



City Manager Evaluation Process 2019/2020 Goals Update



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Abbreviations

CM	City Manager
ACM	Assistant City Manager
CS	Community Services
Comm	Communications Department
DPW	Department of Public Works
EDF	Economic Development Fund
HR	Human Resources
IT	Information Technology
PD	Police Department
Rec	Recreation Department
Rev Serv	Revenue Services
MDE	Michigan Department of Education
MDCR	Michigan Department of Civil Rights



Introduction

On December 6, 2018, the City Commission and the City Manager met with a consultant to identify the 2019/2020 performance objectives for the City Manager and to evaluate the effectiveness of the current evaluation process.

The original 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 present evaluation process was implemented successfully in the fall of 2015.

This report documents the results of the workshop's planning activities with respect to the City Manager's objectives for 2019/2020 and evaluation process improvements recommended by City Commissioners. In accordance with the City Manager's Employment Agreement, this document sets out the specific criteria, jointly developed by the Commission and Ms. Fleury, to measure her performance over the next performance cycle.

Goals Setting Process Adjusted to Two Year Cycle

In looking at the Goals and Objectives identified by the Commission over the past several years, it was recognized that many of the goals would take longer than a year to complete. The Commission and the City Manager have agreed to change the Goals Setting Process to a two year cycle.

Following their election in November of even-numbered years, the City Commissioners shall meet to review the City Manager's Performance Objectives, determine which have been completed, update the current goals and add any additional goals. These revised goals will be collected in the City Manager Performance Objectives Goals Update document which will apply to a two-year period. This current document sets out the Goals for 2019-2020. The City Commission will meet after the November 2020 election to establish the performance objectives and goals for 2021 through 2022.

The City Manager Performance Review Committee will continue to meet periodically with the City Manager to discuss performance highlights and concerns. The City Manager will continue to prepare periodic written reports to the Commission as requested by the Committee regarding accomplishments toward the Goals and Objectives. The City Manager will have an annual review of her performance in accordance with her employment contract following the process established by the Committee. The Committee will check in with the full Commission regarding any new or emerging issues periodically during the two-year period, particularly at the mid-point of the Objectives timeline.

Mark A. Behnke

Mayor, City of Battle Creek

Rebecca L. Fleury

City Manager



City Commission Mission, Vision, and Goals

Our Mission

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

Our Vision

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

Current Commission Goals and Priority-Based Budgeting Results

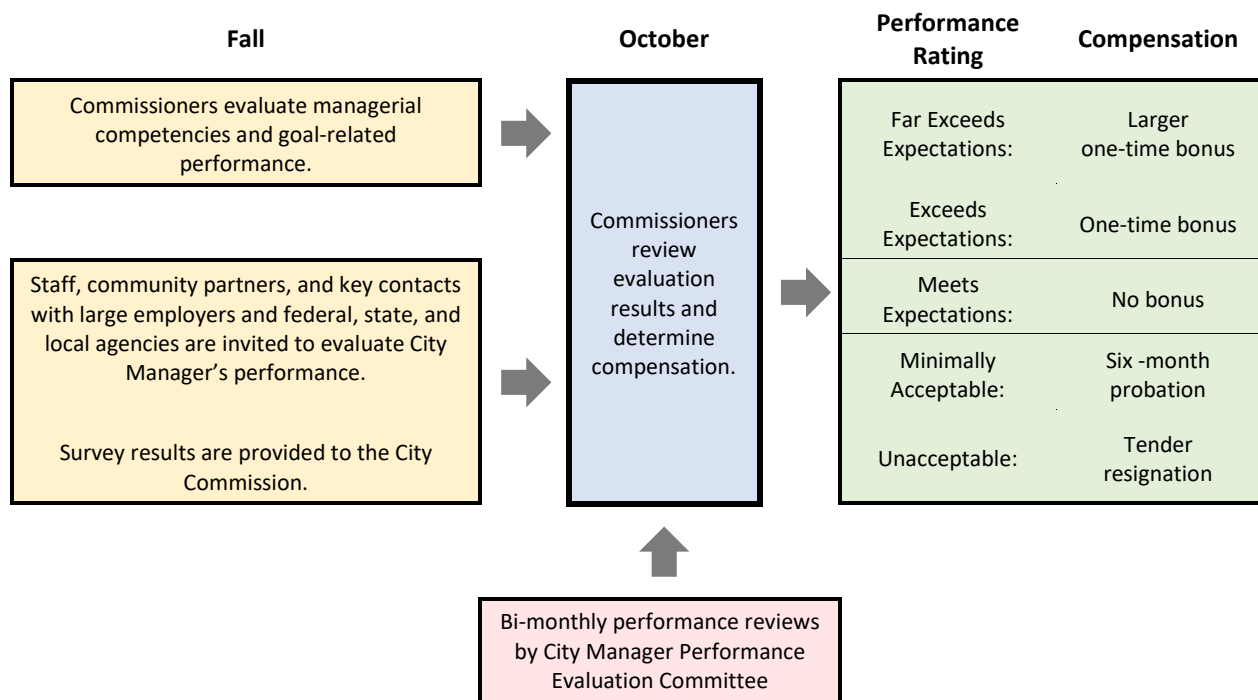
City Commissioners affirmed the current Commission goals and result areas established through the priority-based budgeting process.

1. Economic Vitality
2. Residents and Visitors Feel Safe in Battle Creek
3. Access to Recreational, Cultural & Leisure Opportunities
4. Reliable and Up-to-Date Infrastructure
5. Environmental Stewardship
6. Connected, Accessible & Reliable Transportation Network
7. Well-Planned Growth & Development
8. Vibrant Healthy Neighborhoods
9. Progressive, Adaptive City Government





Assessment of the Current Evaluation Process



Commissioners identified areas in the current evaluation process that are working well and areas for discussion.

Working Well

1. Bi-monthly performance reviews by Evaluation Committee
2. Feedback from commission, community partners, staff
3. Evaluation worksheets
4. Community feedback provided by appropriate community partners
5. Input from senior staff
6. Metrics added for 2018 performance objectives

Areas for Discussion

1. The process is time-consuming, especially for city manager: Needs a good balance
2. Work with IT to assist in streamlining the process – weekly to bi-monthly
3. Better communicate the expectation for the City Manager evaluation workshop for new commissioners.
4. The rating scales are very subjective and lack a baseline.
5. Review evaluation instructions and revise for clarity as needed.
6. Accomplishments are too process and activity oriented. Focus on outcome.
7. Re-evaluate community partners who participate in the survey on an annual basis.
8. Move completed items to an archive.



Performance Objectives (Full Report)

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

The City Manager will provide detailed progress reports every four months.

1. Economic Vitality	Expectations	Departmental Contributions
1. Streamline the process for creating or doing business in the City (e.g. Inspections, Code, One-stop-Shop).	Improve website navigation regarding business-related information	Comm, Finance, IT, CS, EDF: -put EDF plan on the website -additional department web presence
	Identify issues, barriers, and feasible accomplishments for 2019	CS: customer service survey results and feedback from responses Dev Team (CS, EDF, DPW): will make recommendations for specific activities (consider highlighting case studies of projects that went well, developer testimonials), consider community barriers (lack of architects)
	Address change of use: Work with community partners to help home owners and businesses / compliance with the master plan	CS: community workshops on types of businesses and steps needed to locate in the city Dev Team: personalized assistance to all businesses Utility Billing: education on how to set up utility accounts and ownership issues



2. Explore strategies to stimulate interest in living in Battle Creek.	Focus on moderate income housing (construction, in-fill, rehab)	<p>Dev Team (and community partners):</p> <p>Marketing sites to housing developers (need to do a TMA)</p> <p>Tiny house discussion</p>
	Begin the development of a coordinated overall marketing plan for the city – involve realtors, BCU, Chamber, etc.	<p>EDF:</p> <p>Marketing vs. branding the community – ties to the city logo need to have one and stick to it (Believe in, Turning belief into action, Open for business)</p> <p>Airport – rebranding and perhaps a name change</p>
	Begin with rebranding	<p>EDF, Comm, CM:</p> <p>Identify a process/strategy for going through a branding process</p> <p>Need a robust resident engagement in the process</p> <p>Consultant involvement</p> <p>Website revamp</p>
3. Begin implementation of the EDF strategic plan.	Follow the plan’s timeline for 2019 and add to accomplishments	<p>EDF: quarterly reports to city commission on progress with plan</p>
	Utilize the 3D mapping tool	<p>Dev Team:</p> <ul style="list-style-type: none"> -modeling other projects such as the Youth Village -make the mapping tool more user friendly -explore modeling the river restoration (change base map) -integrate subarea plans -market as a tool for developers



2. Residents and Visitors Feel Safe in Battle Creek	Expectations	Departmental Contributions
1. Develop safety enhancements (e.g., lighting, police call boxes, sidewalks, walkable routes, etc.).	Seek funding for safety enhancements	<p>PD: (phone installation and information app. Enhanced pedestrian safety – quiet zone signage. Camera systems.)</p> <p>DPW: traffic circle North Ave. Facilitate conversation on Helmer Rd. traffic study. Traffic circle at Hill Brady/Skyline (BCU/ANG). Transfer portion of Skyline to ANG lease.</p>
	Non-motorized transportation plan – related to walkability and connectivity, not just recreational	<p>CS: Planning leading plan update (estimated to be completed by fall)</p> <p>DPW: investigate integration of STRAVA app</p>
2. Strengthen police-community relationships	Provide Byrne grant information	<p>PD: Provide logic model and share DOJ reports.</p>
3. Develop a plan to address problems with commercial properties in the city – specifically hotels and motels	Develop options	<p>PD/CS/Attorney: Focus on health and safety, gather relevant data, provide options to commission.</p>



3. Access to Recreational, Cultural & Leisure Opportunities	Expectations	Departmental Contributions
1. Continue to explore ways to utilize the riverfronts for recreation and development (to coordinate with the Master Plan).	Continue work with BC Whitewater concept planning	Dev Team: Part I 1135 application (Army Corp) -conceptual drawing (OHM) -feasibility study as part of the 1135 application (utilize dollars awarded)
2. Publicize current and seek additional designations and accolades.	Identify current designations and accolades	CM, Comm: – continue to collect -determine where to highlight the information
3. Continue cooperation to expand and link non-motorized pathways (city-wide and regional).	Develop options	DPW: Hill-Brady trailway project Coordinate with non-motorized transportation plan update Rec: Participate in Calhoun County Trailway Alliance Explore purchase of NS parcels from Mill Pond to Oak Hill Cemetery Update on Fire Hub trailway extension
4. Explore ways to integrate and maintain public art.	Identify potential partners	EDF – identify partners
5. Provide regular updates on Binder Park Golf Course operational review.	Share golf course committee update	CM, Rec – Golf Course Advisory Committee to meet and provide updates to Commission



4. Reliable and Up-to-Date Infrastructure	Expectations	Departmental Contributions
1. Finalize fire facility/equipment/staffing recommendations.	Share any updates	Fire: conduct inventory, bring facilities into compliance, determine Dolliver building use (use for testing). Ongoing discussion on long-term use. Review Kramer report (contingent on available resources).
2. Update plan for gateways and entry ways to the city (I-194 and Dickman cloverleaf).	Identify gateways and entryways	Airport: Update airport signage. Dev Team: Establish gateways (wagon wheel) map locations and identify signage/placement.
	Determine responsible jurisdictions for each gateway and entry way	
3. Explore ways to improve traffic flow (e.g., roundabouts, road diets).	North & Emmett safety study	DPW: next steps for current condition, study traffic circle implementation. Share study with commission. Replace traffic signal downtown (Michigan and Capital Ave.)
4. Storm water utility	Present storm water utility to the Commission	DPW: Meeting with larger users to discuss. Report back to commission. Monitor legislative fix.



5. Environmental Stewardship	Expectations	Departmental Contributions
1. If adopted, implement a sustainable and/or environmental strategy/plan for the City with measurable goals (could include energy audits, green purchasing, LID, etc.).	Present plan for adoption	CM: (Feb 19)
	Determine the costs associated with implementation	Sustainable BC Committee and staff: create an inventory of costs.
	Begin implementation	Sustainable BC Committee and staff to determine.
2. Bio solid composting project for Waste Water Treatment Plant	Finish feasibility study	DPW: Complete study.



6. Connected, Accessible & Reliable Transportation Network	Expectations	Departmental Contributions
1. Explore ways to expand transportation services within the city and county.	Monitor progress of the county transportation plan	Transit – serve on advisory committee and report on progress -coordinate with other transportation providers (Aequitas, etc.)
2. Support marketing of the airport and surrounding area for development and expansion opportunities.	Assistant City Manager share updates	ACM to include in bi-weekly reports
	Utilize the recommendations of the airport strategic business plan	Airport – wrap up cost allocation, fee study, branding, results of community survey -determine budgeting for next steps/fiscal year
	Partner with BCU on marketing efforts	Airport – partner on MEDC grant for UAS business park, continue to educate BCU on branding efforts
	Partner with BCU and others, on preparing the airport site(s) for development	Airport, DPW: progress balancing of the west side Airport: explore multi-use development on airport land for non-aeronautical revenue
3. Complete the City transit master plan.	Continue work on transit master plan	Transit: Complete approval process. -Within budgetary constraints, determine which components of the master plan can be implemented



7. Well-Planned Growth & Development	Expectations	Departmental Contributions
1. Seek coordination for current and future developments with surrounding jurisdictions (with regard to land use and infrastructure).	Identify jurisdiction and respective contacts	<p>CM/CS: Continuing ongoing conversations with surrounding jurisdictions on growth and development.</p> <p>Airport: Provide development standards and information on approach zones.</p>
2. Explore alternate re-uses/redevelopment of underutilized commercial corridors.	Have ACM share updates	ACM to provide updates in bi-weekly reports.
	Work to create the Battle Creek redevelopment master plan (i.e., 3D rendering)	Dev team: fluid plans and processes in relation to development opportunities. Demonstrate where there are redevelopment opportunities.
3. Implement Master Plan	Align current zoning with Master Plan	Planning: Amend zoning ordinance.
4. Pending state direction, recommend options for dealing with recreational marijuana		<p>Attorney, PD, CS, CM: Draft ordinance for regulation depending on State regulations.</p> <p>PD: Conversations around best practices/lessons learned.</p>



8. Vibrant Healthy Neighborhoods	Expectations	Departmental Contributions
1. Discuss options for improving neighborhood engagement.	Benchmark other communities regarding effective engagement models and per specific neighborhood needs	CS, CM, Comm, DPW, PD, Rec: continue community conversations and education -explore technology platforms
	Consider restructuring NPCs	CM, CS: Determine how the City wants to receive resident input.
2. Connect with service providers and other stakeholders to identify needs and opportunities related to affordable housing (e.g. communication around resources).	Stakeholder roundtable discussion	CS – complete the community development assessment -collaborate with partners on the implementation of a housing strategy
3. Continue to review and improve housing code process.	Community conversation regarding housing code to frame discussion	CS: Housing code community conversation in spring 2019 – educational session on code enforcement (community impacts, programs, ways we enforce, etc.) with Q&A
	Consider equity issues	CM, CS: Continue “Color of Law” discussion on how current and future policies have an impact on equity.
4. Eliminate and prevent blight (e.g. seek out investors for large, vacant residential and commercial buildings).	Identify specific hot spots	CS, PD: proactive and complaint responses, use vacant/abandoned & crime data
	Explore options and partners	CS, PD: identified as circumstances present themselves
	Review process with regards to disparity between land bank properties and residential property owners	CS: Explore opportunities for City and County to educate on the challenges and benefits of Land Bank owned properties -information provided by the Land Bank at the time they take possession of a property



	Seek funding and partners	CS: Utilize the pending housing strategy to help identify funding and partners. -seek and leverage grant funding
5. Continue to review and improve residential inspections process.	Use satisfaction survey to identify opportunities for continuing improvement	CS: customer service survey results and feedback from responses
6. Explore "20-minute village" neighborhoods.	Determine how to use the sub-area plans to help create vibrant and walkable neighborhoods	Dev Team: Integrate concepts into sub-area plans as plans are developed. Map districts and assess the assets for each district.




9. Progressive Adaptive City Government	Expectations	Departmental Contributions
1. Build staff capacity on customer service.	Ensure additional staff are trained on customer service	<p>HR (with customer service team): cultural orientation (once a month for new employees, and current staff) – tie to vision and mission statement</p> <ul style="list-style-type: none"> -continue to assess for customer service skills at time of hire -continue to seek additional customer service training opportunities -share customer service themes with customer service team for identifying and leveraging opportunities
2. Build staff capacity around equity, diversity and inclusion.	Ensure staff are trained on equity, diversity and inclusion	<p>CM, HR: continue with MDE/MDCR pilot program and obtain curriculum when available for use throughout the City of Battle Creek</p> <ul style="list-style-type: none"> -explore tools for policy creation to insure an equity lens is being utilized
		<p>CM: continue work with departments (middle management) and walk through language access process, internet resources, new hires</p> <ul style="list-style-type: none"> -sharing information on our language access processes and best practices to make our services and operations more equitable
3. Continue to develop opportunities, relationships, & communications with regional municipalities & the Nottawaseppi Huron Band of Potawatomi.	Identify jurisdiction and respective contacts	<p>CM: – continue CM annual meeting with jurisdictions</p>
4. Explore progressive adaptive ways of providing government services from a budgetary perspective.	Review best practices or processes of other state and municipal governments.	<p>CM: facilitate and identify necessary partners and conversations</p> <p>IT/Rev Serv: G2G payment options, CISO,</p> <p>CM: Review topics such as Public Safety, Fire Authority, County-wide transit, Police Authority, Count-wide Inspections, 5th District Emergency Management (cybersecurity), AMSA coordination with shared services</p>




Performance Objectives (Checklist)

The following performance objectives will be reported in the form of a **traffic light checklist**, stating whether a task has been accomplished, is in progress, or needs attention. The City Manager will provide this checklist in conjunction with her triannual reports.

1. Economic Vitality			
2019 Performance Objectives	Specific Accomplishments	Departmental Contributions	
1. Provide bi-monthly reports on BCU's performance against contract specifications with the City.	Request BCU to provide brief reports on a monthly basis directly to commissioners (CMO)	CM to forward BCU Weekly updates to Commission.	
	Send individual reports via separate emails to facilitate sorting (CMO)	Same as above	
2. Residents and Visitors Feel Safe in Battle Creek			
2019 Performance Objectives	Specific Accomplishments	Departmental Contributions	
1. Support community engagement with police and fire.	Identify specific initiatives as they occur (PD & FD)	Chiefs will get CM their lists	
2. Provide regular infrastructure updates to the public (e.g. water, sewer, train tracks, streets, bridges, etc.).	Provide links to reports	Communications Manager to get list of how and where this is going out	



4. Reliable and Up-to-Date Infrastructure			Departmental Contributions 
2019 Performance Objectives	Specific Accomplishments	Departmental Contributions	
1. Develop and implement a multi-year management/ maintenance plan for all city infrastructure.	Water, sewer, and streets are ongoing	DPW: Lead service replacement grant implementation	
	Report on manhole cover repair	City Engineer to get me finished report	
	Develop city hall and facility maintenance plans	Finance Director, City Hall Facility Manager and City Manager to meet	
2. Continue to provide opportunities for citizen engagement to gather input on growth and development.	Develop new and creative ways to engage citizens	See list above, and Communications Manager to help	



Completed Performance Objectives

Performance Objectives that were completed from prior evaluation periods are recorded below. The City Manager will not provide regular updates on these items.

1. Economic Vitality	
1. Develop a new community and economic development (CED) ecosystem by the middle of the 2016-2017 fiscal year.	Completed
2. Foster the international educational partnerships with respect to international schools.	Postponed
3. TIFA Plan amendment for pass-through language.	Completed
4. Complete EDF strategic plan.	GWJ plan
5. Complete core re-investment plan.	Complete mapping
6. Explore ways to incentivize small businesses.	Micro-lending program GWJ plan recommendations
2. Residents and Visitors Feel Safe in Battle Creek	
1. Semi-annual communications by police and fire chiefs to the public (e.g. press release, guest columns)	Completed
3. Access to Recreational, Cultural & Leisure Opportunities	
1. Implement restructuring of the Parks & Recreation department.	Completed
2. Explore a closer relationship with Recreational, Cultural & Leisure organizations.	Identify potential partners
4. Reliable and Up-to-Date Infrastructure	
1. Report on progress of city-wide Disney Training.	Included in "Managerial Competency #5: Customer Service"
2. Explore alternative means of funding for capital program.	Completed
3. Implement updated water/sewer agreements with neighboring jurisdictions.	Completed
4. Oversight on construction of new police facility.	Share progress updates
5. Explore ways to improve traffic flow (e.g., roundabouts, road diets).	Management of North Capital road diet project



5. Environmental Stewardship	
1. Complete or build upon energy audits of all city facilities.	Completed
2. Pursue low impact development (LID) on City-owned facilities.	Included in environmental plan
3. Develop a sustainable and/or environmental strategy/plan for the City with measurable goals (could include energy audits, green purchasing, LID, etc.).	Work with the Sustainable BC Committee to develop a sustainability document Continue implementation of energy audit recommendations and plans currently in place (i.e. Honeywell, Ameresco)
6. Connected, Accessible & Reliable Transportation Network	
1. Continue to implement the Quiet Zone	Completed
7. Well-Planned Growth & Development	
1. Integrate mixed use development where feasible.	Included in master plan
2. Complete the update of the Master Plan.	Completed
8. Vibrant Healthy Neighborhoods	
1. Discuss options for improving neighborhood planning councils.	Continue NPC leadership meetings
2. Connect with service providers and other stakeholders to identify needs and opportunities related to affordable housing (e.g. communication around resources)	Completed
3. Explore ways to better connect neighborhoods with the downtown and other business corridors.	Identify appropriate staff or department
4. Explore "20-minute village" neighborhoods and how to use mapping project to help create walkable neighborhoods.	Work to implement recommendations of the 3D rendering of the greater downtown area and connecting neighborhoods/corridors

Mark Behnke, Mayor

Date

Rebecca Fleury, City Manager

Date



Workshop Participants

Commissioners

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

Staff

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





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