



**OPERATIONS COMMITTEE  
MEETING MINUTES  
MARCH 15, 2022**

**I) CALL TO ORDER/ROLL CALL**

Chairman Bertone called the Operations Committee Meeting to order at 6:30 p.m. Committee members present included: Chairman Frank Bertone, Jon C. Bennehoof, Christina Drummond and Seth Camick. Also present were: Andrew White, City Manager; Jeffrey Tyler, Assistant City Manager; Buddy Caplinger, Public Services Director, Mayor Daniel Swartwout; Heather Karr, City Council Member; Jason Nahvi, HR Business Partner; Elise Schellin, Development Planner; and Amy Deere, City Clerk.

**II) APPROVAL OF MINUTES**

**Operations Committee Meeting Minutes of February 8, 2022**

[Operations Minutes of 02.08.22.pdf](#)

MOTION: Jon C Bennehoof moved to approve the Operations Committee Meeting Minutes of February 8, 2022. Christina Drummond seconded the motion.

VOTE: Y 4 N 0 (None) AB 0 (None)

Motion passed 4-0-0

Operations Committee Meeting Minutes of February 8, 2022, adopted.

**III) TODAY'S BUSINESS**

**Presentation from Doug McCollough of DMC Group - Initial Observations**

Doug McCollough gave a presentation on his initial observations regarding the City's IT in general. He began his method by having informal conversations with Staff, and has interviewed KGT, the current IT contractor for the City of Powell. The outline of observations regarding the Program Outline, he has broken down into three major areas: Operations, Technology and Tools and Methods. In speaking of Operations he advised this is having to do with what the City does, what are the objectives, etc. Next, technology itself, there are numerous types of technology and he wanted to identify all of those and find out where the opportunities lay within those. Thirdly, Tools and Methods are the camp that he places in how you organize the opportunities and how do you move forward with them.

In discussing Operations, we are talking about Security, Cyber Security, and the protection of the Network and the data of the Staff of the City, up to and including physical security. This is a key area for further discovery and discussion as he feels the City needs an answer on how it's doing, is there any deficits that need to be dealt with, etc. He further spoke about Policies, he stated this is a challenging area for many City's, and he hasn't uncovered any problems, but it is a key for coverage for our activities. He spoke about Governance, who can do what, why, who do you ask when you need something and where does this fall within this analysis. Processes and Practices, how do you do things, not only does a City have a specific process that must be followed for them to do something, versus here is a practice that many of us could do in order to achieve what we are trying to do. Applying more technology to a situation doesn't always solve a problem. Training and Orientation, a significant amount of Cyber Security has to do with the training of people.

He moved on to technology, specifically, devices: laptops, microphones, etc. He spoke of Office Productivity, more specifically, Microsoft Office, Microsoft Word, email etc. Further, he mentioned Network, (connectivity) and what involved this was the internet, the intranet, the Wi-Fi, the network that police cars use when they have data in their vehicle that gets uploaded over the Wi-Fi, the effective management, security and health and well-being of the networks, is a key item. Server environment was next and he mentioned this is mostly invisible to most people. He explained they are currently being upgraded, they cost money and have an age of life. He went on with enterprise systems and said things such as On Base, Granicus, GIS, Community Core, and Microsoft Exchange for example, is a key item and tends to have heavy cost. He stated Police Systems tend to be different and unique, and should be considered from that perspective. Audio/video in chambers, you could say other places besides that and this is always a part of what a City needs to do to communicate and interact with its public. Overarching Modernization, he wanted to spend some time on this because one of the things that can sometimes happen is we focus on individual technologies for individual needs at that time, in that moment and that budget. He wanted to present to the City, a wider view of the technology function within the City and how investment or divestment in one system can affect the rest of the interaction from around the City. That kind of comprehensive thinking is very difficult if you don't have someone who can point it out and say this is how the entire function could work. It is not saying it is right, it's saying it is a way of thinking about it in decision making.

On the topic of tools and methods said the methods he feels rise to the top for effectiveness and value to the City has to do with things such as roadmaps, and if we build roadmaps we can look at quarter by quarter, etc. This is critical for being able to design budgets around. He is proposing we take many of the opportunities we are identifying and document them into proposals and we can prioritize those proposals and turn them into plans. Finally, he spoke about Toolkits and these should be repositories of resources people have at their disposal.

He identified some recommendations and next steps, and please keep in mind this is a work in progress. We should do the things identified, and should form these things into roadmaps, identify them as projects and place them across time and make decisions on the priority of each one. Next steps, create a detailed inventory of all of these opportunities described, even looking at something like security, let's do that and put in onto a page. Perform a prioritization exercise, what are the top ten for example.

Chairman Bertone thanked Mr. McCollough for his presentation and stated it was very helpful. From his perspective, we are obviously concerned enough about where we stand from an IT perspective and understand what we have from a staffing point of view, where we feel we are a little lean, you may rely heavily upon technology and he's just not certain we have invested in the right ones to stay that way. Obviously we would like to see you continue with your analysis. What do you feel is appropriate in terms of duration, 60 days, 90 days? Mr. McCollough said he wasn't prepared to discuss that, although he could come back to him on that. He said it should be sooner rather than later to be able to do a work in progress, say here is a list of priorities and put those on the table, again, he won't know what will come back to him saying these are things we want actual completion dates on, but his goal is to come back and have that inventory. Chairman Bertone explained his desire to keep this process going even by email or by conversation.

Committee Member Drummond spoke about informal conversations with Staff and Staff operations but not yet reaching out to Committee functions or Council functions, will those two bodies be part of your analysis in the next phase to ensure we are covering the technological needs of all City operations? Mr. McCollough said they could be, and the thinking there was the Staff are interacting with primary IT systems and could get him quick information on their ability to meet the public's needs, more than just Staff serving the public, but this seemed to be more urgent, not the final step. She continued with inquiring about the next step that details inventory and opportunity just to clarify what that looks like; thinking about a one to two page document that details a little more on the scope of project duration, resource requirements, etc.? Mr. McCollough advised it would be more detailed than one or two pages. It may be one or two pages per opportunity, should have a definition and a description, an impact and an alignment with the City's goals, and there should be a placeholder there potentially for either budget or estimates, that wouldn't necessarily be there on day one, but this would be a living document. So, if we were to do a Cyber Security one, today it would be one to two pages, but as it becomes a project, it becomes more of a portfolio.

Committee Member Bennehoof asked how big his organization was. Mr. McCollough advised he was the only one. Committee Member Bennehoof stated he had the greatest regard for his skills and abilities.

Committee Member Camick stated he would be looking forward to Mr. McCollough's proposals.

Mayor Swartwout said as a member of Council, his most active participation with City technologies is through his email account. He cannot adequately express the frustrations he has with our email features. So if he was looking to expand the conversation, it would be that because this is one of the primary ways Council interacts with the public, each other, and interacts with Staff. As we are looking at timelines, in his perspective, something that brings it up to 2015 technology, would be fantastic and something that has to happen quickly as he sees it. Mr. McCollough advised this issue has been raised, and he has awareness of the fact there are issues with the effective use of email. A fix to policies, enterprise systems and devices, clears up numerous other problems, and so as we identify the opportunities, once we have the top five, we can begin breaking down barriers and problem areas.

## **Snow Plowing Presentation/Update - Buddy Caplinger, Director of Public Services**

Public Services Director Caplinger stated his crew do zones, rather than primary, secondary, and so forth. He advised there is a floater and he, himself is the 9<sup>th</sup> person who will help out with the Snow Removal Program. The information being discussed will be provided to the public, which explains the zones they live in. Additionally, he said when a crew member is done with their assigned zone, they go and help in another zone to get it done. With any snow event, ice, etc., we are done in 24 hours after the snow has ended, is his policy. He spoke of pretreating roads which was very beneficial. He added the roads have to be cleared for health and safety. He spoke of his 12 hour shift program, when a storm is upcoming, he will send crew members home at noon, knowing the snow is approaching, to allow those crew members to get at least 8 hours of rest before they have to come in. This is done until the storm ends. He advised the Services Department does not have an in-house mechanic and they do their own work on the vehicles when a vehicle needs repair.

Committee Member Drummond asked how many trucks the City has, the number of plows, and are the salt treatment spreaders, separate or are they on the plows? Public Services Director Caplinger advised the City has 7 dump trucks, 2 salt dogs, and 4 pick-ups. He also advised when we receive a light dusting of snow, we can operate all day long, but when we receive a three day storm, like the recent storm, it is all hands on deck and he can't have his out crew continuously. Committee Member Drummond commented there were 9 total vehicles that can plow and spread. Two teams of four, in the case of an event they are alternating a 12 hour shifts in addition to the floater. So in theory, the trucks can be swapped in and out during the events. She asked if Public Services Director Caplinger could talk her through how he would operationalize in the event with four crew members going out to plow. He complied.

Public Services Director Caplinger advised the ODOT standards for crew members plowing is 16 hours. He also spoke about storage of the salt. He advised they have used 800 out of the 1000 tons, and have 200 tons left. He advised due to the size and square mileage of this City, we should be holding at least 5,000 tons, and it is purchased at \$60/ton currently, next year it could be \$100/ton. Capacity is an issue. Additionally, in any State contract, you have to use at least up to 90% of the salt, and the 10% they will keep for you at no cost, but if you don't reach that capacity, you have to rent it back, which is turning into a cost. Chairman Bertone stated they have borrowed from other communities in the past, and given our facility, we all understand it is an incredibly small facility and has been this way for a number of decades. He added this was a great adjustment in his opinion, and he thinks will be a workable solution.

Committee Member Camick said it was mentioned there are things that will disable a truck during a storm, he asked how often that happens and how long it takes on average to get the truck fixed and rolling again. Public Services Director Caplinger advised it depended on the severity of what happened. He advised an example of a main hydraulic line blowout that the truck would be repaired in approximately 6 hours. Committee Member Camick asked how often during a storm does a truck goes out of commission. Public Services Director Caplinger advised in the 6 storms we have had during his duration with Powell, it has happened twice.

Committee Member Bennehoof asked what the average age of all of the equipment is. Public Services Director Caplinger advised 8 years. Chairman Bertone asked how many

trucks have been purchased in the last several years. Public Services Director Caplinger advised the latest purchase was last year and the overall average is 8 years for all of the vehicles. Further he stated, of the big dump trucks there is a 2015, 2017, and 2018, and the latest one, and were the newest dump trucks.

Committee Member Drummond had a request for future presentations, to have the inventory data on the trucks and their age. In addition, she would like to know what the capacity is, in looking at how many households per route and what that means as the City grows. If we have additional neighborhoods, what does that mean for capacity, does it mean additional staff, or additional trucks? City Manager White advised it would be related to lane miles rather than neighborhoods.

#### **Update on Memorial Day Event**

HR Business Partner Nahvi stated to avoid any controversy regarding music, there is now an application process in place which advises the City what songs they will be playing so the City has the opportunity to approve or reject any songs we may feel inappropriate. Additionally there is a plan in place if a complaint is filed, we have the ability to show the process how the music was reviewed, approved and/or denied.

Chairman Bertone asked what it would mean for the City to put that type of restriction out there and perhaps we could discuss this with Law Director Ashrawi. He also inquired who was heading everything up for the Memorial Day Festivities and City Manager White stated Public Services Director Caplinger and Parks and Recreation Manager Hindman are taking care of this. Public Services Director Caplinger added all of the flags were placed today for the exception of one. Additionally, everything will be planted by Memorial Day and this Friday, we have St. Patrick's Day and the 5k run.

Committee Member Drummond wondered what the calculus is for when we do City planning for these events in house, versus working with a contractor. It would be helpful to have a clearer understanding of when we make those decisions. City Manager White responded the contract was established as part of the budget and it was specific with 29 events, but certainly, the additional data could be provided.

#### **Recruitment Update - Communications/Police/Seasonal**

HR Business Partner Nahvi began with the Police Clerk position and advised they had 11 applicants out of 24 that will be interviewed. Interviews are scheduled for tomorrow, Friday and Monday and will wrap up by doing final interviews with the Police Chief on March 23, 2022. We will hopefully have an applicant to bring to the background process and have an offer made sometime in April. He stated he was very enthusiastic about the 11 applicants.

He spoke about the Communications position. He stated they received 30 applications so far and the posting will remain open until March 25, 2022. He also advised he has an aggressive schedule for this and interviews have been set for April 5<sup>th</sup> and 6<sup>th</sup>, 2022, with Jeff, Chief, Rosa and Buddy, and final interviews on April 15, 2022. He hopes to have an offer made to a candidate by the end of April and have them start prior to the Powell Festival.

He discussed the 5 Seasonal, Recreation, Park Positions posted. One applicant is returning from last year and will be doing their background check this week. We will continue recruiting from Gina Kolp and Melissa Hindman for the remaining 4. We are confident we will find the candidates for the remaining positions.

### **Other Business**

City Manager White spoke about the 12 dead trees throughout the Downtown area. He would like to clean it up in preparation of the upcoming spring season and we have different options to run by the Committee to remove those dead trees. He believes it will be a challenging environment for specific vegetation, which currently are Serviceberries. Before we make a decision, we wanted to run it by the community first and the Operations Committee. Public Services Director Caplinger has come up with several options and we wanted to make the Operations Committee aware and if there was anything specific the Committee would like to see before any action is completed.

Chairman Bertone stated he trusted how this would get going, but encouraged them to work with the business owners in the impacted areas.

Assistant City Manager Tyler advised the Downtown business owners would be advised at the Round Table Meeting scheduled for this coming Thursday.

Committee Member Drummond spoke of a grant opportunity with ODOT, in creating an Active Transportation Plan. There is grant money available to hire a consultant to go through that process. There is federal infrastructure money coming down the pike that will likely go through ODOT and they have already put out tool-kits and materials to help municipalities to create such an Active Transportation Plan. She advised the deadline is coming up in April.

Chairman Bertone said, yes is one thing if we can meet the date, but also what does it likewise entail. For us to say we are going to adopt an Active Transportation Plan, what does that mean to the City, etc.?

## **IV) PENDING BUSINESS**

### **Council Chambers/Municipal Facilities Renovation - Update from Doug McCollough on AV Equipment**

City Manager White stated there was discussion with Mr. McCollough. He did render an opinion and wanted to clarify his opinion, before he presented it though, the question on the AV equipment was asked in terms of was it appropriate. He said Mr. McCollough stated the \$15,000.00 was reasonable. Chairman Bertone asked what we were getting for the \$15,000.00, \$16,000.00, and now \$18,000.00. City Manager White advised the \$18,000.00 was an appropriation request, to allow for wiggle room. The quote was for \$15,705.00. Public Services Director provided a detail work plan regarding the AV equipment, including taking the projector and monitor down, re-wiring what is in place currently, 4 – 75 inch LCD screens, electrical outlets, labor, etc. City Manager White stated this was not an action item at this point, he just wanted the Committee to be aware. Committee Member Drummond said it might be useful to think of that in line of all of the projects we will see coming out of Mr. McCollough's work, and this may be one of those items we may want to prioritize.

V) FUTURE BUSINESS

Next Operations Committee Meeting Scheduled For April 19, 2022, at 6:30 p.m.

Committee Member Bennehoof asked if there was a speaker scheduled for Memorial Day.

Chairman Bertone said if not, and he had any suggestions, he may want to work with City Manager White.

VI) ADJOURNMENT

MOTION: Jon C Bennehoof moved to adjourn. Seth Camick seconded the motion.

VOTE: Y 4 N 0 (None) AB 0 (None)

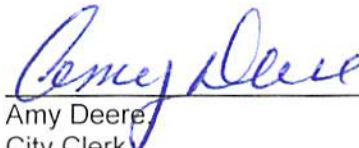
Motion passed 4-0-0

Meeting adjourned at 7:24 p.m.

MINUTES APPROVED: APRIL 19, 2022

  
Frank Bertone  
Chair

4/19/2022  
Date

  
Amy Deere  
City Clerk

4-19-2022  
Date