



City Manager Evaluation Process 2018 Goals Update



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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

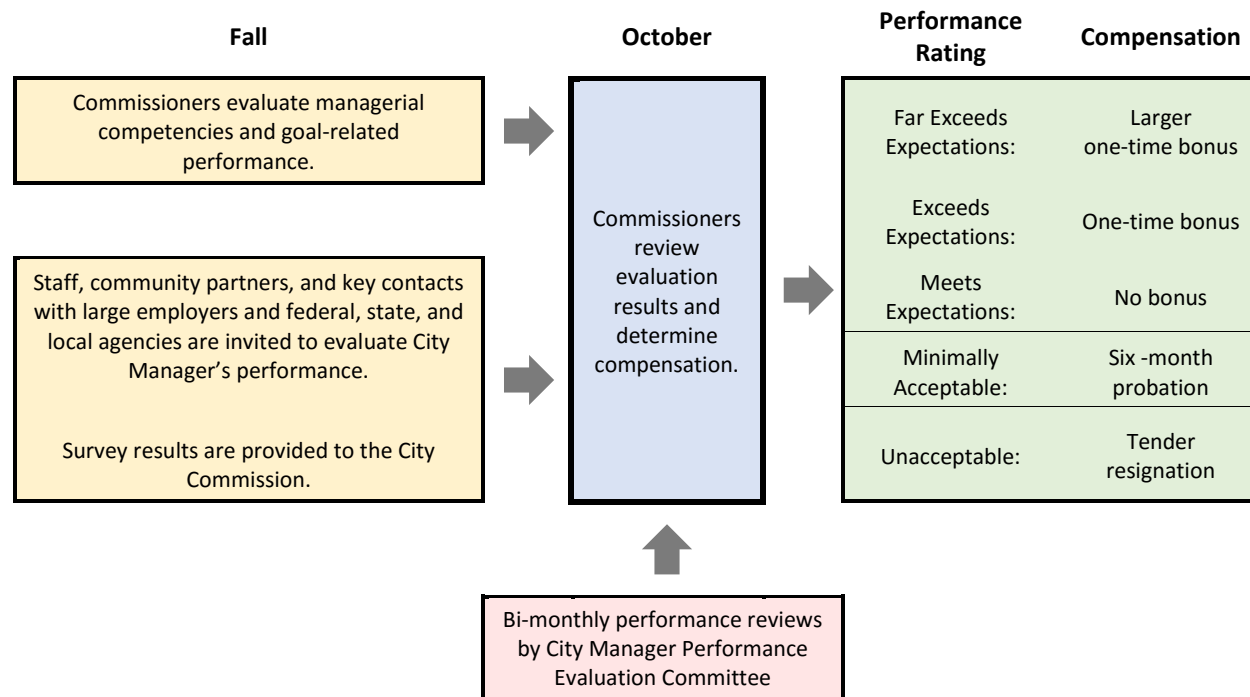
Transportation Network

- 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>Regular meetings with citizens to discuss business startup issues (CS)</p> <p>Complete guide for various application processes (CS)</p> <p>Standardize applications as feasible (All)</p> <p>Improve website navigation regarding business-related information (IT)</p> <p>Water & Sewer flow analysis for trunk lines (DPW)</p> <p>Site prep and clearing with BCU/Airport (DPW)</p> <p>Increase capacity for fire inspections (Fire)</p> <p>Increase interactive and forms footprint (All)</p>	
<p>2. Complete EDF strategic plan.</p>	<p>Complete and implement GWJ plan (EDF)</p>	
<p>3. Complete core re-investment plan.</p>	<p>Complete contract and develop action plan (P&Z)</p>	



<p>4. Explore strategies to stimulate interest in living in Battle Creek.</p>	<p>Utilize relocation books and incorporate into marketing efforts (EDF)</p> <p>Link to Chamber for additional resources (Communications)</p> <p>Make relocation booklets available for review at city facilities (All)</p> <p>Implement OPRA residential exception (Assess)</p> <p>Review city guidelines for abatements and housing incentives (All)</p> <p>Increase marketing and communications efforts regarding NEZ (All)</p>	
<p>5. Explore ways to incentivize small businesses.</p>	<p>Further develop small business incentives with funding recommendations (i.e. Micro-lending program) (EDF)</p> <p>Complete contract with GWJ and develop action plan (EDF)</p>	
<p>2. Residents and Visitors Feel Safe in Battle Creek</p>	<p>Expectations</p>	
<p>1. Develop safety enhancements (e.g., lighting, police call boxes, sidewalks, walkable routes, etc.).</p>	<p>Seek funding for safety enhancements (CMO)</p> <p>Explore additional signage for RR crossings for pedestrians (Trans)</p> <p>Build pedestrian island near Full Blast (DPW)</p> <p>Traffic beacon at River Rd & Clark Rd (DPW)</p> <p>Sidewalk improvements in conjunction with road surface treatments (DPW)</p> <p>Install bike lanes on Capital NE (DPW)</p>	



<p>2. Strengthen police-community relationships</p>	<p>Provide Byrne grant summarized reports (PD & CS)</p>	
<p>3. Access to Recreational, Cultural & Leisure Opportunities</p>	<p>Expectations</p>	
<p>1. Continue to explore ways to utilize the riverfronts for recreation and development (to coordinate with the Master Plan).</p>	<p>Determine next steps with BC Whitewater planning (EDF) Complete purchase of SEMCO and RR properties (CMO) Explore mixed-use development along the riverfront (CS & CMO) Explore property acquisition (CS & CMO) Complete core reinvestment plan(CS & CMO)</p>	
<p>2. Explore a closer relationship with Recreational, Cultural & Leisure organizations.</p>	<p>Identify and reach out to existing and potential partners (Recreation & CMO)</p>	
<p>3. Publicize current and seek additional designations and accolades.</p>	<p>Identify, post, promote, and explain current designations and accolades (CMO)</p>	
<p>4. Continue cooperation to expand and link non-motorized pathways (city-wide and regional).</p>	<p>Identify potential partners Update non-motorized transportation plan (CS) Coordinate relocation of utilities in anticipation of the non-motorized path on Hill-Brady Road (DPW)</p>	



<p>5. Explore ways to integrate and maintain public art.</p>	<p>Identify potential partners (EDF)</p> <p>Explore opportunities to incorporate art in public facilities (All)</p> <p>Explore cross-walk art (DPW & CMO)</p> <p>Review model ordinances regarding incorporation of public art (CMO)</p>	
<p>6. Provide regular updates on Binder Park Golf Course operational review.</p>	<p>Share Golf Course Committee update and provide recommendations by fall of 2018 (Recreation & CMO)</p>	
<p>4. Reliable and Up-to-Date Infrastructure</p>	<p>Expectations</p>	
<p>1. Oversight on construction of new police facility.</p>	<p>Share progress updates (PD)</p> <p>Coordinate city development plan (PD)</p>	
<p>2. Finalize fire facility/equipment/staffing recommendations.</p>	<p>Share any updates (Fire)</p> <p>Finalize acquisition of the Dolliver building (Fire)</p>	
<p>3. Update plan for gateways and entry ways to the city (I-194 and Dickman cloverleaf).</p>	<p>Identify gateways and entry ways (EDF)</p> <p>Determine responsible jurisdictions for each gateway and entry way (EDF)</p>	



<p>4. Explore ways to improve traffic flow (e.g., roundabouts, road diets).</p>	<p>Complete North Capital road diet project summer 2018 (DPW)</p> <p>New process for consideration of speed studies for speed humps, stop signs, and traffic signals (DPW)</p> <p>Launch traffic calming policy (DPW)</p> <p>Replace mast arm traffic signal for Jackson and Capital summer 2018 (DPW)</p> <p>Review Helmer Road traffic study (DPW)</p>	
<p>5. Staff Proposal: Improve City Infrastructure</p>	<p>Complete 2018 sewer and water replacements (DPW)</p> <p>Complete 2018 road surface treatments(DPW)</p> <p>Complete wastewater treatment plant secondary project fall 2018 (DPW)</p> <p>Investigate potential for storm water utility (DPW)</p> <p>Coordinate management of city-owned buildings (e.g. maintenance, custodial, planning) (All)</p>	



5. Environmental Stewardship	Expectations	
<p>1. Develop a sustainable and/or environmental strategy/plan for the City with measurable goals (could include energy audits, green purchasing, LID, etc.).</p>	<p>Work with the Sustainable BC Committee to develop a sustainability document (CMO, DPW & CS)</p> <p>Explore benchmarks and metrics (CMO, DPW & CS)</p> <p>Continue implementation of energy audit recommendations and plans currently in place (i.e. Honeywell, Ameresco) (CMO & DPW)</p> <p>Provide updates on Honeywell and Ameresco plans (CMO & Rec)</p> <p>Continue LED planning for street lights (DPW)</p> <p>Convert light trucks and cars to propane (DPW)</p> <p>Explore use of solar at airport (Airport)</p> <p>Review use of energy-efficient lighting at airport (Airport)</p>	
6. Connected, Accessible & Reliable Transportation Network	Expectations	
<p>1. Explore ways to expand transportation services within the city and county.</p>	<p>Report on progress of the county transportation plan (Trans)</p> <p>Continue to work with BC Vision transportation initiatives and report on progress (CMO)</p>	



<p>2. Support marketing of the airport and surrounding area for development and expansion opportunities.</p>	<p>Report on progress (Trans & CMO)</p> <p>Utilize recommendations of the airport strategic business plan and report on implementation progress (Trans & CMO)</p> <p>Coordinate recommendations of the strategic business plan with BCU (Trans)</p> <p>Complete west side balancing at the airport summer 2018 (DPW & Airport)</p>	
<p>3. Complete the City transit master plan.</p>	<p>Complete the plan by 2019 (Trans)</p>	
<p>7. Well-Planned Growth & Development</p>	<p>Expectations</p>	
<p>1. Complete the update of the Master Plan.</p>	<p>Update and adoption of the Master Plan spring 2018 (CS)</p> <p>Certification as a Redevelopment Ready Community (CMO & CS)</p>	
<p>2. Seek coordination for current and future developments with surrounding jurisdictions (with regard to land use and infrastructure).</p>	<p>Provide information on jurisdiction and respective contacts (CMO & CS)</p>	



<p>3. Explore alternate re-uses/redevelopment of underutilized commercial corridors.</p>	<p>Provide updates (CMO) Work to create the Battle Creek redevelopment master plan (i.e. 3D rendering) (EDF) Finalize master plan and core redevelopment plan (EDF)</p>	
<p>8. Vibrant Healthy Neighborhoods</p>	<p>Expectations</p>	
<p>1. Continue to review and improve housing code process.</p>	<p>Conduct a community education session on code enforcement (CS) Report on Byrne program progress (PD)</p>	
<p>2. Explore ways to better connect neighborhoods with the downtown and other business corridors.</p>	<p>Identify appropriate staff, department, and/or community partners (EDF)</p>	
<p>3. Seek funding and partners to eliminate and prevent blight (e.g. seek out investors for large, vacant residential and commercial buildings).</p>	<p>Define and identify hot spots (CS) Explore options and create an inventory of partners (CS & EDF)</p>	
<p>4. Continue to review and improve inspections process.</p>	<p>Explore improving response time (CS) Provide community education on inspections processes (CS) Implement satisfaction survey and report on results (CS)</p>	



<p>5. Explore “20-minute village” neighborhoods and how to use mapping project to help create walkable neighborhoods.</p>	<p>Work to implement recommendations of the 3D rendering of the greater downtown area and connecting neighborhoods/corridors (CMO & EDF)</p> <p>Provide information on the 20-minute village concept to city commission (CMO & EDF)</p> <p>Identify needs and work to recruit businesses to meet the needs (EDF)</p>	
<p>9. Progressive Adaptive City Government¹</p>	<p>Expectations</p>	
<p>¹ 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>		
<p>1. Build staff capacity on customer service and racial equity (e.g. Welcoming America; work with CD&I; language access planning; Disney Way; CTA)</p> <p><i>(This objective was included previously under Goal #3: “Access to Recreational, Cultural & Leisure Opportunities”)</i></p>	<p>Ensure additional staff are trained on racial equity; including the City Commission (All)</p> <p>Lunch-n-Learns for executive command staff at PD (PD)</p> <p>Continue WMAA attendance (PD & Fire)</p> <p>Integrate equity 101 training (All)</p> <p>Continue implementation of customer service initiatives (CMO & HR)</p>	




<p>2. Continue to develop opportunities, relationships, and communications with regional municipalities and the Nottawaseppi Huron Band of Potawatomi</p>	<p>Identify jurisdiction and respective contacts (CMO) Share updated on potential regional initiatives (CMO)</p>	
<p>3. Create an employee organizational climate survey and determine strategically the best timing to implement</p>	<p>Develop survey and determine timing for implementation (Communications)</p>	
<p>4. Develop and implement a fiscal business plan</p>	<p>Develop a fiscal business plan that includes long-term financial forecasts and recommendations from the legacy cost committee (CMO & Finance)</p>	
<p>5. Staff proposal: Monitor impact of medical marihuana licensing</p>	<p>Monitor the administrative and enforcement activities (CMO)</p>	




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.

1. Economic Vitality		Departmental Contributions 
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)	
2. Residents and Visitors Feel Safe in Battle Creek		
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)	



4. Reliable and Up-to-Date Infrastructure		Departmental Contributions 
1. Develop and implement a multi-year management/maintenance plans for all city infrastructure.	Water, sewer, and streets are ongoing (DPW, Airport & Recreation) 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)	
8. Vibrant Healthy Neighborhoods		
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.

1. Economic Vitality	
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
2. Residents and Visitors Feel Safe in Battle Creek	
1. Semi-annual communications by police and fire chiefs to the public (e.g. press release, guest columns)	Completed
3. Access to Recreational, Cultural & Leisure Opportunities	
1. Implement restructuring of the Parks & Recreation department.	Completed



4. Reliable and Up-to-Date Infrastructure	
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
5. Environmental Stewardship	
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
6. Connected, Accessible & Reliable Transportation Network	
1. Continue to implement the Quiet Zone	Completed
7. Well-Planned Growth & Development	
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

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

Staff

Rebecca L. Fleury	City Manager
Ted Dearing	Assistant City Manager
Victoria Hauser	City Clerk
Jill Steele	City Attorney





Contact Information



Rebecca L. Fleury, City Manager

Phone (269) 966-3378

Email RLFleury@battlecreekmi.gov

Web Site 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

Web Site www.DamsandAssociates.com

Address 876 Miller Road
Plainwell, Michigan 49080