



# **City Manager Evaluation Process 2018 Goals Update**



## Table of Contents

Introduction .....	1
City Commission Mission, Vision, and Goals .....	2
Assessment of the Current Evaluation Process .....	4
Performance Objectives (Full Report) .....	5
Performance Objectives (Checklist) .....	5
Completed Performance Objectives .....	1
Workshop Participants .....	1
Contact Information .....	2



## Introduction

On January 18, 2018, the City Commission and the City Manager met with a consultant to update the City Manager evaluation process. The original process was established in 2014 to determine how effectively the City Manager is accomplishing the goals established by the City Commission and how the responsibilities in key performance areas are being carried out.

The original process was implemented successfully in the fall of 2015. The purpose of this year's City Commission/City Manager workshop was to review the current evaluation process and identify areas for improvement, and to generate the City Manager's 2018 performance objectives.

This report documents the results of the workshop's planning activities and improvements recommended by City Commissioners.

**Mark A. Behnke**

Mayor, City of Battle Creek

**Rebecca L. Fleury**

City Manager





## City Commission Mission, Vision, and Goals

### Our Mission

To lead the City of Battle Creek with purpose and vision by passing laws and providing guidance to ensure a safe, prosperous and culturally enriched community.

### Our Vision

We envision Battle Creek as an extraordinary community where people choose to live, work and play.

### Current Commission Goals and Priority-Based Budgeting Results

City Commissioners affirmed the current Commission goals and result areas established through the priority-based budgeting process.

1. Economic Vitality
2. Residents and Visitors Feel Safe in Battle Creek
3. Access to Recreational, Cultural & Leisure Opportunities
4. Reliable and Up-to-Date Infrastructure
5. Environmental Stewardship





6. Connected, Accessible & Reliable

Transportation Network

7. Well-Planned Growth & Development

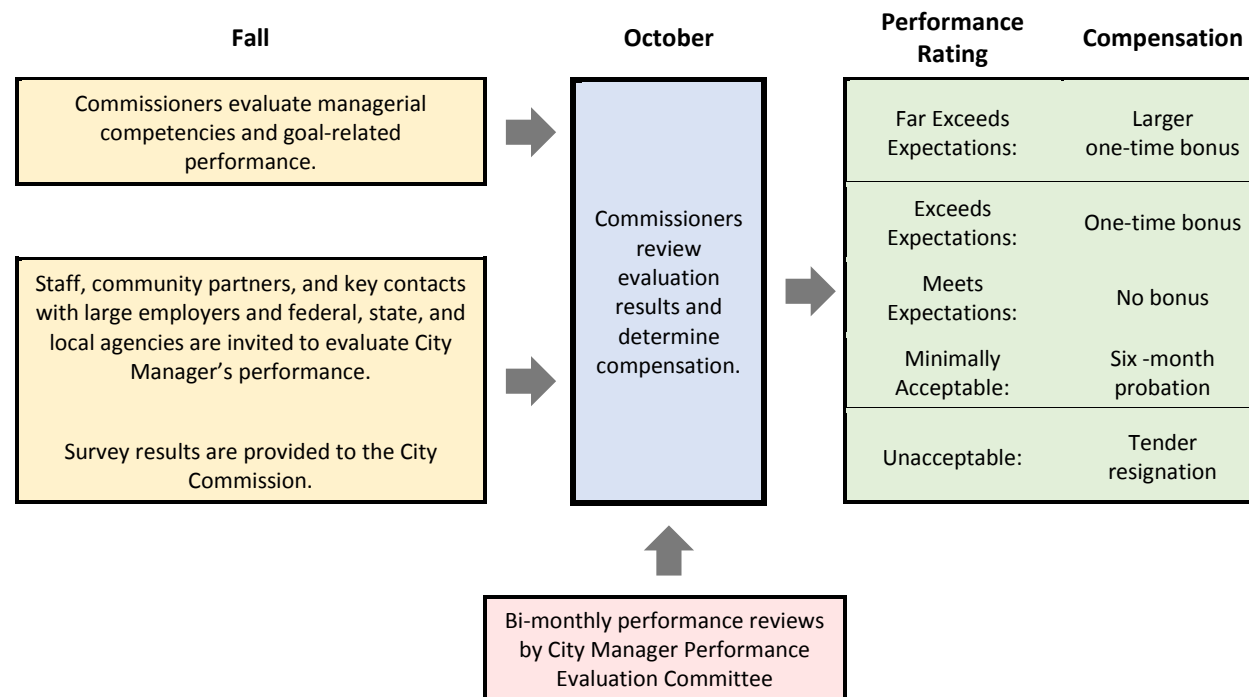
8. Vibrant Healthy Neighborhoods

9. Progressive, Adaptive City Government



## Assessment of the Current Evaluation Process

### Current Evaluation Process



Commissioners identified areas in the current evaluation process that are working well and areas that need improvement.

### Working Well

1. Competency ratings have equal number of options.
2. Frequency of performance reviews from City Manager Performance Evaluation Committee.
3. Frequency of reports from City Manager.



## Areas for Improvement

1. Break goals into specific performance objectives (see below).
2. Explore whether to include more staff in the City Manager feedback survey or develop a separate feedback loop for staff regarding organizational issues (e.g., employee climate survey)
3. Refine the list of community partners that are surveyed for the City Manager evaluation process.
4. At a future date, convene the City Commission to review the PBB results maps.

## Performance Objectives (Full Report)

These City Manager performance objectives and specific action items (right column) are intended to further the current Commission Goals and the priority-based budgeting (PBB) results. They provide a focal point for the City Manager to determine which specific efforts City staff should concentrate on. The City Manager will provide detailed progress reports every four months.



1. Economic Vitality	Expectations	Staff Update/Input
<p>1. Streamline the process for creating or doing business in the City (e.g. Inspections, Code, One-stop-Shop).</p>	<p>Resource map and dashboard tools for business decision-making (IT)</p>	<p><b>EDF Team:</b> Working more closely together on resource map and to develop dashboard tools to help shape business decision-making. Design work on the resource map is underway with EDF team identifying resource partners for content. A working prototype of the dashboard is complete with EDF team members vetting the small business profile data to update and confirm for inclusion in the dashboard. Work is ongoing.</p> <p><b>IT:</b> Work w/CM and EDF to make better tools/dashboards/etc. available to them and the rest of the org to aid in data-driven decision making. Planning on using a tool we already have in place – Power BI. The dashboard is a high priority initiative in our Long Term Data Strategy plan. IT has created a CRM database for the EDF and the Chamber of Commerce to use for maintaining data collected about businesses. This will be the source of data for the dashboard.</p> <p><b>IT:</b> Improve our e-commerce presence on our website. Work to allow as many processes as possible to be digitally available to our citizens. E-commerce is also a high priority initiative in Long Term Data and Long Term IT Strategies. IT and the Treasurer are working with New World to implement online payments for all miscellaneous invoices.</p>
	<p>Regular meetings with citizens to discuss business startup issues (CS)</p>	<p><b>CS:</b> Offering weekly commercial development project discussion meetings - To discuss with interested parties the needs and requirements for starting a business, rehab of existing structures or discussion of a new build. These meetings include cross-departmental City personnel to answer questions regarding the design or idea stage of a project and assistance with design concerns and city requirements.</p>
	<p>Complete guide for various application processes (CS)</p>	<p><b>CS:</b> Ongoing</p>
	<p>Standardize applications as feasible (All)</p>	<p><b>Clerk:</b> All applications and forms for the Clerk's office have been standardized and are electronically accessible. Currently reviewing another departments form to make all accessible on the website.</p> <p><b>Comm:</b> In July, turned Boards and Commissions application into a web form; also updated and revised application and board descriptions, merging them into one document. City Commission was added as an option, to assist with vacancies.</p>





	Improve website navigation regarding business-related information (IT)	<b>PD:</b> Coordinated with IT to add a reporting portal to the website, an added means to report a non-emergency incident or file a police report. Began the R/D of a new online Animal Control/Registration process to enhance and simplify the community experience. Vendor identified, hope to implement, close of 2018.
	Water & Sewer flow analysis for trunk lines (DPW)	<b>DPW:</b> The analyses of the water flow for the water pipe network as well as the sanitary sewer for trunk line sewers are now completed.
	Site prep and clearing with BCU/Airport (DPW)	<b>DPW:</b> The site clearing for several future sites is completed. A project is now out for bid to do grading for a couple of those newly cleared sites and include the west side of the Airport. This work will be completed by the end of fall.
	Increase capacity for fire inspections (Fire)	<b>FD:</b> Better coordination between the FD and Chief Building Inspector, roles and responsibilities better defined and understood.
	Increase interactive and forms footprint (All)	<p><b>Treasurer:</b> Working with PD on dog and cat licensing; fillable forms are online.</p> <p><b>UB:</b> Implemented the use of iPads for new utility customers for form completion. The addition of online utility application for homeowners is in process to be added to the City's website.</p> <p><b>Income Tax:</b> Designing more fillable forms for next filing season (2018 for the 2019 tax year). The BC1040EZ will be the next fillable form, with the BC1040 and corporate returns to follow.</p> <p><b>Finance:</b> eSupplier (on-line lookup of status of vendor invoices, payment history, ACH payment information) campaign has been ramped up to educate vendors on seeing their payment status with the City. Implementation of eBill for miscellaneous invoices is in the early stages and will offer electronic rather than paper bills from the City.</p> <p><b>Purchasing:</b> implementation of on-line vendor registry.</p> <p><b>Comm:</b> In July, turned Boards and Commissions application into a web form; also updated and revised application and board descriptions, merging them into one document. Communication with IT related to effort to place more service interactions online, with promotion plans upcoming.</p>



2. Complete EDF strategic plan.	Complete and implement GWJ plan (EDF)	<b>EDF Team:</b> The plan is complete.
3. Complete core re-investment plan.	Complete contract and develop action plan (P&Z)	<b>P/Z:</b> Contract approved, plan 80% complete.
4. Explore strategies to stimulate interest in living in Battle Creek.	Utilize relocation books and incorporate into marketing efforts (EDF)	<b>Rec:</b> Has linked the relocation booklet to their website and has booklets available to the public. <b>EDF Team:</b> Sharing relocation books on a regular basis as part of marketing updates. Promoting through social media and other channels.
	Link to Chamber for additional resources (Communications)	<b>Comm:</b> COMPLETED <b>PD:</b> Reached out to the Chamber to add PD provided Residential and Business security surveys. Over 30 conducted this year.
	Make relocation booklets available for review at city facilities (All)	<b>Comm:</b> Linked digital version of Chamber Relocation Booklet from several places on city's website. (No change – Aug 2018)
	Implement OPRA residential exception (Assess)	<b>Assessing:</b> Res. 105 dated 3/6/18 amended the guidelines for the Obsolete Properties Rehabilitation Act (OPRA) to waive the job creation requirement for residential projects while keeping the minimum investment requirements. <b>Assessing:</b> The Tax Abatement Committee can be called on to review abatement guidelines. Their action resulted in the OPRA residential exception noted above.



	Review city guidelines for abatements and housing incentives (All)	<p><b>CD:</b> BCPS Housing Incentive Program - Program launched on 3/1, City staff created a designated webpage that outlines the program / benefits, policy &amp; procedures, interactive map of targeted area, and application. City staff and BCPS Admin held 2 informational meetings on 3/16 for teachers / administrators to present an overview of the program and answer questions.</p> <p><b>CD:</b> Rental Rehab Program – 1 project underway, redevelopment of one unit above business in Old Lakeview, scheduled to be completed by end of June. 2 pre-applications accepted, projects located in downtown above businesses.</p> <p><b>CD:</b> RFP issued for \$35,000 in Acquisition/Development/Resale funds to redevelop 1 unit of single family residential housing in a CDBG target area, one proposal received and currently under review.</p> <p><b>Comm:</b> Assisted with promotion of housing incentive, on city website and social media.</p>
	Increase marketing and communications efforts regarding NEZ (All)	<b>EDF Team:</b> New NEZ approved for W. Michigan block downtown bounded by McCamly and Capital.
5. Explore ways to incentivize small businesses.	Further develop small business incentives with funding recommendations (i.e. Micro-lending program) (EDF)	<b>EDF Team:</b> currently funding some incentives with DDA and other EDF funds. Still looking to work with WKKF to fund additional incentives.
	Complete contract with GWJ and develop action plan (EDF)	<b>EDF Team:</b> Plan Complete.
<b>2. Residents and Visitors Feel Safe in Battle Creek</b>	<b>Expectations</b>	
1. Develop safety enhancements (e.g., lighting,	Seek funding for safety enhancements (CMO)	<b>PD:</b> Applied for a Federal Dept. of Transportation Train Law Enforcement grant for the downtown corridor and Quiet Zone. Decision should be in 2018.



police call boxes, sidewalks, walkable routes, etc.).	Explore additional signage for RR crossings for pedestrians (Trans)	<b>Tr:</b> Met with Police department 3/29 to assist with applying for a grant to increase enforcement of trespassing on railroad property and in the vicinity of crossings included in the Quiet Zone. This has the potential to enhance the safety of the Quiet Zone with additional education and enforcement efforts as well designing additional safety improvements for pedestrian crossings.
	Build pedestrian island near Full Blast (DPW)	<b>DPW:</b> This pedestrian island was designed and included in a Federal Aid resurfacing project in the spring. This project is expected to start after Labor Day with completion by the end of September.
	Traffic beacon at River Rd & Clark Rd (DPW)	<b>DPW:</b> The design has been completed with work beginning in August.
	Sidewalk improvements in conjunction with road surface treatments (DPW)	<b>DPW:</b> Sidewalk improvements were included as an alternate as part of the routine road surface contracts. This was eliminated due to budgetary constraints, but is now being reviewed as a health and safety issue.
	Install bike lanes on Capital NE (DPW)	<b>DPW:</b> Construction of this MDOT project is underway with completion expected by early fall.
2. Strengthen police-community relationships	Provide Byrne grant summarized reports (PD & CS)	<p><b>CS:</b> Updates to the logic model have been completed. Increased collaboration between assigned Byrne Grant PD Officers and Code Compliance Officials. Resident Leadership training was held in March, April, &amp; May. Job description for the part time Ambassador positions was finalized and will be posted to the public.</p> <p><b>PD:</b> Byrne Area, NPC's 1-4. NPC 1-work being done around lighting and Cliff Street Market, NPC 2-Village At Irving Park Apts, NPC 3-Work being done to clear "the Jungle/wooded area" near Kmart, NPC 4-Cherry and Elm area is the focus, blight and parking. NPC encouraged to apply for Byrne Neighborhood grants at the BC Area Community Foundation. NEAT teams-activated, various lighting and community directed enforcement programs implemented and will continue through 2018.</p>
<b>3. Access to Recreational, Cultural &amp; Leisure Opportunities</b>	<b>Expectations</b>	
1. Continue to explore ways to utilize the	Determine next steps with BC Whitewater planning (EDF)	<b>EDF Team:</b> Work continues with the Army Corp on the feasibility of a complete channel redevelopment. Working with the DNR on possible funding for the first step feasibility study needed for Corp approval.



riverfronts for recreation and development (to coordinate with the Master Plan).	Complete purchase of SEMCO and RR properties (CMO)	<b>CMO:</b> Continue work with SEMCO and RR on property acquisition. Attorney's office assisting with document review.
	Explore mixed-use development along the riverfront (CS & CMO)	<b>CMO:</b> Dialogue continues with Tree House owners on future use of property. <b>P/Z:</b> Met w/ Whitewater representatives to discuss inclusion in 3d modeling <b>P/Z:</b> In process of drafting new mixed use zoning language and rezoning plan/schedule.
	Explore property acquisition (CS & CMO)	<b>CMO:</b> Continue work with SEMCO and RR on property acquisition. Attorney's office assisting with document review.
	Complete core reinvestment plan(CS & CMO)	<b>P/Z:</b> Contract approved, plan 80% complete
2. Explore a closer relationship with Recreational, Cultural & Leisure organizations.	Identify and reach out to existing and potential partners (Recreation & CMO)	<b>Rec and CMO:</b> Full community inventory with all recreation partners planned for spring/summer as part of recreation master planning process.
3. Publicize current and seek additional designations and accolades.	Identify, post, promote, and explain current designations and accolades (CMO)	<b>CMO:</b> Putting together list of current designations and accolades. Also traveled to Denver for the All American City awards. <b>Comm:</b> RRC designation is on the website. Bike Month and Bicycle Friendly silver designation promoted in May. All-America City finalist designation shared and promoted. Theme of 2018 City Fair (July 11) was "Celebrate the City," sharing and information, in part, about the awards and designations we receive. Applied for several communications-related awards from 3CMA organization for social media campaigns, City Fair, and 2017 story map project (results in early September).
4. Continue cooperation to expand and link non-motorized pathways (city-	Identify potential partners	<b>Tr:</b> Working with Norfolk Southern to acquire three railroad parcels that could be converted to linear path. Parcels extend from GPI on Fountain St. south, crossing Dickman Rd, Burnham St. and Kenosha St. to Oak Hill Cemetery. Norfolk Southern is preparing a counter offer. <b>PD:</b> Chief's Challenge, Bike, Kayak and Run team event on Linear, Kalamazoo River, and Ott Preserve trail in its third year.



wide and regional).	Update non-motorized transportation plan (CS)	<b>P/Z:</b> Will start work on non-motorized planning in early summer.
	Coordinate relocation of utilities in anticipation of the non-motorized path on Hill-Brady Road (DPW)	<b>DPW:</b> A meeting was already held with the private utility companies to schedule work to relocate conflicts with the new proposed sidewalk. This work will happen by the spring of 2019 for the sidewalk work to begin.
5. Explore ways to integrate and maintain public art.	Identify potential partners (EDF)	<b>CMO:</b> Exploration underway
	Explore opportunities to incorporate art in public facilities (All)	<b>EDF Team:</b> rendering for a sculpture park at the corner of Hamblin and Capital Ave. SW is complete. Working with Columbia BID on small sculpture park additional as part of Bowlero infrastructure project.  <b>PD:</b> Reaching out to Willard Library and Historical Society to archive and display PD history in new facility. Art work being discussed for side of PD new facility. And working with Local artist to produce art for the facility, banner for exterior wall facing Division.
	Explore cross-walk art (DPW & CMO)	<b>DPW:</b> inventorying cross-walks to determine which would be suitable for cross-walk art.
	Review model ordinances regarding incorporation of public art (CMO)	<b>CMO:</b> Initial gathering of model ordinances under way.
6. Provide regular updates on Binder Park Golf Course operational review.	Share Golf Course Committee update and provide recommendations by fall of 2018 (Recreation & CMO)	<b>Rec and CMO:</b> Committee has met on 2/20, 3/22, and 6/27 and shared the minutes with all Commissioners. Golf Course budget included in Recreation budget for FY 19. Will be revisiting land sale and potential housing as possible strategies.  <b>Finance:</b> FY18 yearend budget adjustment approved by the City Commission in June 2018 includes movement from special revenue fund to general fund.



4. Reliable and Up-to-Date Infrastructure	Expectations	
1. Oversight on construction of new police facility.	Share progress updates (PD)	<p><b>PD:</b> New building remains on time and on budget. No significant items to report. Contingency fund is being utilized as intended. VIP event held Aug 9, move in targeted the following week.</p> <p><b>Comm:</b> Regular tours, participation in transition meetings, and updating Station Update web page. Plans for Keeping You Informed TV program tour of new facility. Time lapse construction video creation in progress.</p>
	Coordinate city development plan (PD)	<p><b>PD:</b> City Engineer completed drawings to submit to Schweitzer Co. to bid and nest the two projects.</p> <p><b>P/Z:</b> Concept plan is complete, engineering is working on site plan for parking, once that is complete, the plaza and landscaping will be put out to bid.</p>
2. Finalize fire facility/equipment/staffing recommendations.	Share any updates (Fire)	<p><b>FD:</b> Operations and training back on target, significant equipment failure (E2) has increased cost in fleet. Dolliver Facility attained, currently being used as shared project with DPW and PD for storage. The Elm street Fire storage facility will be scheduled for demolition.</p>
	Finalize acquisition of the Dolliver building (Fire)	<p><b>FD:</b> City Environmental due diligence report complete.</p>
3. Update plan for gateways and entry ways to the city (I-194 and Dickman cloverleaf).	Identify gateways and entry ways (EDF)	<p><b>EDF Team:</b> Targeting 3-4 gateway placemaking projects with funding from WKKF grant (\$100,000 to spend over next 2 years).</p>
	Determine responsible jurisdictions for each gateway and entry way (EDF)	<p><b>EDF Team:</b> Ongoing.</p>
4. Explore ways to improve traffic	Complete North Capital road diet project summer 2018 (DPW)	<p><b>DPW:</b> This is being handled by MDOT with completion by the end of fall.</p>



flow (e.g., roundabouts, road diets).	New process for consideration of speed studies for speed humps, stop signs, and traffic signals (DPW)  Launch traffic calming policy (DPW)	<b>DPW:</b> The traffic calming policy is now revised. The new policy will require the Neighborhood Planning Council input as a first step prior to a neighborhood survey approach. This will give the neighborhood leadership a chance to look at how the street impacts the entire road network. This new traffic calming policy is now in effect. (Combined both tasks)
	Replace mast arm traffic signal for Jackson and Capital summer 2018 (DPW)	<b>DPW:</b> Construction is ongoing with completion anticipated in August.
	Review Helmer Road traffic study (DPW)	<b>DPW:</b> This study is now completed. The next step is to review and share the results with the stakeholder group and consider the potential options. Next steps might come from these discussions.
5. Staff Proposal: Improve City Infrastructure	Complete 2018 sewer and water replacements (DPW)	<b>DPW:</b> Construction of the water main replacement program is progressing with completion by the end of fall. Due to budget and time constraints, there was not a sewer replacement program in 2018. The sewer televising and cleaning program is ongoing which will identify areas needing to be repaired prior to any future road treatments. Emergency repairs are performed when identified as such. The sewer replacement program when in place, as well as the emergency repairs, will be performed in-house.
	Complete 2018 road surface treatments(DPW)	<b>DPW:</b> Road treatments are currently underway. All programs will be completed by fall.
	Complete wastewater treatment plant secondary project fall 2018 (DPW)	<b>DPW:</b> This project is under construction and approximately 65% completed. This project will be substantially completed by the end of this fall. New blowers will be going online soon which will produce energy savings.
	Investigate potential for storm water utility (DPW)	<b>DPW:</b> The committee has met several times and we hope to have a plan to present to the City Commission in the Fall of 2018. From there, we will bring the plan in front of stakeholders.





	Coordinate management of city-owned buildings (e.g. maintenance, custodial, planning) (All)	<b>Finance:</b> The Reprographics Manager has taken on the role of Facility Manager, and she has pulled together a facility management group from across city facilities to meet monthly and find solutions that will coordinate maintenance. The proposed budget for FY19 includes a sharing of maintenance personnel between City Hall, Police, and Fire for the first time. This will assist in insuring that long term planning for large maintenance projects is coordinated and also included in the Capital Improvement Program if applicable.
<b>5. Environmental Stewardship</b>	<b>Expectations</b>	
1. Develop a sustainable and/or environmental strategy/plan for the City with measurable goals (could include energy audits, green purchasing, LID, etc.).	Work with the Sustainable BC Committee to develop a sustainability document (CMO, DPW & CS)	<p><b>CMO:</b> Document: Priority areas of interest were identified by the committee. Planning staff provided a restructuring with added goals and possible metrics. Restructuring currently being reviewed by committee.</p> <p><b>P/Z:</b> Draft sustainability plan is complete, dept. heads have reviewed and their comments as well as committee comments have been integrated. Plan is now in additional review stage by the committee. Hoping for finalization and committee approval at September meeting.</p> <p><b>DPW:</b> The internal draft sustainability plan has been updated. Our goal is to have the plan written and adopted within the next year.</p>
	Explore benchmarks and metrics (CMO, DPW & CS)	<p><b>CMO:</b> Metrics: Planning proposed metrics and benchmarks during their updates. Committee currently reviewing these additions.</p> <p><b>DPW:</b> Currently, we use the Michigan Green Communities Challenge to explore metrics and benchmarks to compare our environmental standards with other municipal communities. In 2017, the City of Battle Creek received a silver recognition for our environmental activities. We hope to reach gold in the future, with the implementation of the city's sustainability plan. We applied for recognition through the Green Communities Challenge again this year but have not heard back yet.</p> <p><b>DPW:</b> In addition, the City's Sustainability Plan will aid us in comparing and benchmarking our facilities energy use to other similar facilities, and look for opportunities for improvement and quantifying energy savings.</p>



	Continue implementation of energy audit recommendations and plans currently in place (i.e. Honeywell, Ameresco) (CMO & DPW)	<b>DPW:</b> As part of the Sustainability Plan, a goal is to implement energy audits. For example, one of the draft goals is directly related to energy and plans to collect baseline data for energy use and track energy data to identify losses or inefficiencies. We have also been working with the State of Michigan to take advantage of their free integrated assessment program. This program helps us to identify areas where we can improve our environmental impact and energy efficiency at zero cost. So far, we have completed the audit at our DPW location as well as two fire stations. We have received the MDEQ report for the DPW but not for the fire stations.
	Provide updates on Honeywell and Ameresco plans (CMO & Rec)	<b>Rec:</b> Year three monitoring and verification report for Full Blast complete.  <b>CMO:</b> Honeywell (2007 projects): Year 9 audit report showed continued achievement of the energy guarantee.
	Continue LED planning for street lights (DPW)	<b>DPW:</b> A plan is in place to replace the Fort Custer street lighting with LEDs this year. These are a conversion of the lights by Consumers Power since the City pays a cost per fixture for this service. The plan will be to gradually work with them to convert more lights in various parts of town as budget permits in the coming years.
	Convert light trucks and cars to propane (DPW)	<b>DPW:</b> The City has a grant of \$159,246 (City portion 20% = \$31,849) to convert light vehicles from gasoline to propane fuel. The bid is being prepared with the conversion happening within this budget year. The idea is to take advantage of our new propane fueling station to produce less pollution for these same vehicles.
	Explore use of solar at airport (Airport)	<b>Airport:</b> Staff is in the early exploration stages of researching solar options at the airport. Looking to make contact with University of Michigan to evaluate their work on solar energy and determine if or how it might be used at the airport.
	Review use of energy-efficient lighting at airport (Airport)	<b>Airport:</b> Mead and Hunt is completing an energy conservation analysis of the FAA facilities. Recommended energy conservation measures will likely include building envelop improvements, lighting upgrades (LED) and more efficient mechanical systems.



6. Connected, Accessible & Reliable Transportation Network	Expectations	
1. Explore ways to expand transportation services within the city and county.	Report on progress of the county transportation plan (Trans)	<b>Transit:</b> The County is currently evaluating two responses to its RFP for countywide transportation master planning services. The selection committee will meet in early August to select the vendor, which includes Four Square, the planning consultant for the city's transportation master plan.
	Continue to work with BC Vision transportation initiatives and report on progress (CMO)	<b>CMO:</b> Aequitas Mobility has filed incorporation papers, established a board of three members and appointed Scott Cubberly as the Executive Director. Mr. Cubberly has applied for a grant as part of the Michigan \$8 Million Dollar Mobility Challenge. As part of the grant application Scott has assembled a coalition of local transportation service providers including Battle Creek Transit and the partners are discussing transportation challenges countywide. This mobility grant represents an excellent opportunity to begin implementing potential solutions.
2. Support marketing of the airport and surrounding area for development and expansion opportunities.	Report on progress (Trans & CMO)	<b>Tr and CMO:</b> Airport staff has been working with Wiedeman & Associates to help implement selected strategies from the Airport Strategic Business Plan. Currently the consultant is working on rebranding of the airport (name and logo), a community perception survey and identifying potential partners for growth (for example, Pratt Whitney currently housed within Duncan Aviation). The consultant is also developing a list of service providers for attraction, reviewing expanded programming options, developing a welcoming kit/brochure to market the airport and additional marketing and support materials.
	Utilize recommendations of the airport strategic business plan and report on implementation progress (Trans & CMO)	<b>CMO:</b> Working with airport and consultants related to our 2015 and upcoming, 2018, citizen survey results, and input on plans for airport-specific community survey. RA Wiedeman is developing a simple survey to understand perception of the airport. Jessica Vanderkolk is providing input to this work and provided the results of the 2015 survey to the consultant.



	Coordinate recommendations of the strategic business plan with BCU (Trans)	<b>EDF Team:</b> Action pending on coordination with BCU. Staff has met with RA Wiedeman and Joe Sobieralski, BCU, discussed the scope of work and toured Fort Custer. This will assist in developing a plan for economic development of the City's airport that is cohesive with the Fort and incorporates past and current efforts by BCU as an important partner of the City.
	Complete west side balancing at the airport summer 2018 (DPW & Airport)	<b>Airport:</b> Continue to work with BCU to complete the west side balancing project which was started last year but ran short of fill material. BCU has bid out a contract to clear land at Systex on Buckner Dr., and various other sites, which will provide the ROW required to construct an overpass to the west side of the airport. The Systex site and other sites will also provide the remaining amount of fill required to begin the final phase, grading, of balancing the west side and creating a large development site.  <b>DPW:</b> The plan is to continue the balancing of the west side of the Airport later this summer. The grading of a couple of other BCU sites will produce the fill required to finalize the balancing of the west side of the Airport. This will be completed by the end of the fall.
3. Complete the City transit master plan.	Complete the plan by 2019 (Trans)	<b>Transit:</b> Planning continues with a series of meetings scheduled with stakeholders and the public in August to review plan recommendations. Staff has completed real time evaluations of proposed route changes coming on the heels of a comprehensive process that included an overview of the existing system, a SWOT analysis of the system and draft concepts of route modifications to improve ridership, accessibility and service levels.
<b>7. Well-Planned Growth &amp; Development</b>	<b>Expectations</b>	
1. Complete the update of the Master Plan.	Update and adoption of the Master Plan spring 2018 (CS)	<b>P/Z:</b> COMPLETE
	Certification as a Redevelopment Ready Community (CMO & CS)	<b>P/Z:</b> COMPLETE



2. Seek coordination for current & future developments with surrounding jurisdictions (with regard to land use & infrastructure).	Provide information on jurisdiction and respective contacts (CMO & CS)	<b>P/Z:</b> As part of the master plan process, all local adjacent jurisdictions and Kzoo and Calhoun County were notified and sent draft MP for review and comment.
3. Explore alternate re-uses /redevelopment of underutilized commercial corridors.	Provide updates (CMO)	<b>CMO:</b> updates provided in CM weekly update
	Work to create the Battle Creek redevelopment master plan (i.e. 3D rendering) (EDF)	<b>EDF Team:</b> Work is nearing completion by staff, third-party consultants, and local partners on 3D model plan. <b>P/Z:</b> Contract approved, plan 80% complete
	Finalize master plan and core redevelopment plan (EDF)	<b>P/Z:</b> MP complete, core redevelopment plan 80% complete.
<b>8. Vibrant Healthy Neighborhoods</b>	<b>Expectations</b>	
1. Continue to review and improve housing code process.	Conduct a community education session on code enforcement (CS)	<b>CS:</b> Organized and hosted free contractor training on 4/11 with additional trainings being planned.
	Report on Byrne program progress (PD)	<b>PD and CS:</b> Presented a well-attended neighborhood leadership training in February. Ambassador recruitment and training ongoing.
2. Explore ways to better connect neighborhoods with the downtown and other business corridors.	Identify appropriate staff, department, and/or community partners (EDF)	<b>EDF Team:</b> Modeling process is still underway. Strategy development around implementation will begin with the completion of the plan.
3. Seek funding and partners to eliminate & prevent blight	Define and identify hot spots (CS)	<b>CS:</b> City Commission approved the Dynamo Metrics contract – Neighborhood Intel launch and delivery is underway and Property Value Impact research delivery is underway.



(e.g. seek out investors for large, vacant residential & commercial buildings).	Explore options and create an inventory of partners (CS & EDF)	
4. Continue to review and improve inspections process.	Explore improving response time (CS)	<b>CS:</b> Implementation of Access My Gov - online permitting, payment, inspection scheduling and inspections result module. <b>CS:</b> Continuation of same day permit issuance for permits that do not require plan review.
	Provide community education on inspections processes (CS)	<b>CS:</b> Held Inspections Community conversion in February at Kool Family Center to highlight process improvements that have been implemented to date and the community engagement efforts moving forward (attended by over 70 individual's)
	Implement satisfaction survey and report on results (CS)	<b>CS:</b> Satisfaction survey underway. Results to be compiled and shared.
5. Explore "20-minute village" neighborhoods and how to use mapping project to help create walkable neighborhoods.	Work to implement recommendations of the 3D rendering of the greater downtown area and connecting neighborhoods/corridors (CMO & EDF)	<b>P/Z:</b> 3D rendering 80% complete
	Provide information on the 20-minute village concept to city commission (CMO & EDF)	<b>EDF Team:</b> Researching the 20 minute model and evaluating walk scores in targeted areas. Modeling process is still underway. Strategy development around implementation will begin with the completion of the plan.
	Identify needs and work to recruit businesses to meet the needs (EDF)	<b>IT:</b> Our ESRI Enterprise Agreement has provided us with an abundance of tools that will allow GIS/IT to assist with this project. GIS is working on a GIS Long term strategy to market and implement the newly available tools.

**9. Progressive  
Adaptive City  
Government<sup>1</sup>****Expectations**

<sup>1</sup> This result area is included in the City of Battle Creek Results Map. It was not previously part of the eight City Commission goals.



<p>1. Build staff capacity on customer service and racial equity (e.g. Welcoming America; work with CD&amp;I; language access planning; Disney Way; CTA)</p> <p><i>(This objective was included previously under Goal #3: "Access to Recreational, Cultural &amp; Leisure Opportunities")</i></p>	<p>Ensure additional staff are trained on racial equity; including the City Commission (All)</p> <p>Integrate equity 101 training (All)</p>	<p><b>CMO:</b> Language Access – Compiling and flushing out procedures in preparation for staff training. Specifically, considered and tested improvements to phone interpretation quality with additional handsets in noisy areas of public buildings. Order was cancelled in lieu of better options discovered. Will compile a new list and gather dept. orders in September. Also, continuing talks to create one point of contact for language services partner (Voces) and setting up the collection of data while processing invoices in Logos. Process has been clarified and will next follow up with Voces and discuss slight tweaks to contract to put that in place. Also, researched additional language service providers as they pertain to video remote interpretation options for the City. Will pursue VRI options when creating needs regarding web accessibility and deaf/blind communication.</p> <p><b>CMO:</b> Welcoming America: Continuing our main initiative of language access. Continue to participate in webinars and review resources from Welcoming America. In early conversation with Burma Center to do another City overview presentation this late spring, similar to presentation last fall, but with larger audience. Conversation died off and now looking to reach out for late fall presentation.</p> <p><b>Comm:</b> In research for 2018 National Citizen Survey, decided to translate it into Spanish and the three Burmese dialects common in the city. Translations were provided for the mailed random sample survey, as well as online supplement. Online survey open now, with reports expected in late August. Produced the July Keeping You Informed TV program with Jacob, discussing Takasaki, language access, Welcoming American, Byrne, All-America, and other efforts. Participated in All-America City Awards in June, presenting on and promoting the city generally, and the community engagement and equity efforts of BC Vision, the Byrne Grant/Be Safe Battle Creek, and BC Coalition of TRHT.</p> <p><b>CD:</b> As part of the ongoing follow up work to the City's Fair Housing Real Estate Investigation in 2016, CD staff worked with the Human Relations Board to conduct a follow up discussion with participants in last year's "Breaking the Silence" community conversations. Completed action steps were reported out on and priorities for 2018 were discussed. Twelve fair housing trainings are being offered from February to June. BCAAR conducted 3 home buyer education classes at area churches in January and February. A training on implicit bias was developed by BCAAR and the Center for Diversity and Innovation and was offered for continuing education credit for area realtors in February.</p> <p><b>PD:</b> continues diversity training annually. FIP/Anti-Bias training remains at 100% of all staff.</p>
---	---	--





		<b>PD and FD:</b> Will complete Harassment and Discrimination training by Summer of 2018.
	Lunch-n-Learns for executive command staff at PD (PD)	<b>PD:</b> Command Staff Lunch and Learn series, CDI led on race, equity and how leaders impact this discussion daily.
	Continue WMAA attendance (PD & Fire)	<b>PD:</b> WMAA-continue to have 4/5 PD Officers attend every session, (depending on WMAA/CDI staff)
	Continue implementation of customer service initiatives (CMO & HR)	<p><b>Rec:</b> Personnel have completed CTA (Certified Tourism Ambassador) training.</p> <p><b>Comm:</b> COMPLETED and have begun distribution of postcards to hand out at public-facing desks and for crews out in the field that direct the community where to find city news/sign up for notifications, and main office phone numbers. Now ready to print and distribute brief customer-satisfaction survey to public-facing offices.</p> <p><b>HR:</b> We have identified the 3 key components of the orientation process. Pre-employment and position related orientation will be conducted no later than the first day of employment. A new "Cultural" orientation will be developed, and all new city employees will receive this training no later than 3 months from employment. The cultural training will focus on the City's Vision and Mission Statements, Code of Conduct and customer service initiatives.</p>
2. Continue to develop opportunities, relationships, and communications with regional municipalities and the Nottawaseppi Huron Band of Potawatomi	Identify jurisdiction and respective contacts (CMO)	<p>CMO: Scheduling underway for CM to meet with regional municipality leaders.</p> <p>CMO: CM part of the Firekeepers Local Revenue Sharing Board</p> <p>CMO: Letter received from Tribe for city seal and stained glass window consideration.</p> <p><b>Comm:</b> Met in July with new Calhoun County communications manager; plans for sharing information and training opportunities, best practices, mutually-beneficial education campaigns.</p>
	Share updated on potential regional initiatives (CMO)	CMO: provides information on regional initiatives through weekly updates (e.g. transportation studies, food manufacturing, public policy)















3. Create an employee organizational climate survey and determine strategically the best timing to implement	Develop survey and determine timing for implementation (Communications)	<b>Comm:</b> Yet to come. 2018 National Citizen Survey at the point of random sample mailing collection, and open online supplemental. Annual employee/organization communications survey COMPLETE and reviewed.
4. Develop and implement a fiscal business plan	Develop a fiscal business plan that includes long-term financial forecasts and recommendations from the legacy cost committee (CMO & Finance)	<b>Finance:</b> The purchase of Munetrix software through a Michigan Department of Treasury program has enhanced the capabilities for long-term financial forecasts. Finance staff are working with Munetrix and have loaded the current accounts and balances. Munetrix has made some software fixes/customizations to allow detailed assumptions to be used for the forecasting. Testing on the updated software is continuing.  The Finance Director and City Manager are working with a team of legal experts (Shifman Law) that will provide advice and options to the legacy cost committee. Ultimately, recommendations from the legacy cost committee are expected to be part of the PA202 Corrective Action Plan that is due to the Michigan Department of Treasury in November 2018.
5. Staff proposal: Monitor impact of medical marihuana licensing	Monitor the administrative and enforcement activities (CMO)	<b>Clerk:</b> Accessible application is available on the city website. <b>P/Z:</b> Complete page on website with information, links and maps.







## Performance Objectives (Checklist)

The following performance objectives will be reported in the form of a checklist stating whether or not progress was made. The City Manager will provide this checklist in conjunction with tri-annual reports.

<b>1. Economic Vitality</b>		<b>Departmental Contributions</b>   
1. Provide bi-monthly reports on BCU's performance against contract specifications with the City.	Request BCU to provide brief reports on a monthly basis directly to commissioners (CMO)	
	Send individual reports via separate emails to facilitate sorting (CMO)	
<b>2. Residents and Visitors Feel Safe in Battle Creek</b>		
1. Support community engagement with police and fire.	Identify specific initiatives as they occur (PD & FD)	
2. Semi-annual communications by police and fire chiefs to the public (e.g. press release, guest columns).	(Communications, PD & FD)	
3. Provide regular infrastructure updates to the public (e.g. water, sewer, train tracks, streets, bridges, etc.).	Provide links to reports (DPW, Trans, Rec, Communications)	
<b>4. Reliable and Up-to-Date Infrastructure</b>		<b>Departmental Contributions</b>   
	Water, sewer, and streets are ongoing (DPW, Airport & Recreation)	



1. Develop and implement a multi-year management/maintenance plans for all city infrastructure.	REC/DPW - Created Park Assessment Maintenance Plan Report on manhole cover repair (DPW)	
2. Continue to provide opportunities for citizen engagement to gather input on growth and development.	Develop new and creative ways to engage citizens (All)	
<b>8. Vibrant Healthy Neighborhoods</b>		
1. Discuss options for improving neighborhood planning councils.	Continue NPC leadership meetings (CS, PD & Communications)	
2. Connect with service providers and other stakeholders to identify needs and opportunities related to affordable housing (e.g. communication around resources).	Stakeholder roundtable discussion (CS, CMO & Communications)	

Schedule for providing Departmental Contributions information to CMO for completing the triannual reports and checklists:

April 2, covering December 2017 through March 2018.

July 31, covering April through July 2018.

November 30, covering August through November 2018.



## Completed Performance Objectives

City Commissioners considered the following 2016-2017 performance objectives as completed. The City Manager will not provide regular updates on these items.

<b>1. Economic Vitality</b>	
1. Develop a new community and economic development (CED) ecosystem by the middle of the 2016-2017 fiscal year.	Completed
2. Foster the international educational partnerships with respect to international schools.	Postponed
3. TIFA Plan amendment for pass-through language.	Completed
<b>2. Residents and Visitors Feel Safe in Battle Creek</b>	
1. Semi-annual communications by police and fire chiefs to the public (e.g. press release, guest columns)	Completed
<b>3. Access to Recreational, Cultural &amp; Leisure Opportunities</b>	
1. Implement restructuring of the Parks & Recreation department.	Completed
<b>4. Reliable and Up-to-Date Infrastructure</b>	
1. Report on progress of city-wide Disney Training.	Included in "Managerial Competency #5: Customer Service"
2. Explore alternative means of funding for capital program.	Completed
3. Implement updated water/sewer agreements with neighboring jurisdictions.	Completed
<b>5. Environmental Stewardship</b>	
1. Complete or build upon energy audits of all city facilities.	Completed
2. Pursue low impact development (LID) on City-owned facilities.	Included in environmental plan
<b>6. Connected, Accessible &amp; Reliable Transportation Network</b>	
1. Continue to implement the Quiet Zone	Completed
<b>7. Well-Planned Growth &amp; Development</b>	
1. Integrate mixed use development where feasible.	Included in master plan

**8. Vibrant Healthy Neighborhoods**

- |  |           |
|--|-----------|
| 1. Discuss options for improving neighborhood planning councils.   | Completed |
| 2. Connect with service providers and other stakeholders to identify needs and opportunities related to affordable housing (e.g. communication around resources) | Completed |

---

Mark Behnke, Mayor

---

Date

---

Rebecca Fleury, City Manager

---

Date



## Workshop Participants

### Commissioners

<b>Mark Behnke</b>	Mayor
<b>Dave Walters</b>	Vice Mayor
<b>Susan Baldwin</b>	Chair, City Manager Performance Evaluation Committee
<b>Kaytee Faris</b>	Commissioner
<b>Kate Flores</b>	Commissioner
<b>Lynn Ward Gray</b>	Commissioner
<b>John Griffin</b>	Commissioner
<b>Christopher Simmons</b>	Commissioner
<b>Sherry Sofia</b>	Commissioner

### Staff

<b>Rebecca L. Fleury</b>	City Manager
<b>Ted Dearing</b>	Assistant City Manager
<b>Victoria Hauser</b>	City Clerk
<b>Jill Steele</b>	City Attorney



## Contact Information



**Rebecca L. Fleury**, City Manager

Phone (269) 966-3378  
Email [RLFleury@battlecreekmi.gov](mailto:RLFleury@battlecreekmi.gov)  
Web Site [www.battlecreekmi.gov/27/Your-Government](http://www.battlecreekmi.gov/27/Your-Government)  
Address City of Battle Creek  
10 North Division Street, Room 206  
Battle Creek, MI 49014



Peter Dams, Ph.D., President

Phone (269) 501-3000  
Fax (866) 472-0554  
Email [pdams@damsandassociates.com](mailto:pdams@damsandassociates.com)  
Web Site [www.DamsandAssociates.com](http://www.DamsandAssociates.com)  
Address 876 Miller Road  
Plainwell, Michigan 49080