

3.0 EXECUTIVE SUMMARY

Observations

- The City/Chamber Efficiency Task Force formed in May of 2008 between City Administrator and Owatonna Area Chamber of Commerce & Tourism.
- Ten process assessments were completed with the work of 14 volunteers from the business community. A majority of the volunteers were Leadership Owatonna alumni. The chairpersons for this effort were: Don Boutelle, Viracon; Tim McManimon, Profinium Financial; and Vicki Jensen, Jensen Agency.
- The following process assessments were completed-Purchasing, Preventive Maintenance, Program Review
Departments included: Administration & Finance, Park & Recreation, and Police
Launched: June 2008
Estimated Volunteer Hours: 250 – 300 hours
- The interaction each of our volunteer teams had with the city personnel indicated a sincere pride in their jobs. The city employees are positive about their work, they care deeply about the programs and people they serve. Personnel were cooperative to work with and knowledgeable in their work.
- The willingness to work with and interact with other departments and government agencies to gain efficiencies by utilizing assets for infrequent tasks and specialty equipment and projects.
- The City of Owatonna has no human resource specialist or purchasing agent.
- The city web site and intranet are excellent examples of using technology to connect employees and the community of Owatonna.

Improvement Opportunities

For the purposes of this document ‘formal’ means the following: documented, reviewed, monitored and measured.

- Mission Statements-Recommend city leadership establishes requirements and use of mission statements or objectives for consistency with in each city department. This should include the frequency for review to ensure adequacy.
- Document Control- Recommend developing a process for controlling city process documentation (i.e.-web site, intranet, procedures, instructions, checklists, forms, charts, etc.).
- Control of Records and Data-Recommend developing a formal process for controlling records and data management (i.e.-storage, method of filing, retention, purge and disposal, etc.).
- Resources (Human)-Recommend developing process measures to determine staffing adequacy (i.e.-how much time does it take to maintain ‘xyz’ documented). Time and material should be tracked when resource sharing between other departments and government agencies to work on special projects.
- Training-Recommend developing a process for managing the various training, license, certification and registration records for employees (i.e.-include what, where, how long and ensure they are readily accessible and retrievable).

- Purchasing-Recommend developing a process to ensure purchased products and services meet requirements including quality and service (i.e.-defining the position of authority, dollar amounts for purchases and approval of receipts).
 - Recommend developing a process to record, identify, notify, evaluate, segregate, and disposition discrepancies on purchased products and services that don't meet requirements.
 - Recommend developing a process for outsourcing (programs, contracts, projects, etc).
 - Recommend establishing a policy to determine buying local vs. lowest bid.
- Programs-Recommend developing a formal process for programs, including the functions of: marketing, evaluation of programs & personnel, customer feedback including customer complaints, outsource contracts, goals, tracking attendance, upgrading of technology, adding infrastructure, and job descriptions for volunteers.
 - Create a formal process that defines the various steps to add or remove a program.
- Monitor and Measure-Recommend non-financial process measures are developed for purchasing, preventative maintenance and programs (i.e.-complaint data, customer satisfaction, quality, on time, and performance benchmarks).
 - Recommend using the capacity of the new financial software to improve account detail expense for projects and services (i.e.-automate the payroll system, fuel management, Fitness and Tennis Center usage and overall financial management).

Conclusion

We recommend these Improvement Opportunities be acted on prior to pursuing additional process reviews.

We believe these Improvement Opportunities would add value and efficiency to the city operations, management and ultimately the citizens of Owatonna.