



City Manager

Work Plan 2022-2023



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Introduction

On November 18 and December 21, 2021, the City Commission, the City Manager, and department heads met with a consultant to affirm the current City Manager evaluation process and to finalize the City Manager's Work Plan 2022-2023.

The original evaluation process was developed in 2014. Its purpose is to determine how effectively the City Manager is accomplishing the objectives established by the City Commission and how the responsibilities in key management areas are being carried out. The evaluation process was implemented successfully in the fall of 2015 and has been refined since then. The current evaluation process is depicted in this report.

The City Manager's Work Plan spans the next two years. It is the foundation not only for the City Manager's biennial evaluation but also for making Battle Creek an extraordinary community where people choose to live, work and play.

Mark A. Behnke

Mayor, City of Battle Creek

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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.

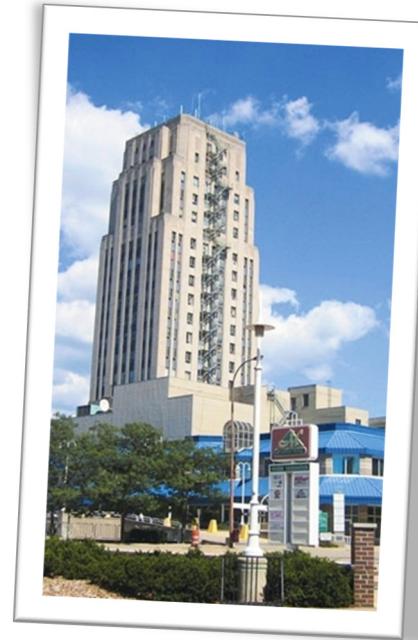
Our Vision

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

Current Commission Goals and Community-Based Results

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

1. Economy
2. Safety
3. Transportation and Mobility
4. Utilities
5. Environment, Physical Appearance & Community Design
6. Arts and Culture
7. Recreation
8. Governance





City Manager Evaluation Process

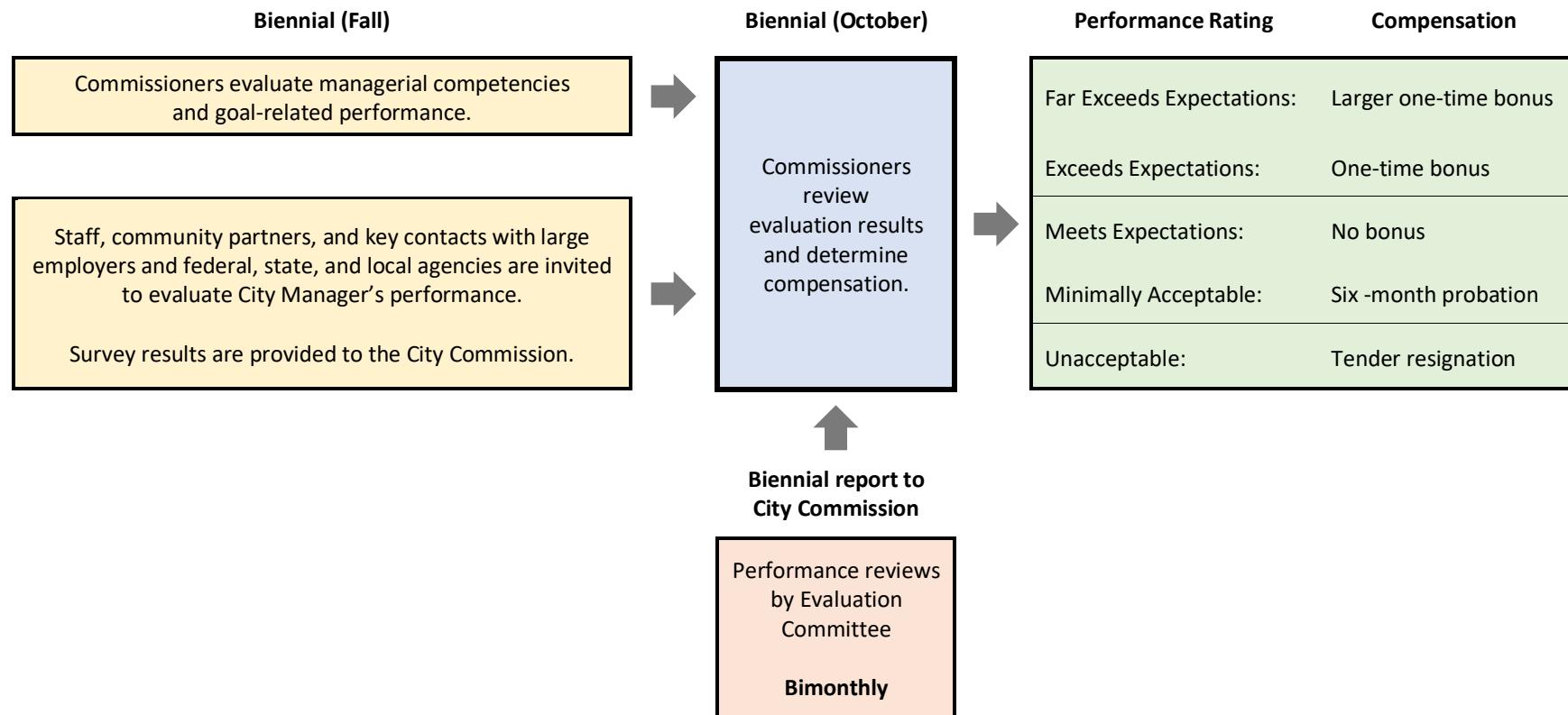


Figure 1: Work Flow of City Manager Evaluation Process



City Manager Work Plan 2022-2023

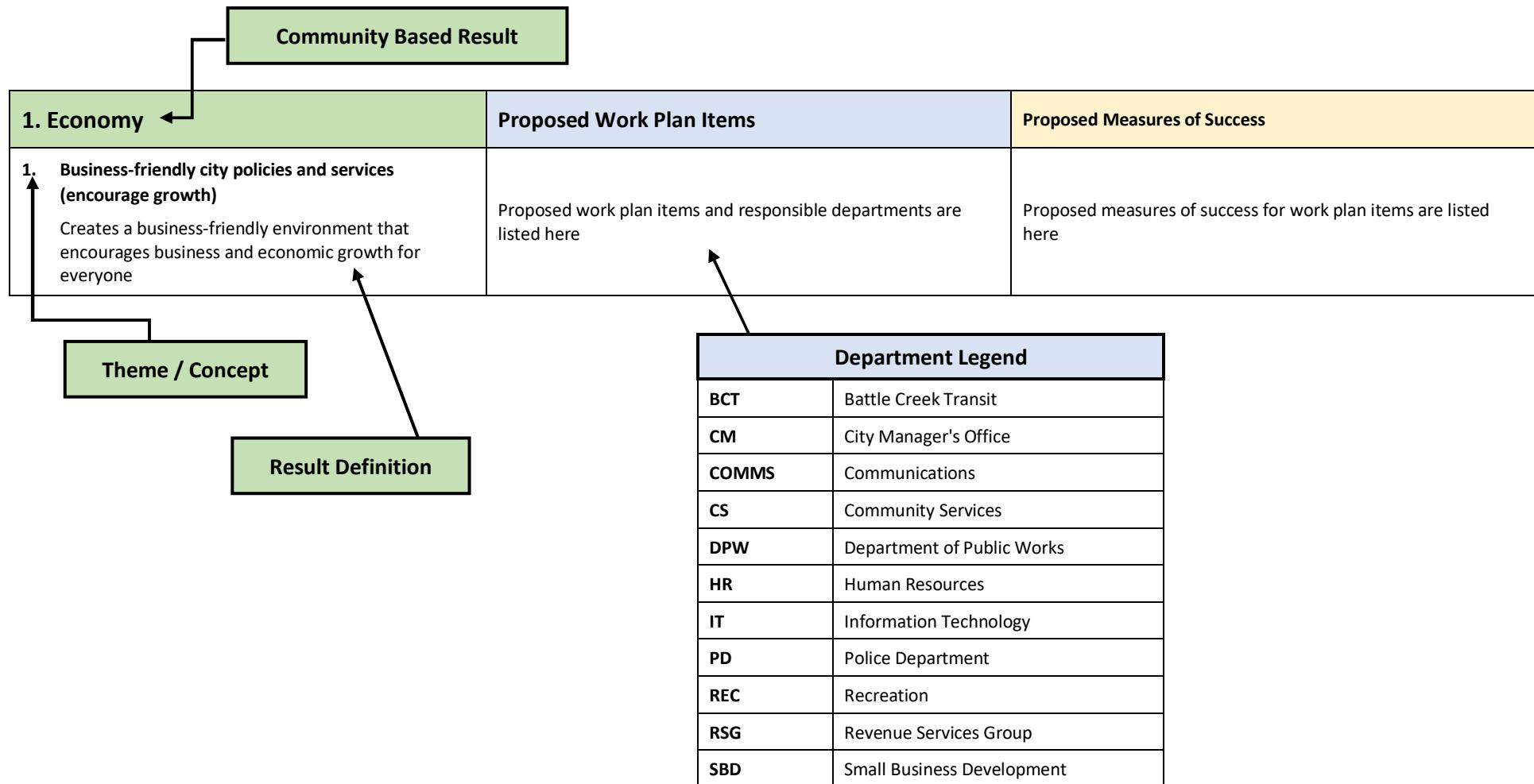
The City Manager work plan is intended to further the community based results. They provide a focal point for the City Manager to determine which specific efforts City staff should concentrate on. The City Manager will provide detailed progress reports on a regular basis.

Community Based Results	Number of Themes	Number of Work Plan Items	Percent of Total Work Plan Items
1. Economy	6	40	23.7%
2. Safety	7	35	20.7%
3. Transportation and Mobility	4	10	5.9%
4. Utilities	4	9	5.3%
5. Environment, Physical Appearance & Community Design	6	18	10.7%
6. Arts and Culture	4	10	5.9%
7. Recreation	3	7	4.1%
8. Governance	5	40	23.7%
Total	39	169	

Figure 2: Distribution of Work Plan Items Across Community Based Results



Work Plan Legend





1. Economy	Proposed Work Plan Items	Proposed Measures of Success
1. Business-friendly city policies and services (encourage growth) Creates a business-friendly environment that encourages business and economic growth for everyone	SBD: Manage a shared tool to track the entry and exit of businesses in the ecosystem	All businesses seeking help/technical assistance received support
	SBD: Online listing of businesses by district	Accurate, up to date business listing by district for public consumption
	SBD: Act as a business liaison and advocate for small business development	Where feasible, regulatory issues are mitigated as a barrier to entry
	CS: Redesign trade permit applications and change the fee structure	Solicit feedback from contractors regarding new trade permit application design, prepare overview of existing and proposed fee structure, adoption of new fee structure
	CS: Continue to offer predevelopment meetings	Offer in office and on site predevelopment meetings as requested and when opportunity is presented
	CS: Expand availability of online applications and payment (Code and Planning/Zoning)	Add permit application and payment options: Site Plan, Rental Registration, Hen Permit, Fence Permit, Sign Permit, Shed Permit
	DPW: Develop online tools to aid new development.	Develop online calculators for utility connection and future cost and online right of way permit and water and sewer connection permitting to expedite review and authorization.
	RSG: RFP for modification of 1st floor city hall space and public entrance to be user friendly and accessible, lighting, art work that represents all neighbors (include deaf community) > develop a work group VOCES, The Burma Center, TRHT, CIR Community Inclusion	
	IT: Deploy 55 Mobile Devices (Laptops) before June 30, 2022	No laptops will be sitting on the shelves.
	IT: Continued upgrades of software and network hardware	Software and network out of support dates will not have expired/passed.
	IT: Marketing plan for the 311	311 website will have new content. Communications will work with 311 on sending out marketing material. New material will be sent out every quarter.



1. Economy	Proposed Work Plan Items	Proposed Measures of Success
	IT: 311 Information Center Specialists expanding tasks to assist callers	311 Specialists will have added tasks and will be performing them.
	Airport: Review & plan update of Strategic Business Plan	Identify strengths and weaknesses of current business plan and update as needed
2. Supports local business Supports local businesses (including childcare and the arts) by ensuring and supporting quality job creation, workforce training, and transportation that is equitable for all	SBD: Advance the number of food retailers operating with integrated POS, online sales, and accounting software	Ensure the majority of business owners are aware of the benefits of tools and online sales
	SBD: Conduct business retention visits	General feeling of support among local business and that they have a connection with the city's SBD team
	CS: Professional lead abatement and construction workforce development – offer incentives, training, convene stakeholders (in collaboration with other community partners)	Establish work force development program, partner with existing programs to generate leads for lead contractors
	CM: Reach out and support childcare businesses in the Battle Creek area through economic development and other tools	
	Airport: Implement airport marketing plan	Meet with BCU to ensure maximum marketability for the airport
3. Supports local workforce Collaborates to support the local workforce with quality housing, safety, transportation access, utilities, and access to basic needs for all	SBD: Regular ESO collaborative meetings and ESO network referrals	Commitment to a collaborative and coordinated approach to managing the small business ecosystem
	CS: BCPS Housing Incentive Program	\$230,000 expenditure goal for down pmt rent assistance incentive, goal to serve 25 beneficiaries
	CS: Hotel/Motel Communal Kitchen Program	Create policy and procedures manual for the program, application and official program documents, hold community conversation with hotel/motel owners to education them about the program, receive applications from owners designating number of communal kitchens and long term stay units
	CM: Facilitate support for and pursue implementation of affordable housing development in Battle Creek.	Increase in the overall supply of available units



1. Economy	Proposed Work Plan Items	Proposed Measures of Success
4. Business attraction and retention Recruits, attracts, and retains a diverse mix of businesses	SBD: Provide access to capital through small business grants/microloans	Provide a total \$50,000 in grants/loans targeting a group of 20 - 30 diverse small businesses
	SBD: Cultivate new and early-stage entrepreneurs, including childcare, through a hands-on business operational model	All startups have access to technical assistance
	SBD: Launch new businesses within the BC Cargo seasonal pop-up marketplace	Incubate 14 businesses over the next two years
	SBD: Create an inspired and inclusive pool of entrepreneurs to pitch a business idea for financial investment	Launch of 2-3 new startups
	SBD: Webinar Series on Succession Planning for business owners (recorded if needed)	Small business have access to succession strategies
	SBD: Share business developments and investments in real-time through interactive GIS mapping system	Private and public access to a comprehensive investment map to aid decision-making
	Airport: Continue to pursue the development of the Westside in partnership with Battle Creek Unlimited	Identify a source of funding for needed infrastructure improvements
	Airport: Support Duncan Aviation expansion	Work with Duncan Aviation to achieve plans that are mutually beneficial
5. Attractive to residents, visitors and tourists Offers a vibrant downtown and commercial areas that is attractive to residents, visitors and tourists	CM: Planning for regional economic development.	Identifying and advancing needs for the Marshall mega site.
	SBD: Maintain online platform for local food ordering and delivery	Continued growth and development of EatsBC
	SBD: Develop a mechanism for the public to understand business districts and their boundaries	Raise general awareness about the value of neighborhood-based commercial districts
	SBD: Create awareness, promote events, brand, and increase the pride and image of the Downtown	Create a noticeable increase in the perception of vibrancy and activity in the downtown Number of events; participants/visitors at events
	CM: coordinated branding and marketing campaign for the city	Explore additional city position and/or contract relationship for a professional designer to ensure coordinated branding and marketing



1. Economy	Proposed Work Plan Items	Proposed Measures of Success
5. Attractive to residents, visitors and tourists Offers a vibrant downtown and commercial areas that is attractive to residents, visitors and tourists	DPW: Provide ongoing downtown maintenance. CS: Utilize Master Plan, Placemaking, and Redevelopment Ready to further enhance downtown vibrancy	Address 35 locations where Consumers Energy hand holes create trip hazards in the downtown area. Focus beautification efforts along linear path between Michigan Ave and McCamly St. Maintain redevelopment certification Work plan items are used as guiding principles that shape new and re-development in downtown % of occupancy downtown Financial metrics? (evaluate all items under economy)
6. Sustainable development Encourages and promotes sustainable development and redevelopment	SBD: Develop a food industry specific group to buy environmentally friendly to-go-containers in bulk DPW: Continue to work w/Sustainable BC committee to prioritize action items from the plan CM: City of BC stops buying bottled water for public events outside of emergency situations. Utilize tap water instead.	Drive an increase in sustainable and environmentally friend material purchases Show measurable progress annually toward meeting goals. If annual goals can't be met, report hurdles to meeting these goals and revise Plan based on lessons learned. \$ spent on bottled waters



2. Safety	Proposed Work Plan Items	Proposed Measures of Success
1. Law enforcement Enforces laws fairly, justly, and equitably	PD: Continue work on Equity Audit	Identified goals and objectives with associated timeline towards implementation
	PD: Continue work with Human Relations Board and other community stakeholders on the development of a citizens' review board	Continue transparent and joint discussions that provide process and system expertise in support of the development of a board A request to develop a citizens' review board submitted to the commission
	PD: Expand community Engagement work through Citizens Police Academy, Youth Academy, and Police Explorers	Re-start all current community engagement programs, aimpoint, one session prior to close of FY 22
2. Feeling of personal and physical safety Supports feeling safe throughout the City - in your home, in your neighborhood, in your place of employment, in schools, in downtown and commercial areas	CS: Conduct inspections of Vacant/Abandoned and Dangerous Buildings	Continue to conduct vacant/abandoned and dangerous building safety inspections at no cost to the property owners, Number of properties that go back into productive use and number of dangerous buildings demolished
	CS: Develop a score card to assess demolition prioritization of dangerous	Completion of Strategic Score Card using Allovance and using it to assess all dangerous buildings
	PD: Will continue to actively advocate, recruit diverse and thoughtful Police Cadets to send to the Academy	Maintain a vacancy fill rate above 70%, aimpoint is 95% staffing level against budgeted strength
	PD: Achieving authorized strength in support of neighborhood-based Community Oriented Policing strategy	Requires 95% strength to implement program based on DOJ requirements. Include recruits in the training pipeline
	PD: Installation of pilot smart camera system in downtown areas of risk to increase Officer response	Full implementation by close of FY 22. Retain rolling estimate of success and near miss rate
	PD: Fully support and increase Officer wellness response, that integrates with city EAP and Chaplain programs	Implementation of Officer Wellness program, Brain Health-with comprehensive policy and process in place
	DPW: Continue Lead Service Line Replacement Program	Complete 200 lead service line replacements per year.
	DPW: Continue to work with Consumers Energy to promote street light outage reporting tool	Promote new reporting tool on social media at regular frequency, in BC Works, and with staff/contractor to conduct city wide inventory.



2. Safety	Proposed Work Plan Items	Proposed Measures of Success
2. Feeling of personal and physical safety Supports feeling safe throughout the City - in your home, in your neighborhood, in your place of employment, in schools, in downtown and commercial areas	RSG: RFP for modification of 1st floor city hall space and public entrance to be user friendly and accessible, lighting, art work that represents all neighbors (include deaf community) > develop a work group VOCES, The Burma Center, TRHT, CIR Community Inclusion	
	CM: Ensure support systems in place to assist marginalized communities so that marginalized communities feel safe and welcomed in public spaces (Black, Latinx, Burmese, LGBTQ+, . . .)	Include visuals representing members of those communities in marketing and branding materials
3. Emergency response Prepares for, and responds to emergencies including life-threatening medical emergencies, fires, natural disasters, and epidemics	CS: Create an Inspections Disaster Response Plan	Work with the cross departmental team to assess when Inspection services would be utilized in response to a disaster, Research how other communities are utilizing their Inspection Division in response to a disaster, Create a written Inspections Disaster Response Plan
	HR: Work closely with Police & Fire departments on recruitment and succession planning. Ensuring that vacancies are filled in a timely manner as to not impact effective staffing levels.	Time to hire Timely onboarding Explore possibilities with KCC to develop a sustainable fire program that could serve as a pipeline for the FD
	PD: Develop and build up Joint Emergency Response Capability	As demonstrated during the pandemic, well trained, ready and prepared experts can support multi-jurisdictional emergencies, continue joint work Warming and cooling shelters in place
	PD: Increase Incident Command System Training and exercises for city	Starting in Q3, support one ICS based tabletop exercise for combined joint staff
	PD: Begin research and testing process towards updating Officers communication systems (Radio's)	Build out RFP through needs analyst and coordinated work through the Michigan Communications system and CCCDA (Dispatch) NE911 requirements
	PD: Expand Community Fusion Center capability with social service providers-broader jurisdictional reach	Build up and out Community Fusion capability with a goal to reach past jurisdictional limitations in support of whole community response



2. Safety	Proposed Work Plan Items	Proposed Measures of Success
3. Emergency response Prepares for, and responds to emergencies including life-threatening medical emergencies, fires, natural disasters, and epidemics	Fire: Increase EMS certification(s) to address the "gap" in service between the response times of the City contract ambulance provider and fire department patient care.	Funding stream in place to recognize 10-15% increase in fire personnel EMS certifications. MFR to EMT-B, EMT-B to Paramedic. Continued partnership with KCC EMS Division for didactic and clinical instruction for fire personnel EMS certification upgrades. Planning process to identify necessary, State of MI required EMS equipment for fire department EMS upgrades.
	IT: Continued Vigilance for detecting and blocking cyber threats 24/7	Our incidents will be minimal.
	IT: E911 location mapping	We will have 100% of phones programmed and tested.
	Airport: Review Airport Emergency Plan	Hold annual AEP meeting and work with mutual aid departments to increase safety and situational awareness at the airport
	CM: Analysis of police/fire/ems service delivery models.	Complete and implement the recommendations.
3. Safe travel and mobility Facilitates and supports safe travel through the City for all modes of transportation (including motorists, pedestrians, cyclists, rail, air, bus) – especially in downtown, commercial areas and neighborhoods	PD: Achieve authorized strength in support of traffic enforcement	Traffic safety focus, speed and pedestrian safety areas of concentration as well as crash prevention goals-a reduction of traffic accidents of 10%
	PD: Restart Traffic Safety Unit	Coupled with recruiting and retention of talent-restart traffic unit if staffing levels reach 95%
	DPW: Identify locations with high crash histories	Create heat maps using documented crashes to aid in areas of safety concerns. Include recommended improvements in CIP.
	DPW: Relocate the winter salt storage facility to a more centrally located site	Approved special use permit, purchase of land, and construction of new facility.
4. Crisis response Prepared to respond to all crises whether it be through experiences of trauma, past and present, in collaboration with all available social support services	PD: Continue to increase and enhance Community Fusion Centers capability and Officer calls for service reach out services, (connecting service providers, such as mental health to clients)	Increased cohesive and specific tracking numbers response for all CIT CFS by close of Q4-(RMS system impacts)
	PD: Judicious use of technology in support of victims' advocacy and consumer awareness of the criminal justice process	Approval and implementation of SPIDR-tech program in support of real-time communication with victims of crime on status of cases and who to contact within the PD



2. Safety	Proposed Work Plan Items	Proposed Measures of Success
	Comms: Updates to emergency operations plans for communications and public information	Finalized versions of these plans by the end of this work plan period.
5. Fire protection and response Collaborating to ensure equitable fire response, fire prevention and education	Fire: Development of the BCFD Standards of Response Coverage (SORC) Document (a component of the fire accreditation process) which identifies community service level objectives (fire, EMS, special operations) and the adequate necessary response according to industry standards Fire: Begin significant fire facilities maintenance and upgrade on all City firehouses.	Accreditation "applicant agency" status for by departmental "registered agency" status. Recruit and hire the Deputy Fire Chief. This assignment, along with the Fire Chief would co-lead the departmental efforts for BCFD accreditation. Become an "Applicant Agency" for Fire Accreditation through the Commission on Fire Accreditation at the Center for Public Safety Excellence. Continue to identify funding streams to support this critically needed work at all firehouses. Utilizing the "work plan" punch list to begin tracking/monitoring and completion of projects within the "work plan". Continue to support funding of fire department fleet upgrades managed through City Fleet Services. Complete roof projects at Station 3, 4, and 6. Identify internal departmental funding to complete other manageable projects on the "punch list". Replacement of Fire Chief vehicle, supported with funding through City Fleet Services.
6. Police protection and response Provides crime prevention, and personal safety from violent crime for all	PD: Develop and support victim focused, trauma based High Risk Investigations Team, a response to violence in criminal sexual conduct and domestic cases PD: Hire prosecutor office coordinator to support, assist and liaison case management at prosecution	Expect Q3 start of the HRIT with a goal towards increased prosecution towards chronic and felonious abusers In process, hiring process has begun, with a goal of a part time person selected and hired NLT Q3



3. Transportation and Mobility	Proposed Work Plan Items	Proposed Measures of Success
1. Ease of mobility for all (beyond cars) Provides a safe and accessible network of sidewalks, paths, trails, and bike lanes, making it easy to walk, bike and move throughout the City	CS: Finalize Non-Motorized Transportation Plan	Cross departmental team review, to assess next steps to move toward plan completion, implement next steps to finalize the plan for adoption
	DPW: Complete inventory collection for public sidewalks and develop strategy for proactive asset management	Select Asset Management Data Management platform. Develop workplan and budget for data collection and Maintenance of data.
	DPW: Assist Planning Division with the completion of the Non-Motorized Transportation Plan	Determine if non-motorized revision needs to be restarted or if it can be salvaged. Develop plans and assign task to DPW staff.
2. Connected, accessible, reliable transportation network Plans, designs, constructs and maintains transportation infrastructure (including the airport, roads, bridges, sidewalks, traffic signals, signage, street lighting and drainage)	DPW: Implement and coordinate Asset Management Plan for Roads, Water Distribution, and sewer collection	Establish regular quarterly meeting frequency to discuss established asset management plans and changes. Incorporate section in revised asset management plans that highlight plan coordination.
	DPW: Provide transparent update to date snowplow status during winter storms.	Implement public facing snowplow progress mapping site (AVL)
	BCT: Complete bus shelter grants and issue RFP for design/construction, including sidewalk construction	Installation of bus shelters within two years
	Airport: Implement new branding/directional signage on I-94 and I-194	Partner with MDOT to update highway signage
3. Traffic law enforcement (safe travel) Ensures the safety of motorists, pedestrians and cyclists through the effective enforcement of traffic laws	DPW: Increase deployment of new traffic technologies and strategies	Revise traffic calming policy to include new traffic technologies. Construct Roundabout at Skyline and Hill Brady.
4. Public Transportation Accessibility Makes it easy to access and use public transit	BCT: Award contract to Computer Aided Dispatch vendor to provide on-demand and app-based transportation software	Completion of the project
	BCT: Continue discussions and action toward formation of countywide transportation authority	Continuation of the discussion



4. Utilities	Proposed Work Plan Items	Proposed Measures of Success
1. Safe Water Provides access to safe drinking water and sanitary sewer services	DPW: Safeguard groundwater source	Work with EGLE to determine if alternate source water or additional treatment is viable option to safeguard groundwater source.
	DPW: Develop long range plan for biosolids disposal generated at the WWTP	Choose long range biosolid solution.
	DPW: Outreach and education related to wellhead protection	Secure EGLE source water protection grants for wellhead protection education/outreach, consultant site visits to businesses in WHPA to assess potential risk to drinking water supply.
2. Stormwater/Drainage Provides storm drainage and infrastructure for effective storm water management, and education on reporting/management of misuse	DPW: Continue to work with USACE to develop hydraulic model for naturalization of concrete diversion channel	Complete survey and hydraulic analysis.
	DPW: Promote and assist the passage of necessary legislation needed to create Stormwater Utility	Meet with state representatives to educate them on the need for legislation in an effort to gain support in Lansing.
	DPW: Outreach and education related to stormwater and recognizing illicit discharges	Employee education on stormwater protection and recognizing and reporting illicit discharges in stormwater outfalls. Public education on stormwater required in the City's MS4 stormwater permit.
3. Internet Collaborates to expand internet access	CM: Finalize spending plan for ARPA broadband allocation and initiate implementation	Expand high-speed internet access to underserved areas of the community Provide free wi-fi in public spaces (where possible)
4. Utility Offset Use green energy sources and processes to reduce/offset utility costs to community	DPW: Continue to work with Consumer's Energy and SEMCO to identify cost savings/energy efficiency opportunities in City buildings.	Identify areas of potential energy savings at the WWTP.
	RSG: Convert utility bills to post cards	Bill testing is completed by 1/31/22 with full rollout to customers for the February 2022 bills. This will include communication efforts around eBills and on-line lookup capabilities for customers.



5. Environment, Physical Appearance & Community Design	Proposed Work Plan Items	Proposed Measures of Success
1. Sustainability Plan Follow Battle Creek's Environmental Sustainability Plan to improve the quality of life for everyone	CS: Conduct assessment of City owned vacant lot disposition program (inventory, sale price, purchase eligibility, etc.)	Assess complete inventory by zoning district, whether there are reasons why the City should maintain ownership. Review administrative policy to assess if conditions of purchase and sale price should be updated.
	DPW: Continue to work w/Sustainable BC committee to prioritize action items from the plan	Show measurable progress annually toward meeting goals. If annual goals can't be met, report hurdles to meeting these goals and revise Plan based on lessons learned.
	BCT: Being implementation of vehicle replacement/asset management plan. Award contract for 10 new, current emission standard, buses	Award of contract
2. Resource Quality Promotes practices that maintain clean and healthy air and water for everyday use	DPW: Continue with annual outreach and education programs	Promote environmental stewardship through a variety of events and venues to reach a wide demographic within the community. This may include: Children's Water Festival; recycling events; cleanup events; Farmer's Market booth; social media; radio; movie theater advertising; Google Ads; mailed newsletters
	DPW: Implement Wellhead protection program, Illicit discharge elimination program, and MS4 stormwater permit requirements.	Secure EGLE Source Water Protection grants for WHP outreach and wellhead protection efforts; inspect designated number of stormwater outfalls annually for illicit discharges; track annual MS4 permit requirements to ensure compliance.
	DPW: Investigate potential odor control solutions for the Wastewater Treatment Plant	Conduct odor control pilots at the WWTP, determine long term solution.



5. Environment, Physical Appearance & Community Design	Proposed Work Plan Items	Proposed Measures of Success
3. Long-term Sustainability Educes community about recycling, waste reduction, and conservation impacts and learning experiences around diversity, equity, and inclusion	Comms: Communication plans/campaigns around recycling, other sustainability issues, in collaboration with Environmental team	At least two plans or campaigns per year, and a review of related analytics between Communications and Environmental.
	DPW: Continue with annual outreach and education programs	Promote recycling through a variety of events and venues to reach a wide demographic within the community. This may include: school visits; recycling events; cleanup events; Farmer's Market booth; social media; radio; mailed newsletters
	DPW: Continue to work with contracted waste hauler to improve/expand city-wide recycling and outreach	Track monthly waste volumes and meet with waste hauler monthly to help determine geographic locations to focus outreach efforts.
4. Attractive Community Safe, clean, and maintained environment and equipment attracts both community members and visitors to amenities	CS: Continue Citywide Commercial and Residential Property Survey's	Conduct inspection of commercial and residential properties by geography on a 3-year rotating cycle
	DPW: Continue City-wide river/park cleanups; recycling events and outreach to assist community with solid waste disposal issues	Host two City cleanup/stewardship events each year; host multiple polystyrene, scrap tire and electronics collections events; provide information to residents on materials recycling and disposal options in the community.
	RSG: RFP for modification of 1st floor city hall space and public entrance to be user friendly and accessible, lighting, art work that represents all neighbors (include deaf community) > develop a work group VOCES, The Burma Center, TRHT, CIR Community Inclusion	
	RSG: Terra Cotta project on the City Hall building	Completion of the Terra Cotta project
	CM: M-66 corridor not well-maintained	Continue talks with M-DOT and the County regarding cleanliness of M-66 corridor



5. Environment, Physical Appearance & Community Design	Proposed Work Plan Items	Proposed Measures of Success
5. Conservation Maintains attractive community parks, corridors, gateways, public and community facilities, and streets that apply conservation practices when applicable	DPW: Seek opportunities to install natural habitats/trees for urban wildlife, stormwater reduction, pollinators, reduced greenhouse gas emissions, aesthetics	Collaborate with City departments to identify properties that would be appropriate for natural habitat.
	DPW: Research opportunities/grant funding for green infrastructure	Identify funding and partnership opportunities to install and maintain natural habitat and green infrastructure in appropriate locations.
6. Development Offers desirable, quality neighborhoods with equitable development, accessible sidewalks & transit, and preserved historic sites while promoting new development opportunities, in line with the City's Master Plan	CS: Develop and Implement a Historic Districts Awareness and Education Campaign	Create a multi-phased timeline for roll out, develop informational materials and social media implementation timeline.
	CS: Zoning and Mapping Ordinance (ZOMA) Review and Use – continue to track items that should be considered for future amendments	Present recommendations to Planning Commission and City Commission for ordinance amendments



6. Arts and Culture	Proposed Work Plan Items	Proposed Measures of Success
1. Venues Encourages development of shopping, dining, and entertainment venues that are open to all	CM: Work cooperatively with BCU and CCDC to complete planning and implementation of renovation of the Atrium at the former McCamly Plaza Hotel	Full implementation of renovations by the Hotel opening in 2023
	CM: Explore redevelopment efforts at Lakeview Square Mall.	Full engagement with GK Development and other stakeholders on a plan for redevelopment
2. Activities Supports cultural, arts, and musical activities that are available for anyone to participate within	SBD: Origami sculpture contest	Increased visits to the downtown for arts and culture programming
	SBD: Collaborate with CCDC and other stakeholders on an expansion and/or alternative options for operations of the Farmer's Market at FMS	Provide a market that is more accessible and diverse Explore alternative management option (t.b.d.)
	SBD: Conduct downtown events	Increased in the number of people participating in downtown activities
	Airport: Support the Battle Creek Field of Flight	Attend airshow related meetings and provide support for event
	SBD: Find a designated funding source for maintaining public art (non-city monies)	Initiate discussion with community partners to secure funding source(s)
3. Diversity Promotes diverse and inclusive events and venues for cultural enrichment and celebration	SBD: Partner with diverse community organizations to hold events	Increased visits to the downtown for arts and culture programming
4. Support Encourages collaboration, visibility, promotion and support for the arts and culture as well as adequate funding to support these activities	CM: Provide operating subsidy for Kellogg Arena and downtown events	Ensure adequate funding for a full season of event activity.
	SBD: Provide marketing support and technical assistance for arts and cultural events	Increased awareness of arts and culture in the community



7. Recreation	Proposed Work Plan Items	Proposed Measures of Success
1. Parks and active lifestyle Offers community and neighborhood parks, green spaces, access to waterways and programs that are positioned to provide all people with an equal opportunity for leisure and support of an active lifestyle	DPW: Investigate Kalamazoo River Trail opportunities for increased river recreation in the City	Complete survey and hydraulic analysis. City staff to participate in regional Kalamazoo River trailway steering committee to establish access to the Kalamazoo River for paddlers.
	DPW: Greater investment in city parks and other outdoor spaces for maintenance	Utilize county parks millage and city funds to enhance BC green spaces
2. Connected community Offers trails and paths that connect the community through a pedestrian and bicycle network that affords mobility for everyone to move freely throughout the entire community	DPW: Repave linear path sections to provide a surface suitable for all users	Repave 3/4 mile of Linear path.
3. Facilities and amenities Offers recreation facilities and amenities that are equally maintained and accessible to all people regardless of where they live or their abilities	Rec: Complete planned improvements at Full Blast including air conditioning replacement, pool resurfacing and Flash Flood refresh	Air conditioning successfully up and running; pool resurfaced; new tables, chairs, and umbrellas purchased and updated landscaping complete.
	Rec: Complete planned improvements at Bailey Park including lighting fixtures, irrigation and field maintenance	Parking lot lights upgraded to LED; CO Brown concourse lights upgraded to LED; old irrigation lines replaced; and field lips repaired.
	Rec: Maintain Helping Hands Scholarship Program – available for participant and player fees for our programs	Enrollment in programs by participants that may not have been able to afford registration fees.
	Rec: Offer a full slate of programming year-round to all people regardless of where they live or their abilities	Participation in our diverse programs offered each season regardless of location or ability of participant.



8. Governance	Proposed Work Plan Items	Proposed Measures of Success
1. Accessibility The city acts in an honest, accessible, open and transparent way and is engaging and responsive to its people	CS: Complete a resident engagement assessment to include: NPC structure, various models of engagement (that also incorporates a focus on equity), historical overview of local resident engagement, resource needs assessment, etc.	Add questions specific to engagement on citizen survey, create engagement strategic scorecard using Allovance, solicit scorecard review and feedback from community, create RFP for engagement initiative, select and implement RFP services
	Comms: Social media management	Continue social media presence and strategy; monitor analytics for potential adjustments.
	Comms: City connection Podcast/AccessVision program	Episodes at least monthly, with promotion and branding, beginning Q2 2022. Monitor analytics.
	DPW: Develop long range work plan for County Parks millage funds	Hold work session with City Commission to gather input. Incorporate long range plan in the CIP.
2. Best Practices The city uses best practice in financial management, policies, and practices while providing valuable services for the resources received	Comms: Updated community engagement plan/strategy	Updated plan for use across the organization, and strategy progress from process started with Community Services in late 2021.
	Comms: Communications Plan and Social Media Policy updates.	Completed updates of both plans by end of the work plan period.
	Comms: City Commission community agendas, post-meeting round-ups	Consistent production of these items during this work plan period; monitor community engagement with them for potential adjustments.
	DPW: Obtain American Public Works Association accreditation	Assign 100% of the practices to review by staff and complete documentation of 50% of the practices within 1 year.
	RSG: Investment Policy Statement adoption by the City Commission	Formal adoption through resolution by the City Commission within 1 year
	RSG: Fund Balance Policy update adoption by the City Commission	Formal adoption through resolution by the City Commission within 1 year
	RSG: Debt Policy draft	Draft completed and reviewed by Finance and City Manager and ready to move forward to the City Commission via resolution.



8. Governance	Proposed Work Plan Items	Proposed Measures of Success
2. Best Practices The city uses best practice in financial management, policies, and practices while providing valuable services for the resources received	RSG: Evaluate cost/benefit of closure of defined benefit pension for non-represented employees to be replaced with a hybrid plan similar to ATU	Financial analysis completed through data provided by MERS alongside analysis of Human Resources of the impact (positive/negative) to recruitment and retention within 1 year.
	RSG: Release a request for proposal for consultants to assist in the search for and implementation of a new ERP system (financial, utilities, human resources modules)	An RFP is released by 3/31/22. Committee evaluation of responses completed by 4/30/22 and a firm is selected to begin the ERP selection process.
	RSG: Consultant for implementation of new ERP system (financial, utilities, human resources modules) assists with the release of an RFP for ERP system with committee review/employee input for selection within 3 months.	Consultant assists with change management, staff input, and RFP preparation by 8/31/22.
	RSG: Develop a forecast model for use in the budget process (using the Munetrix software product).	FY23 budget includes 5-year forecast
	RSG: Implement an Audit and Finance Committee	An Audit and Finance Committee of the City Commission is in place for the start of the FY23 audit (September, 2022)
	IT: Renew/Keep Current our Software Subscriptions so that all of our resources are kept up to date and available for our users	Software will not have expiration dates that have passed.
	IT: Replace the 55 Devices that the users were using. Devices older than 5 years are not supported on our network	User devices will always have devices that are under warranty.
	IT: Replace our Firewall with an updated model - Change our VPN Tunnels for Verizon/County/Air Gap Backup Traffic	We will receive quotes. Selected a firewall that suits our needs. Implement.
	IT: Continue to add CIS Controls to our Infrastructure from the 1st Implementation Group	Quarterly self-assessment.
	IT: Webserver Upgrade for security and application functionality	A new webserver will be in place that does not have out of date software and hardware.
Airport: Review Primary Management & Compliance documents		Conduct Airport Advisory Board meetings and provide updates to on-going governance study



8. Governance	Proposed Work Plan Items	Proposed Measures of Success
3. Respectful The city treats everyone fairly, equitably and with respect as well as communicates key information about issues that affect them in a timely manner	CS: Conduct assessment of Non-Discrimination Ordinance and recommendations for ordinance amendments	Conduct ordinance review and comparison to other communities, identify similarities and differences and ordinance amendment suggestions
	Comms: Language access in news items, social media, website	Create Spanish and Burmese website landing pages in collaboration with VOCES and the Burma Center, completed by Q4 2023. Use information for targeted social media.
	Comms: News releases/media relations for all departments	Continue relationships with departments and regional reporters; complete form system for news release requests.
	Comms: Textedly text message opt-in/notifications	Complete plan for Textedly use and launch service.
	Comms: Quarterly newsletter via Shopper News advertisement spreads	Schedule and execute four newsletters per year. Survey community for feedback.
	CM: Review and Implement items from the Diversity, Equity and Inclusion Plan recommended by the Equity Audit results.	Create a phased approach for implementation to be managed by the Director of Diversity, Equity and Inclusion.
4. Collaboration The city engages and collaborates with other governmental entities on regional issues as well as with its community stakeholders to build a better tomorrow for everyone	CS: TRHT (attend and participate in community lead initiatives)	Assist with planning an equity health fair, participate in various TRHT community lead initiatives, develop homebuyer education curriculum and homebuyer guide.
	CS: Develop a community wide score card to evaluate permanent supportive housing development opportunities	Contract Allovance services to develop a strategic score card, involve City staff and community partners in the development, use the score card to assess housing development projects
	CS: Homeless Coalition (attend and participate in community lead initiatives)	Planning of annual homeless health fair, serve on Housing Solutions Board (monthly meetings) and Homeless Coalition (monthly meetings), Expend \$500,000 in rent assistance programming
	CS: AMSA (attend and participate in regional initiatives)	Attend AMSA quarterly meetings and bring forward ideas/opportunities for regional collaboration
	DPW: Update water system agreements with outside jurisdictions.	Educate City Commission on current water system agreements and get legal advice on terminating current agreements.



8. Governance	Proposed Work Plan Items	Proposed Measures of Success
	DPW: Work with MDOT on the upcoming design build project on I94 in 2023	Gather public input on aesthetics and gateway treatment proposed on Capital Ave Bridge over I94.
	IT: Cybersecurity assessment. This is in collaboration with the Region 5 District.	IT will have procured an assessment and will develop a plan to address the results of the assessment.
	Airport: Continue Governance study and review recommendations	Supply research and recommendations to Airport Advisory Board and provide input as to how recommendations can or cannot be achieved
5. Competence	HR: Key focus on recruitment and succession planning for key roles. Additional supervisory training has been identified as an area of focused improvement	Reduction in Open Positions YoY of up to 25%. Key Roles with pending retirements are identified and plans for recruitment have been documented. All supervisors (100%) to receive a leadership training identified by Human Resources.
	HR: Equity Study to be completed in FY22 with focused improvement on recruiting, training, and HR Policies	Receipt and review of Corrective Action Items or Recommendations for Improvement is reviewed with Senior Staff with plans identified to close gaps. Train at least 50% of staff on DEI.
	DPW: Train new City Engineer	HR: work with Director of Public Works on onboarding training plan for first 6 months.
	IT: Cybersecurity education and training campaigns	100% completion as assigned.



Workshop Participants

Commissioners

Mark Behnke	Mayor
Kaytee E. Faris	Vice-Mayor; Chair, CM Performance Evaluation Committee
Boonikka M. Herring	Commissioner
Carla C. Reynolds	Commissioner
Jenasia M. Morris	Commissioner
Kathy S. Wilson	Commissioner
Kristin D. Blood	Commissioner
Sherry L. Sofia	Commissioner

Staff

Rebecca L. Fleury	City Manager	Troy D. Gilleylen	Deputy Chief of Police
Ted E. Dearing	Assistant City Manager	Victoria L. Houser	City Clerk
Shawna M. Allen	Executive Assistant	Michelle Hull	Human Resources Director
Mallory R. Avis	Public Transit Director	Philip S. Kroll	Assistant Aviation Director
Shannon D. Bagley	Deputy Chief of Police	Linda A. Morrison	Revenue Services Director
Jim A. Blocker	Chief of Police	Nancy L. Mullett	Labor Attorney
Duska A. Brumm	Recreation Director, Parks and Rec	Jill H. Steele	City Attorney
Cassandra K. Cooper	Communications Specialist	Brian E. Sturdivant	Fire Chief
Carl E. Fedders	DPW Director	Jessica L. Vanderkolk	Communications Manager
Rebecca D. Forbes	Executive Assistant	Sarah E. VanWormer	Information Technology Director
Marcie M. Gillette	Community Services Director		



Contact Information



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