should be addressed?
- How does your conflict style fuel the fire?
- Do you avoid conflict at all costs?
- Is there tension on your team that negatively impacts performance?

## **LEADERSHIP:**

### **Increase Effectiveness with enhanced Business Focus, Leadership Skills, and Relationship Building**



Leaders, good and great, will discover untapped potential, stretch skill sets, and recalibrate leadership abilities and awareness, to become stronger and more impactful while sharpening their strategic view and business acumen.

- Are you getting the most out of your employees?
- Do you have strong relationships with your team members?
- Do you know how to lead “UP”?
- Are you a leader or a manager?
- What takes you to the next level?
- Is your silo’d perspective preventing synergy at the executive level?
- How do you model leadership to your constituents?

## RE-ENGAGEMENT: Energizing People for impact



People are stressed out, bummed out, and burned out. It is a big task to get your people – your biggest asset and competitive advantage – reengaged.

- Has your organization undergone changes?
- Is your team tired and burned out?
- Are you struggling to “get things done”?
- Is your team lacking energy, ideas, creativity?

## SELF-AWARENESS & PERSONALITY: Understanding the Impact of “Self” and Behavioral Tendencies



Once participants uncover their own personality strengths and their impact on others, they discover general individual personality characteristics of those with whom they interact. In addition, they learn how to positively interact, motivate, and impact others, while re-energizing as a team.

- Would you like to get the most out of your employees by understanding “who they are” and what makes them tick (and ticked off)?
- Do your team members bring out the best and the worst in each other?
- Are you missing business opportunities because of personality clashes?
- Do your team members click with the client?

## TEAM FEEDBACK & GROWTH:

### Rebooting Teams for Optimal Performance



A key element to helping teams reboot is the Open 360 Feedback Process™ – a facilitated group dialogue highlighting each contributor, their attributes and behaviors, and their impact on the team’s members, productivity, and identity.

- Is your team stuck?
- Are certain team-members’ behaviors ignored?
- Could the team benefit from a refresh?
- Does everyone ignore the elephant in the room?
- Are there conflicting personalities on the team?
- Does the team dynamic prevent individuals from being their best?

## TEAM IDENTITY:

### Improving Team Relationships, Purpose, and Productivity



As teams build trust, and determine who they are, they work toward understanding their barriers to success, establishing their desired identity and purpose, and build more collaborative relationships to become more effective as a team.

- Does your team need to get re-energized?
- Is your team working together and pulling in the same direction?
- What is preventing the team from moving forward?
- How would your team members best describe the team culture?

## WHOLE-LEADERSHIP MINDSET™:

### Looking at the organization as a whole



Silos. Disconnected parts. Decisions that do not take “the whole” into account can be problematic for organizations. Go through a simple and effective process to answer business plan questions from a high-level collaborative view. This whole-leadership mindset view allows the various components of your business to be in sync.

- Are silos preventing your business from moving forward?
- Is your leadership team on the same page?
- Does top leadership fight for their own self-interests/ departments versus than the company as a whole?
- Do the segments of your organization understand their interrelatedness?

# Heidi Frye

## President/Founder



Heidi Frye has spent her career impacting bottom-line business growth. Whether working with hundreds of leaders on leadership development, directly contributing to top-line sales revenue, or helping organizations with talent acquisition, she is best known for her *achievement* orientation.

Heidi's childhood nickname of "Kenmore" (affectionately coined by her two younger sisters to depict their view of her as an *agitator!*) still applies to her career today – her willingness to *shake things up* to achieve best results! She has earned a reputation for integrity, "doing the right thing" and "telling it like it is" while delivering high-quality service, achieving results, and keeping an eye on the bottom-line. Using her Whole-Leadership approach to understand the business at a high-level/macro view, Heidi is able to break down necessary, *but not often understood or used* concepts, theories, and techniques to help clients grow as leaders. Heidi has spent over fifteen years in the fields of organizational development, and is dedicated to growing business through the development of people. *Understanding people, their blind spots, and having the courage to be real* are Heidi's strong suit.

Throughout the span of her career, Heidi has learned and used best practices in coaching & mentoring, team building, training/workshops, recruiting, and sales – having achieved numerous performance awards working for Fortune 500 companies: *Xerox*; Boston Scientific Corporation; and *EMC*, as well as more entrepreneurial businesses, including *MRI – Sales Consultants*, and *Leadership Capital Group*. Heidi holds a degree in Business Administration from Wayne State University with a major in Marketing and a minor in German. Heidi is also a graduate of the Leadership University – School of Developmental Coaching, Coach2 and MLCS (Master Leadership Coaching System) ICF-certified programs, is certified in the *Integrative Enneagram*, and an *ICF* member (International Coaching Federation – International and Michigan chapter).

Professional Fees\*:

Options\*\*

- Retreat Facilitation - 1/2 day \$2,500
- Retreat Facilitation - Full day \$4,000

**SPECIAL OPTION** for City of Brighton (available 1-8-22 only)

Retreat Facilitation - 6 hours (approximately 9:00-3:30) \$3,000

\*based on State & Local Government - travel fee is waived  
\*\*hotel not included for January 7th



December 7, 2021

### **Overview**

The City of Brighton is seeking facilitation assistance for its upcoming City Council Retreat. They are interested in a day-long session that focuses on raising awareness of each member's strengths and interaction dynamics to create team cohesion and effectiveness.

### **Scope of Work:**

Sonder Haven LLC proposes the following approach to address the City of Brighton's request:

### **Five Behaviors® of a Cohesive Team Workshop (utilizing Five Behaviors® Personal Assessment)**

- A 6-8 hour, day-long workshop facilitated in-person to identify, explore and create action and accountability around each team member's unique team interaction style as it relates to creating a cohesive and high-performing team
- A customized 23-page individual Five Behaviors of a Cohesive Team® Personal Report, \* completed online, with development tips and techniques for strengthening important team behaviors (see attached sample)  
\*Assessment cost separate from workshop facilitation
- Guided exploration and action-planning on the Five Behaviors of a Cohesive team® (Trust, Conflict, Commitment, Accountability, and Results)
- Creation of collaborative Rules of Engagement on working together as a team in the future

### **About Five Behaviors®:**

The Five Behaviors® is based on the work of best-selling author Patrick Lencioni. It teaches individuals to become better teammates by integrating the model from Lencioni's book, *The Five Dysfunctions of a Team*, at the organizational level.

This powerful experience assesses an individual's approach to teamwork, provides personalized insights on how they can more effectively work with others and teaches participants the critical behaviors and interpersonal skills needed to work together effectively. The result is a unique and impactful team development solution that empowers individuals to rethink their approach to teamwork, shape new, more productive behaviors to increase productivity, and create a common language that completely redefines what it means to work together to build a culture of teamwork.

### **About Sonder Haven:**

Sonder Haven was founded by Nancy Maurer 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 and The MetroHealth System in Cleveland. She holds a B.A. in Communications from Saginaw Valley State University and an MBA from Ashland University in Ohio.

**Cost Proposal:**

Preparation for and facilitation of workshops

Distribution and administration of Five Behaviors® assessments

**Cost: \$3,500**

**Online Assessment Cost: \$125 per team member**

I look forward to discussing this proposal with you and working together!

**Nancy**

Principal/Owner

Sonder Haven LLC

248-464-3486

# THE FIVE BEHAVIORS OF A COHESIVE TEAM®

## Personal Development

Based on *The New York Times* best-selling  
book *The Five Dysfunctions of a Team* by Patrick Lencioni

**Sabina Spencer**

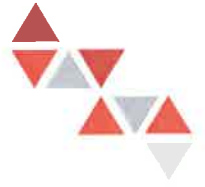
7 December 2021

This report is provided by:

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SAMPLE



# You and The Five Behaviors™

Sabina, you've probably been on your share of teams. So you probably know just how frustrating life can be when those teams don't work well. Politics, a lack of alignment, and inefficiencies eat up precious time and energy we could be putting to use elsewhere. Sometimes it feels like our teams do more to slow us down than help us move forward.

But for something that has such a big impact on our everyday work lives, we don't spend much time talking about what it takes to make our teams better.

## No one really tells you how to be a good teammate.

That's where *The Five Behaviors of a Cohesive Team*® comes in. Based on Patrick Lencioni's best-selling book *The Five Dysfunctions of a Team*, this is a simple but powerful model that helps you develop the skills to become a better teammate and start building stronger teams. Although the process takes persistence and hard work, people have been successfully using Lencioni's model to improve life on their teams for more than 15 years.

And now, you have a chance to begin making a difference on your teams. ▶▶▶

This report will teach you the principles of good teamwork. You'll learn about the model and how the five interconnected behaviors come together to create a framework for building cohesive teams. Personalized content based on your assessment results for the well-known Everything DiSC® personality model helps you understand what you bring to your teams, and where you can keep growing.

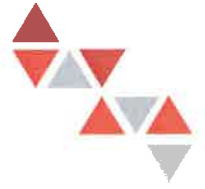
Most importantly, you'll walk away with skills you can take back to your teams to start making them stronger.

### These five behaviors form the framework of a cohesive team



#### To be truly cohesive, teams must:

- ▶ **Trust one another**  
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.
- ▶ **Engage in conflict around ideas**  
When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.
- ▶ **Commit to decisions**  
When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- ▶ **Hold one another accountable**  
When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
- ▶ **Focus on achieving collective results**  
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.



# It all starts with you

Sabina, let's start this report with some highlights we learned about you from your assessment results:

You're probably a lively, outgoing person who's open to new people and possibilities. Most likely, you thrive on collaborating and connecting with others. So you probably put a lot of effort into building relationships and bringing people together. In fact, you may be energized by all the social potential in a roomful of people. Because you're animated and expressive, you might dive into conversations, eager to share your thoughts and feelings and have others acknowledge them. You tend to create energy as well, and since you're likely also upbeat, you may often be brimming with enthusiasm. That enthusiasm can be contagious, and you may generate excitement and team spirit among your coworkers. And since you probably grow restless with routine, you might often be the one to urge your teams to take a chance, make a change, or jump into a new project.

## You and The Five Behaviors™



### Trust

Given the value you place on both developing relationships and expressing yourself, you may be naturally inclined to open up to teammates with your honest ideas and feelings. Likewise, you might signal acceptance and interest to others in a way that helps them feel comfortable opening up to you in turn. This can help create an environment where vulnerability-based trust can flourish.



### Conflict

To maintain friendly relationships, you may sometimes prefer to gloss over differences to avoid interpersonal tension and keep things positive. But you also have a need for self-expression, so particularly as your feelings intensify during conflict, you may feel compelled to make yourself heard. As long as you're not lashing out with strong emotions or monopolizing the discussion, this tendency can contribute to constructive debate on teams.



### Commitment

People are more likely to commit to a decision when their ideas have been part of the debate. You tend to freely express your opinions, which may help you buy into team decisions. Since you enjoy connecting with people, you may be able to draw others out, helping team members share their ideas and buy in as well. But in your desire to move quickly, you may not always seek the clarity around a decision that can help ensure team alignment.



### Accountability

Holding teammates accountable may be difficult for you if you fear it could damage your relationships. You like to keep things upbeat and would probably much rather focus on the positive than call attention to negative issues. But you may also find you can use your tendency to be encouraging and enthusiastic to spur team members to improve performance.



### Results

Because you're drawn to collaborative endeavors, you probably embrace opportunities to work with your teams to achieve collective results. And with your ability to generate enthusiasm and urgency, you may be able to create a sense of team spirit, purpose, and excitement that can drive your teams to focus on the end goal.



# Building Trust

The first and foundational behavior of a cohesive team is trust. Although many people think of trust as the ability to predict a person's behavior based on past experience, that's not what we're talking about here. Rather, in the context of a cohesive team, trust means

**a willingness to be completely vulnerable with one another—to let down our guard, admit our flaws, and ask for help.**

Vulnerability-based trust can only exist when we have confidence that our peers' intentions are good and that there's no reason to be protective or careful around the team. Without it, team members waste time and energy concealing their weaknesses and mistakes, hesitate to seek out help, and may assume the worst about their teammates' intentions and abilities.

When there's trust on our teams, we can take all that energy required to manage our teammates' impressions of us and use it in more productive ways. We can draw on the collective skills and support of our teams to make our jobs easier. And we'll have a solid foundation on which to build all other aspects of teamwork.



## What does it look like to have Trust on a team?

- ▶ Being unguarded and genuine with one another
- ▶ Apologizing and being open about weaknesses and mistakes
- ▶ Giving one another the benefit of the doubt rather than jumping to conclusions
- ▶ Asking one another for help and input regarding your areas of responsibility

## What makes it easier for *you* to build Trust?

Sabina, given the value you place on relationships, you may find it easiest to build trust in a warm, collaborative environment where people are lively and expressive and interact on a personal level. At right are some specific factors that may help you develop vulnerability-based trust. Review this list to gain a deeper understanding of yourself and this behavior.

- ▶ Feeling like you won't be judged for expressing yourself
- ▶ Working with people who are open and unguarded
- ▶ Knowing your teammates are empathetic and accepting
- ▶ Working in a social atmosphere where people take time to get to know one another



# Being vulnerable

Now that you know what helps you develop **vulnerability-based trust**, let's talk about what might make it difficult. Trust can be challenging at times for everyone. We all have fears and concerns that can hold us back and make it hard to let down our guard. Being aware of those fears can make it easier to start overcoming them.

## Why you may hold back

You likely want people to think well of you, so you may be inclined to keep a weakness or mistake to yourself if you fear it will cause teammates to disapprove or become upset with you.



**Fear of disapproval**



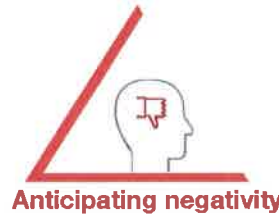
**Not wanting to lose influence**

You probably enjoy feeling like you're a critical part of the team, so you may hesitate to share something that could cast you in a bad light out of fear you'll lose influence with team members.

If you fear that putting yourself out there might cause teammates to regard you as naïve, overly optimistic, or immature, you may be tempted to hold back.



**Fear of being perceived as naive**



**Anticipating negativity**

If you are excited about an idea or possibility but worry that others will be dismissive or critical, you may protect your ideas by keeping them to yourself.

## Why others may hold back

Your teammates may share some of the concerns listed above or may sometimes hold back for other reasons like those listed below. Some of these reasons below may also resonate with you. By understanding why others sometimes struggle, you can begin thinking about what you can do to help your teammates feel comfortable letting down their guard.

**Not wanting to appear incompetent**  
**Fear of looking foolish**  
**Not wanting to be taken advantage of**  
**Concern about appearing weak**  
**Fear of criticism**

**Not wanting to feel exposed**  
**Not wanting to be a burden**  
**Fear of a loss of harmony**  
**Fear of being disliked**  
**Fear of a loss of control**



# How to build Trust

With the knowledge of your strengths and the things that may hold you back, you can start looking for ways to build trust on your teams. This won't happen overnight. Building trust requires shared experiences over time, multiple instances of follow-through to develop credibility, and an in-depth understanding of the unique attributes of your colleagues. But working to develop the habits listed below can help accelerate that process with your teammates.

## Develop good Trust habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

### Create space for people to admit mistakes and weaknesses

- ▶ Make sure you're leaving room in the conversation for more reserved teammates to open up. Asking leading but tactful questions can also help, so long as you don't push teammates to open up before they're ready.
- ▶ Also make it a point to thank teammates who take a chance and are vulnerable with the group.

### Don't take a teammate's reserve personally

- ▶ Keep in mind that while many teammates may open up to your friendly approach, others may be more self-contained or solitary. Don't take their detachment personally, recognizing instead that everyone has different preferences and habits.
- ▶ Respect their inclination to work independently, and move slowly when you see opportunities to establish a deeper connection.

### Readily apologize for your mistakes

- ▶ Recognize that owning up to and apologizing for mistakes doesn't diminish your value on the team. In fact, it can improve trust and communication between you and your teammates.
- ▶ Keep in mind, too, that by being open about mistakes you can encourage others to do the same.

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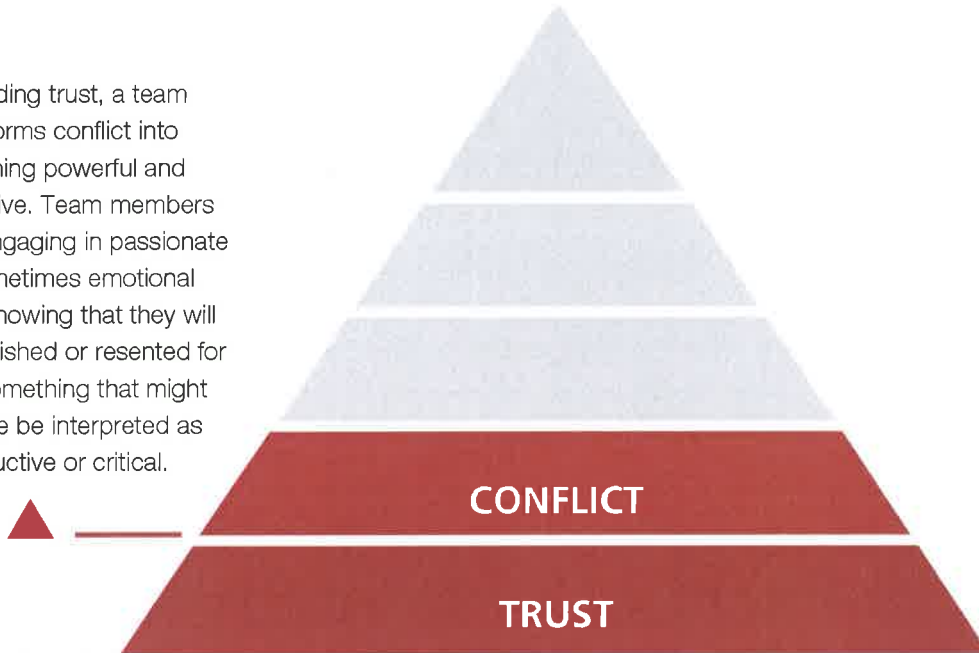
## Put it into practice

*Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?*



# Connecting Trust & Conflict

By building trust, a team transforms conflict into something powerful and constructive. Team members feel safe engaging in passionate and sometimes emotional debate, knowing that they will not be punished or resented for saying something that might otherwise be interpreted as destructive or critical.



When there is trust, conflict becomes nothing but the pursuit of truth, an attempt to find the best possible answer.

SAMPLE

## How does it impact *you, Sabina*?

How will building trust help you and your teammates engage in productive conflict?

- ▶ Sabina, by capitalizing on your tendency to be open about what you're thinking and feeling, you're more likely to contribute the sort of unfiltered opinions that are critical to a constructive debate of ideas.
- ▶ Sharing your honest opinions without fear that it will damage relationships could make you more likely to confront and discuss sensitive issues that may be holding back the team.
- ▶ By drawing on your tendency to be accepting and open to what people have to say, you can make it easier for teammates to contribute their candid views to debate.



# Mastering Conflict

Conflict is often considered taboo, especially at work, and people may spend inordinate amounts of time and energy trying to avoid the kind of passionate debates that are essential to any great team.

But teams that are willing to engage in *productive* conflict resolve issues and create the best possible solutions in the shortest period of time. By productive conflict we mean

**debate that is focused on concepts and ideas and avoids mean-spirited, personal attacks.**

This kind of ideological debate is a far cry from the destructive fighting and politics that hamper some teams. And it's far more productive than tepid discussions where people hold back their true opinions and leave critical but difficult issues unresolved.



## What does it look like to have productive Conflict on a team?

- ▶ Voicing your opinions even at the risk of causing disagreement
- ▶ Seeking out your teammates' opinions during meetings
- ▶ Confronting and dealing with the most important—and difficult—issues
- ▶ Exploring everyone's ideas to uncover the best solutions

### What do *you* contribute?

- ▲ Sabina, because you tend to be expressive, you may often speak up to make sure your teammates hear and consider your opinions and feelings.
- ▲ Given the value you place on connecting with your teammates, you may be able to draw out their opinions and create an environment where people feel encouraged to share their ideas.
- ▲ Because you tend to be upbeat and focus on relationships, you may help others feel at ease and provide reassurance when things get tense.

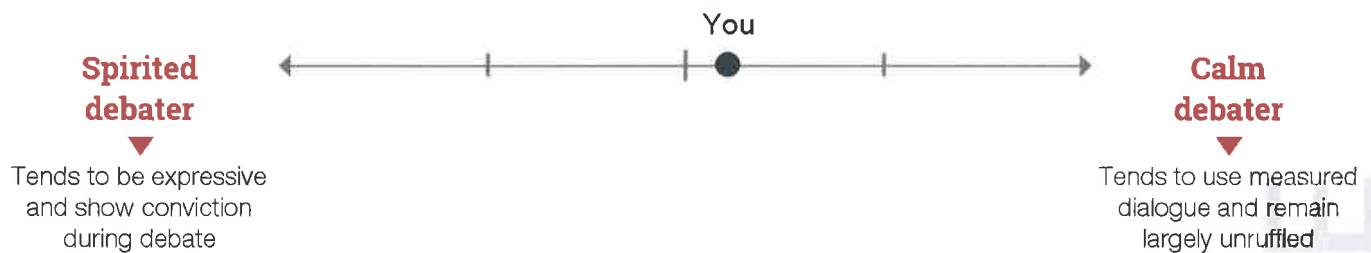
### What do *you* find stressful?

- ▲ You may sometimes find it difficult to call attention to differences if you fear it could damage the relationships you value so highly.
- ▲ Because you value expression, you may become distressed if you believe people aren't really listening to what you say or are keeping you from saying your piece.
- ▲ You may also grow frustrated by teammates who seem to squelch enthusiasm for ideas by being overly critical or judgmental.



# Your approach to Conflict

To help you understand more about how you might approach conflict, the scales on this page show some of your natural tendencies. Your location on each scale has been plotted based on your assessment results. Being aware of your inclinations can help you understand how you're likely to approach this behavior and where you might have to stretch.



Although you may sometimes get carried away when your emotions are strong, you tend to maintain an even keel during debate. Even when you're eager to get your ideas across, you probably don't want to steamroll over the ideas of others. So you may sometimes make an effort to dial down the emotion or hang back before offering your opinion to give others a chance to get their ideas out there as well. This also allows the team space to analyze and reflect on ideas and can encourage a balanced and healthy debate—so long as you aren't holding back your true thoughts or feelings on a topic.



In your desire to connect with your teammates, you tend to keep an open mind when listening to their opinions. Most likely, you truly engage with your teammates' ideas, which can help them feel heard and encourage a healthy exchange of views. But since you probably also want to keep things positive and avoid hurting a teammate's feelings, you may sometimes be tempted to keep silent when you disagree, which can keep bad ideas alive longer than they should be. And if your openness to others' ideas causes you to set aside your own too quickly, you may end up second-guessing a team decision later on.



# How to master Conflict

The first step to engaging in productive conflict is acknowledging that conflict can be a good and necessary thing that will ultimately benefit the team. With this mindset, it becomes easier to speak up for your ideas, consider the ideas of others, and confront issues. Developing the habits listed here will further help you contribute to productive debate on your teams.

## Develop good Conflict habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

### Speak up even if it means disagreeing with a teammate or raising a sensitive issue

- ▶ Resist the urge to gloss over differences or sweep things under the rug to keep the debate friendly.
- ▶ Although staying silent may be appealing in the short term, keep in mind that it could ultimately lead to greater tension or problems further down the road for you and your teammates.

### Solicit the views of your more reserved teammates

- ▶ Make sure there's space in the debate for more reticent team members to speak up. This might involve pausing or encouraging more assertive teammates to pause so others can jump into the discussion.
- ▶ Call on your natural tendency to connect with others to draw people out and help them feel comfortable sharing their opinions.

### Keep the focus on ideas

- ▶ If you find the debate drifting toward personal attacks, make a conscious effort to steer your team back to ideas.
- ▶ If you have a strong emotional reaction and are tempted to lash out, take a moment to collect yourself before diving back in: ask people to give you a minute or let someone else have the floor for a bit.

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## Put it into practice

*Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?*



# Connecting Conflict & Commitment

By engaging in productive conflict and tapping into team members' perspectives and opinions, a team can confidently commit and buy in to a decision, knowing that they have benefited from everyone's ideas.



Remember, team members will feel comfortable weighing in when there is trust on the team.

People will not actively commit to a decision if they have not had the opportunity to voice their opinions, ask questions, and understand the rationale behind it.



## How does it impact *you*, Sabina?

How will speaking up help you and your teammates buy in to decisions?

- ▶ Sabina, by being willing to voice disagreement even at the risk of ruffling a few feathers, you'll be more likely to buy into team decisions, knowing that your ideas have been given fair consideration.
- ▶ Similarly, by encouraging teammates to share their views, you make it easier for them to truly commit to team decisions, knowing that their opinions have been part of the decision-making process.
- ▶ If you can overcome a reluctance to call out problems, you can help team members think through all aspects of an issue—strengthening their commitment to any related decisions because they'll have confidence the idea has been thoroughly vetted.



# Achieving Commitment

If team members don't commit, they're just half-heartedly going along with decisions, which means they're unlikely to have the kind of alignment necessary to reach their goals. In the context of a cohesive team, commitment is

**clarity around decisions and moving forward with complete buy-in from every member of the team, even those who initially disagreed with the decision.**

The two greatest causes of a lack of commitment are the desire for consensus and the need for certainty, which are just not possible in all situations. Great teams understand that they must be able to commit even when the outcome is uncertain and not everyone initially agrees. Otherwise, team members will over-analyze and second-guess decisions, revisit discussions again and again, and be unclear about where their focus should be.



## What does it look like to have Commitment on a team?

- ▶ Being clear about the team's overall direction and priorities
- ▶ Ending discussions with clear and specific resolutions and calls to action
- ▶ Leaving meetings confident that everyone is committed to the decisions that were agreed upon
- ▶ Supporting group decisions even if you initially disagree

### You and clarity

Clarity means knowing exactly what it is you're committing to and making sure everyone on your team is on the same page.

Sabina, you may sometimes get so caught up with a new idea that you're more focused on getting your teammates excited and eager to move forward than you are on systematically spelling out details and next steps. Remember, pausing for clarity can ensure everyone on the team is moving in the same direction.

### You and buy-in

Buy-in is about making sure your ideas and concerns are heard, and then getting behind the team's ultimate decision, whether or not you agree with it.

You may be most apt to buy in when you feel a sense of cohesion and team spirit around a decision. Your sense of optimism can play a part too, leading you to embrace a decision when you see all its exciting potential. In fact, when you're enthusiastic about an idea, you may focus on best-case scenarios and be eager to move forward, trusting that things will work out.



# Barriers to Commitment

## What might keep *you* from seeking clarity?

When you're excited about a new idea or project, you're probably eager to hit the ground running, so you may resist having to slow things down to ensure clarity. And because you're likely confident in your instincts and ability to improvise, you may prefer a go-with-the-flow approach. So to you, hashing out details may sometimes seem unnecessary or even counterproductive. But some of your teammates may require more planning and detail to feel comfortable moving forward. So long as the team is focused on achieving clarity, not certainty, hashing out next steps and specifics can crystallize decisions and help ensure alignment. And seeking clarity can help you maintain focus on your own part in seeing a decision through.

Have these thoughts ever stopped you from seeking clarity?

- ▶ There's so much potential in this idea, I'm excited to dive in.
- ▶ I'm just anxious to move on; I'm sure it will all work out.
- ▶ We'll just roll with issues as they come up.
- ▶ It seems obvious to me, so it must seem obvious to everyone.



## What might make it hard for *you* to buy in?

Because you value relationships and keeping things positive, you may find it easiest to buy in when you feel a sense of common enthusiasm around a decision. But without that sense of unity, you may sometimes be left with doubts that could cause your commitment to waver. Remember, consensus isn't always possible, and sometimes a team will need to move forward, even when people can't all agree. In addition, because you tend to have a go-with-the-flow attitude, you may sometimes be inclined to see commitment as fluid. So if circumstances present a sudden opportunity, you may be willing to improvise and see where things take you, rather than sticking to the agreement or checking in with the team about a new direction.

Have these thoughts ever stopped you from buying in?

- ▶ I'm just going to try something a little different here, and we'll see where it goes.
- ▶ I'll do it, I guess, but this is going to the bottom of my priority list.
- ▶ The team couldn't even completely agree about this decision, so it's not like it's set in stone.
- ▶ No one was very excited about this decision, so I don't think anyone will care if I try a different approach.

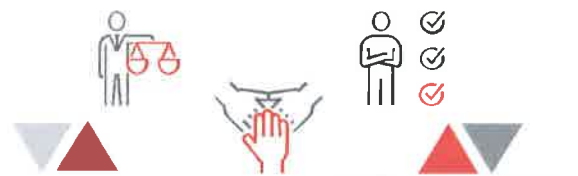


Image credit: Max Gibcedow/Shutterstock



# How to achieve Commitment

Teams that commit can move forward with confidence in their decisions, secure in the knowledge that everyone is working toward the same end goal. But when clarity or buy-in is missing, the result is a lack of alignment. And small gaps can quickly become major problems or disagreements. Developing the habits listed below can help you and your team achieve the clarity and buy-in that are essential to commitment.

## Develop good Commitment habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

### Slow down to ensure clarity

- ▶ Give the team a chance to work out necessary details and next steps before urging them forward on a project.
- ▶ Strive to be as accurate and thorough as possible, and make a record of your commitments for future reference.

### Make sure everyone has a chance to air their doubts and concerns

- ▶ Don't let your enthusiasm for moving forward curtail the discussion before people have had their say.
- ▶ Help draw out more reserved teammates, and recognize the role your more cautious colleagues can play in anticipating potential problems.

### Support group decisions even when you don't agree with them

- ▶ Set aside your reservations if the team chooses a different course of action than the one you recommend.
- ▶ You have an expressive personality, so keep in mind that negative energy from you can really drag down the team's morale.

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## Put it into practice

*Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?*



# Connecting Commitment & Accountability

In order for teammates to call each other on their behaviors and actions, they must have a clear sense of what is expected. Even the most ardent believers in accountability usually balk at having to hold someone accountable for something they never agreed or committed to in the first place.



Commitment gives team members the courage to hold one another accountable, knowing that they're asking their peers to live up to something they've already fully agreed to do.

## How does it impact *you, Sabina*?

### How does commitment help you and your teammates hold one another accountable?

- ▶ Sabina, slowing down for clarity can crystallize your role and responsibilities. This will help you maintain your focus on what you need to do to see a decision through and will also make it clear where your teammates will hold you accountable.
- ▶ By giving teammates time to voice their doubts and concerns, you can help firm up their commitments, making them more willing to be held accountable.
- ▶ When you throw your weight behind a decision, you can draw on your positive outlook and enthusiasm to rally the team around it as well. This can ultimately strengthen teammates' commitments and make them more willing to be held accountable.



# Embracing Accountability

Accountability has become a buzzword—so overused and with so many different interpretations that it has lost much of its meaning. In the context of teamwork, however, accountability is

**the willingness of team members to call their peers on performance or behaviors that might hurt the team.**

This can be a tough behavior to implement, because it means overcoming the interpersonal discomfort that accompanies confronting peers about their behavior. Many of us would rather avoid these difficult conversations. But when team members don't hold one another accountable, they risk encouraging mediocrity, missing deadlines and key deliverables, losing sight of their obligations to the team, and creating resentment over different standards of performance.



## What does it look like to have **Accountability** on a team?

- ▶ Offering and accepting unsolicited, constructive feedback
- ▶ Feeling pressure from your peers and the expectation to perform
- ▶ Confronting peers about problems in their respective areas of responsibility
- ▶ Questioning one another about current approaches and methods

## How do *you* handle feedback?

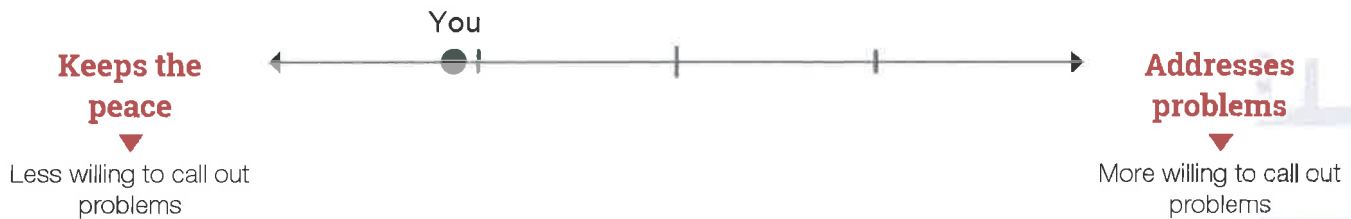
Sabina, like many people, you may sometimes struggle when someone confronts you about a problem with your performance. Given how important your relationships are to you, it may be painful to feel like a teammate is upset with you. In the heat of the moment, criticism may sometimes even feel like a personal attack. And since you probably feel things strongly, a teammate's critique may provoke a surge of emotion that makes the feedback seem like a bigger deal, perhaps, than it really is. If you overreact or lash out in response, your teammates may grow wary of holding you accountable in the future. That said, you likely appreciate the approval of others, so if you can get past any initial defensiveness, you may generally be motivated by pressure from your peers.



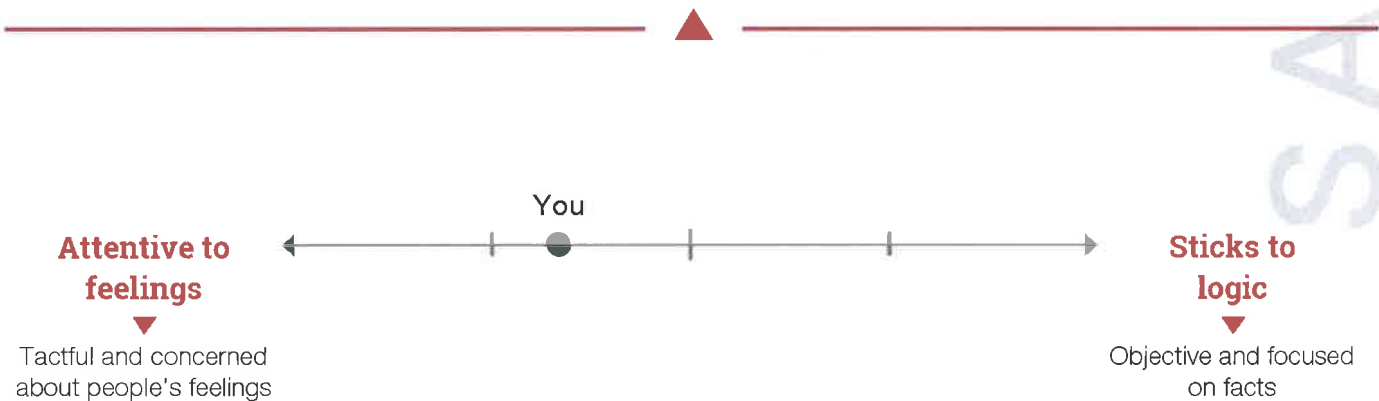
# Holding others accountable

Now that we've considered how you handle feedback, let's talk about how you deliver it. If you dread the thought of holding teammates accountable, you're not alone: although some people have an easier time than others, many find this behavior difficult. Partly it's because we're not used to holding our peers accountable, but our natural inclinations also play a role.

The scales on this page show some tendencies related to Accountability. Your location has been plotted based on your assessment results. Being aware of your natural inclinations can help you understand how you're likely to approach this behavior, and where you may be able to stretch.



You may generally resist calling out problems because it runs counter to your desire to maintain warm relationships, keep things upbeat, and create enthusiasm. So, rather than risk dampening someone's spirit, you may be inclined to let problems slide or soft-pedal feedback. But keep in mind that failing to call out problems can hurt the team and individual team members because you're denying them the opportunity to address concerns early on.



You strive to create warm relationships, so you may often take people's feelings and situations into consideration when broaching sensitive issues. As a result, when you do call out problems, you likely speak tactfully and provide reassurance. Although some teammates may prefer a more objective, direct delivery, others will be more receptive to your feedback because of your considerate approach. Just take care that you're not so intent on being tactful that you downplay your concerns.



# How to embrace Accountability

As uncomfortable as it can often be, accountability helps a team and an organization avoid far more costly and difficult situations later on. But teams can only really embrace this behavior if all team members recognize that this is a shared responsibility. Developing the habits listed below can help you do your part to encourage accountability on your teams.

## Develop good Accountability habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

### Accept questions and input from teammates

- ▶ Resist any initial urge to defend yourself and take a moment to process the feedback before you respond. Then, if necessary, follow up with any comments or requests for clarification.
- ▶ Remember that if you become defensive or overreact, people will be less likely to approach you with feedback in the future.

### Call on your tendency to be outgoing to hold teammates accountable

- ▶ When calling out peers, draw on your tendency to be encouraging to exert a positive pressure to improve.
- ▶ Keep in mind, too, that your social nature and ability to initiate conversations can also help: you may find ways to ask people about their methods that feel natural rather than intrusive.

### Follow through on your personal commitments

- ▶ Don't let your natural optimism keep you from recognizing obstacles that need to be addressed in order for you to honor your commitments.
- ▶ If issues arise that could prevent you from meeting agreed-on standards, be proactive in letting your teammates know and discussing possible solutions.

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## Put it into practice

*Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?*



# Connecting Accountability & Results

If teammates are not being held accountable for their contributions, they will be more likely to turn their attention to their own needs and to the advancement of themselves or their departments. An absence of accountability is an invitation to team members to shift their attention to areas other than collective results.



When everyone is committed, it becomes possible to hold one another accountable for getting results.

Debating ideas allows everyone to commit to the same end goals.

Having trust makes it possible to come to a common understanding of what results will look like.

Accountability helps a team avoid far more costly and difficult situations later on, and it also allows a team to embrace the last critical behavior: the focus on results.

## How does it impact *you, Sabina*?

How will holding one another accountable help you and your teammates focus on results?

- ▶ Sabina, by calling on your natural tendency to be upbeat and encouraging, you can find positive ways to hold people accountable. This can inspire team members to do their part to move the team toward the end goal.
- ▶ By accepting input and feedback from your team and taking it to heart, you're more likely to maintain your own focus on honoring your commitments to the team.
- ▶ By modeling how to give and receive feedback, you help create a climate where people are comfortable collaborating to address concerns before they turn into problems and derail the team.



# Focusing on Results

The ultimate goal of encouraging trust, conflict, commitment, and accountability is to achieve results. And yet, as it turns out, one of the greatest challenges to team success is inattention to results.

In the context of a cohesive team, results refer to

**the collective goals of the team; they are not limited to financial measures, but are more broadly related to expectations and outcome-based performance.**

Teams that fail to concentrate on results stagnate, become distracted, and lose achievement-oriented team members. But what would a team focus on other than results? One common culprit is team status—when merely being part of a group is satisfying enough, regardless of results. Another common roadblock is the familiar tendency of people to focus on enhancing their own positions or career prospects at the expense of their team.



## What does it look like to have Results on a team?

- ▶ Valuing collective success more than individual achievement
- ▶ Willingly making sacrifices in your area for the good of the team
- ▶ When the team fails to achieve collective goals, taking personal responsibility to improve the team's performance
- ▶ Being quick to point out the contributions and achievements of others

## What are *your* motivators?

- ▲ Working closely with your colleagues
- ▲ Giving and receiving praise
- ▲ Initiating projects
- ▲ Inspiring others

## What are *your* stressors?

- ▲ Having to focus on routine tasks
- ▲ Being forced to work on one steady project for a long time
- ▲ Being in a dull or unsocial environment
- ▲ Being forced to slow your pace



# Using your motivators to focus on Results

By drawing on those aspects of your work life you already find motivating, you can help your teams stay focused on collective results. Consider how you can use the motivators from the previous page to help your teams work toward shared goals.

## Working closely with your colleagues

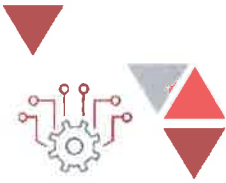


You thrive on building relationships and being around people, so you're probably drawn to opportunities to collaborate closely with teammates. And you may naturally focus on collective accomplishments over individual ones. What's more, because you're outgoing and friendly, you may have an ability to bring others together. This can contribute to a spirit of collaboration on the team and help instill a sense of shared purpose. Just take care that you're not so focused on relationships that you lose sight of the end goal or are willing to tolerate mediocre performance from the team.



## Giving and receiving praise

You likely enjoy public recognition, and may be motivated by encouragement and praise to focus on collective results. And because you tend to be expressive and always on the lookout for opportunities to connect with people, you may in turn be generous and effusive in your praise of others. If you direct this tendency toward pointing out the contributions and achievements of teammates, you can likely encourage them to work harder toward the end goal.



## Initiating projects

Given your desire for action and your tendency to be enthusiastic and optimistic, you may be energized by the thought of jumping into a new endeavor. So you may enjoy initiating action on new projects as you anticipate all the possibilities. This can help drive the team to innovate and move forward. Just take care that your love of the new and exciting doesn't cause you to neglect the more routine work teams rely on to see a project through. Also be aware that moving too quickly or on too many projects at once may make it harder for more methodical teammates to stay focused on results.



## Inspiring others

When you get excited about something, the people around you probably know it. You're likely brimming with enthusiasm and optimism, and may convey a sense of passion and energy that's contagious. When you combine this with your talent for bringing people together, you may be able to get team members excited and energized to work toward the collective end goal.

Image credit: Max Giboedov/Shutterstock



# How to focus on Results

On cohesive teams, all members, no matter what their individual responsibilities and areas of expertise, do whatever they can to help the team accomplish its goals. Developing the habits listed here can help you do your part to encourage a focus on results on your teams.

## Develop good Results habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

### Maintain your focus on the end goal

- ▶ Don't let a focus on relationships or a love of change and excitement distract you from the nitty-gritty work of getting to the end goal.
- ▶ Bear in mind that if you lose focus on doing your part, you could derail the team or oblige your teammates to take up the slack.

### Take failure seriously

- ▶ Don't let a fear of injuring your relationships with teammates lead you to tolerate setbacks or mediocre performance.
- ▶ Resist the urge to sweep issues under the rug, and keep in mind that you may be able to draw on your natural enthusiasm to encourage improvement.

### Help inspire a sense of team spirit and common purpose

- ▶ Draw on your outgoing nature and enthusiasm to get people excited about being part of the team and accomplishing common goals.
- ▶ Help bring people together, praise teammates for their contributions, and celebrate team successes. Keep the energy and momentum going.

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## Put it into practice

*Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?*



# Summary and action

Sabina, with a deliberate and focused effort, you can start applying what you've learned about the five behaviors on your own teams. To help you get started, we've identified areas where you may excel and struggle with each behavior. The key to being a better teammate is to capitalize on your strengths and improve your challenge areas. Take a moment to review this information, and then fill out the action plan below.

	You might excel at...	You might struggle with...
<b>Trust</b>	▶ Expressing yourself openly and honestly	▶ Recognizing when your exuberance might put off reserved teammates
<b>Conflict</b>	▶ Voicing your thoughts and opinions	▶ Raising difficult or sensitive issues
<b>Commitment</b>	▶ Drawing out your teammates to make sure everyone has their say	▶ Slowing down to ensure clarity
<b>Accountability</b>	▶ Using encouragement to help teammates meet expectations	▶ Speaking up about a teammate's poor behavior or performance
<b>Results</b>	▶ Creating a sense of shared enthusiasm about the end goal	▶ Resisting distractions that can take your focus off the end goal

## Now what?

1. Given what you've learned today, choose a behavior to focus on first.
2. Turn to the "How to..." page for that behavior (page 6, 10, 14, 18, or 22) and refer to your notes.
3. Considering what you excel at and struggle with for that behavior (above), write what you'll do to adopt the habit you selected...
  - ▶ Tomorrow?
  - ▶ In the next two weeks?
  - ▶ In the next month?



# City of Brighton

## REPORT FROM THE CITY MANAGER TO CITY COUNCIL DECEMBER 16, 2021

**SUBJECT:** Discussion Regarding Marijuana Businesses and Consider Further Staff and/or Planning Commission Direction

### ADMINISTRATIVE SUMMARY

This item is on the agenda to give an update on the Planning Commission's work regarding cannabis regulations, and to determine if the work completed thus far by the Commission is heading in a direction that will satisfy the motion made by City Council at their October 2, 2021, meeting. The Planning Commission has held three regular meetings since October 2, which are summarized in this report. The following is the motion made by City Council giving direction to the Planning Commission:

*Motion by Councilmember Bohn, Seconded by Councilmember Emaus to direct the Planning Commission to (1) investigate licensure requirements and zoning amendments to allow two adult-use marijuana retailers and two adult-use marijuana safety compliance facilities; (2) consider locational requirements for these establishments that are not in residential areas, not within 1,000 feet of schools, and not within 1,000 (or, alternatively, 500 feet) of the downtown business district; and (3) work with City staff, the City Attorney, and the City's consultants to refer proposed ordinances to City Council within 60 days after October 2, 2021.*

The following is a summary of the Planning Commission's work thus far:

- **Oct. 18**
  - The cannabis agenda topic was initiated with a presentation done by Jill Bahm, Giffels Webster, who gave an overview of the MRTMA, and a review of what options are available to the city when creating regulatory language.
  - This was followed by attorney Laura Genovich, Foster Swift, giving a presentation that explained legal ramifications associated with the cannabis industry.
  - The Planning Commission initiated discussion that revolved around items to consider if an ordinance was created to allow cannabis licenses. Buffers, traffic generation, hours of operation, parking, odor mitigation, security measures, design standards, proximity to downtown, zoning districts, and visibility were mentioned through a lengthy discussion.
- **Nov. 15**
  - An outline was included in the PC meeting packet, submitted by Jill Bahm, which documented all their discussion topics for consideration, from the previous meeting. This outline was in the form of a draft ordinance and did include other items of importance when considering language to regulate cannabis.
  - A discussion was held by the Commission regarding their reluctance of creating a draft ordinance and sending it to City Council, without conducting their normal process of a public hearing and officially voting to recommend approval. Through this discussion, it was determined they would use the draft ordinance as reference to create "items for consideration.", and this would be the report to City Council in lieu of a draft ordinance.
  - Items of consideration discussed and agreed upon by the Commissioners included district locations for facilities, Special-Land-Use instead of permitted by right, buffers and distances, hours of operation, sign regulations, and dual license location. It was also determined that the Commission would need more than the sixty-day time limit to complete the task and would request an extension from City Council.



# City of Brighton

## REPORT FROM THE CITY MANAGER TO CITY COUNCIL DECEMBER 16, 2021

- **Dec. 6**
  - Staff and consultants discussed with the Planning Commission whether the direction of their work is meeting the ask of City Council's motion, and to consider making changes to better satisfy Council's directive. Staff noted the motion by City Council requests a proposed ordinance. The discussion again focused on Planning Commission's opposition of allowing the cannabis industry in the city, and their reluctance to put their items of consideration into a draft ordinance form without following the usual process for zoning amendments.
  - There were only five Commissioners in attendance at this meeting. A motion was made to postpone any cannabis discussions until the next scheduled meeting, citing the importance of the topic as the reason, and the entire Commission should be involved in any decisions made.

### **RECOMMENDATION**

Although discussions have had some positive results regarding key items to consider, it is staff's recommendation that City Council further define their expectation of proposed ordinances listed as item (3) in their directive motion, due to the concerns and reluctance expressed by the Planning Commission.

Prepared by: Michael Caruso, Community Development Manager

Approved by: Nate Geinzer, City Manager

Attachments: 1. Draft Ordinance Outline  
2. Staff Report from Dec 6<sup>th</sup> PC Meeting Packet  
3. Consultant Report from Dec 6<sup>th</sup> PC Meeting Packet

ORDINANCE NO. \_\_\_\_

CITY OF BRIGHTON

LIVINGSTON COUNTY, MICHIGAN

AN ORDINANCE TO AMEND THE CITY OF BRIGHTON ZONING ORDINANCE

ARTICLE 2, TO ADD DEFINITIONS FOR CANNABIS ESTABLISHMENTS, ARTICLE 3, TO ADD SPECIFIC CANNABIS ESTABLISHMENTS TO THE C-1, C-3, I-A, I-B, LIP, O-R and R/M DISTRICTS AS PERMITTED/SPECIAL LAND USES, AND TO ARTICLE 4, TO ADD SPECIFIC STANDARDS FOR PERMITTED CANNABIS ESTABLISHMENTS.

THE CITY COUNCIL OF THE CITY OF BRIGHTON ORDAINS:

**PART I. DEFINITIONS.**

Amend Section 2.2 – Definitions, to add the following definitions: [Note: These definitions are from state law and should generally remain as provided]

**Cannabis establishments.** Cannabis establishments mean “marihuanan establishments” as defined by the State of Michigan. The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

**Air contaminants.** Stationary local sources producing air-borne particulates, heat, odors, fumes, spray, vapors, smoke or gases in such quantities as to be irritating or injurious to health.

**Cannabis establishment.** A location at which a license holder is licensed to operate under the Michigan Regulation and Taxation of Recreational Marihuana Act (MRTMA)

**Cannabis retailer.** A person licensed to obtain cannabis from cannabis establishments and to sell or otherwise transfer cannabis to cannabis establishments and to individuals who are 21 years of age or older.

**Person.** An individual, corporation, limited liability company, partnership, limited partnership, limited liability partnership, limited liability limited partnership, trust, or other legal entity.

**Safety compliance establishment.** An establishment authorized to receive cannabis from, test cannabis for, and return cannabis to a licensed cannabis establishment.

**Separation Distance Measurements.** The distance computed by measuring a straight line from the nearest property line of the parcel used for the purposes stated in this ordinance to the nearest property line of the parcel used as a cannabis establishment.

**PART 2. AMEND ARTICLE 3 TO ADD CANNABIS ESTABLISHMENTS AS FOLLOWS:** [Note: the Planning Commission may wish to discuss 1) the districts where the establishments are appropriate, and 2) whether they should be permitted “by right,” or by special land use. Special land uses are useful when a use is generally compatible with a district, but not everywhere in the district. For example, the C-1 district in the north part of the city largely abuts the freeway, with a small area abutting a multiple-family district; however, one area zoned C-1 in the south part of the city abuts multiple-family residential on three sides. The question is whether there might be additional conditions placed upon an establishment, based on its specific location – or whether the standards included here are specific enough to be suitable throughout the city. It should be noted that a special land use includes a public hearing and final action on the request by City Council.]

**Section 3.10. B or C (permitted or special land use) in the C-1 District**

**Cannabis Establishments: Cannabis retailer and safety compliance establishment**

**Section 3.12. B or C (permitted or special land use) in the C-3 District**

**Cannabis Establishments: Cannabis retailer and safety compliance establishment**

**Section 3.15. B or C (permitted or special land use) in the O-R District**

**Cannabis Establishments: Cannabis retailer and safety compliance establishment**

**Section 3.17. B or C (permitted or special land use) in the I-A District**

**Cannabis Establishments: Safety compliance establishment**

**Section 3.18. B or C (permitted or special land use) in the I-B District**

**Cannabis Establishments: Safety compliance establishment**

**Section 3.19. B or C (permitted or special land use) in the LIP District**

**Cannabis Establishments: Safety compliance establishment**

**Section 3.20. B or C (permitted or special land use) in the R/M District**

**Cannabis Establishments: Safety compliance establishment**

**PART 3. AMEND ARTICLE 4 [Note – this article is where all the Use Standards are provided] TO ADD A NEW SECTION 4.43 AS FOLLOWS:**

**Section 4.43 Cannabis Establishments**

- 1. Purpose.** [Note: this section establishes the basis for the City’s regulation of the use.] It is recognized by this Chapter that certain unique uses cannot easily be evaluated in the same manner as other uses because of their potential to adversely affect public health, safety and welfare; establish a public nuisance; conflict with the character of a neighborhood; impair the social and economic well-being of neighboring properties; impair the general development of an area; or operate in a manner contrary to the purpose and intent of this Chapter. However, when properly regulated, these uses can make a positive contribution to the economic vitality of the city. Therefore, it is the purpose of this Article to impose reasonable regulations upon certain uses to provide an adequate approval process while moderating their potential adverse effects on surrounding and neighboring properties.
- 2. Applicability.** [Note: this section clarifies the types of establishments that this section regulates, and which type remain prohibited. It also clarifies that registered “primary caregivers” and “patients” as defined by the MMMA are not regulated by this ordinance.] Any land use that requires a license from the Department of Licensing and Regulatory Affairs (LARA) in the administration of the Michigan Regulation and Taxation of Marihuana Act (MRTMA) or other state law providing for the sale, transport, testing, growing, distribution, and processing of cannabis or any other activity involving a cannabis-related use shall require review and approval pursuant to Article 6. Any establishment not specifically authorized in this Ordinance is prohibited. Provisions of this section do not apply to the medical use of cannabis in compliance with the Michigan Medical Marihuana Act (MMMA).

3. **Approval Procedures for Cannabis Establishments.** [Note: Subsections A and B require both zoning approval and a license that will be provided separately.]
  - A. **Zoning approval.** Zoning approval shall be required prior to issuance of any license. Zoning approval does not guarantee a license for any proposed establishment.
  - B. **License Required.** Licensing for cannabis establishments is required per Chapter [redacted] of the City of Brighton Municipal Code.
4. **Zoning review application requirements.** [Note: this section establishes the information required to be submitted for zoning review. Some of these items (e.g., waste disposal, etc.) are further defined later in the ordinance; this section is just stating what needs to be submitted with the application] Zoning applications for cannabis establishments shall be submitted as required in Section 6.1/6.2 (permitted v special land use) In addition, the following information is also required:
  - A. As provided in Section 6.1, a site plan shall be required, showing the proposed building(s) to be used, remodeled or reconstructed, along with the parking, landscaping and lighting plans. Existing and proposed building elevations shall be provided, including building materials, window glazing calculations, descriptions of glass to be used, and other pertinent information that describes building construction or structural alterations.
  - B. A plan for general waste disposal, chemical disposal and plant waste disposal.
  - C. A notarized statement by the property owner that acknowledges use of the property for a cannabis establishment and agreement to indemnify, defend and hold harmless the City, its officers, elected officials, employees, and insurers, against all liability, claims or demands arising out of, or in connection to, the operation of a cannabis establishment. Written consent shall also include approval of the owner and operator for the City to inspect the establishment at any time during normal business hours to ensure compliance with applicable laws and regulations.
  - D. A copy of official paperwork issued by LARA as follows: paperwork indicating that the applicant has successfully completed the prequalification step of the application for the state operating license associated with the proposed land use, or proof that the applicant has filed such application for the prequalification step with LARA, including all necessary application fees.
  - E. A map, drawn to scale, containing all schools, publicly owned parks or playgrounds, temporary emergency shelters, Substance Use Disorder Programs, and any marihuanan establishments within one-thousand (1,000) feet of the proposed location. [Note – this is just requiring the map; the standards for setbacks are addressed in the next section of the ordinance]. Distances shall be measured in accordance with the Separation Distance Measurements, as defined in Section 2.2.
  - F. Operations and Management Plan. An operations and management plan shall be submitted. The plan should describe security measures in the establishment as required by Section xx; this may include the movement of the product, methods of storage, cash handling, etc.
  - G. All permitted establishments shall be bonded to guarantee that all accounting and taxes are paid in full according to the law and that the operation or establishment performs in accordance with all government standards

5. **Separation Distances.** [Note: the Planning Commission may wish to consider the buffer maps provided previously and the amount of land that would be available for these establishments]. It is recognized that special regulations of cannabis establishments have been deemed necessary to limit the intensity and density of this use, and to recognize that separation distances are necessary from certain uses as described in this Section. No cannabis establishments are permitted within one thousand (1,000) feet of the following uses:
  - A. K through 12 public or private school building or licensed child care center
  - B. A government or nonprofit establishment that offers regular, on-site programs and services primarily to persons 18 years of age and under and is used for said programs and services for a minimum of three (3) days a week year-round. Programs and services may include, but are not limited to, social, training, cultural, artistic, athletic, recreational or advisory services and activities and includes private youth membership organizations or clubs and social service teenage club establishments.
  - C. A publicly owned park or playground
  - D. An establishment is licensed by the State of Michigan as a Substance Use Disorder Program
6. **General requirements for cannabis establishments.** [Note: this section establishes the standards for all permitted establishments. Key words are in bold to help readers easily see what is regulated below.] In addition to the licensing requirements of Section xx, the following general requirements apply:
  - A. Hours of operation of all cannabis establishments shall not be before 8 a.m. or after 8 p.m. All deliveries shall occur within these hours [Note: the Planning Commission may wish to discuss whether the hours of operation noted are sufficient for business while mitigating potential issues with extended evening hours as well as whether the deliveries should be included in those operating hours].
  - B. **Consumption of cannabis shall be prohibited in all establishments**, and a sign shall be posted on the premises of each establishment indicating that consumption is prohibited on the premises.
  - C. **Residential uses** within the same structure/building **are prohibited**.
  - D. **Outdoor storage of any kind is prohibited**. The **discharge** of toxic, flammable or hazardous materials into city sewer or storm drains **is prohibited**. **All waste shall be kept secure** and shall be disposed of in a manner consistent with local, state and federal laws.
  - E. **No** cannabis establishments shall be operated in a manner that creates **noise, dust, vibration, glare, fumes, or odors** detectable to normal senses **beyond the boundaries of the property** on which the establishment is operated.
  - F. **Air contaminants must be controlled and eliminated** by the following methods:
    - i. The building must be equipped with an activated air scrubbing and carbon filtration system that eliminates all air contaminants prior to leaving the building. Fan(s) must be sized for cubic feet per minute (CFM) equivalent to the volume of the building (length multiplied by width multiplied by height) divided by three (3). The filter(s) shall be rated for the applicable CFM.

- ii. Air scrubbing and filtration system must be maintained in working order and must be in use at all times. Filters must be changed per manufacturers' recommendation to ensure optimal performance.
- iii. Negative air pressure must be maintained inside the building.
- iv. Doors and windows must remain closed, except for the minimum time length needed to allow people to ingress or egress the building.
- v. The building official may approve an alternative odor control system, in accordance with the Michigan Mechanical Code, if a mechanical engineer licensed in the State of Michigan submits a report that sufficiently demonstrates the alternative system will be equal to or better than the air scrubbing and carbon filtration system otherwise required.

[Note: **Signs:** the Planning Commission may wish to discuss whether additional sign standards are appropriate, beyond what would be required for all businesses. State law provides that communities may "establish reasonable restrictions on public signs related to marijuana establishments. The MRTMA's Administrative Rules say that "Marijuana products may not be advertised in a manner that is visible to members of the public from streets, sidewalks, parks or any public place."

**Buffer/Screening:** the Planning Commission may wish to discuss whether screening is required for these establishments beyond that which is required for other uses. ]

7. **Specific requirements for cannabis retailers.** [Note: this section specifically addresses retailers. It prohibits a retailer from also selling alcohol or tobacco and regulates exterior/interior appearance.] Such uses shall be presented as being for retail purposes and shall contribute to the vibrancy of the districts in which they are located. The sale or dispensing of alcohol or tobacco products at a cannabis retail establishment is prohibited.
  - A. **Establishment Exterior.** The exterior appearance of an establishment must be compatible with surrounding businesses and any descriptions of desired future character of the district in which the retailer is located, as described in the Master Plan.
    - i. No cannabis or equipment used in the sale, testing or transport of cannabis can be placed or stored outside of an enclosed building. This section does not prohibit the placement or storage of motor vehicles outside of an enclosed building so long as money or cannabis is not left in an unattended vehicle [Note: this is consistent with state law].
    - ii. Site and building lighting shall be sufficient for safety and security, but **not cause excessive glare or be designed so as to be construed as advertising** with the intent to attract attention. Outdoor lighting shall comply with Section 5.4.
    - iii. **Drive-through** establishments and mobile establishments are **prohibited**.
  - B. **Establishment Interior.**
    - i. Interior construction, design and use of an establishment will not impede the future use of a building for other uses as permitted in the assigned zone district.
    - ii. Neither cannabis nor cannabis-infused products may be placed within twenty (20) feet of the front façade, nor illuminated such that they are visible from a public way. [Note: this is intended to minimize the visibility of goods sold inside the establishment from passersby and nearby uses.]

- iii. Interior security measures other than security cameras shall not be visible from the public right-of-way (e.g. security shutters, bars, or other methods) during operating business hours. **[Note: this is intended to avoid the appearance of the area being unsafe.]**
  - iv. Interior lighting shall not be so bright so as to create a nuisance to neighboring property owners or passersby.
  - v. Ventilation, by-product and waste disposal, and water management (supply and disposal) for the establishment will not produce contamination of air, water, or soil; or reduce the expected life of the building due to heat and mold; or create other hazards that may negatively impact the structure and/or surrounding properties.
8. **Specific requirements for Safety Compliance Establishment.** In addition to the general standards, the following standards apply:
- 1. Such establishments shall have a secured laboratory space and cannabis storage areas that cannot be accessed by the general public.
  - 2. All employees as such establishments shall have appropriate education, training and/or experience to comply with state regulations on testing cannabis.
  - 3. There shall be no other accessory uses permitted within the same establishment other than those associated with testing cannabis. **[Note: the Planning Commission may wish to discuss whether this should be required; further, the PC may wish to discuss whether separately owned testing facilities should be allowed in the same location or whether they should be spaced apart.]**
  - 4. Cannabis that can support the rapid growth of undesirable microorganisms shall be held in a manner that prevents the growth of these microorganisms.
  - 5. Cannabis and cannabis-related products shall not be visible from the public way.

**PART 4. AMEND SECTION 5.6 AS FOLLOWS TO PROVIDE PARKING STANDARDS FOR CANNABIS ESTABLISHMENTS:**

**Section 5.6.E. Minimum numbers of parking spaces required.**

**B. Commercial/Office/Service Uses**

- 16. Manufacturing, utility, research, and development establishments, **including cannabis safety testing establishments**: One (1) for each employee on the largest work shift plus one (1) for each 200 square feet of office reception area.
- 24. Retail uses, **including cannabis retail establishments**, (except as otherwise specified): One (1) for each 300 square feet of GFA.

**PART 5. SAVINGS CLAUSE.**

The amendments referenced herein do not affect or impair any act done, offense committed, or right accruing or acquired, or liability, penalty or forfeiture or punishment pending or incurred prior to the effective date of this amendment.

**PART 6. SEVERABILITY.**

This Ordinance and its various parts, sentences, paragraph, sections, clauses and rules promulgated hereunder are hereby declared to be severable. If any part, sentence, paragraph, section, clause, or rule promulgated hereunder is adjudged to be unconstitutional or invalid for any reason, such holdings shall not affect the remaining portions of this Ordinance.

**PART 7. REPEALER.**

All Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

**PART 8. EFFECTIVE DATE; PUBLICATION.**

This Ordinance shall become effective after publication of a brief notice in the newspaper circulated in the City, stating the date of the enactment and the effective date of the Ordinance, and that a copy of the Ordinance is available for public use and inspection at the office of the City Clerk, and such other facts as the City Clerk shall deem pertinent.

MADE, PASSED AND ADOPTED BY THE CITY COUNCIL, CITY OF BRIGHTON, LIVINGSTON COUNTY, MICHIGAN THIS \_\_\_ day of \_\_\_\_, 2021

\_\_\_\_\_  
City Clerk

Date of Introduction:

Date of Adoption:

Date of Publication of Notice of Adoption:

**CERTIFICATE OF ADOPTION**

I hereby certify that the foregoing is a true and complete copy of the ordinance passed at a meeting of the City of Brighton held on the \_\_\_ day of \_\_\_\_, 2021

\_\_\_\_\_  
City Clerk



# City of Brighton

## REPORT FROM THE COMMUNITY DEVELOPMENT MANAGER TO PLANNING COMMISSION

December 6, 2021

**SUBJECT: REVIEW OF PLANNING COMMISSION'S DISCUSSION ON ZONING CONSIDERATIONS FOR CANNABIS**

### ADMINISTRATIVE REVIEW

The Planning Commission held a discussion at their last meeting conducted on November 15, 2021, in which they reviewed a draft ordinance from Jill Bahm, Giffels Webster, and used it as a guide. The Commissioners expressed concerns regarding drafting ordinance language to send to City Council without a formal motion of approval, and without the normal public hearing process. They agreed to create items of consideration regarding zoning amendments for cannabis. Through this discussion, the Commission agreed to the following items thus far:

- The OR and C1 districts would be suitable district locations for facilities and discussed the IB industrial district along Rickett Rd. for testing facility locations.
- Approval of a cannabis facility should be done through the Special-Land-Use process, and not a permitted use by right in these districts.
- A buffer distance of two thousand feet (2000), property line to property line, from the following:
  - all schools
  - daycares
  - churches
  - parks
  - hospitals/medical centers
- The hours of operation for a facility should be Monday through Friday, 9:00 am to 5:00 pm.
- Approved of the language in the draft ordinance provided by Giffels Webster regarding signs, and the regulations listed in the State's MRTMA Administrative Rules.
- agreed to allowing separately owned facilities at the same location.

### STAFF SUMMARY

The Planning Commission made progress in their assigned task with the above list. The following is the motion approved by City Council giving the directive to the Commission, followed by staff comments:

*Motion by Councilmember Bohn, Seconded by Councilmember Emaus to direct the Planning Commission to (1) investigate licensure requirements and zoning amendments to allow two adult-use marijuana retailers and two adult-use marijuana safety compliance facilities; (2) consider locational requirements for these establishments that are not in residential areas, not within 1,000 feet of schools, and not within 1,000 (or, alternatively, 500 feet) of the downtown business district; and (3) work with City staff, the City Attorney, and the City's consultants to refer proposed ordinances to City Council within 60 days after October 2, 2021.*



# City of Brighton

## REPORT FROM THE COMMUNITY DEVELOPMENT MANAGER TO PLANNING COMMISSION

December 6, 2021

Based on the language in this motion, I recommend the following:

- Review and compare your list of considerations to the language in the motion to determine if you are meeting the ask of Council, specifically the buffer and distances.
- The motion states proposed ordinance to City Council within 60 days. I think clarification is needed to determine if City Council is expecting a draft ordinance.

Prepared by: Michael Caruso, Community Development Manager

# memorandum

**DATE:** November 29, 2021  
**TO:** City of Brighton Planning Commission  
**FROM:** Jill Bahm, AICP - Giffels Webster  
**SUBJECT:** Zoning Discussion - Cannabis

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## Recent Action

**November 15, 2021 Planning Commission meeting:** The Planning Commission started discussion of the draft ordinance provided as a point of starting discussion. No changes were directed to be made to the text as discussion will continue at the December 13 meeting. While there were comments about increasing the distance between certain uses to 2,000 ft, we suggest that that may, in fact, reduce the available properties such that few or none are available. This is not within the spirit of the request of City Council.

The Planning Commission expressed concern over the amendment process. While it is unusual in the City of Brighton for City Council to direct the Planning Commission to “draft an ordinance,” it is not an atypical process, particularly for sensitive zoning matters. Usually, the Planning Commission works on amendments and then City Council adopts them with the Planning Commission’s recommendation. Few changes are often made at the Council level. Yet, with issues where City Council may reasonably expect significant concerns, sharing a draft with City Council before a public hearing allows issues to be raised and addressed before the language is finalized and presented at a public hearing. Further, in this case, City Council has not yet determined that *any* cannabis establishments will be permitted and asked the Planning Commission to consider where and how such establishments *could* be permitted. This is why City Council has asked for the draft ordinance – it is part of their fact-finding to make a determination on this matter.