

1. Agenda

Documents:

[CC_WS_AGENDA_04-11-16.PDF](#)

2. Meeting Materials

Documents:

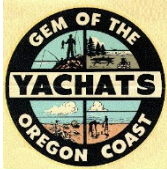
[CC_WS_MINUTES_04-11-16.PDF](#)

[IT_COMMITTEE_DUTIES-4-16.PDF](#)

[MEMO_FRYE_TO_CC_RE_IT_MANAGER-4-17.PDF](#)

The Yachats City Council Vision

Our village is a place where natural resources are valued and protected, where diversity is celebrated, and where a vibrant economy and sense of community pride create and recreate a living spirit. Yachats cares not just for its citizens' basic needs but also supports them in their efforts to excel mentally, physically, artistically, and spiritually. It is a community with an enduring sense of itself.



CITY OF YACHATS CITY COUNCIL WORK SESSION - 9:30 A.M.

**April 11, 2016
Civic Meeting Room, Yachats Commons**

- I. Discussion: Information Technology Committee
- II. Revised Donor Policy
- III. Monthly-Review: Status of Work on Measurable Objectives/Goals
- IV. Set the agenda for the April 14, 2016 City Council meeting

This meeting is open to the public and interested citizens are invited to attend. This is an open meeting under Oregon Revised Statutes, not a community forum; audience participation is at the discretion of the Council.

The meeting will be audio taped. Minutes of this and all public meetings are available for review in the City Office. The meeting place is accessible to persons with disabilities. Please let us know if you will need any special accommodations to attend the meeting by calling the City Recorder at 547-3565, or Oregon Relay 1-800-735-2900 (T.D.D.) two days in advance.

The City of Yachats does not discriminate on the basis of race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status.

Posted April 8, 2016
Nancy Batchelder
City Recorder



Information Technology Committee

The information technology (IT) committee should anticipate and understand the information requirements for council, commissions the public and staff. Development and enhancement of data services should be based on at least one of the following objectives:

- improve public access to city information
- enhance communications with the public
- reduce labor costs for information access and management
- enhance access to city information for analysis and decision making
- reduce city operating costs

The IT committee is responsible for long-term information planning and the coordination of data services across the organization. There should be appropriate integration and minimal duplication of data systems. City policies should designate the master records for data and system design should minimize the need for duplicate data entry or management. The definition for master records is in the notes section.

The committee's focus is the need for, use, and deployment of IT decisions and services and should be consistent with the City vision statement and council goals. Recommend the committee be composed of one council member, city administrator, one commission member & IT manager.

Advisory Responsibilities to City Council:

- develop and recommend policies for data services
- plan for and recommend new data services

Advisory Responsibilities to City Administrator:

- annual budget for IT development services (web and database areas)
- replacements for staff computer hardware (computers, tablets, mobile devices)
- system hardware (servers, routers, other network devices)

Here are a few recent examples where IT services supported city discussions.

The chair of the Emergency Planning team requested property counts for the number of lots in the local and distant Tsunami zones as well as the number of transient rentals in the same zones.

The chair of the planning commission asked for a count of properties and the number of vacation rentals in each neighborhood so she could work out the ratio of vacation rentals for each neighborhood. Both of these example support current city work. Most queries can be accomplished in 2-3 minutes with the results exported to Excel for further analysis.

Looking ahead, we will be adding water consumption so that we can analyze for leak detection and unlicensed business activity. Urban renewal district frozen and current assessed values have already been added as have local & distant Tsunami information, lot area, water pressure zones for all lots and we are working on structures, parking, and propane tanks. The potential uses for the information in the database represent a management and research capability only possible with a database and the logic for query and analysis.

Exclusions:

Purchase and maintenance of staff computers and local hardware (servers, printers, scanners, routers, etc.) as well as public works telemetry for utility services are outside the scope of the IT committee's responsibilities. Functional responsibility for utility billing, accounting, and budgeting systems are also outside the scope of the IT committee's focus.

I recommend the creation of a volunteer IT manager. The focus of this position is the development and implementation of projects approved by the city council and functionally reports to the city administrator. Once development is complete, is responsible for training staff, monitoring performance, ensuring reliability and system stability.

Functional Responsibilities:

- design, develop, implement new or enhanced data services - Example: service request system
- integration of “foreign” data services like utility billing, accounting and budgeting with the City’s data warehouse
- maintain, evaluate, improve Yachats data services
- ensure security of data, and backup systems for Yachats data services
- maintain & upgrade as needed city wireless network services
- supervise & manage contract IT development workers
- approve invoices for contract workers, monitor & manage IT budget

This document reflects the scope of responsibilities practiced by the incumbent volunteer manager the past seven years.

Notes:

IT Management Definition:

Wikipedia defines IT management as *the discipline whereby all of the [information technology](#) resources of an organization are managed in accordance with its needs and priorities. These resources may include tangible investments like computer hardware, software, data, networks and data centre facilities, as well as the staff who are hired to maintain them.*

Managing this responsibility within a company entails many of the basic management functions, like budgeting, staffing, change management, and organizing and controlling, along with other aspects that are unique to technology, like software design, network planning, tech support etc.

Yachats data services refers to the systems that have been developed in house like the calendar system; room reservation capability; tax reporting; business licenses; web communications; new web site; document library; property inventory, etc.

Foreign data system are owned and operated by companies and made available to the City of Yachats on a contract basis. City staff, volunteers, and contract data developers do not have direct access to the code for these services and users are very restricted in the level of access granted. Examples include utility billing, accounting, payroll, budgeting, Exchange e-mail, and the SCADA system used for monitoring public works assets.

Information can be replicated in more than one system or location. In a perfect world, information is entered and maintained in only one location. Master record is the term used to describe the one location where data is stored and maintained. It should be the only copy that staff have to manage.

Data warehouse definition:

Data warehouses are used for analysis, research, and support of decision making. A data warehouse integrates data from multiple data sources. For Yachats this means integrating data from utility billing, accounting, property, tax collections, city licensing, document library, etc. In most data warehouse system, you never directly access live data. Instead you are working on a copy of the data. Yachats has a hybrid system where the local data is live and foreign data is a copy.

Advisory hardware and software recommendations will focus chiefly on standards to ensure greater compatibility, security, ease of use and with an eye toward reduced operating costs.

Final thoughts:

I estimate that 90% what I do as an IT Manager involves supervising the work of our two developers; answering questions they have and setting work priorities. Quality assurance (making sure the code does what it is supposed to do and that the end product is understandable to people that use the system) probably consumes 40% of my time. I have spent untold hours just making sure the data exactly matches the county's tax lot maps and that the tax lot numbers are accurate. More recently Helen Anderson has been assisting in this area. It is absolutely critical that the core data is accurate (tax lot #'s, neighborhoods, subdivisions, and streets) because so much of our future analysis is going to key on these elements.

I develop documentation; provide staff training; answer staff & user questions and resolve minor problems. I estimate 10% of my time I am doing data entry. I have done all the data entry for the urban renewal data (frozen value, assessed value, URD date, assessed value date). I added all the values for neighborhoods, subdivisions, streets, pressure zones, Tsunami local & distant, and cross streets. I have also entered a good amount of the owner data and update phone numbers and e-mail. Perhaps 3% of my time is spent thinking about and designing administrative tools for staff so they have the ability to maintain the system without requiring developer time.

None of this is sounds super exciting but I believe it is critically important for future policy development and management of our village. Long term, I have confirmed our lead developer, Mark Clements, is making a commitment to continue to support the system when I step down. I estimate he has another 15 years at OSU. Part of our assumption is within the next 3 years the pace of development should slow significantly and the primary need for development support will be in the area of security, database upgrades, and minor enhancements and the time requirements will be significantly less that they are now. At some point, I recommend the city formalize a long-term support agreement with Mark Clements. With the move we are making to place IT services in the cloud and eliminate of the need for local network equipment, I do not believe Yachats will ever need a paid IT manager.

This is perhaps longer than it needs to be. However, given my absence, I have provided some additional information anticipating the need for clarification during the council discussion.

To: Greg Scott
President, Yachats City Council
Mayor Ron Brean
Yachats City Council members

From: Barbara Frye
Yachats City Council member

Date: April 7, 2016

RE: "Information Technology Manager" and IT committee proposed by Greg Scott

I wrote this memo originally in response to a proposal submitted to the council for comments by Greg Scott a few weeks ago. Since that time the proposal has been revised to add an IT committee, in addition to the IT manager volunteer position. My comments about the the original IT position are unchanged and are addressed below. I think the IT committee which would be advisory to the City Administrator would be appropriate and I support it.

I have reviewed the above referenced document you e-mailed the city council members yesterday. You have obviously put a significant amount of time and effort in creating the document (at the direction of the mayor). I would call the document a position description since it defines the scope and responsibilities of job (or body of work). What your document proves to me is that the city needs to create a job which includes those responsibilities. To assume that there will always be a volunteer with the skills and commitment, willing to put in the volunteer in that you do, to carry out those functions is short sighted and wishful thinking. To create a "job" (even unpaid) which gives the person in the position broad powers because we like and trust the person doing those functions now, is inappropriate in my view. It is the Council's job to decide the goals and directions for the city and I think this is an area where the council can develop a more appropriate model.

My concerns are not with the position description, though I have several, but with the concept of a City Council member assuming the role of "Information Technology Manager. I am aware that you have been performing many of these duties for 6-7 years, as you state in your e-mail. I have made my concerns about the IT "program" or lack thereof, on many occasions to the City Council and to you individually. I have voiced my concern and frustration regarding the City Website, the lack of funding for IT activities in the budget, the pace of implementation of IT projects, the seeming lack of a plan or priorities for IT functions for the city, the use of part time people who do the IT work in their "spare time" to develop programs, the donation of a substantial amount of money by a Council member to fund IT activities that the council member directs, and the interface/potential conflict between yourself and the City Administrator.

Since you asked council members to provide feedback, on the description of this position, I have read carefully your document and have additional concerns to the ones I have expressed

previously. The creation of the Information Technology Manager position, formalizes a practice that the city has been aware of for years. That practice was easy to ignore because it was an informal agreement that provided much needed services to the city at a great savings. Now that the Council is being asked to formalize the agreement and essentially create a new job, before the new city administrator is hired, the council is forced to give a much higher level of scrutiny to the issue.

The Organizational Task Force completed an extensive study of all the jobs (including contract employees) the city has and made a recommendation to the council based on that work to hire a city administrator just a couple of months ago. There was no discussion of this job other than the fact that the new city administrator needs to have excellent skill in this area. That would have been the time to examine the pros and cons of creating this position.

A very important component of the administrator's job must be IT related since IT interfaces with every function the city does. Codifying IT functions into the Information Technology Manager position, where the IT Manager's responsibility far exceeds an advisory role and has no defined accountability to the city administrator, creates a potential for serious conflict between the city administrator and the IT manager. How can the Council hold the city administrator accountable for achieving results when she has no authority over "the manager" of a significant city program? How would the IT Manager's performance be evaluated and by whom? What if the city administrator finds the IT manager not performing at the expected level and wants to terminate the individual? If the individual is also a member of the City Council, how would that work since the city council has the hiring authority? Would the city council function as a City Council person or an IT manager? Isn't it a key part of the city administrator job to plan and recommend new policies to the council? To be responsible for long term information planning and coordination of data services across the organization? To recommend a budget, to approve invoices, monitor and manage the IT budget? These are important questions that need to be answered before implementation of an IT position.

In addition, the creation of this job (body of work) violates both the City Council Rules and the labor agreement we have with city staff. n Page 13 Sec.6,4 of the City Council rules states :

6.4 Communication with Staff

Councilors shall respect the separation between policy making and administration by:

- Attempting to work together with the staff as a team in a spirit of mutual confidence and support.
- Not attempting to influence or coerce the City Recorder or department head concerning personnel, purchasing, awarding of contracts, selection of consultants, processing of development applications or the granting of City licenses and permits.
- Addressing all formal inquiries and requests for information from staff to the City Recorder or City Attorney and allowing sufficient time for response. All written information given by the City Recorder or his/her designee to one Councilor should be distributed to all Councilors.

- Limiting individual contacts with City officers and employees so as not to influence staff decisions or recommendations, to interfere with their work performance, to undermine the authority of supervisors or to prevent the full Council from having benefit of any information received.
- Respecting roles and responsibilities of staff when and if expressing criticism in a public meeting or through public electronic mail messages. Staff shall have the same respect for the roles and responsibilities of Council members. All written informational material requested by individual Councilors will be submitted by staff to the entire Council with a notation indicating which Councilor requested the information.

The AFSME contract Article I, Sec 1.1, 1.2,1.3 “ Recognition Clause”

The duties indicated in the IT Manager position description, are clearly duties that should be done by bargaining unit members since the duties not supervisory or confidential in nature. The contract is clear they are not supervisory, temporary or in the current contracts the city currently has, the duties (job) belong in the bargaining unit.

Article 24 “Contracting Out” Limits contracting out “to the types of work it presently contracts” ..

It was helpful to have the time to give serious consideration to to your proposed idea. I wish I could support your proposal because I realize all the work you do on behalf of the city, the hours you put that are never recognized, and your personal dedication to ensuring the success of Yachats. But I cannot because I see it as an idea froth with problems , both real and potential. And I do want the new City Administrator to be successful in the job.

I see three solutions to the problems I have identified:

1. Make the IT Manager a “real” position. It could be full or part time. Fund it like any other city position. Build in the responsibilities, authority and accountability the council deems appropriate.
2. Make the role strictly advisory to the City Administrator.
3. Make it a full or part time contract position after negotiating with the union.
4. Form a IT advisory committee which reports to the city administrator.

CITY OF YACHATS
CITY COUNCIL WORK SESSION
Civic Meeting Room - Yachats Commons
April 11, 2016
Minutes

Mayor Ronald Brean called the work session of the City Council to order at 9:30 a.m. in the Civic Meeting Room at the Yachats Commons. Council members present: Sandy Dunn, Barbara E. Frye and Max Glenn. Absent: Greg Scott.

New Item: Discussion re: Candidate Reception

City Council discussed the guest list for the reception to be held on April 24 for the five finalists to be interviewed for the City Administrator position.

Council discussed the subject the candidates would be given for the presentation they will be asked to make as part of the interview process. It was decided the candidates would be allowed to select a topic that demonstrates how they have used critical thinking to solve a problem in the past, using any format.

I. Discussion Information Technology Committee

Frye shared a memo that she had written in response to Scott's memo regarding the IT Committee and Manager. She explained that she has concerns regarding having the Manager position be a volunteer, especially when that volunteer is also a Councilor.

Frye said that she believes that having Scott act as the volunteer IT Manager is a violation of both the current Council Rules and the Union Contract.

Frye said that she does not have a problem with Scott being Chair of an IT Committee as long as the Committee is strictly advisory to the City Administrator.

Glenn said that he said that he likes the idea of an IT Committee; he does not like the idea of an IT Manager until the City has hired the City Administrator.

Dunn said that the idea of a committee is adding another group of people that would act as a sounding board for Scott. It will not really change what he has been doing, the memo just puts into writing what he has been doing for the past 6-7 years.

Brean said that the City does need a long-range plan for its information technology, but he does not believe the City is ready yet. The City Administrator should be on board before the City is ready to make any decisions.

Frye said that she wants to make it clear that she has no problem with Scott – her concerns are not about a person – they are about the position and creating a position based on the skills of a person when that person will not always be there.

II. Revised Donor Policy

Brean said that he had not had the chance to work on the policy.

1 **III. Monthly review: Status of Work on Measurable Objectives/Goals**

2
3 City Council reviewed the Matrix format developed for the objectives.

4
5 Dunn reported that the Library Commission had a very good meeting and that they have decided to
6 meet more often to begin working on review and updating the strategic plan.

7
8 Dunn reported that the Marketing Committee has agreed to hire a graphic artist to design the 50th
9 Anniversary Logo.

10
11 **IV. Set the Agenda for the Agenda 14, 2016 Meeting**

12
13 City Council reviewed the items for the meeting on Thursday.

14
15 It was noted that there representatives from My Sister's Place, YYFAP and the Food Equity Group
16 will be present at the meeting to speak regarding the Proclamations for Sexual Assault Awareness
17 Month, Child Abuse Prevention Month, and Food Equity that are on the consent agenda.

18
19 The work session was adjourned at 10:56 a.m.

20
21
22
23
24 _____
25 Ronald Brean, Mayor

26
27 Attest:

28
29
30 _____
31 Nancy Batchelder, City Recorder

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I see three solutions to the problems I have identified:

1. Make the IT Manager a “real” position. It could be full or part time. Fund it like any other city position. Build in the responsibilities, authority and accountability the council deems appropriate.
2. Make the role strictly advisory to the City Administrator.
3. Make it a full or part time contract position after negotiating with the union.
4. Form a IT advisory committee which reports to the city administrator.