

City Manager Evaluation 2017-2018
Managerial Competencies
For the period April 2018 to July 2018
As of 8.13.18

Leadership
<p>Continue department head one-on-one meetings, Senior Staff meetings and Big Group meetings. The agendas for Senior Staff and Big Group are shared with the entire organization to help with perception that decisions are made in secret. Incorporating more information into the employee only section of our website, and in the employee newsletter to also provide a variety of communication mediums. Kudos are shared from internal and external sources through the newsletter as well.</p>
<p>Continuing to monitor three departments with new or interim directors. HR continues to be a work in progress. The new HR Director has a big learning curve coming from the private sector. He has excellent HR skills and is learning to adapt those to a public setting as well as evaluate his team to be sure all HR tasks are not only handled but managed and tracked. We continue to have an interim director in Information Technology. Ted is overseeing this area and Sarah is progressing nicely. Ted has met with all IT staff to get feedback on how projects and work are progressing during this interim time and all reports are good. The Fire Chief search is winding down with candidate interviews the week of August 6th. We had a great response with 23 applicants and interviewing the top five. I am doing my best to be sure all staff are updated as we work through transitions.</p>
<p>The HR Director and I are researching a new performance review system. Meaningful performance reviews for both management and staff is the number one goal. I am continuing Personal Development Plans with Senior Staff and Utilizing our current systems until a new model can be implemented. Discrimination and Harassment training is complete for all police and firefighters. The rest of the organization will also be trained through online portals and face-to-face where prudent.</p>
<p>Continuing focus on employee welfare and safety. Our Wastewater Division acquired a new piece of equipment. A new hoist to lower workers into deep holes safely is now in use. We are also finalizing plans for an organization wide alert system through phone and text to notify all employees when emergencies occur.</p>

Teamwork
Continued support for the work of the customer service team on addressing cross-sectional barriers to achieving a supportive and thriving work culture. HR is working to integrate our codes of conduct into values statement into our new employee orientation and onboarding process. HR is also working with managers to review selection criteria for hiring that reflects our codes of conduct, value statement and preferred work culture.
The Wellness Committee has transitioned into the Fun Committee and is overseeing not only health and wellness activities and initiatives, but also employee appreciation and the employee picnic. HR will assist the committee so we are continually identify areas to support the health and welfare of our employees through health education and fun activities as well as making sure we are doing all we can to recognize and value our employees.
I continue to attend all department/division staff meetings to provide a platform for open dialogue. It has been a learning experience for me to better understand the tasks being completed in each department and listen to employees as they share their good and not so good experiences. It is a chance for me to share what the hot topics are from the CMO as well as what we are focusing on in the community.
Continue work addressing organizational culture. With the new HR Director on board I feel the HR department will be a driver and a checks and balances as we work towards identifying and fixing the barriers identified in Disney as well as continuing work on supporting our codes of conduct and values statement. However, the additional supervisory training, the leadership storyboards, and our additional efforts to be visible in the organization as leaders and convene groups such as the customer service team, benefits committee, labor/management meetings, labor/HR/Finance meetings, have produced good results such as better dialogue, more information sharing and work to either prove or disprove perceptions.
Oral & Written Communication
Continue to provide regular written updates to Commission, including sharing ideas and information for input prior to taking action. (e.g. weekly updates, employee information, department activities). Have added regular updates from the Assistant City Manager and Assistant to the City Manager as well as the EDF team activities.
Share information with Commission that is relevant and important in a prompt manner as issues arise. (e.g. BCU updates, employer announcements, BC Vision action, staff transitions, external inquiries and actions of community organizations)
Provide information to staff from the community as issues and concerns arise as well as initiatives that are developing and advancing. (e.g. BC Vision action teams and steps, employer information, resident concerns, equity work, economic development master planning, workforces development and culture of vitality activities)
Meeting with residents to listen and understand their concerns and work toward finding a solution, educating on process, or explaining in more detail why or how a decision is made. Also monitoring social media sites to provide response, clarify information and respond to comments as needed.

Provide monthly article for citizen and employee newsletters. Also providing periodic social media updates.
Strategic Focus
Refining the Economic Development work of the city, and with our partners based on the new community resources available. The EDF team is working to implement the action steps in the business plan developed with GWJ as well as utilize their technical skills and resources in their new capacities with WKKF. The EDF team is also working with the BCU team to put a “deal team” in motion to support all businesses in Battle Creek. This comprehensive approach is allowing us to fill gaps in the areas of small business development, entrepreneurialism, commercial corridors, community development integration, and business recruitment/retention for retail, commercial and service businesses.
Continue work as a member of the BC Vision Steering Committee and Advisory Team. This work has been realigned to focus on Economic Development, Workforce Development and Community Engagement. The City is a key partner as we work to implement the ED Master Plan and support the City’s Master Plan. The role of the Advisory Team is under evaluation by BCCF, WKKF and the evaluation team to make sure it is a support mechanism and not on organizational barrier.
Continue to communicate and cultivate relationships in the community to stay apprised of events affecting city operations and services (i.e. job announcements, new projects, projects with hiccups, changing partners, listening to the chatter in the community). Convening conversations around community culture and historical information as well as promoting a positive community narrative.
Diligent on fiscal responsibilities and insuring that city activities are aligned to our community results. Each month department heads review their budget reports with the CM and ACM to be sure expenditures are on track with budget appropriations. This process also aids in the preparation of the quarterly budget reports to the City Commission. Also exploring a business plan model that includes regular revenue and expenditure forecasting. Department Heads are engaged in the CM Goals identification and contribute data and information for CM to complete the CM Evaluation reports. The FY19 budget was prepared and reviewed by staff and presented and approved by the Commission in June.
Continued work on organization culture. This includes the work of the customer service team, CM attendance at department and division staff meetings, education and outreach with community partners, and a variety of communication methods to be sure the organization messages are received. Working also to put in place customer feedback system to monitor our progress, celebrating successes and learning from missteps. Customer satisfaction surveys are underway in Community Services. Discrimination and harassment training completed in Police and Fire and a continued program for the remainder of the organization is under development.
Customer Service
Advancing the work of the City’s Customer Service team – continued work on addressing barriers, identifying cross-sectional issues, and widening communication opportunities.

Working with Departments to initiate additional ways to gather input for service. (i.e. surveys, feedback portals, suggestion boxes). The online suggestion box is up and running with suggestions being made and responses provided accordingly, including noting them in the employee newsletter.
Continuing with the senior staff Personal Development Plans. Each month these plans are monitored and discussed. All other employees are using previous systems until a new performance management system can be implemented.
Working with Commissioners and Departments to address concerns that are raised in a prompt, professional manner. Making sure that we provide all the information we have available when addressing customer concerns. Finding ways to say yes as much as possible and creating a positive customer experience. Our cross-department development team (Planning, Inspections, EDF) is working to provide specialized customer service to current and new businesses as they work through our regulatory processes in hopes that there will be zero or very few glitches.
Working with Communications Manager to respond to social media comments and public email inquiries in a prompt and respectful manner.
Professionalism
Encourages and promotes professional development throughout the organization. Departments are doing well in planning for and funding professional development opportunities. Many are receiving scholarships or attending trainings that do not cost the city any money. When there is a cost, a review by the department head, finance department and CM office must occur when the training is out of state. For in-state training, both the department head and finance review the expenditures.
CM achieves at a minimum, 40 hours of professional development to maintain ICMA-CM credential. Year to date 11 hours have been achieved toward the annual goal. My professional development thus far is from the MME Summer Conference. A synopsis of this was provided to Commission in the weekly update.
CM strives to be a learner-leader. CM continues to educate herself on the work completed in each department as well as stays up on best practices from similar sized communities throughout Michigan and the U.S. Currently reviewing ways to integrate city employees in community engagement practices, using different reports/graphs and budget simulations, sustainability reports and practices, and talent/workforce acquisition.
Encourages and nurtures an organizational culture of respect and high ethical standards with the promotion of the City Value Statement and Codes of Conduct.
Encouraging departments and leaders to engage in additional leadership development work to include the MDE/MDCR race and privilege program.

Fiscal Responsibility
In addition to the monthly review of budgets with Department heads, the CMO and Finance are meeting monthly to review the overall city budget and prepare quarterly budget reports for the City Commission in the off-budget season. Work on the FY19 was completed. Staff is working to utilize the Munetrix software for fiscal forecasting and a new business plan model.
Quarterly and end-of-year budget updates provided to the Commission.
CIP process is under review for the next fiscal year.
Review of department budgets monthly with department heads to be sure spending is in-line with appropriations and trends in revenue. This includes large project and CIP projects.
Staff worked diligently with MML, Senator Mike Nofs, Rep. Maturen, and the Dept. of Treasury on the City's PPT reimbursement for FY18 and going forward. A one-time fix was negotiated for FY18 and a meeting was held with city staff and Treasury in August to understand the city's PPT calculations going forward for more accurate budgeting numbers.
Monitors activity at the state level that may affect the city's revenue.
Relationship with City Commission
Continue to provide detailed weekly updates to Commission on Manager's activities. As well as specific email correspondence when issues arise.
Strives to respond promptly to Commissioner inquiries and referrals from citizens. CM works diligently to provide Commissioners with all needed information based on inquiries received.
Manages the Commission agenda process to be sure information is timely and accurate. Works hard to provide all information Commissioners need to make informed decisions.
Shares information with the City Commission from local, state and federal sources on topics that may affect city operations or services. CM includes publications such as <i>This Week in Lansing</i> and others as helpful information.