

This compilation of organizational guidelines, priorities and expectations is designed as an orientation for City of Lincoln Park Employees.

This document, prepared by City Manager Steve M. Duchane in April, 2004, breaks out key agenda points for the city as a public service organization. It also details the expectations for all employees from staff to supervisors to the city manager, himself.

Dear City Employees:

A message from the City Manager

Successful organizations need to be guided by knowing what is expected of them and what is important to those they serve. Typically, these expectations and important

considerations are turned into agenda statements for the organization. For a football team, the agenda is quite clear - the team is expected to win games and hopefully, the championship. For a business, it is also rather obvious: sell a quality product or service and have the bottom line show a profit. However, the numerous and varied expectations of local government mean prioritizing is not automatic or clear-cut. Therefore, it is critical that the city manager establish an agenda...a sense of direction for the organization.

As the appointed leader of the city administration, I have set an organizational agenda with the knowledge and appreciation that it must be a shared agenda that all City Council members and employees own and work to achieve. The agenda is not a list of projects or programs because priorities within our work plan change annually. These statements describe how we will function regardless of the specific work assignment at hand. They detail our approach to our duties - getting things done the Lincoln Park way. As you review our organizational agenda, please think about your individual contributions, your work unit's role, and your department's responsibilities necessary to accomplish the agenda goals.

Several employees have asked what my personal vision is as city manager. It is very simple and more importantly very obtainable - given the employees that make up our work force.

I want to lead the City of Lincoln Park to become a model of public service through continuous innovation, pursuing excellence, being responsive to the community needs, and maintaining partnerships between our elected officials, employees, residents and businesses. If, along the way, you have questions about decisions I might make or requirements I might place on you, please remember that I am motivated by this vision. I realize that distributing this document to the employee population will not magically bring about all the accomplishments we desire. That will take time, commitment, dedication and hard work on all of our parts. You will soon see a reposting of our organizational mission statements in all of our departments and offices, as well as find a copy of the mission statement with this document. Please take time to review this and remember each of us can make a positive difference.

Sincerely,

Steve M. Duchane  
City Manager

## **Mission Statement**

The City of Lincoln Park, chartered in 1925 is a Michigan municipal corporation. It is the mission of the city government to enhance the quality of life within the corporate boundaries by providing outstanding public service in partnership with the community by:

Protecting the public health and environment.

Building and maintaining the public infrastructure.

Developing and maintaining public parks and recreation facilities.

Promoting planning that meets community needs and balances growth with infrastructure capacity.

Assuring efficient and effective management of the public's financial and physical resources.

Encouraging respect for and celebration of the social and cultural heritage of our residents.

Promoting public awareness and participation in government planning, decision making, and policy development.

Promoting and recognizing outstanding public service by volunteers, residents and city employees.

## **The Organizational Agenda**

### **I. Be Service Driven**

I am sure that in the past, we have talked about being resident or customer driven. I believe we must expand beyond the single concept of customer service and recapture the basic grounds for which cities were formed. The city exists to provide public services and share resources that individuals cannot reasonably provide or obtain on their own. If we are focused and driven by our commitment to provide these services to the best of our abilities, we will be fulfilling both the interests of the individual customers as well as the public good. With any given task we will find that we have more than one customer to satisfy. At times, we will be challenged by their differing needs, interests and perspectives.

We, as public servants, must build consensus among the various stakeholders as we shape, design and refine our services. Customer/resident feedback remains very important to us. While this alone is not a sole determining factor, it enables more stakeholders to take part in the decision-making process. I encourage and use all of our survey instruments because all viewpoints must be included and part of the process to ensure that none are left out of the result. As we deliver city services and make decisions about programs, we must be driven to ensure that services are efficient. They must be provided in a cost effective manner with the commitment to make them available to all our citizens.

## **II. Technology Equipped**

Today, we hear plenty of discussion about being innovative and using the latest technology. Having this as one of our agenda items is not just to jump on the bandwagon of the latest trend. Instead, this priority embodies a basic belief that we are capable of our best performance when we are addressing challenges. When we are confronted with problems, or need to think of a new way to do something, that is when we think the most constructively.

As we build and implement our new information technology plan, I encourage everyone to think of how things could be and how we could be and how we could go about making them so. That is what being innovative is all about. On the technology side, this means more than just computerization. We need to upgrade all types of equipment for the purpose of maximizing productivity. I don't want to simply put a computer on every desk or in every vehicle the city owns. However, I do want us to have up-to-date equipment. To afford this, it will require a long-term plan, which would include sharing equipment across departments. Upgrades in equipment must result in upgrades in service.

## **III. Seamless Management**

Traditionally, large organizations have operated with hierarchical relationships and organizational charts that look like pyramids. While this structure in a modified version exists - and will continue to exist - many of our practices must adapt. Even more critical

is the need for us to think not only vertically, but horizontally. Residents and businesses are not concerned with whom is assigned what duties. They care about their bottom line and getting timely, high quality service. They do not know, nor do they want to find out, how to search through a myriad of telephone numbers, referrals, various departments and personnel to resolve their problem or answer their question. When a resident contacts us for service, the attitude and approach must be to adopt that person's issue as if it were our own personal concern. This does not mean that every employee will have to be an expert on every area of the city; however, it does mean that we must think "outside the box."

This can be as simple as taking a customer's or resident's name and number and having the appropriate department get back to them, rather than having the resident call another number. Or, it may be a complicated situation, which will require an all-hands meeting to get several departments involved to resolve a single issue.

Every department director has the authority to call for a cross-departmental, all-hands meeting. Every employee has the right and responsibility to suggest such meetings and other problem-solving techniques.

#### **IV. Continuous Improvement**

As we strive to deliver quality service, we can never be too comfortable or too satisfied with the status quo. Continuous improvement means constantly looking for ways to enhance our services. We can achieve this by reviewing and monitoring our processes and ensuring they meet our customer expectations. This should be a normal part of doing business in a systematic and integrated way and not on an ad hoc or reactive manner. Continuous improvement does not mean ongoing change and instability; rather we need to be flexible and willing to refine what and how we do things for the betterment of service. The concept of continuous improvement also applies to us as individuals. Our individual pursuit of continuous personal growth and learning will collectively enhance the human resource potential of this organization. We must be committed to training at city and personal expense. This strategy will be for every employee to receive at least 20 hours of training annually. The goal of this strategy is to improve the current performance and productivity of every employee and to increase transferability and promotability. This training may come in various forms. Additionally, every supervisor and manager shall identify opportunities for current job enrichment of his or her employees and subsequently share that with the employee.

#### **V. Community Partnerships**

We cannot be all things to all people. We must be prepared to say no when realistically we cannot do something. The challenge is to find someone who can and will leverage our services and resources with others in order to acquire maximum performance. Sometimes we think that unless we do a job ourselves, it will not be done right. Similarly, we sometimes believe that just because we are responsible for a task, we must actually be the ones carrying out every step of it. These beliefs are no longer true in every case - in fact, they may be seriously limiting our potential. Instead, we must form creative partnerships within the community. Types of partnership may vary from finding individual volunteers

to entering into contracts with community based organizations or other agencies. This is an area where we can be creative. To cultivate and encourage these partnerships, we will need to modify some of our patterns, procedures and requirements. This does not mean abandoning checks and balances or accountability, but it does require the elimination of redundancy and taking reasonable, calculated risks. We will need the support and assistance of the Mayor, City Council and City Attorney. Developing programs for business and the community without duplicating efforts and spending. We are able to pool resources to achieve our common goals. I believe our program is a community partnership that exceeds the performance of other more formal organizations in our state.

## **VI. Financial Stability**

It is important for the city to have economic and financial stability. When making budgetary decisions, we need to consider the multi-year impact unless they are truly one-time costs. We must answer the question, “What is the long-term cost or savings of decisions being made today?” We also need to view expenditures on the basis of program results. We should not build in costs for reviews, process or program management which doesn’t add value to the program. Although we can’t control the economy or to a great extent the city’s revenue base, when we expand or downsize the organization, we must do it strategically. Our strategic financial planning needs to identify all parts of the whole. Administrative support and programming direct services need to be appropriately linked. More money and resources should not always be needed to perform new and different tasks. Sometimes we simply need to change how and when we do something in order to accommodate service level changes.

## **VII. Neighborhood Focus**

Cities exist to support both the physical and human infrastructure of our community, and we can best achieve that through a neighborhood focus. Neither the look of the neighborhood nor the feelings of the people in a neighborhood can be neglected. We must focus on bringing services to the neighborhood, not forcing the neighborhoods to seek us out. Coordination of comprehensive, proactive plans for working with our neighborhoods is the core of our philosophy. This focus does not necessarily require additional services, but a different deployment of resources. Key elements of improving the quality of life in the neighborhoods include establishing comprehensive and equitable plans. Since individual neighborhoods will not require all the same treatments, we must pursue collaborative efforts with people and businesses within each neighborhood or community segment.

## **City Manager’s Expectations of Staff**

Commit yourself to Public Service and contributing to the Public Good.

Primary loyalties should not be to pleasing officials in general, but to the residents and the general welfare of the City of Lincoln Park.

Have a “Get It Done” attitude. Speak up in an appropriate manner when you see things that are wrong or has the potential for going wrong. Question assumptions and our current way of doing things, especially if you see an area for improving service levels.

Value our Quality and Excellence. Strive to rise above the status quo or the minimum standards of satisfaction. Being average scares the heck out of me.

Do not hide mistakes and problems, but identify them and let others help you resolve them.

Handle personal conflicts in a constructive manner. Disagree without being disagreeable. Show Respect for others and yourself. Recognize individual differences and help others to achieve their potential. In turn, ask for help when you need it.

Forget turf. Personal successes will not be rewarded if they are at the expense of others.

Be a team player but do not succumb to group think. Work with your team to successfully achieve objectives, but don't be afraid to ask questions or make suggestions.

This approach can help you better understand how and why things are done the way they are – or perhaps lead to improvements.

Enjoy your work or commit to doing something about it.

### **City Manager's Expectations of Supervisors, Managers and Directors**

Establish organizational systems that support quality service.

Maintain a clear focus of what is an issue or problem and do not simply treat the symptoms associated with the problem. Learn from experiences and avoid repeating mistakes.

Provide opportunities for employees to meet their maximum potential by providing a good work environment.

Mentor and coach employees with constructive feedback, leading by example, and clearly establishing priorities and expectations.

Be straight with people. Do not make promises if you cannot control the factors necessary to fulfill them.

Encourage and recognize team effort and achievements.

Provide timely responses.

Manage down as you manage up.

Provide leadership and be decisive.

I will not kill the messenger.

### **What Staff Can Expect from the City Manager**

My expectations of employees, supervisors, managers, and directors are reciprocal. Therefore, you may expect all of the same from me. Additionally, you may expect that I will:

Set my standards high. I'll ask questions, request reports, and probe as to how we arrived at certain staff recommendations. However, I will not ask you to do unnecessary work.

Be supportive and provide an employee environment conducive to doing the best work possible.

Solicit your perspectives on what the organization and the public are feeling and thinking.

Encourage collaboration, not competition, among staff and departments.

Empower, rather than control. But, with empowerment, I will hold people accountable for their responsibilities and actions.