

Approved by City Council on April 6, 2020



**City Council Special Meeting
LEAN Workshop
Monday, March 9, 6:00 p.m.
Bessie Rowell Community Center**

Council in attendance: Councilor Karen Testerman, Councilor Jo Brown, Councilor Paul Trudel, Councilor April Bunker, Councilor George Dzujna, Councilor Zink

Others in attendance: LEAN Expert Richard Ellert, City Manager Judie Milner

Absent: Mayor Tony Giunta, Councilor Ted Starkweather, Councilor Bob Desrochers, Councilor Scott Clarenbach

City Manager Judie Milner opened the meeting at 6:00 p.m. at the Bessie Rowell Community Center.

LEAN Expert Richard Ellert began with an explanation of actionable items and allowed the group to begin a review of Impact Areas that were assigned to Council Champions. A repeated message throughout the meeting was that if the item is on the roadmap then it should be workable and within the City's control to do so. If the item or task can't be done due to forces outside of the control of the Council and City, then it should not be part of the roadmap; remove it.

Safety – Council Champion Karen Testerman

Testerman stated that it's been difficult to address the issues due to police staffing and other critical workload for the PD. Milner informed the group that the pay rate is being addressed in order to entice interest in the open PD positions. The City is also in the process of a COPS Grant application. This grant became available at the end of January and the City began the application right away. Milner stated that we are requesting funding for one police officer where the City will need to fund 25% for the 1st year.

Testerman stated that it isn't all about the money but rather potential applicants don't want to be part of the culture and job stress that is related to these types of jobs. Milner stated that there were approximately 100 new cadets in training at the police academy so it appears that things are turning around for the profession. The City currently has two vacant positions that need to be filled.

Councilor Trudel asked Ellert if he has taken a cursory look at our roadmap and instead of discussing the reasons why some tasks cannot be completed, maybe we can listen to Ellert's feedback so far and what his recommendations are. Trudel added that since Ellert is not able to attend all of our sessions, it would be great to capitalize on his attendance tonight.

Ellert replied that he can share his idea on how this should work but he doesn't necessarily have an opinion on whether something should or shouldn't be done. Ellert informed the group that it appears that the tasks on the roadmap are too large. He advised the group to look at each task realistically in 3-month chunks and write down the doable steps to move it forward. The details of the task should be attainable so each month we can answer easily if the task was done or not.

Milner stated that the group has been tracking the individual tasks and marking them red , yellow, or green. This latest roadmap print out doesn't show the colors however it has been something she has been tracking.

Councilor Zink stated that since the budget season is kicking up, budget tasks should be added here as well. Milner explained how each of the City Departments are doing a SWOT analysis so when we roll out our Budget meetings, the Council will have a full background on how and why something is begin budgeted or not budgeted. Milner added that this will help cut down on additional meetings when she presents the budget for the City. The City will present the budget in one night and the School will present their budget in one night. The budget meetings were scheduled this way last year and many people loved this new way.

Testerman stated that she synced the Fire Department's audio along with their slides from their SWOT Analysis held on January 16th and will be posting that up on the City Website as soon as it is completed. Testerman stated that Chief Foss did a great analysis of where we are, what we need, and what the projections are for the Fire Department. We can direct people to that video presentation to help explain what we need.

Ellert stated that he doesn't see the roadmaps at the department level and this is a key missing piece in moving these larger tasks forward. Each of the departments should be taking the Council's roadmap and aligning it to their roadmap so everyone is pointing in the same direction.

The actions should be clear and attainable. If a department head can't understand the meaning of the action item or doesn't have the resources to do the work, then the action item should not be on the roadmap. Ellert provided examples of tasks and what they sound like. He suggested that everyone put their suggestions for the month of April on stickies and discuss them. Incorporate feedback and adjust as you move forward.

Milner referred to the Safety Impact Area as an example. Residents want to feel safer by seeing more foot patrols downtown. Milner would then share this with the Police Chief who would then in turn make his own set of roadmap tasks to respond to this need. Ellert reminded the Council that they are driving the roadmap and if the tasks are not attainable, then change them. Things can change and when they do, the roadmap needs to reflect that and show only things that can be done. Ellert stated that the department head would see the tasks and if they need something from the Council in order to complete the task, the Council Champion would come back to the Council and tell them what their roadblock is. If it is attainable, keep it and track it. If it is no longer attainable, it should be removed.

Ellert suggested the Council Champions spend time with the department heads to learn about what they are going through and see first hand what they need. The Council can come back to the group and make suggestions about what they need.

Milner provided a recent example of the Police Chief's SWOT analysis where the Chief said he needed a restructuring of their teams to perform better at the station. He provided the information needed and gave information to the Council on what that would look like. The suggestions were approved and then implemented and now the amount of work coming out of the PD is phenomenal. It is properly aligned and more manageable. Milner suggested that maybe the department heads get invited to these LEAN Workshops.

Testerman received some feedback that there has been more Police visibility but not necessarily walking up Central street. People and students have been talking about it and they are noticing so it is possible that the task on the roadmap just needs to be adjusted to something more attainable. Maybe change the name and call it Community Partnerships and ask members of the PD to get involved in more community relationship building gatherings.

Brown suggested making this more of a positive view of police involvement rather than simply going on more foot patrols which has more of a negative tone.

Zink suggested to encourage the Police to get engaged during our May Community Day and during the events going on in June. Let the PD choose what activity they would be willing to do. Ellert asked the group how they would translate this on to the roadmap and then suggested getting the department heads involved.

Bunker provided an updated description of the previous task under the “Enable Better Real-time Observation”, task of “Increase Patrols on Central street”. The new description was changed to, “Increase positive engagement through participation in community events”. She suggested providing the PD with a list of events going on to make it easy for them to pick and choose.

Testerman asked if there is a way to speed up certain Code Enforcement issues. City Manager Milner replied that unfortunately there is a process to follow especially when the City may need to get a court order. There have been some new improved processes put in place to handle more serious crimes that need more teeth. Those will go to our City Attorney and then onto Superior Court. The smaller cases can go through our circuit court but both take time and we are unable to speed up the court’s process.

Ellert stated that he had a meeting with the Prosecutor, Fire, and Police to create a new process map. They mapped the current state and the future state. Their findings resulted in an efficiency savings of weeks. Milner added that we made significant improvements with what we do have control over but it would be very difficult to change a process once it enters the court’s hands.

Brown suggested moving on to other processes in the City and use the same type of approach as above to streamline other processes. Each quarter focus on a different area of the City. Ellert suggested the first step to be taking an inventory of all of the processes. This new task will move under the “Value” Category.

Bunker asked Milner if the City has already completed a time study. Milner replied that job class studies were done last year and again this year to complete the new skills matrices. The department heads will define the process and inventory them. Councilor Bunker will be the Manager of this new task listed under “Value”. There was further discussion on the new task and the subtasks added.

Resources – Council Champion Ted Starkweather

Milner stated that the City has been trying to send out as many press releases as possible.

The Downtown group is working on the Marketing for Franklin for a Lifetime. They have hired a professional group to rebrand and market the Downtown. They received an appropriation from the City of \$5k, appropriations from FBIDC, CRDC, and Niel Cannon. Their total budget is \$16k.

Tasks to update the City website were discussed.

Bunker asked if we have a Facebook account. Milner replied that certain departments do have their own Facebook accounts but there isn't one under Franklin for a Lifetime at this point in time.

Zink suggested that Tobacco 21 be removed from the monthly press release line and update it stating that there will be a monthly press release in April, May, June. She also requested that links to the podcasts be added somewhere on social media sites.

Milner stated that the Downtown Marketing group will be posting videos of Winni River Days and other community type events on the Mill City Park website. She added that there are podcast interviews with each department on the City Website. Audrey will work with CivicPlus to incorporate the Burning Question button onto the City's website.

Milner informed the group that there are two separate groups for Developing the Arts in Franklin. One will focus on the finance piece and the other group will focus on sustainability. They are up and running with monthly meetings. A go/no decision on whether to purchase the Regal Building will be added to the June task box.

Brown requested providing a very brief update on the LEAN Roadmap during the City Council Meeting possibly during the City Manager's update. Milner agreed that we could do that.

Milner stated that the RFPs to develop our website for the Ozone program are due this Wednesday and tasks to review, select the RFPs, and develop the website design for the project were added to the roadmap.

Milner will also add the tax base for the City into the Spreadsheet.

Talent – Council Champion

The Social media buster will be replaced with the Burning Question button on the City's Homepage. Milner stated that Audrey gathers stories on good things happening around town to put in our newsletter. A link for a resident to send something into the City could be added to our Website.

Dzujna stated that Choose Franklin will be putting up a dual type booth and will interview people asking them questions like why they moved to Franklin and what do they like about Franklin.

The group agreed to add a task of partnering with Kaitlyn Nash on this booth in May and publish the stories in June. Olivia will reach out to Kaitlyn Nash and manage this task.

Tasks for completion of the skills matrix, identifying gaps, and working with the department heads on scheduling employee training were added to April, May, and June. Olivia agreed to be the Champion on this task and Milner stated that she would like to have Krystal and Chief Foss manage it.

Communicate and provide roadmap training will be scheduled with each of the department heads however this roadmap needs to be complete and solid first. The Council agreed to review the latest City roadmap in April and plan for the communication and training in May. The group agreed that the department heads should present their roadmaps to the Council in June.

Internal 5S audits need to continue. The ones that Ellert went on weren't that good. Ellert would like to see the City reach a level 1 by the end of the year. He used the City Clerk's office as an example and

believes that the department tried to get too far too fast. The Fire Department is doing well with 55 however Parks and Recreation doesn't see that this could benefit them in their environment. Ellert doesn't want to push them especially if they believe that it wouldn't help them. Milner would like to manage the Eliminate waste Impact area (W1) and she adjusted the deliverable for May to "Educate the department heads".

Education – Council Champion Jo Brown

Brown stated that the School Board voted against combining IT, Maintenance or Finance. Ellert stated that it seems that Education and the City are really two separate things. Testerman added that since we are a City, we have a fiduciary obligation to the school funding. Zink and Milner agreed to change the deliverable in April to hold a joint meeting between the City and the School Board.

Zink questioned why Merging Operational Services was important and what kind of impact does it have on the school. Trudel replied that the merging of the services is to eliminate waste and save some money. Trudel requested removing the task since it isn't in the Council's control and the School Board voted against it so it's not going to happen. He suggested removing it however Brown asked the Council to consider moving it but don't take it away altogether.

The Council dove into the task of merging operational services and Milner provided a few reasons why the task was originally created. The Council was split on whether the task should be removed altogether, be pursued as is, or changed so that there can be money savings that could go back to the schools.

Dzujna stated that it would be good to keep collaborating and eventually be able to work at these things again in the future.

Brown stated that it can be discussed at the joint City and School Board meeting and then reassessed. The group agreed to table the task until after the joint meeting.

Councilor Trudel left the meeting at 8:05 p.m.

Brown provided some background on the collaboration between the schools and local industry and agreed to discuss this at the joint City and School Board meeting. Tasks can be added during that meeting.

Recreation – Council Champion George Dzujna

Milner provided statistics of information regarding our City Website. The community calendar is very popular. Besides the usage of the Home Page, Tax Bill Pay comes in second, and Residential Resources comes in third place. This task will remain on the roadmap to keep an eye on attendance at events.

Business – Council Champion Jo Brown

Councilor Dzujna stated that the Franklin Savings Bank Manager John Clayton is holding a meeting with the local businesses. Dzujna would like to invite him to the next LEAN Update meeting and the Economic Development Group.

Zink inquired about streamlining the Business Processes document or link to it and Brown replied that there was one created and can be found on the Planning and Zoning Webpage.

Milner stated that once the inventory of the department heads is complete, tasks for this area will be created.

Ellert added that Councilor Brown created the business process document and the next steps would be streamlining the processes within the document. Brown replied that her document covers all of that and can be found under the Business Header in the Green Banner across the Home Page.

Ellert shared the process document from Code Enforcement with the group. He explained that the first steps are to evaluate and align the action items, look at how long it should take, and identify the pain points for further analyzing.

There were no further comments from the group.

The meeting adjourned at 8:22 p.m.

Respectfully submitted,

Audrey Lanzillo