

CITY OF ALBANY  
CITY COUNCIL (WORK SESSION)  
Municipal Court Room  
Monday, March 3, 2008  
4:00 p.m.

MINUTES

CALL TO ORDER

Mayor Dan Bedore called the meeting to order at 4:02 p.m.

ROLL CALL

Councilors present: Councilors Ralph Reid Jr., Jeff Christman, Floyd Collins, Bessie Johnson, Dick Olsen, and Sharon Konopa.

Councilors absent: None.

SCHEDULED BUSINESS

Introduction of BEST Initiative

City Manager Wes Hare said that Albany joined the International City/County Management Association (ICMA) consortium two years ago in order to collect data from cities that can be used to compare performance across jurisdictions. We have not arrived yet at a point where the benchmarks can be established, but staff is developing performance measures that Albany can use.

Hare said there is a consortium of Oregon cities (Corvallis, Salem, Eugene, Wilsonville, Dallas, Hillsboro, etc) which operate under the same laws that Albany does. That information is in the Comparative Performance Measurement Report.

Hare said the goal is to have processes, skills, and tools in place to be able to look at ourselves analytically and critically so we can respond, and do a better job. The City plans to adopt the Building Exceptional Service Together (BEST) initiative. Hare said that Public Works Business Manager Bob Woods has compiled information to see what we are up against.

BEST Initiative Presentation

Woods said that ICMA and the American Water Works Association (AWWA) have performance measures which the City uses, but we have some significant holes to fill.

Woods began a PowerPoint presentation (see agenda file).

Woods had the Council do an exercise which compared work done in large and small batches to see which resulted in more efficiency, by comparing total completed tasks to work-in-process. The lesson learned was that when the batch sizes were reduced, the total tasks completed increased and the work-in-process decreased. Toyota Production System (TPS) has adapted to a continuous flow process, in which tasks are completed one at a time instead of in batches. TPS has greatly increased production using the same number of employees, steps, and time. Most people "batch" their work, thinking that it is more efficient.

Woods said that management will be embarking on a program to train employees in process improvement. The tool set we will be using is Lean Six Sigma. "Lean" focuses on eliminating wasted effort and unnecessary work that occurs in any type of process. "Six Sigma" focuses on eliminating problems in processes that cause customer dissatisfaction and the extra costs that come with fixing the problem.

Woods discussed the successes experienced by Fort Wayne, Indiana as they implemented Six Sigma. Six Sigma is a statistical measure of quality.

Woods said 24 managers from the City of Albany and Councilor Ralph Reid Jr., along with another 23 people from Salem, Aumsville, Linn County, the Department of Standards & Practices, have already attended Six Sigma Executive training. The response was extremely positive. Woods said another Six Sigma Executive training session is scheduled for April 24 and 25 in Salem. He encouraged the Council to attend.

Woods continued the PowerPoint presentation.

Hare added that the process improvement teams help folks to work together and provide enrichment.

Woods said, the goal is to improve customer service. By doing that, we get more done with the same resources we have now.

Councilor Floyd Collins said, this could be applied to policy and reviewed by the Council in the same way staff will be looking at the mechanical processes.

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Hare said, this will be an investment in staff time and resources. Woods is working full-time to lead this enterprise. The Public Works Department is paying for his specialized training.

Bedore wholeheartedly supports this and encouraged staff to move forward. He would like feedback periodically from staff along with what is being invested. Hare said short-term, it will be \$100,000 for staff and training in the first year. Long-term benefits will be increased efficiency and better customer service.

Collins said that increased customer satisfaction is the goal. This is an opportunity to increase confidence in government through excellent customer service.

Hare said the key to its success is getting folks to buy into it. Buy-in needs to reach the level of people who do the every-day work. It is also important to get more out of the resources we already have. Growth versus number of employees is a concern. Revenues are decreasing, so we need to figure out how to meet demand for service with less.

Councilor Dick Olsen said Woods should consider taking anonymous evaluations of the Six Sigma training from supervisors and department heads. Woods said the feedback received so far has been amazing, including training participants from outside the City. There is lots of enthusiasm. There are some that want to be certified in this training beyond the two-day initial session. Hare confirmed that this is an initiative that started in Public Works and has spread through the department heads.

Councilor Jeff Christman said, by defining and quantifying processes, the Council can put something in the Strategic Plan that will have finite data to refer to. This eliminates the broad statements in the Strategic Plan that do not have supporting data.

Hare said that in 2008-09 Woods' position will move from Public Works Department to the City Manager's budget.

#### Integrating the Strategic Plan into the Budget

Finance Director Stewart Taylor would like to incorporate more of the Strategic Plan into the budget process. He gave a sample of Department Themes and Goals using the new process (see agenda file). Each department would have a page of departmental themes and goals after their tab. Directors will define what the goals are for their particular budget, linking the Strategic Plan themes and goals to specific line items in the budget. How the department helps achieve that theme would be presented and objectives would appear in front of each program. These pages will reflect a representative sample of the Strategic Plan. Staff will revisit these periodically. At the bottom of page are performance measures and workload indicators. Taylor is excited about this new direction, as it will give shape to the Budget Committee meetings. The Budget will be an evolving document.

Hare said the Strategic Plan is the "what"; it is a tool to build consensus among the Council and to communicate to the public what is important to the City. What it has not done as effectively as we would like is to be translated into the "how" that is done and what the accountability measures are to make sure it is achieved. Hare said that what has been presented here today will be the tools, the "how" the City can implement the plan.

#### Review Strategic Plan

The Council began review the Strategic Plan.

The Council decided to make no changes to the Mission, Vision, and Value statements.

Regarding the *Great Neighborhoods* theme, staff has heard criticism that the list is too general and should be prioritized.

There was discussion about considering the objectives as long-range (the "what") and the strategies and actions as the "how" we will get there in the next twelve months. Also, the objectives should be tied directly to the particular goal (for example, Objective 1 should match Goal 1, and so forth). Objectives would align with strategies and actions, which is the work plan to implement the objectives clearly.

City Attorney Jim Delapoer suggested the Council use objectivity in defining these strategies, so they can be more easily measured and cannot be tinkered with.

Hare said the objectives should be what the Council wants, and the strategies and actions should be what staff will do to achieve the objectives.

RECESS

The Council recessed at 6:05 p.m.

RECONVENE

The Council reconvened at 6:43 p.m.

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Collins said, the future for the City is driven by our economic forecast. We have to answer those questions first before we proceed. How does the financial impact compare to our forecast model? What are the major funding elements, what is their scope, and what is their funding? Hare said staff does not have that information available tonight, so he suggested the Council review the objectives and tell staff if they are generally agreeable, and charge staff with linking the funding to those objectives under the strategies.

The Council continued their review of the *Great Neighborhoods* theme.

Regarding the theme of *Healthy Economy*, the Council discussed what types of jobs they want to attract and how that conclusion might change the strategies.

Councilor Sharon Konopa stressed the inclusion of attracting sustainable development and environmentally friendly businesses in the Plan.

Fire Chief Kevin Kreitman said Albany has a high concentration of metals facilities. We need to have a manufacturing piece in the Plan so we can attract more businesses here. They are high paying jobs and the companies are already making significant investments in Albany.

Konopa thinks a committee should be organized and tasked with looking at setting sustainability standards.

Under the theme of *Effective Government*, Collins supports work being done toward forming neighborhood associations. The process of involving them in information dispersal, when done in a constructive way, takes time at the front end but saves time overall. A strategy could be to involve more people in local government and perhaps get to better decisions. Police Chief Ed Boyd said there are about 76 Neighborhood Watch groups and enrollment has increased ten percent every year. This item also pertains to the *Safe City* theme.

Delapoer added that we might benefit by adding public staff resources to neighborhood associations to standardize what the groups are doing and to get the organizations running more effectively. We should not see them as our adversaries, but as our allies.

At some point, Collins wants to discuss a transportation bond. The last one was in 1998 and was for a 20 year duration.

Library Director Ed Gallagher said he needs direction from the Council about whether they are on board with the strategies listed for the Library. Increased levels of service and good customer service appear throughout the Plan, but formation of the library district did not get overwhelming Council support. Discussion followed.

The Council consensus was to have staff bring back strategies and actions for the Strategic Plan objectives.

### Survey

Public Information Officer/Management Assistant Marilyn Smith handed out revised questionnaires (see agenda file). She said they include the changes suggested by Konopa, Christman, and Hare. She discussed the survey with the vendor to get their recommendations. The vendor indicated that the Council should make the final editing decisions.

Smith said the survey is almost ready to go to printer. There will be 2,500 surveys distributed.

Smith said that at the direction of the Council, she has started the project of organizing the community cleanups. She asked the Council, do you want it to be communitywide, or right-of-ways, or streets? Do you want to organize by block, or by houses? She needs direction. She said to keep in mind that we have a short window of time to plan this, if it is to be scheduled the weekend before the Down by the Riverside river clean up. That weekend is also the AWS recycling roundup and will also give us two weeks of momentum for the "Keep American Beautiful" initiative. Smith said Albany plans to be the first Oregon state to join that initiative. Discussion followed.

Collins sees the clean up as a partnership between property owners, the City, and AWS.

Smith said she and Hare will be going to the League of Oregon Cities (LOC) on Thursday to discuss the siting of state group homes. This LOC meeting is in preparation for a larger meeting with the governor's office.

Smith said there is another community meeting about the Del Rio house on March 19 in the Fireside Room at Linn Benton Community College, at 6:30 p.m. Hare said Delapoer is investigating whether or not we can regulate the number of people in a house, since we cannot legally prevent them from siting here. The city of Milwaukie actually purchased a home by outbidding a potential group home, and is now being sued for alleged violation of fair housing laws.

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ADJOURNMENT

There being no other business, the Work Session adjourned at 8:28 p.m.

Respectfully submitted,

Mary A. Dibble, CMC  
Deputy City Clerk

Reviewed by,

Stewart Taylor  
Finance Director