

MINUTES
REGULAR COUNCIL MEETING
OF
June 12, 2017
5:30 p.m.

THE DALLES CITY HALL
313 COURT STREET
THE DALLES, OREGON

PRESIDING: Mayor Pro-Tem Tim McGlothlin

COUNCIL PRESENT: Russ Brown, Taner Elliott, Linda Miller, Darcy Long-Curtiss

COUNCIL ABSENT: Mayor Lawrence

STAFF PRESENT: City Manager Julie Krueger, City Attorney Gene Parker, City Clerk Pro-Tem Paula Webb, Planning Director Steve Harris, Police Chief Patrick Ashmore, Human Resources Director Daniel Hunter, City Engineer Dale McCabe, Assistant to the City Manager Matthew Klebes

CALL TO ORDER

The meeting was called to order by Mayor Pro-Tem Tim McGlothlin at 5:30 p.m.

PLEDGE OF ALLEGIANCE

Mayor Pro-Tem McGlothlin invited the audience to join in the Pledge of Allegiance.

ROLL CALL

Roll call was conducted by City Clerk Pro-Tem Webb, all Councilors present.

APPROVAL OF AGENDA

Mayor Pro Tem McGlothlin said there was a Supplemental Agenda. He said to add Consent Agenda Item D. Declaring Police Department Firearms as Surplus; remove Action Item #11-C Approval of Enterprise Zone Abatement. It was moved by Elliott and seconded by Long-Curtiss

to approve the agenda as amended. The motion carried unanimously.

AUDIENCE PARTICIPATION

Mike Courtney, 2437 E. 18th Street, former owner of Courtney Insurance Agency Inc., currently employed by ISU Stratton Insurance, 212 E. 4th Street, The Dalles. Courtney stated he has not retired as erroneously stated by City Attorney Parker.

Alan Busacca, 16 Windy Bluff Rd, Bingen, Washington. Busacca spoke in strong support of Resolution 17-018, A Resolution Expressing the City of The Dalles' Support for Gorge Towns to Trails. Busacca is a business owner in Wasco County, co-owning Volcano Ridge Vineyard. He stated the Gorge Towns to Trails is one of the finest ideas he has seen in 30 years of business.

CITY MANAGER REPORT

City Manager Krueger provided a summary on the Public Works Gap Analysis (attached).

Krueger said she and Human Resources Director Hunter met with the VEBA representative. She said to encourage employee participation in the Alternative Medical Plan with a higher deductible, they proposed that if an employee signed up for the plan half of the saving to the City would go into the employee's VEBA, the other half the City would realize. It was the consensus of the Council to include the proposal during open enrollment.

Krueger stated it was unclear if the entire Council supported moving forward with the application for the Hostetler Street railroad crossing. She asked if Council supported staff time working toward the crossing.

Long-Curtiss asked if the City had concerns about supporting the crossing. Krueger replied the City does not have concerns; the County is very supportive as well.

Elliott asked if access was possible from River Road. Krueger replied that route would cross private property, part of which is a superfund site.

Brown stated his concern that the crossing would subject the City to liability due to numerous traffic accidents at that location.

Krueger stated she would address concerns at their next meeting.

CITY ATTORNEY REPORT

City Attorney Parker has been working with Public Works on the final easement for the Walmart property. Once the easement has been signed, the project can go out for bid.

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CITY COUNCIL REPORTS

Long-Curtiss attended the Blue Zones Focus Group, Government Affairs, the Original Wasco County Courthouse annual meeting, Executive Session. On Memorial Day she attended an observance at the Kelly Viewpoint. Long-Curtiss also met with Carrie Pipinich of Mid-Columbia Economic Development to discuss QLife and Broadband options.

Miller also attended the Memorial Day observance for Veterans.

McGlothlin attended the Airport meeting and groundbreaking ceremony for the new Life Flight hangar. He reported the Fly In is June 17 from 8 a.m. to 4 p.m.

Resolution No. 17-018 Support of Gorge Towns to Trails

City Manager Krueger said there was no report; a presentation was given at an earlier meeting. Renee Tkach, Project Manager, Gorge Towns to Trails and Friends of the Columbia Gorge, was available for questions.

Long-Curtiss requested an amendment to Resolution No. 17-018 to promote all of The Dalles rather than downtown alone:

“WHEREAS, Gorge Towns to Trails will promote tourism and economic development ~~in Historic Downtown~~ **throughout** The Dalles by establishing the city of The Dalles as one of the key urban destinations along the Towns to Trails system; and”

Tkach agreed to the amendment.

It was moved by Long-Curtiss and seconded by Elliott to adopt Resolution No. 17-018 Support of Gorge Towns to Trails as amended. The motion carried unanimously.

CONSENT AGENDA

Long-Curtiss requested removal of the May 8, 2017 Special City Council Meeting Minutes from the Consent Agenda for edits.

It was moved by Miller and seconded by Elliott to approve the Consent Agenda as amended. The motion carried unanimously.

Items approved by Consent Agenda were: 1) Approval of May 22, 2017 Regular City Council Meeting Minutes; 2) Approval of Amendment No. 10 to CH2M, previously Operations Management International (OMI), Agreement to Operate the Wastewater Treatment Plant for

Fiscal Year 2017-18; 3) Declare Police Department Firearms as Surplus.

CONTRACT REVIEW BOARD ACTIONS

Award Contract No. 2017-003 Sorosis and Columbia View Reservoirs Seismic Upgrade and Recoating Project

City Engineer Dale McCabe reviewed the staff report.

Elliot inquired about lead testing. McCabe replied very miniscule amounts were found; mitigation was unnecessary.

McGlothlin asked for the life expectancy of the project. McCabe replied generally around 20 years. He said the reservoirs were well beyond that.

It was moved by Elliott and seconded by Miller to authorize the City Manager to enter into contract with HCI Industrial & Marine Coatings, Inc., in an amount not to exceed \$1,532,305.00. The motion carried unanimously.

ACTION ITEMS

Acceptance of General Liability and Worker's Compensation

City Attorney Parker introduced Colleen Clark and Mike Lupke who reviewed the renewals.

Lupke noted a very favorable proposal for Worker's Comp going forward. Based on excellent management of the Worker's Comp program over past years, a tier change recommendation was made to SAIF Corporation. This tier change resulted in a premium savings of approximately 18 percent. Total premium savings for the renewal was 27 percent from last year.

It was moved by Miller and seconded by Elliott to approve the renewal of the City's insurance coverage for fiscal year 2017-2018 as presented by the City's insurance agents of record. The motion passed unanimously.

Adopt General Ordinance No. 17-1355 Concerning Storage of Vehicles on Streets and Amending Regulations Concerning Bicycles

City Attorney Parker reviewed the staff report.

Elliott inquired about the \$200 value placed on bicycles. Police Chief Ashmore replied it was an arbitrary value placed on bicycles that remained able to function. Those bicycles would remain with the Police Department in hopes they would be claimed by the owner.

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McGlothlin asked about the return rate on bicycles that were registered. Ashmore replied in his ten months with the department, none had been reclaimed.

City Clerk Pro Tem Webb read General Ordinance No. 17-1355 by title only.

It was moved by Long-Curtiss and seconded by Brown to adopt General Ordinance No. 17-1355 by title only. The motion carried unanimously.

Long-Curtiss returned to the topic of the May 8 Minutes. Corrections include the correct spelling of Renee Tkach's last name and her question on page 5, paragraph 9:

Long-Curtiss asked why this wasn't brought up sooner **since the Mayor was on the Budget Committee and didn't mention it at that time.** She said the Budget Committee had approved the City Budget.

Also corrected was Long-Curtiss' statement on page 6, paragraph 5:

Long-Curtiss said the Chamber ~~budget was not~~ **is not receiving** a large percentage of the total transient room tax revenues **that they are responsible for bringing in.**

Elliott moved and Miller seconded the minutes as amended. The motion passed unanimously.

ADJOURNMENT

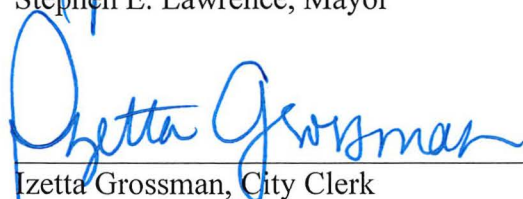
Being no further business, the meeting adjourned at 6:13 p.m.

Submitted by/
Paula Webb
City Clerk Pro-Tem

SIGNED:


Stephen E. Lawrence, Mayor

ATTEST:


Izetta Grossman, City Clerk

PUBLIC WORKS GAP ANALYSIS IMPLEMENTATION

Recommendation	Steps to Accomplish	Timeline
LEADERSHIP:		
City Manager: Evaluate role of the Department Director based on relative strengths and weaknesses. Consider organizational changes within the department to improve department operations and complement those skills.	Identified weaknesses and strengths; identified tools to improve weaknesses (leadership training, delegation, etc.) As we work through the recommendations of this analysis, many of these items are included in our accomplishments.	Items are discussed in our bi-weekly meetings; on-going
Meet with the Department Director and set clear expectations and leadership of the Department. Follow up and monitor progress and performance through monthly communications.	Meetings scheduled for twice per month; expressed this meeting is a high priority and City Manager needs to have an agenda for Gap Analysis items that need to be addressed each month; require PW Director to show progress	We discuss gap analysis recommendations at each meeting.
Consider the benefits of formalized leadership training in reinforcing the changes in operations, communications and culture within the Department and as an example for other City operations and programs.	Leadership training has been identified and scheduled; it will include all department managers, division managers, and City Council	Scheduled for July, 2017 and will include Division Managers
Public Works Director: Establish specific, measurable Department goals and performance expectations as well as division goals and performance expectations in support of department priorities.	Ensure employee performance evaluations are completed in a timely manner; develop goals based on Council Goals and budget; discuss at each Division Manager meeting.	
Communicate and reinforce established expectations and goals as a means to align department staff and demonstrate effective leadership.	Quarterly meetings have been established; agendas are used, input has been positive from crews. Expectations are well communicated; need to follow up to make sure they are carried out (equipment schedules, etc.)	Completed Follow-up quarterly
Establish a tone of accountability and respect at the division manager level and throughout the department through consistent actions and communications.	Emphasize the importance of the quarterly staff meetings, joint muster meetings, Division Manager meetings and compel attendance and participation	On-going

PUBLIC WORKS GAP ANALYSIS IMPLEMENTATION

Find opportunities to effectively delegate operational responsibilities and decision making authority to division managers as means to establish effective and efficient control structure and leadership.	PW Director to identify a minimum of two items that can be delegated to each Division Manager (projects, reports, etc.) , adding other items quarterly. Allow Division Managers to make operational decisions (summer work hours, etc.) Let them become leaders. Assignment of Development Inspector to Public Works will also help take the load off the Public Works Director for special projects.	July, 2017
ORGANIZATIONAL STRUCTURE AND STAFFING		
City Manager: Review and evaluate the current organizational structure of the Department in the context of providing coordinated services to the community in the most efficient and effective manner possible.	Evaluation of administrative office positions (Regulatory Compliance, Safety, clerical) was completed. Re-organization included separating the Regulatory Compliance and Safety into two separate positions, and not filling one of the clerical positions. Development Inspector position has been transferred to Public Works.	Completed; will continue to review
Evaluate the skill sets of current Department personnel in the context of relative strengths and weaknesses and how to effectively build and maximize on strengths and minimize exposure to weaknesses.	Regulatory Compliance position hired; ¾ time safety officer being advertised as of June, 2017; Transportation Division Manager position also being advertised as of June, 2017. Focus for these positions is to make sure we hire leaders, positive and creative personalities.	Initial evaluation completed; on-going evaluations to continue with this recommendation.

PUBLIC WORKS GAP ANALYSIS IMPLEMENTATION

In evaluating the current organizational structure, consider an alternative that uses an Operations Manager reporting to PW Director and directly overseeing division operations. The position would reduce operational and administrative duties currently performed by the Director and provide the capacity for actively and effectively coordinating priorities and projects across divisions. With an Operations Manager in place to coordinate the activities of Water Distribution, Wastewater Collection, Transportation, and Engineering Divisions, the City may consider eliminating the division manager or lead worker positions in the context of operational oversight and maintaining effective span of control.	Following the two tasks above in the organizational structure and staffing category, it may not be necessary to hire an Operations Manager. We need to first determine if we have the right leaders in place at the Division Manager level.	With the changes made in the organization, this will be re-evaluated in 6 months (January, 2018)
Public Works Director: Obtain or perform an organizational assessment of Water Treatment Division to compare and evaluate job responsibilities and service delivery to determine the need for additional staffing.	Human Resources Director is researching and will determine needs for staffing at the Water Treatment Plant	Evaluation to be completed by July, 2017
Obtain or perform an organizational assessment of Department's administrative services group to ensure current functions are consistent with skill sets and job assignments. Consider utilization of positions in determination of current and future staffing levels.	This task is identified (and task noted) in several other sections	Completed.
Consider, develop, and implement an effective management structure, practices, and performance measures to ensure accountability, efficiency, and effective work practices. Once in place, the Director should consider actual utilization of personnel and any excess staff capacity to determine the appropriate staffing levels for the Transportation Division and/or appropriate level of resource sharing across divisions.	This task is also identified elsewhere in the recommendations. PW Director needs to monitor and evaluate whether resource sharing is happening as planned to meet the needs of each Division. Hiring of Safety Officer position will also enhance effective work practices, efficiency and accountability	On-going

PUBLIC WORKS GAP ANALYSIS IMPLEMENTATION

INFRASTRUCTURE INVENTORIES		
Public Works Director: Direct the timely update of infrastructure inventories to provide complete, accurate information on all systems.	PW Director needs to identify staff that is working on each of these and assign an expected completion date.	Goal is to have all inventories completed or updated by January, 2018
Establish an internal process to evaluate relative and competing priorities at the division level such that priorities can be set for the Department on a short and long term basis as well as support the development of funding/financing options and plans.	Completed through the budget process; joint muster meetings; quarterly employee meetings; PW Director needs to develop a method for measuring success.	On-going monitoring
Division Managers: Develop and/or update inventories of respective infrastructure systems to include complete and accurate information as to type and size of construction, age, condition, and historical cost as available.	Same as above; delegated to Division Managers	To be completed by January, 2018
PERFORMANCE MANAGEMENT		
City Manager: Meet with Public Works Director to identify, communicate, and agree upon specific, objectively measurable performance goals for the Department. These goals should represent clear Departmental expectations to which the Department Director is specifically accountable.	As noted above, performance goals for department will be developed, shared with City Manager, and discussed at regular meetings with Public Works Director.	On-going

PUBLIC WORKS GAP ANALYSIS IMPEMETATION

<p>Work with the Director to identify relevant outcome-based measures to evaluate performance in reaching established goals</p> <p>a. Ensure 90% of all departmental staff performance evaluations are completed and communicated within 30 days of anniversary date.</p> <p>b. Hold quarterly all-department meetings to communicate relevant information to staff.</p> <p>c. Develop a work program to move the City toward a roads and streets infrastructure that meets an average condition index based on periodic review.</p>	<p>Document progress quarterly at meetings with PW Director; quarterly meetings are now being conducted.</p> <p>Street infrastructure: Zayo franchise fees dedicated to street Fund; need to identify and implement other stable sources of revenue for consideration. A street work program is developed annually through the budget process.</p>	<p>Continue to work on street infrastructure funding.</p>
Consistently monitor performance against stated goals and expectations in maintaining the Department Director's accountability through monthly meetings.	City Manager will review task lists and document progress on tasks.	On-going
Provide consistent, meaningful performance feedback to the Department Director at regularly scheduled intervals, no less than quarterly.	Provide feedback at regularly scheduled meetings.	Twice monthly
Public Works Director: Meet with Division Managers and all Public Works staff quarterly to clearly communicate goals, priorities, and accountability focus.	Meetings are established; need a mechanism to follow-up, ensure accountability.	On-going
Meet with Division Managers to delegate responsibilities and identify specific areas of performance for each division in order to successfully meet department goals.	Noted in previous sections; PW Director will provide a list of delegated projects to City Manager and will follow up on progress.	On-going
Establish with each division manager, specific performance measures to which they are accountable.	Monitor performance of each item delegated to the Managers; update City Manager monthly.	Monthly reports

PUBLIC WORKS GAP ANALYSIS IMPLEMENTATION

Meet monthly with division managers to monitor and evaluate performance against established expectations and maintain accountability.	See task above	monthly
Report progress to City Manager no less than quarterly.	See task above	monthly
Division Managers: Meet with division staff and clearly communicate established division priorities and expectations by the division.	Provide list of priorities at muster meetings; discuss expectations; measure performance	weekly
Meet monthly with division staff to monitor performance against stated expectations.	Follow-up to above task	
Report progress to the Public Works Director no less than monthly.	This item will be added to agenda for Division Manager's meetings	monthly
COMMUNICATIONS		
Public Works Director: Commit to a quarterly schedule of meetings with Public Works team to share information relevant to the Department including priorities and expectations, reinforcement	Implemented	On-going
Integrate into Department's meeting structure, a system to monitor progress on Department and divisional goals and objectives and against stated performance measures. These meetings provide the basis for reporting progress to City Manager.	Implemented; need to provide reports to City Manager	Report to City Manager at regular meetings
Continue weekly meetings with division managers with an established agenda to address tactical, coordination, and scheduling issues across divisions.	Implemented	On-going

PUBLIC WORKS GAP ANALYSIS IMPLEMETATION

Division Managers: Consider holding combined daily muster meetings with all crews together to better coordinate resources and staffing, and build a sense of team across divisions.	Monthly joint muster meetings are implemented; need to continue to build the sense of team/family	Completed
CULTURAL OPPORTUNITIES		
Public Works Director: Communicate to Public Works team, the recognition that a culture of distrust and disrespect has developed and will be changing.	The initial employee meetings included this message. We now talk about the fact that our culture is of trust and respect.	On-going message, City-wide
Outline and implement a plan setting expectations, priorities, and accountability within the Department, established from top to bottom.	PW Director needs to put the plan in writing, provide copy to City Manager, provide to Division Managers, who should be using the plan to communicate with crews	August, 2017
Meet with division managers to clearly communicate a code of conduct and reinforce that policies and practices are to be consistently applied throughout the Department and across divisions.	See task above	
Address deviations from expectations immediately and firmly.	Identify what these are	