

HUMAN RELATIONS BOARD

WEDNESDAY, April 17, 2024

4:00 P.M. – 5:30 P.M.

Hybrid Meeting

Battle Creek City Hall

10 N. Division Street

"To increase constructive communication among all people regardless of actual or perceived race, ethnicity, color, religion, national origin, sex, age, height, weight, marital status, physical or mental disability, family status, sexual orientation, gender identity, or socioeconomic status. To also increase constructive communication between residents, public officials, and community organizations, thereby promoting harmonious and productive relationships within the community, and equitable access to community resources for all."

A. INTRODUCTIONS

B. ROLL CALL

C. APPROVAL OF MINUTES

1. February 21, 2024

D. COMMUNICATIONS

E. COMMITTEE REPORTS

F. OLD BUSINESS

G. NEW BUSINESS

1. Celebrate the work of the Human Relations Board
2. Human Relations Board Meeting Schedule
3. City of Battle Creek's Two-Year Work Plan
4. Community Oversight Board – Update

H. COMMUNITY POINTS OF INTEREST – OPEN DISCUSSION

I. PUBLIC COMMENTS

J. BOARD COMMENTS

K. NEXT MEETING – TBD

L. ADJOURNMENT

**Human Relations Board
Battle Creek City Hall
10 N. Division St.
Room 302A
&
Virtual-ZOOM
Wednesday February 21, 2024
4:00 P.M.**

Board Members Present: Kathy Szenda Wilson, Charles Asher, Josita Todd, Joe Hooper, Eva Masters, Roger Ballard, Jeffrey Cotton (4:03pm) and Deana Spencer (4:17pm), - all attending in person attending in person. Keona Ackley, (4:07pm) attending remotely from the City of Battle Creek and Derrick Freeman (4:20pm—4:26pm) attending remotely from Jackson, Mississippi.

Staff: DEI Officer, Kimberly Holley; Police Chief Bagley (4:34pm); Rebecca Forbes, Executive Assistant

Guests: Andy Helmboldt

Board Members Absent: Donald Woodward (aka Pao Shan), Boonikka Herring, Lyanne Wesley, Jennifer Metzger, Rebecca Fleury, Whitney Wardell

Ex-Officio: There were none.

Call to Order: The meeting was called to order at 4:00pm.

Approval of Minutes: A motion was made by Charles Asher, supported by Derrick Freeman, to approve the Human Relations Board minutes of January 17, 2024. All yes, none opposed. Motion approved.

Communications: Kimberly Holley, DEI Officer provided an update on the Community Oversight Board in the Agenda packet.

Committee Reports: There were none.

Old Business: There was none.

New Business: Charge of the Human Relations Board

Kathy Szenda Wilson introduced Andy Helmboldt, previous HRB chair and former City Commissioner.

Mr. Helmboldt provided information on the history of the Human Relations Board and its role as a conduit between the City and Citizens.

Ms. Holley noted the current work of the DEI office is focused internally, regarding practice/policies. Ms. Holley provided information on how other communities utilize their Human Relations Boards/Commission.

The Board discussed the direction of the Human Relations Board.

The Board discussed the demographics of the HRB and recruiting to be more inclusive of the community.

Community Points of Interest: Josita Todd shared information on a state wide report on child abuse and neglect naming Calhoun County as one of three Counties with excessive issues. Ms. Todd would like to highlight and address some of these issues with the community.

Chief Bagley shared an update on the Café' Rica incident.

Ms. Szenda Wilson offered send a card to Café' Rica on the behalf of the HRB.

Public Comments: There were none.

Board Comments: Ms. Todd suggested Implicit Bias training be part of the DEI offices agenda. Ms. Szenda Wilson requested the same information be shared with the HRB as well.

Next meeting: The next meeting of the Human Relations Board March 20, 2024 @ 4:00 pm in Room 302A and available by Zoom.

Adjournment: Kathy Szenda Wilson adjourned the meeting at 5:23pm.

DRAFT

City of Battle Creek
Fiscal Year Work Plan

Result: 1. Economy		CURRENT (2022-23)		UPDATED (2024-25)	
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes	Work Plan Item	Metric(s) - What Constitutes
(a) 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: 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: 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	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	COMPLETED	COMPLETED
		CS: Continue to offer predevelopment meetings	Offer in office and on site predevelopment meetings as requested and when opportunity is presented	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	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, Medical and Adult Use Marihuana
		MSG: RFP for modification of 1st floor city hall space and public entrance	Completion of the RFP	COMPLETED	COMPLETED
		IT: Deploy 55 Mobile Devices (Laptops) before June 30, 2022	No laptops will be sitting on the shelves.	COMPLETED	COMPLETED
		IT: Continued upgrades of software and network hardware	Software and network out of support dates will not have expired/passed.	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.	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.
		IT: 311 Information Center Specialists expanding tasks to assist callers	311 Specialists will have added tasks and will be performing them.	IT: 311 Information Center Specialists expanding tasks to assist callers	311 Specialists will have added tasks and will be performing them.
				IT: 311 Information Center Specialists standarding communications with departments for process efficiency	311 Specialists will have processes and procedures that reflect how 311 will communicate 311 tasks with departments

New Entry

		Airport: Review & plan update of Strategic Business Plan	Identify strengths and weaknesses of current business plan and update as needed	Airport: Review & plan update of Strategic Business Plan	Identify strengths and weaknesses of current business plan and update as needed
				DEI: Work in partnership with community stakeholders to develop & document inclusive practices for community stakeholders' participation in economic development	Written protocol and criteria for engagement; policy recommendation.
(b) Support local business	Supports local businesses (including child care 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: 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	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	CS: Professional lead abatement and construction workforce development – offer incentives, training, convene stakeholders (in collaboration with other community partners)	Increase the number of lead certified contractors in our contractor pool. Offer lead abatement workers certification cost reimbursement to contractors.
		Airport: Implement airport marketing plan	Meet with BCU to ensure maximum marketability for the airport	OBJECTIVE REMOVED	OBJECTIVE REMOVED
(c) 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	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: BCPS Housing Incentive Program	Expected to provide approx 6 participants with \$4,500 per participant per 12 month lease towards monthly rent of a rental property registered with the City of BC; Expected to provide approx 10 participants with up to \$20,000 per participant in down payment assistance to apply to closing costs and mortgage buy downs for the purchase of a home w/in the City of BC and BCPS District
		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	CS: Hotel/Motel Communal Kitchen Program	Installation of communal kitchens by willing hotel/motel owners to allow for long term stay occupancy.

New Entry

		CM: Facilitate support for and pursue implementation of affordable housing development in Battle Creek.	Increase in the overall supply of available units	CM: Facilitate support for and pursue implementation of affordable housing development in Battle Creek.	Increase in the overall supply of available units	New Entry
				Transit: Collaborate with employers and employer representatives to address workforce transportation needs.	Identify possible partners and possible funding sources that would support workforce transportation including late nights and weekends.	
(d) 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: 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	NEW ENTRY
		SBD: Cultivate new and early stage entrepreneurs through a hands-on business-operational model	All startups have access to technical assistance	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		SBD: Launch new businesses within the BC Cargo seasonal pop-up marketplace	Incubate 14 businesses over the next two years	SBD: Launch new businesses within the BC Cargo seasonal pop-up marketplace	Incubate 10 businesses over the next two years	
		SBD: Co-create an inspired and inclusive pool of entrepreneurs to pitch a business idea for financial investment	Launch of 2-3 new startups	SBD: Co-create an inspired and inclusive pool of entrepreneurs to pitch a business idea for financial investment	Launch of 2-3 new startups	
				SBD: Maintain and operating a retail incubator Kitchen in the downtown	Assist the launch of at least one food business in the community	
				SBD: Provide general marketing support for local businesses	Increase awareness of local business and events	
		SBD: Webinar Series on Succession Planning for business owners (recorded if needed).	Small business have access to succession strategies	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		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	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: Continue to pursue airport-wide development	Airport: Work with community partners to develop new airport tenants and support current tenant growth and expansion	
		Airport: Support Duncan Aviation expansion	Work with Duncan Aviation to achieve plans that are mutually beneficial	COMPLETE	COMPLETE	
		CM: Planning for regional economic development.	Identifying and advancing needs for the Marshall mega site.	CM: Planning for regional economic development.	Identifying and advancing needs for the Marshall mega site.	
				CS & SBD: Redevelopment Ready Certification Updates and Awareness Campaign	Compliance with RRC requirements for recertification and development of RRC marketing materials	

(e) Attractive to residents, visitors and tourists	Offers a vibrant downtown and commercial areas that is attractive to residents, visitors and tourists	SBD: Promote and incentivize the use of an online platform for local food ordering and delivery	Continued growth and development of EatsBC	SBD: Promote and incentivize the use of an online platform for local food ordering and delivery	Continued growth and development of EatsBC	NEW ENTRY
		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	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		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	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	
				CM: Develop a detailed action plan for the overall enhancement and redevelopment of the Beckley Road retail corridor	Plan completion by end of 2024	
		DPW: Provide ongoing downtown maintenance.	Address 35 locations where Consumer's Energy handholes create trip hazards in the downtown area. Focus beautification efforts along linear path between Michigan Ave and McCamly St.	DPW: Provide ongoing downtown maintenance.	Complete work on Monument Park/Sojourner Truth ARPA project.	
		CS: Utilize Master Plan, Placemaking, and Redevelopment Ready to further enhance downtown vibrancy		CS: Utilize Master Plan, Placemaking, and Redevelopment Ready to further enhance downtown vibrancy	Updates to the Master Plan and Zoning Code that supports future development opportunities	
(f) 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	Drive an increase in sustainable and environmentally friendly material purchases	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		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.	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.	

City of Battle Creek
Fiscal Year Work Plan

Result: 2. Safety		CURRENT (2022-23)		UPDATED (2024-25)	
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes Success	Work Plan Item	Metric(s) - What Constitutes Success
(a) Law enforcement	Enforces laws fairly, justly and equitably	PD: Continue work on Equity Task Force	Identified goals and objectives with associated timeline towards implementation	PD: Continuing to work with DEI on recruiting and hiring along with promotional processes	Establishing a diverse pool of candidates for hiring
		PD: Continue work with Human Relations Board 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	PD/DEI: Steward establishment of Community Oversight Board (COB), and work with COB in the development and implementation of review processes	COB fully established and operational with by-laws; onboarding/training protocol established; community trust & legitimacy established
		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	PD: Continuing to assess and evaluate Citizens Police Academy and Police Explorer programs. Utilize COPS programs to enhance community engagement and events	Non-traditional interactions between officers and the community. Construct a community enagement calendar that ecompasses all community events. Graduates of Citizens Police Academy continue on to be a part of the Citizens Police Academy Alumni Association
		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: 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 buildings	Completion of Strategic Score Card using Allowance and using it to assess all dangerous buildings	COMPLETED	COMPLETED
		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: Continuing to work with DEI on recruiting and hiring along with promotional processes	Establishing a diverse pool of candidates for hiring. Maintain 95% sworn strength

(b) 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	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	COMPLETED	COMPLETED	
		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: Implementation of Command Central Aware to enhance the smart cameras	Full integration	
		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	PD: Completion of Brain Health program. Ongoing utilization of Chaplains and Peer Support program	Fewer S&A claims due to stress related illness or injury	
		DPW: Continue Lead Service Line Replacement Program	Complete 200 lead service line replacements per year.	DPW: Continue Lead Service Line Replacement Program	Complete 300 lead service line replacements per year.	
				DPW & IT: Street light inventory	100% working street lights.	NEW ENTRY
		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.	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.	
		RSG: RFP for modification of 1st floor city hall space and public entrance	RFP Completion	COMPLETED	COMPLETED	
				PD: Support contractual relationships with Bronson, Schools etc	Successfully fulfill contract requirements	NEW ENTRY
				SBD: Provide ongoing night-time security for parking structures in the downtown	A significant decline in complaints and concerns involving the parking structures	NEW ENTRY
		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	CS & PD: 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	

(c) Emergency response	Prepares for, and responds to emergencies including life-threatening medical emergencies, fires, natural disasters, and epidemics	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.	Using all resources and best practices for recruitment and retaining PD and FD staff so that vacancies are filled in a timely manner with minimum impact on staffing levels.	HR: Continue to support effective recruitment practices for Police & Fire. Research options for attractive recruitment and retention practices. HR drive Civil Service processes.	Up to date Promotional Lists for BCFD and BCPD. Ratification of all 3 POLC CBA's. New Hire retention past 3 years. Consistent Civil Service meetings and attendance by Commissioners.
		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	PD: Continue to build and work with multi-jurisdictional emergency response teams at the local and regional level	Conduct one exercise per year involving emergency services personnel for a large scale simulated event
		PD: Increase Incident Command System Training and exercises for city	Starting in Q3, support one ICS based table top exercise for combined joint staff	PD: Conduct one exercise per year involving emergency services personnel for a large scale simulated event	Conduct one exercise per year involving emergency services personnel for a large scale simulated event
		PD: Begin research and testing process towards updating Officers communication systems (Radio's)	Build out RFP through needs analysis and coordinated work through the Michigan Communications system and CCCDA(Dispatch) NE911 requirements	PD: Transition ownership and control of all radio communication systems to Calhoun County Consolidated Dispatch Authority	Complete the transition in 2024
		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	PD: Increase community partners through structured engagement and operations	Increase community partners through structured engagement and operations
		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.	Fire: Increase EMS licensure(s) to address the "gap" in service between the response times of the City contract ambulance provider and fire department patient care.	Complete training/licensure of personnel from MFR to EMT-B utilizing the FEMA grant awarded in CY2023. Approximately 35 additional personnel to be upgraded and licensed as EMT-B.
				Fire: Develop and implement BCFD's EMS Strategic Plan	Secure funding, program development, agreed labor concerns, procure equipment, secure ambulance service agreement (per Ordinance 804)
		IT: Continued Vigilance for detecting and blocking cyber threats 24/7	The Benchmark we are trying to reach is under 15.5%	IT: Continued Vigilance for detecting and blocking cyber threats 24/7	The Benchmark we are trying to reach is under 15.5%
		IT: E911 location mapping	Not determined yet	OBJECTIVE REMOVED	OBJECTIVE REMOVED

NEW ENTRY

		Airport: Review Airport Emergency Plan	Hold annual AEP meeting and work with mutual aid departments to increase safety and situational awareness at the airport	Airport: Review Airport Emergency Plan, and update policies to meet changing threats	Hold annual AEP meeting and work with mutual aid departments to increase safety and situational awareness at the airport	NEW ENTRY
				Fire: Implement Rescue Task Force program in coordination with PD and EMS	Completion of program and policy development, training, procure equipment, implementation / activation of the program	
		EM: Analysis of police/fire/ems service-delivery models.	Complete and implement the recommendations.	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
(d) 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: Utilize Patrol, COPS, and special assignment programs to enforce traffic laws. Utilize real time analytics to direct traffic enforcement	Reduce complaints of traffic concerns. Continued efforts to reduce traffic accidents by 10%	NEW ENTRY
		PD: Restart Traffic safety Unit	Coupled with recruiting and retention of talent restart traffic unit if staffing levels reach 95%	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		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: Identify locations with high crash histories	Continue to utilize the Michigan State Police (MSP) crash reporting system for all questions and concerns regarding crash rates.	
		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.	DPW: Relocate the winter salt storage facility to a more centrally located site	Complete construction of salt storage facility and additional site work at new central location on Helmer.	
				Fire: Traffic pre-emption at all signaled intersections	Obtain funding; identify locations; coordination with PD, DPW, Transit.	
(e) 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: Establish protocols through the Protect and Connect grant to enhance patrol response	Establish protocols through the Protect and Connect grant to enhance patrol response. Increase CIT trained officers by 30%	
		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	COMPLETED	COMPLETED	

		Comms: Updates to emergency operations plans for communications and public information	Finalized versions of these plans by the end of this work plan period.	OBJECTIVE REMOVED	OBJECTIVE REMOVED	NEW ENTRY
				Fire: Collaborate with PD and EMS and local stakeholders to increase capacity in crisis response (a component of community paramedicine)	Coordinate capabilities, policy development, program development / management, training	
(f) 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	Accreditation "applicant agency" status for by departmental "registered agency" status.	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. Alignment for full agency accreditation.	Become an accreditation "registered agency" in FY24 and "applicant agency" FY25; obtain funding for agency accreditation	
		Fire: Begin significant fire facilities maintenance and upgrade on all City firehouses.	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	Fire: Preparation for fire facilities construction, maintenance and upgrade on all City firehouses. Continue modern fleet maintenance and purchasing.	Identify and complete specific projects under CY24 G.O. Bond issuance. Continue to support funding of fire department fleet upgrades managed with City Fleet Services.	
(g) Police protection and response	Provides crime prevention, and personal safety from violent crime for all	PD: Develop and support victim focused, trauma based advocacy program (VFTBAP) response to domestic violence and criminal sexual conduct cases	The goal of the VFTBAP is the identification and prosecution of chronic domestic violence abusers and establish victim focused advocacy for sexual assault survivors to increase CSC prosecutions	PD: Explore increasing the victim advocacy program with additional staff to expand capabilities	Increase number of victim advocates and types of crimes we offer services for and enhanced prosecution	
		PD: Procure new records management and on-line reporting system to enhance analytical capabilities, efficiencies and evidence based policing strategies	The implementation of a new RMS/on-line reporting system provides new analytical tools for officers to respond to emerging trends and long term issues	PD: New RMS and online reporting system with outward facing dashboard to enhance community interaction, information sharing and transparency	Acquire new RMS system and online recording system	

City of Battle Creek
Fiscal Year Work Plan

Result: 3. Transportation and					
		CURRENT (2022-23)		UPDATED (2024-25)	
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes Success	Work Plan Item	Metric(s) - What Constitutes Success
(a) 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	COMPLETED	COMPLETED
		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: Complete inventory collection for public sidewalks and develop strategy for proactive asset management	Complete backlog of sidewalk repairs from complaint list. Incorporate sidewalk repairs/replacement in with Capital projects. Repair sections of sidewalk as the complaints come in.
		DPW: Assist Planning Division with the completion of the Non-motorized plan	Determine if non-motorized revision needs to be restarted or if it can be salvaged. Develop plans and assign task to DPW staff.	COMPLETED	COMPLETED
(b) 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: Implement and coordinate Asset Management Plan for Roads, Water Distribution, and sewer collection	Continue to use the Asset Management Plan to coordinate projects. Identify and score new projects as they arise.
		DPW: Provide transparent update to date snow plow status during winter storms.	Implement public facing snow plow progress mapping site (AVL)	DPW: Provide transparent update to date snow plow status during winter storms.	Utilize public facing snow plow progress mapping site (AVL), and make refinements as necessary.
		BCT: Complete bus shelter grants and issue RFP for design/construction, including sidewalk construction	75% to completion of project	BCT: Complete bus shelter grants and issue RFP for design/construction, including sidewalk construction	75% to completion of project

		Airport: Implement new branding/directional signage on I-94 and I-194	COMPLETED	COMPLETED	COMPLETED	
				Airport: Complete and implement updated Airport Layout Plan for future airport development	FAA, MDOT, and BC city commission approved airport layout plan	
				Airport: Continue to pursue federal, state, and private investment for updating and maintaining airport infrastructure	Acquiring federal, state, or private investment for airport infrastructure improvements	
(c) 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.	OBJECTIVE REMOVED	OBJECTIVE REMOVED	NEW ENTRY
				PD: Utilize directed patrols for traffic enforcement where data/citizen reports indicate excessive speed and or increased vehicle accidents	PD: Reduced reports of excessive speeding and vehicle accidents	
(d) 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	Implementation of CAD/AVL system	BCT: Award contract to Computer Aided Dispatch vendor to provide on-demand and app based transportation software	Implementation of CAD/AVL system	NEW ENTRY
		BCT: Continue discussions and action toward formation of countywide transportation authority	Achieve countywide transportation goals	COMPLETED	COMPLETED	
				BCT: Continue coordination and contracting efforts with the TACC	Fully operational intergovernmental agreement with the TACC to provide transportation.	

City of Battle Creek
Fiscal Year Work Plan

Result: 4. Utilities		CURRENT (2022-23)		UPDATED (2024-25)	
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes Success	Work Plan Item	Metric(s) - What Constitutes Success
(a) 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: Safeguard groundwater source	Drill new replacement wells as required by Administrative Consent Order (ACO) with EGLE
		DPW: Develop long range plan for biosolids disposal generated at the WWTP	Choose long range biosolid solution.	DPW: Develop long range plan for biosolids disposal generated at the WWTP	Reapply for State Revolving Fund (SRF) loan for propose composting facility. Continue to collaborate with Kalamazoo to help identify a regional solution to biosolid disposal.
		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.	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.
(b) Stormwater/Drainage	Provides storm drainage and infrastructure for effective storm water management, and education on	DPW: Continue to work with USACE to develop hydraulic model for naturalization of concrete diversion channel	Complete survey and hydraulic analysis.	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: 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.

	education on reporting/management of misuse	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.	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.
(c) Internet	Collaborates to expand internet access	CM: Finalize spending plan for ARPA broadband allocation and initiate implementation	Expand highspeed internet access to underserved areas of the community	CM: Finalize spending plan for ARPA broadband allocation and initiate implementation	Expand highspeed internet access to underserved areas of the community
(d) 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.	DPW: Continue to work with Consumer's Energy and SEMCO to identify cost savings/energy efficiency opportunities in City buildings.	Create additional 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.	OBJECTIVE REMOVED	OBJECTIVE REMOVED
				CM/DPW: Complete utility ordinance update	Ordinance updated.

NEW ENTRY

City of Battle Creek
Fiscal Year Work Plan

Result: 5. Environment,		CURRENT (2022-23)		UPDATED (2024-25)	
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes Success	Work Plan Item	Metric(s) - What Constitutes Success
(a) 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 ordinance to assess if conditions of purchase and sale price should be updated.	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 ordinance 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 measureable 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.	DPW: Continue to work w/Sustainable BC committee to prioritize action items from the plan	Show measureable 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.
				DEI: Work with Sustainable BC Committee & staff to identify and explore environmental justice & sustainability initiatives relative to values outlined in Sustainability Plan	Take action on a specific project and/or initiative; build business & community stakeholders' knowledge around social equity, environmental justice and sustainability; contribute to broader community impact and access goals for River Restoration project
				BCT: Explore replacement of current vehicles with alternative fuel vehicles (low/no emission).	BCT: Apply for funding to purchase up to three vehicles and associated infrastructure.
		BCT: Begin implementation of vehicle replacement/asset management plan. Award contract for 10 new, current emission standard, buses	Order of at least 3 new vehicles. Delivery not likely within this time frame.	BCT: Continue implementation of vehicle replacement/asset management plan. Award contract for 10 new, current emission standard, buses	BCT: Order 2nd round of vehicles. Identify if funding is still appropriate for service delivery style to prepare for final phase of vehicle replacement. (i.e. purchase vans or buses with last "leg" of funding?)

NEW ENTRY

NEW ENTRY

(b) 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: 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: 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.	DPW: Investigate potential odor control solutions for the Wastewater Treatment Plant	Expand use of Eganix odor control product to additional lift stations.
		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.	OBJECTIVE REMOVED	OBJECTIVE REMOVED

(c) Long-term Sustainability	Educates community about recycling, waste reduction, and conservation impacts and learning experiences around diversity, equity, and inclusion	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 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.	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.
(d) 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	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 annual polystyrene, scrap tire and electronics collections events; provide information to residents on materials recycling and disposal options in the community.	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 annual 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	RFP Completion	COMPLETED	COMPLETED
				CM: provide guidance and oversight for effort to naturalize the channelized portion of the Kalamazoo River in downtown Battle Creek	Move from feasibility analysis to project implementation by the end of 2025

NEW ENTRY

		RSG: Completion of the Terra Cotta project on the City Hall building	Vendor is paid in full and City Hall building repairs to Terra Cotta are complete.	COMPLETED	COMPLETED	
(e) 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: 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.	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.	
				DPW: Maintain clean roadways utilizing street sweepers to prevent debris from entering the stormwater system.	Complete three rounds of street sweeping citywide for all City maintained roadways.	NEW ENTRY
				CS & DPW: Develop Green Infrastructure Plan	Creation, adoption, and implementation of the plan	NEW ENTRY
(f) 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 multiphased timeline for roll out, develop informational materials and social media implementation timeline.	CS: Implement a Historic Districts Awareness and Education Campaign	Disseminate informational materials to HD property owners and social media outlets. Explore installing HD recognition street signs.	
		CS: 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	CS: 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	

City of Battle Creek
Fiscal Year Work Plan

Result: 6. Arts and Culture					
CURRENT (2022-23)			UPDATED (2024-25)		
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes Success	Work Plan Item	Metric(s) - What Constitutes Success
(a) 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	COMPLETE	COMPLETE
		CM: Explore redevelopment efforts at Lakeview Square Mall.	Full engagement with GK Development and other stakeholders on a plan for redevelopment	OBJECTIVE REMOVED	OBJECTIVE REMOVED
(b) 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	COMPLETE	COMPLETE
		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	OBJECTIVE REMOVED	OBJECTIVE REMOVED
		SBD: Conduct and collaborate on downtown events	Increased in the number of people participating in downtown activities	SBD: Conduct and collaborate on 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	Airport: Support the Battle Creek Field of Flight	Attend airshow related meetings and provide support for event
				Airport: Coordinate with volunteer committee on 100 year anniversary celebration	Increase awareness for the contributions of the airport to the community
		SBD: Partner with diverse community organizations to hold events	Increased visits to the downtown for arts and culture programming	SBD: Partner with diverse community organizations to hold events	Increased visits to the downtown for arts and culture programming

NEW ENTRY

(c) Diversity	Promotes diverse and inclusive events and venues for cultural enrichment and celebration			DEI: Partner with Creatives and Arts & Culture organizations to promote cultural equity, and amplify the role of arts & culture in placemaking and economic development	Bring an explicit racial and ethnic demographic lens to planning; develop, document and implement inclusive practices; short-term experiments (to jumpstart placemaking partnerships); ongoing evaluation
(d) 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.	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	SBD: Provide marketing support and technical assistance for arts and cultural events	Increased awareness of arts and culture in the community

City of Battle Creek
Fiscal Year Work Plan

Result: 7. Recreation		CURRENT (2022-23)		UPDATED (2024-25)	
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes Success	Work Plan Item	Metric(s) - What Constitutes Success
(a) 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: 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.
(b) Connected community	Offers trails and paths that connect the community through a pedestrian and bicycle network that affords mobility for everyone to move	DPW: Repave linear path sections to provide a surface suitable for all users	Repave 3/4 mile of Linear path.	DPW: Repave linear path sections to provide a surface suitable for all users	Repave portions of the linear path as funding allows.
		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.	COMPLETED	COMPLETED
		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 tips repaired.	COMPLETED	COMPLETED
		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.	ONGOING- OBJECTIVE UPDATED TO NEW GOAL	ONGOING- OBJECTIVE UPDATED TO NEW GOAL

(c) 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: 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.	ONGOING - OBJECTIVE COMBINED IN NEW GOAL	ONGOING - OBJECTIVE COMBINED IN NEW GOAL	
				SBD: Collaborate on the development of a outdoor skatepark	Successful implementation of the park	NEW ENTRY
				REC: Develop and implement an action plan on replacing facility fitness center equipment and programming equipment.	Plan in place and replacement of equipment occurs.	NEW ENTRY
				REC: Continue to offer a full slate of programming year round to all people regardless of where they live, their abilities, or their financial status.	Maintain or increase number of participants in our programs; enrollment in programs by participants that may not have been able to afford registration fees.	NEW ENTRY
				REC: Migrate website to the City's while reviewing functionality and content accuracy.	Websites merged and content updated.	NEW ENTRY
				REC: Reimagine Bailey Park into a multi-sport complex that expands usage, maintains equitable access for residents, and improves economic impact generation.	Along with community partners, conduct a feasibility study; visit other complexes; proceed with development if approved by City; create capital campaign to secure funds.	NEW ENTRY

City of Battle Creek
Fiscal Year Work Plan

Result: 8. Governance		CURRENT (2022-23)		UPDATED (2024-25)	
Theme/Concept	Result Definition	Work Plan Item	Metric(s) - What Constitutes Success	Work Plan Item	Metric(s) - What Constitutes Success
(a) 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 Allowance, solicit scorecard review and feedback from community, create RFP for engagement initiative, select and implement RFP services	CS, COMMS, DEI: 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, finalize engagement strategic scorecard using Allowance, 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.	OBJECTIVE REMOVED	OBJECTIVE REMOVED
		Comms: City connection Podcast/AccessVision program	Episodes at least monthly, with promotion and branding. Monitor analytics.	OBJECTIVE REMOVED	OBJECTIVE REMOVED
		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.	DPW: Develop long range work plan for County Parks millage funds	Utilize county park millage as match dollars for MDNR Grant for public restroom project at Bailey Park.
		DEI: Accessibility Assessment to ensure access to services and support for community members and employees with disabilities	Development of an Accessibility Plan	DEI: Accessibility Assessment to ensure access to services and support for community members and employees with disabilities	Development of an Accessibility Plan

				Comms: Website work – Refresh available around Q3 of 2024; merging separate Recreation website back into main city site; working through use of Monsido (new accessibility function for website acquired in 2023).	Website viewership measurements and information from host CivicPlus; adjustments to website based on feedback and analytics.	NEW ENTRY
				Comms: BC City Connection: Service on the Go! – Project to take city services to parks in different parts of the city.	Number of people served; feedback from visitors about their experience. Planning four events from June to September.	NEW ENTRY
				CS: Explore reconstituting social service grant making	Assess availability of funding allocation, develop recommended advisory structure, and creation of a grant award instrument for scoring proposals (Allovince)	NEW ENTRY
				DEI: Language Access Assessment to identify service gaps & opportunities to enhance language access efforts	Updated to City's LEP Plan based on assessment results; training on providing language access options for all staff; updated facility signage	NEW ENTRY
		Comms: Communications Plan and Social Media Policy updates.	Completed updates of both plans by end of the work plan period.	Comms: Communications Plan and Social Media Policy updates (add accessibility and AI sections).	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.	COMPLETED	COMPLETED	
		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.	DPW: Obtain American Public Works Association accreditation	Complete 100 percent of Citywide Standard Operating Procedures (SOPs) by January 1st, 2025.	
		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.	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: Investment Policy-Statement adoption by the City Commission	Formal adoption through resolution by the City Commission within 1 year	COMPLETED	COMPLETED
		RSG: Fund Balance Policy-update adoption by the City Commission	Formal adoption through resolution by the City Commission within 1 year	COMPLETED	COMPLETED
		RSG: Debt Policy draft	Draft completed and reviewed by Finance and City Manager and ready to move forward to the City Commission via resolution.	COMPLETED	COMPLETED
		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.	OBJECTIVE REMOVED	OBJECTIVE REMOVED
		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.	COMPLETED	COMPLETED
		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.	COMPLETED	COMPLETED
		RSG: Develop a forecast model for use in the budget process (using the Munetrix software product).	FY23 budget includes 5-year forecast	OBJECTIVE REMOVED	OBJECTIVE REMOVED

PA 202 review

(b) Best Practices	The City uses best practice in financial management, policies, and practices while providing valuable services for the resources received.	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)	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		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: 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: Replacement of laptops and/or desktop computers that are 5 years or older.	No replacement laptops or desktops will be in inventory.	
		IT: Replace our Firewall with an updated model— Change our VPN Tunnels for Verizon/County/Air-Gap Backup Traffic	We will received quotes— Selected a firewall that suits our needs— Implement.	COMPLETED	COMPLETED	
		IT: Continue to add CIS Controls to our Infrastructure from the 1st Implementation Group	Quarterly self-assesment.	IT: CyberSecurity assesment using Critical Security Controls.	Quarterly self-assessment.	
		IT: Webserver Upgrade for security and application functionality	A new webserver will in place that does not have out of date software and hardware.	COMPLETED	COMPLETED	
		Airport: Review Primary Management & Compliance documents	Conduct Airport Advisory Board meetings and provide updates to on-going governance study	Airport: Review Primary Management & Compliance documents	Conduct Airport Advisory Board meetings and provide updates to on-going governance study	
				Comms: National Community Survey – likely to start process in Q2 2025	Compare results to previous NCS reports, going back to 2015.	NEW ENTRY
				Comms: Branding – new city branding project (and contributions to community branding led by WKKF). RFP draft in place before Q1 2024.	For city, engagement participation and feedback surveys in process.	NEW ENTRY

				CM: Provide coordination and oversight to a comprehensive effort to secure grant funding to support the various programs and services of the city	Maintain and expand the current level of grant funding throughout the organization	NEW ENTRY
				RSG: Formalize a City wide Inventory Policy	Formal adoption through resolution by the City Commission within 1 year	NEW ENTRY
				RSG: City wide Facilities Department	Addition of City wide Facilities Director	NEW ENTRY
				RSG: Enterprise Resource Planning (ERP) Software Implementation	"Go Live" with Financial Management, HR, and Utility Billing Modules within two years	NEW ENTRY
				RSG: Facilities Master Plan	Condition Assessments of City owned facilities to include in Facilities Master Plan	NEW ENTRY
				RSG: Replacement of Credit/Debit Payment Provider	Replace G2G with a more user-friendly solution as part of ERP implementation	NEW ENTRY
				RSG: Purchasing Division-DEI Initiatives	Vendor outreach by Purchasing Division to DBEs/MBEs to solicit greater participation in bidding for projects	NEW ENTRY
				CS: 2025-2029 Five Year Consolidated Plan	Adoption of the plan	NEW ENTRY
				CS/DPW/IT: Link BSA and Citlworks	Information/data being able to transfer between one another	NEW ENTRY
				DEI: Build foundational competency on DEI principles at all levels & departments	Staff & volunteer participation in DEI education module(s); capacity-building through practice & application of principles; Departmental DEI goals	NEW ENTRY
				DEI: Embed equity lens in all City operations, policies and practices	Clearly defined definition & characteristics; education on equity tools to operationalize equity; build & support data literacy; performance goals & accountability framework	NEW ENTRY
				CS: Explore establishing Administrative Hearing Bureau to address compliance of local ordinance.	Cost analysis, develop programatic design, hold workshop, ordinance amendments, implement communication plan, hiring of personnel,	NEW ENTRY

		Comms: Language access in news items, social media, website	Create Spanish and Burmese website landing pages. Use information for targeted social media.	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		Comms: News releases/media relations for all departments	Continue relationships with departments and regional reporters; complete form system for news release/social media requests.	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		Comms: Textedly text message opt-in/notifications	Complete plan for Textedly use and launch service.	COMPLETED	COMPLETED	
		Comms: Quarterly newsletter via Shopper. News advertisement spreads	Schedule and execute four newsletters per year. Survey community for feedback.	COMPLETED	COMPLETED	
		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.	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. Organizational culture, psychological safety and inclusion metrics	
				CM/DEI: Coordinate efforts with staff liaisons to identify and implement boards and committees training as needed for members.	All boards and committees are fully training to understand their roles and responsibilities and DEI principles are embedded in the onboarding process.	NEW ENTRY
				Comms: Large engagement and/or messaging campaigns for departments as needed, throughout the period – could include director searches, work with DEI Officer, and campaigns for longer-term projects (early voting, TACC, etc.)	Report on each campaign and how it was achieved.	NEW ENTRY

				Comms: Community newsletter, BC City Connection, inserted into city utility bills every other month (with online link on e-bills), starting in February 2024. PLUS continue monthly e-newsletter complement, which includes information like latest videos, NPC news, Podcast release.	Proof of each newsletter; survey of neighbor feedback on this format. Subscriber/open/click rates from e-newsletter.	NEW ENTRY
				Comms: BC City Connection Podcast – one episode per month, with interviews and production by Richard Piet; video version produced by BC Comms.	Viewership and downloads; neighbor feedback.	NEW ENTRY
				Comms: Quarterly advertising with WWMT News Channel 3 – city information during morning and evening news broadcasts, as well as on streaming services.	Viewership from WWMT analysis.	NEW ENTRY
		CS: TRHT (attend and participate in community lead initiatives)	Assit with planning an equity health fair, participate in various TRHT community lead initivites, develop homebuyer education curriculum and homebuyer guide	CS: TRHT (attend and participate in community lead initiatives)	Participate in various TRHT community lead initivites	
		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	COMPLETED	COMPLETED	
		CS: Homeless Coalition (attend and participate in community lead initiatives)	Planning of annual homeless health fair, serve on Housing Solutions Board (montly meetings) and Homeless Coalition (monthly meetings), Expend \$500,000 in rent assistance programming	CS: Homeless Coalition (attend and participate in community lead initiatives)	Planning of annual homeless health fair, serve on Housing Solutions Board (montly meetings) and Homeless Coalition (monthly meetings), Continue investment in rent assistance programming	

(d) 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: AMSA (attend and participate in regional initiatives)	Attend AMSA quarterly meetings and bring forward ideas/opportunities for regional collaboration	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		DPW: Update water system agreements with outside jurisdictions.	Educate City Commission on current water system agreements and get legal advice on terminating current agreements.	DPW: Update water system agreements with outside jurisdictions.	Finalize new agreements with outside jurisdictions.	
		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.	COMPLETED	COMPLETED	
		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.	OBJECTIVE REMOVED	OBJECTIVE REMOVED	
		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	COMPLETED	COMPLETED	
		DEI: Washington Heights Community Engagment on development of Dolliver Property	Complete a Community Visioning Process with the goal of a collective vision for housing development.	COMPLETED	COMPLETED	
				HR: Successfully negotiate six successor agreements with POLC - Non Sup, POLC - Sgt, POLC - LT, AFSCME, BCSA and SEIU.	Contracts ratified by represented groups by expiration dates in 2024.	NEW ENTRY
				CM: Coordinate city efforts by proactively collaborating with departments, service providers, and other stakeholders to address homelessness while reacting to current conditions throughout the community.	Reduction in the overall homeless population in Battle Creek.	NEW ENTRY

(e) Competence	The city hires a qualified workforce focused on service excellence and that works toward planning and building a positive community future	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: Continue evolution of improved recruitment practices with HireReach, JOFI Assessments and NeoGOV. Establish training for effective interviewing. Continue training for front-line supervisors. Continue evaluating options for more effective Onboarding of new hires; explore Mentorship and Ambassadors as an option.	Utilization of new hire onboarding checklist. Completion of supervisory training bi-annually. Roll-out employee satisfaction/stay survey.	
		HR: Equity Study to be completed in FY22 with focused improvement on recruiting 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.	HR: Focus on updating Administrative Code and City Policies to address recommendations from DEI audit. Continue improving communications and access to information via the HR Portal.	Completion of at least 12 policy reviews per year, ensuring that associated language in Administrative Code is also updated. Continued utilization of HR Portal for policy review and training.	
				HR: Identify and consistently implement Customer Service/Civility in the Workplace training for City employees.	Training to be completed by end of CY2024.	NEW ENTRY
		IT: Cybersecurity education and training campaigns	100% completion as assigned.	IT: Cybersecurity education and training campaigns	100% completion as assigned.	
				Comms: Train Police Department staff on social media – requests for Nextdoor and live video (will use YouTube)	Staff trained, and reports on content produced.	NEW ENTRY