

## ALBANY CITY COUNCIL AGENDA

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**Monday, January 06, 2025**  
**4:00 p.m.**

Council Chambers, City Hall  
333 Broadalbin Street SW

Watch on YouTube: <https://www.youtube.com/user/cityofalbany>

Please help us get Albany's work done.

Be respectful and refer to the rules of conduct posted by the main door to the Chambers and on the website.

1. Call to order and roll call
2. Business from the public
3. Department Strategy Discussions/Presentations – Executive Leadership Team. [Pages 2-40] Information
4. Business from the council
5. City manager report
6. Adjournment

*This meeting is accessible to the public via video connection. The location for in-person attendance is accessible to people with disabilities. If you have a disability that requires accommodation, please notify city staff at least 48 hours in advance of the meeting at: [cityclerk@albanyoregon.gov](mailto:cityclerk@albanyoregon.gov).*

*Testimony provided at the meeting is part of the public record. Meetings are recorded, capturing both in-person and virtual participation, and are posted on the City website.*

# 2025 Department Presentations

Accomplishments and Strategy



1



## City Manager Comments



2



**Mission**

Provide solution-oriented thinking, partnerships, and robust engagement to promote and facilitate the growth, development, and empowerment of the city and its diverse neighborhoods.

**FTEs**

18.8

**Biennial Budget**

- \$4.4M- Planning
- \$6.8M- Economic Development
- \$6.1M- Building



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**Primary Functions**

**Current and Long-Range Planning**

- Development Review
- Floodplain Management
- Historic Preservation
- Community Development Block Grant
- Update Development Code and Comp Plan
- Code Compliance

**Economic Development**

- Business retention and expansion
- Business Recruitment
- Job Creation
- Relationships and Partnerships
- Economic Growth
- Programs and Incentives

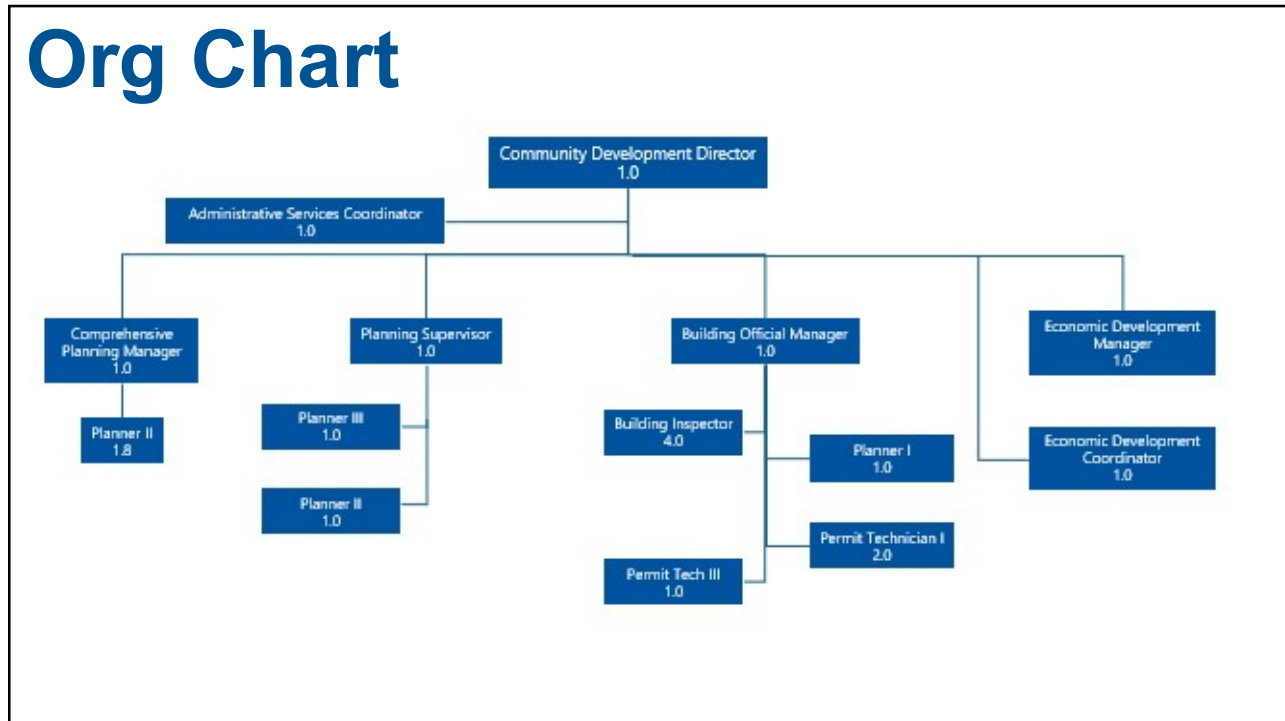
**Building Permitting and Inspection**

- Permit Review
- Permit Inspections
- Americans with Disabilities Act Compliance
- Code Compliance
- Emergency Response



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# Org Chart



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# Accomplishments

## Enhanced Engagement

- Focus Groups, Open Houses, surveys
- Development Services Advisory Group
- Historic Resources Engagement Survey
- Access and plain language

## Process Improvements

- Streamlining of Planning Applications/Reviews
- Streamlining of Online Permitting and Inspection Services
- Short Term Rentals



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# Accomplishments



- Albany Waterfront Project
- Class 5 Community Rating System (CRS) floodplain rating
- Housing Implementation Plan (HIP) strategies implementation
- Climate Friendly & Equitable Communities
- East Albany Plan
- Central Albany Revitalization Area Partnerships



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## Government report reveals things are bad for small business in Oregon

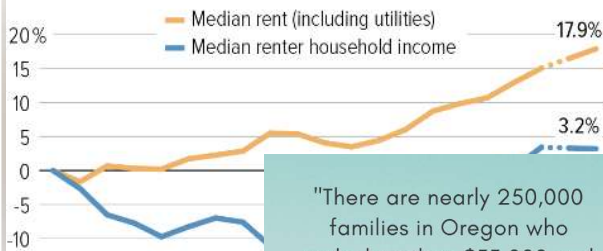
Story by By Tom Joyce | The Center Square contributor • 9mo • 2 m

### Housing Costs Climbed D Renters' Incomes Stagnat

Percent change since 2001, adjusted for



61% of employers face difficulty in employee retention



"There are nearly 250,000 families in Oregon who make less than \$33,000 and need affordable housing. Yet there are only 143,000 units available for them."



HOUSING OREGON

The state has enacted complicated and costly regulations for small businesses, according to a report from the Oregon Secretary of State's Office of Small Business Assistance. The state legislature passed 60 new laws impacting small business in 2023, some of which created new penalties for businesses.

# Trends

- Growing resistance to higher density development, despite need for more housing and housing types
- Unfunded State and Federal mandates resulting in declining public trust
- Housing Affordability across all housing types
- Low employee retention within business community
- Oregon's "unfriendly" business climate



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# Looking Ahead

## Challenges

- Continued unfunded State and Federal mandates
- Cost to remove barriers to development
- Employee turnover
- Succession planning for decades of institutional knowledge and experience lost due to retirements

## Opportunities

- New employees, new experiences
- New and creative engagement with community experts and industry
- Investment in employees and education opportunities
- New strategic plan and corresponding updates to comprehensive plan



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# Public Works

## Mission

Working together to plan, build, and maintain essential utility services and infrastructure for the Albany community.

FTEs: 137

Biennial Budget: \$203.8M



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## Slide 9

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**BKO** The 27% gets hit in HR and CMO as a citywide retirement number. One great way Parks and Library framed the retirement issue was adjusting the retirement discussion to their area and noting they are anticipating the loss of x years of experience over the next two years. Food for thought, as I think it was a really poignant approach. You visibly saw the room re-engage.

Barber-Perrotta, Kayla, 2024-12-18T23:29:53.871

**RM0 0** updated

Ruettgers, Matthew, 2024-12-19T03:31:44.564

# Primary Functions

## Operate & Maintain Existing Services & Infrastructure

- Drinking water
- Stormwater
- Wastewater
- Transportation
- Automation

## Ensure Regulatory Compliance

- Clean Water Act
- Safe Drinking Water Act
- Federal and state laws and regulations

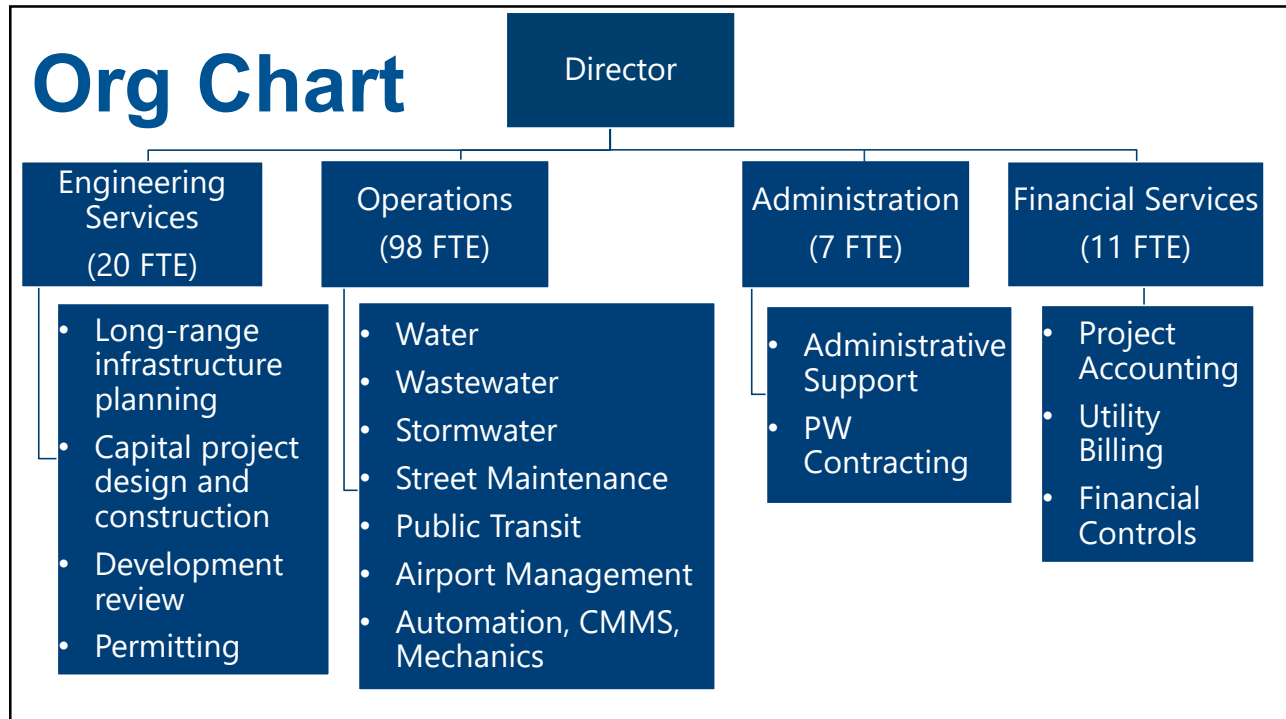
## Infrastructure Replacement, Repair, and Expansion

- Master planning
- Development review
- Capital design



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# Org Chart



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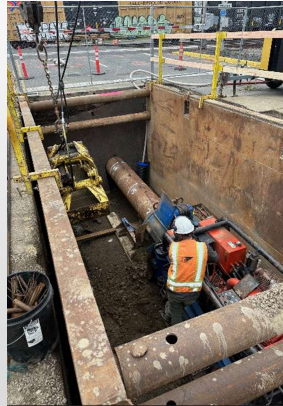


# Accomplishments



## Technical

- State Drinking Water Program Outstanding Performer
- Compost program
- Transit expansion



## Management

- Water Master Plan update
- Hwy 20 Corridor Study
- Revised org structure



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# Accomplishments



## Financial

- CFI Grant
- Federal/State direct funding for Cox Creek
- Grant funded street sweeper



## Financial

- Stormwater SDC
- Local street funding
- Energy management projects



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## Trends

- Construction costs
- Regulatory complexity
- Climate change
- Technical training
- Cybersecurity of automated controls
- Affordability



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## Looking Ahead

### • Challenges

- Recruitment and retention of technically trained work force
- Costs – labor, materials, construction, insurance, and more
- Shifting state and national priorities – environmental, housing, transportation, funding

### • Opportunities

- New lines of business – compost, sweeping
- Technology – automation, advanced meters
- Master planning – transportation and wastewater



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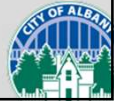
# Police Department

## Mission

"Excellence Through Service"

FTEs: 99.25

Biennial Budget: \$40.8M



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# Primary Functions

## Law Enforcement

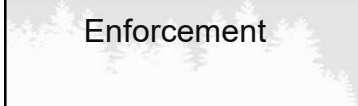
- Patrol
- Detectives
- Specialty Units – Traffic
- Linn Interagency Narcotics Enforcement

## Community Resources

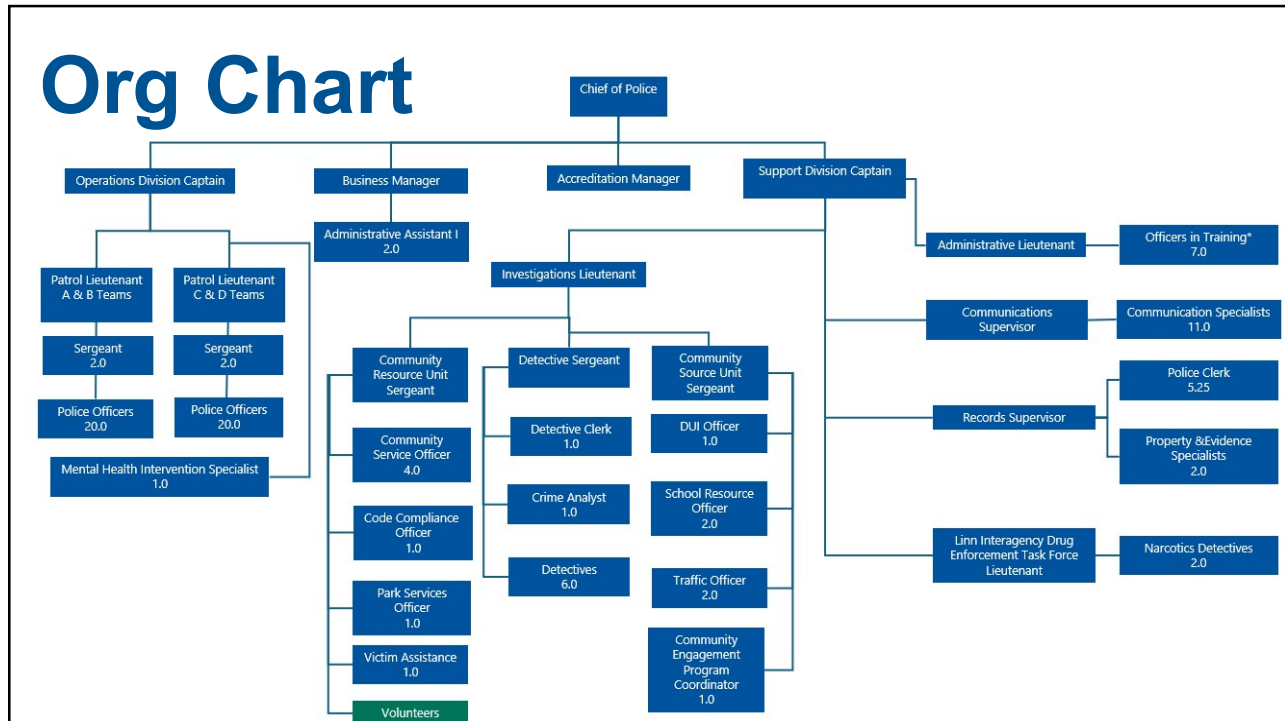
- Community Service Officers
- Park Service Officer
- Community Engagement Officer
- Code Compliance
- School Resource Unit

## Support Services

- 911 Center
- Records
- Property Evidence



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# Accomplishments





### Enhanced Efficiencies

- East Substation
- Expanded Photo Enforcement
- Online Reporting



### Accreditation Renewal

- First full re-accreditation cycle complete



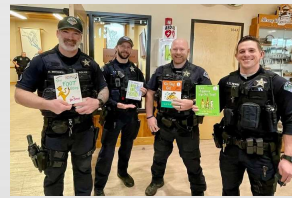
20

# Accomplishments



## Department Staffing

- Maintained 2% or lower vacancy rate
- Normal attrition
- 22% of officers are female
- 2024 Top Workplace Award



## Engagement

- 2 Community Academies
- 4 Diversity Advisory and Alliance Team meetings
- Hundreds of hours at events



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CRIME SNAPSHOT			
Selected Group A Offenses	2023 YTD	2024 YTD	% Chg
<b>Person</b>	<b>486</b>	<b>521</b>	<b>7.20%</b>
Homicide	7	1	-85.71%
Rape	13	17	30.77%
Ag Assault	61	82	34.43%
Assault - Other	337	335	-0.59%
Sex Crime	68	86	26.47%
Human Trafficking	0	0	N/C
Domestic (subset of above)	106	99	-6.60%
<b>Property</b>	<b>1691</b>	<b>1546</b>	<b>-8.57%</b>
Robbery - Residence	1	1	0.00%
Robbery - Business	13	4	-69.23%
Robbery - Other	13	21	61.54%
Robbery 3 (subset of above)	15	16	6.67%
Burglary - Business	56	41	-26.79%
Burglary - Other	20	17	-15.00%
Burglary - Residence	64	37	-42.19%
Stolen Vehicle	107	63	-41.12%
Larceny - From Vehicle	223	203	-8.97%
Larceny - Shoplifting	340	396	16.47%
Larceny - Other	394	373	-5.33%
Arson	22	21	-4.55%
Vandalism	136	110	-19.12%
Fraud - Credit Card	44	27	-38.64%
Fraud - ID Theft	117	99	-15.38%
Fraud - Other	141	133	-5.67%
<b>Society</b>	<b>355</b>	<b>488</b>	<b>37.46%</b>
Animal Cruelty	11	12	9.09%
Drug Laws	61	132	116.39%
DUII	149	194	30.20%
Weapons Laws	134	150	11.94%
<b>Livability</b>	<b>496</b>	<b>680</b>	<b>37.10%</b>
Abandoned Vehicle	458	641	39.96%
Junk/Trash	29	35	20.69%
Overnight/Prohibited Camping	9	4	-55.56%
<b>Calls for Service</b>	<b>2023 YTD</b>	<b>2024 YTD</b>	<b>% Chg</b>
	<b>33280</b>	<b>33516</b>	<b>0.71%</b>
Dispatched Calls	17979	18475	2.76%
Self-Initiated Calls	15301	15041	-1.70%
<b>Response Time (Minutes)</b>			
Priority P & 1	5.22	5.95	14.05%
Priority 2 & 3	10.01	11.34	13.30%
Priority 4+	5.95	7.81	30.53%

# Trends

- Growth in Albany with increasing calls for service and balancing of resources



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# Looking Ahead

## Challenges

- Both labor costs and equipment are climbing faster than budget funding
- Employee retention and replacement of normal attrition cycles.

## Opportunities

- Agency reputation is a significant boost to recruiting employees



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# Fire

## Mission

Prevent and Protect From Harm

FTEs: 92.5

Biennial Budget: \$41.8M



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# Primary Functions

## Emergency Services

- Fire suppression
- Ambulance service
- All-hazards response (water, technical rescue, state hazmat team)

## Life Safety Division

- Fire Code enforcement
- New construction plan review
- Public education
- Community outreach
- Community paramedic

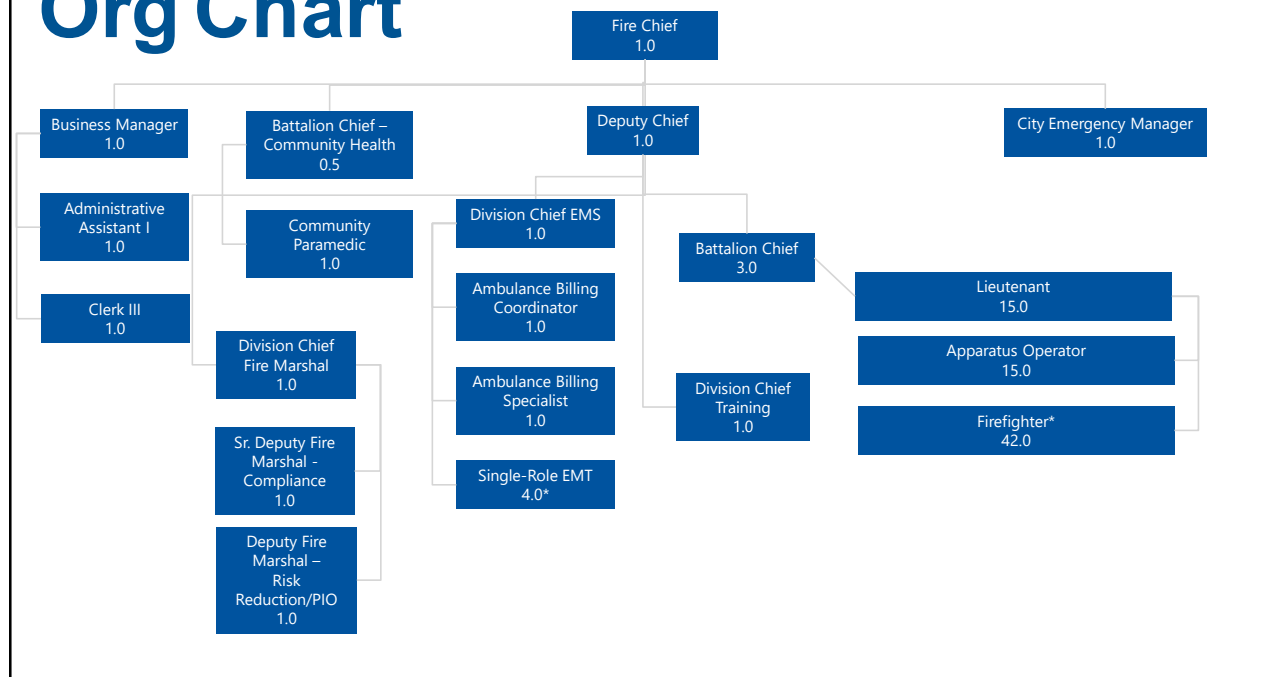
## Emergency Management

- Planning
- Disaster cost recovery
- Public outreach



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# Org Chart



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# Accomplishments



- New countywide radio system
- New dispatching software
- New training facility (under construction)



### Current grants:

- OSFM community protection/fuel reduction
- DHS care home support
- FEMA AFG and SAFER



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# Accomplishments



- CPR in Schools – ongoing
- Cardiac screening program brought in-house



- Two remounted ambulances
- Partnerships with local colleges



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# Accomplishments



- Worked with FEMA and city staff to ensure reimbursement of \$89,500 for the January 2024 ice storm.



- Hosted 8 cooling centers and 3 warming centers in 2023-2024



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# Accomplishments



## Public outreach and education

- Preparedness
- Financial impacts of disaster
- Emergency messaging



- Incident action planning for 12 large-scale city events



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## Trends

- Call volume is increasing
- Staffing challenges nationwide
- Equipment procurement delays industry-wide
- Costs (equipment and personnel)
- Aging equipment and facilities



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## Looking Ahead

### • Challenges

- Appropriate staffing levels
- Recruitment and retention
- Overtime costs
- Adequate funding for equipment replacement

### • Opportunities

- Improved succession planning
- Improved relationship with Samaritan Health
- Adapting to changes in emergency response



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### Mission

The Albany Public Library is an essential resource promoting community, life-long learning and quality services in a safe, welcoming space.

FTEs: 19.05

Biennial Budget: \$7M



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## Primary Functions

### Access

- We remove barriers in order to provide resources and services to the community widely and equitably.

### Community

- We are vital community center, fostering residents' sense of belonging and connection.

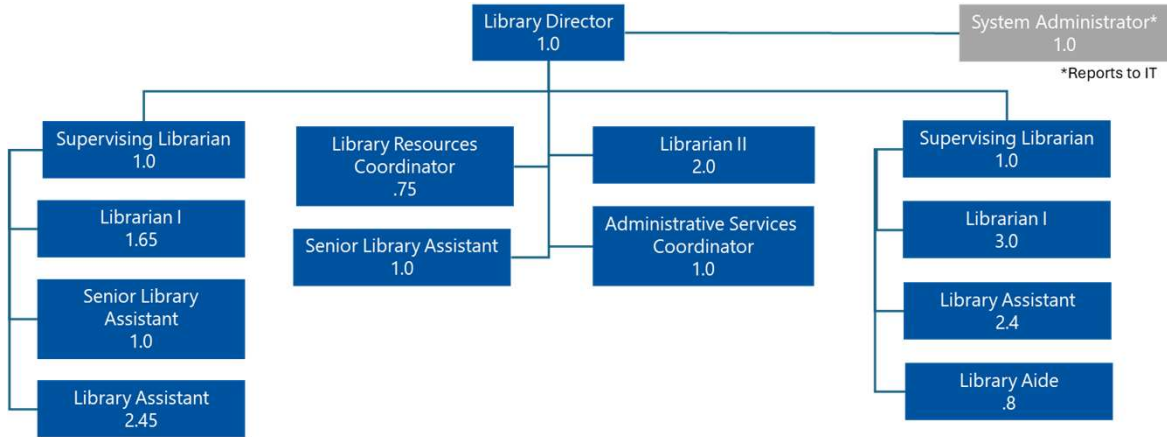
### Lifelong Learning

- We provide resources for community members at all stages of life.



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# Org Chart



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# Accomplishments



Library of Things



Summer Reading



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# Accomplishments



Digital Access



Community Engagement



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**Libraries struggle to afford the demand for e-books and seek new state laws in fight with publishers**

**A Home to the Homeless**

Libraries offer refuge and support to those in need and help foster a new community approach to homelessness  
By Ellyn Robinson | November 24, 2014



## Trends

- Inflation- Materials, Services and Staff
- Growing Spanish Language Population
- Unhoused Population
- Politics and Book Bans
- Increased demand for digital materials



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# Looking Ahead

## • Challenges

- Staff Retirements
- Funding Sources
- Carnegie

## • Opportunities

- New staff
- Facilities Services Assessment
- Community Partnerships




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# Parks & Recreation

Mission	FTEs	Biennial Budget
Promote healthy living through recreational experiences and serve as stewards of Albany's public parks and facilities.	26.25	\$30.4M Parks & Recreation \$1.8M Building



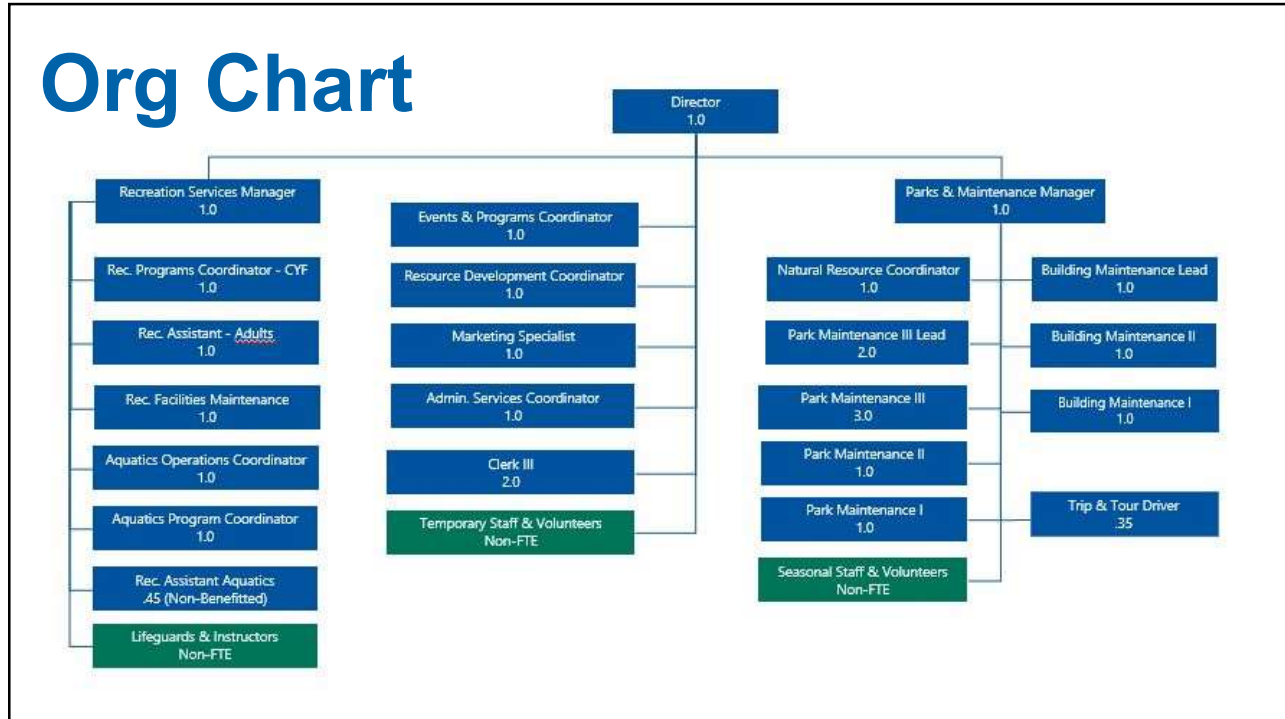
41

# Primary Functions

Parks	Recreation	Building Maintenance
<ul style="list-style-type: none"> <li>• Maintain 33 Parks &amp; 878 Acres</li> <li>• Urban Forestry</li> <li>• Community Beautification</li> </ul>	<ul style="list-style-type: none"> <li>• 500+ Programs</li> <li>• Major Community Events</li> <li>• Riverfront Community Center</li> <li>• Albany Community Pool</li> <li>• COOL! Pool</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain 25 Building Complexes</li> <li>• Interior and Exterior</li> <li>• Preventative and Emergency Operations</li> </ul>



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# Accomplishments



### Deferred Maintenance

- City Services Fee
- Grants
- 40 Projects
- 22 Locations



### Programs

- River Rhythms
- Rentals
- Adult
- Youth
- Aquatics



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# Accomplishments



## Alternative Funding

- Grants
  - 6 Received
  - \$594,034
- Sponsorships
  - \$439,075
  - 82 Sponsors



## ADA Work

- Ramps
- Sidewalks
- Building Improvements
- Play Spaces



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# Trends

- Aging Infrastructure
- Inflation/Construction Costs
- Recreational Immunity
- Transient Cleanup/ Vandalism
- Cost of Meeting Community Expectations



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# Looking Ahead

## Challenges

- Reactive vs. Proactive
- Increased Costs
- Stagnate Staffing Levels
- Weather Impacts
- Partnerships
- Retirements

## Opportunities

- Utilizing Technology
- Alternative Funding
- Space Utilization
- Taking Programs/Events to Different Neighborhoods
- Volunteer Opportunities



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# Finance

## Mission

Provide fiscal oversight in a transparent and ethical manner while utilizing strategic thinking in all budgetary and procurement efforts, resulting in effective and efficient business processes.

## FTEs

16.6

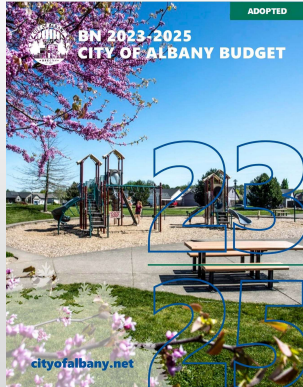
## Biennial Budget

\$6.3M



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# Primary Functions



## Financial Services

- Payroll
- Accounts payable
- Cash reconciliation
- Contracts & procurement
- Budgeting
- Reporting



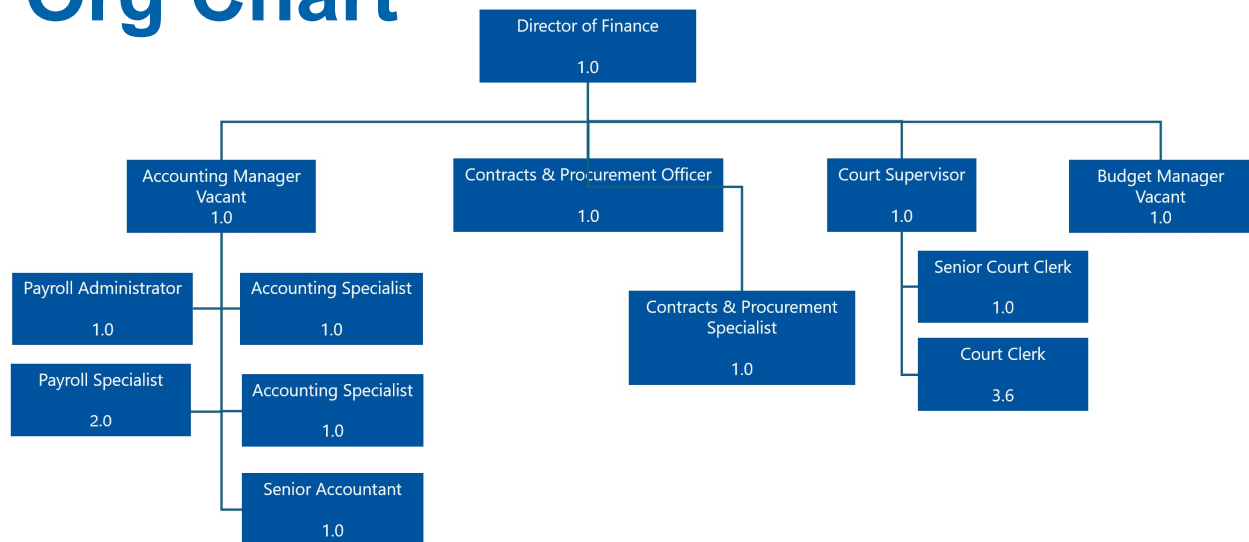
## Municipal Court

- Traffic violations
- Misdemeanors
- City ordinance violations
- Mental health court



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# Org Chart



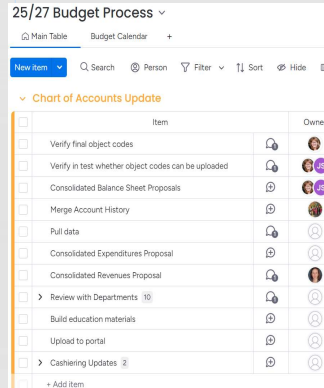
50

# Accomplishments

Org	Object	Project	Description
10010000	400500		PROPERTY TAXES - CURRENT
10010000	400510		PROPERTY TAXES - DELINQUENT
10010000	402005		PRIVILEGE TAX: ELECTRIC
10010000	402010		PRIVILEGE TAX: NATURAL GAS
10010000	402100		FRANCHISE FEES: R-O-W CARRIERS
10010000	402105		FRANCHISE FEES: TELEPHONE
10010000	402110		FRANCHISE FEES: GARBAGE
10010000	402115		FRANCHISE FEES: CABLE TV
10010000	410000		ALBANY CITY SERVICES FEE
10010000	410005		PERMIT FEES
10010000	410230		MEDICAL MARIJUANA FAC PERMIT
10010000	410235		NUMBER OF DOGS PERMIT
10010000	414150		PLANNING - CDBG REIMB
10010000	414250		LIFE SAFETY DIVISION FEES

## Process Improvements

- Chart of accounts
- Internal help desk



## Use of Technology

- Monday.com
- Reporting software

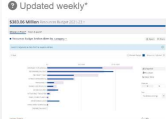


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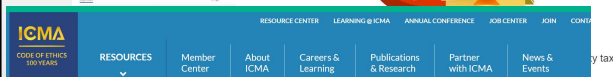
## City Data / Transparency

### Financials

#### Open Finance



#### Where Do Your Property Taxes Go?



### Embracing AI for Local Government Finance and Budgeting

Easy ways to harness AI for greater efficiency

By Kerry Hansen | Jun 07, 2024 | ARTICLE - ARTICLE



#### RELATED CONTENT

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Dispelling Myths for AI Success in Local Government  
04-12-2024

ARTICLE  
Resident Engagement Reimagined With AI  
04-12-2024

Pension spikes will cost Oregon public employers \$1.8B in the next biennium: 'It will be more intense before it gets less'

Story by Ted Sicking, oregonlive.com • 2w • 7 min read

## Trends

- Measures 5 and 50 limit property tax revenues
- Rising costs
- Technology
- Open data and transparency
- Difficulty in hiring qualified employees
- Shortage of municipal auditors



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# Looking Ahead

## Challenges

- Loss of key employees
- Revenues haven't kept up with expenditures
- Ongoing issues with financial software
- State and federal mandates
- Reporting

## Opportunities

- New employees
- Leveraging technology for efficiencies
- Bidding and procurement software
- New revenue sources



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# Information Technology

## Mission

Deliver exceptional customer support and robust technology solutions that drive quality public services.

FTEs: 12

Biennial Budget: \$5M



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# Primary Functions

- 9 Departments, 450 Users, 1000 User Devices

## Infrastructure Division

- Data storage
- Networks
- Phone systems

## Operations Division

- Automation and reporting
- Core business systems
- Technical support and training

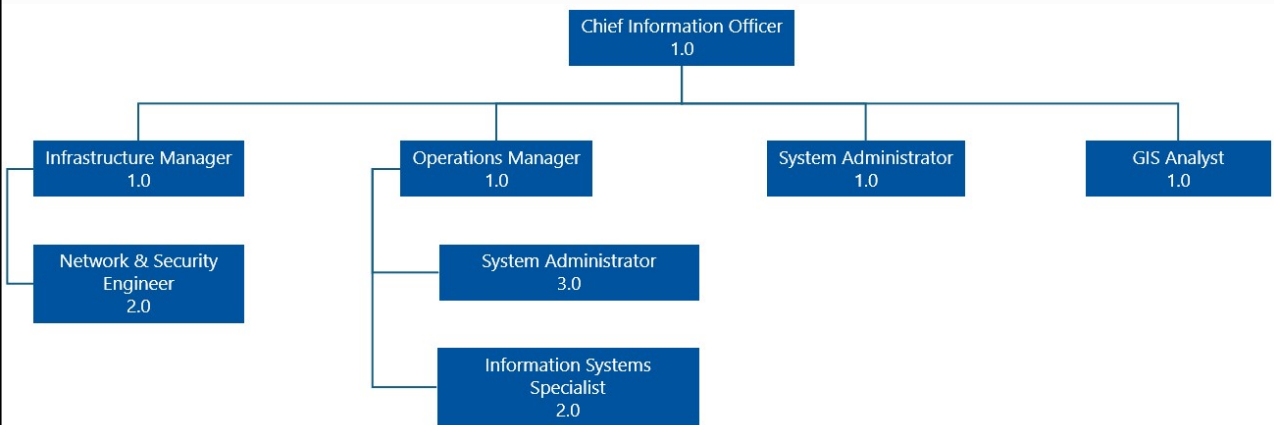
## Cybersecurity

- Disaster recovery
- Incident response
- Security systems and controls



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# IT Org Chart

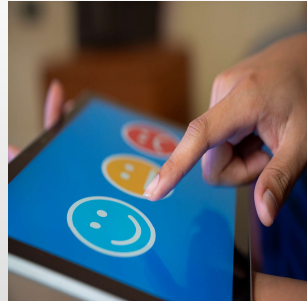


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# Accomplishments



- 99.9% uptime for core business systems



- 6,402 support tickets with 97% customer satisfaction rate



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# Accomplishments (cont'd)

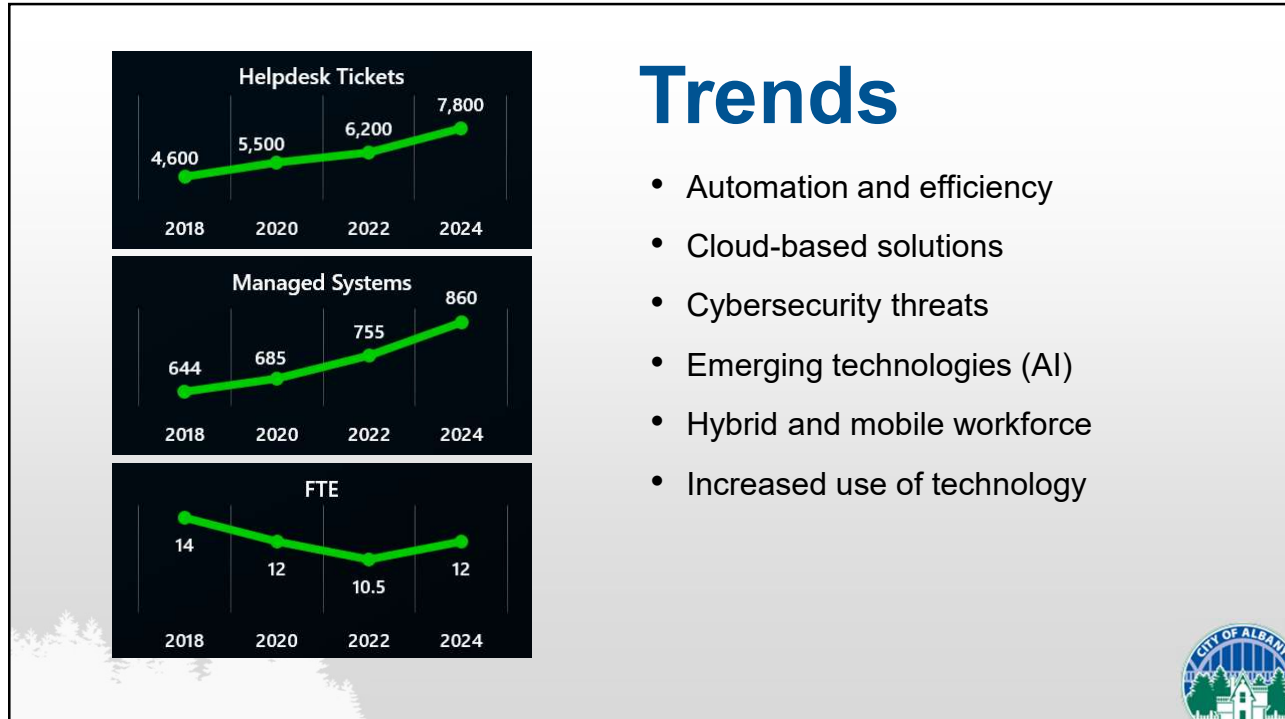


- APD substation and Transit bus barn
- Albanyoregon.gov migration
- Email security system
- Ambulance billing and Firemed automation



- Mitigated one major cybersecurity incident
- Security audit with strengthened defenses

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## Trends

- Automation and efficiency
- Cloud-based solutions
- Cybersecurity threats
- Emerging technologies (AI)
- Hybrid and mobile workforce
- Increased use of technology



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## Looking Ahead

### • Challenges

- Cybersecurity requirements
- Infrastructure and systems growth
- Resources to tackle initiatives
- Talent acquisition and retention
- Technical debt

### • Opportunities

- New talent
- Highly mobile workforce
- Process automation
- Cybersecurity grants
- Security and data loss prevention



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# Human Resources

## Mission

We are dedicated to maximizing the potential of our greatest asset – our employees.

FTE: 7

Biennial Budget: \$2.3M

## Vision

Innovative partners fostering highly effective teams.



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# Primary Functions

## Recruitment & Selection

- Job descriptions and postings
- Compensation surveys
- Design and recommend hiring processes
- Facilitate pre-employment screening

## Compensation, Benefits & Leave

- Health, retirement, and supplemental
- Protected leaves under FMLA, OFLA, and PFML, etc.
- Pay equity

## Employee & Labor Relations

- Requests for Accommodation
- Four union contracts
- Contract and policy administration
- Oversee disciplinary processes and grievance responses



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# Primary Functions

## Workforce Development

- Training & Development
- Performance management
- Succession planning
- Stay Interviews

## Regulatory Compliance

- Required state and federal reporting
- Policy development and implementation
- Compliance audits

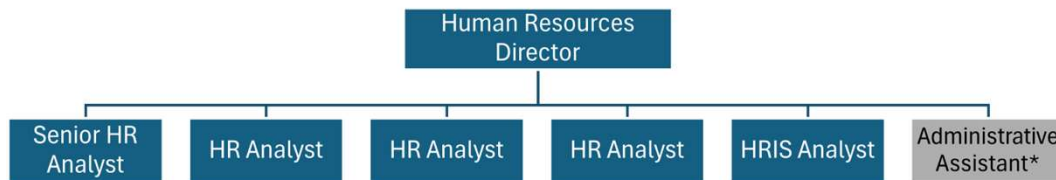
## Workplace Safety

- Workers Compensation
- Safety training and policies; OSHA compliance
- D&A Program



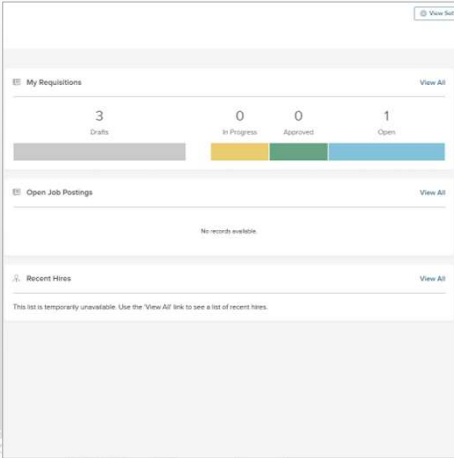
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# Org Chart



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# Accomplishments



## Process and Service Improvements

- Paperless
- Technology
  - Laserfiche
  - NeoGov
  - HR Help Desk
- Full cycle model for HR Analysts
- Simplification/consolidation of leave banks



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# Accomplishments

## Class, Compensation, and Benefits

- Public Works Operations positions
- Engineering positions
- Nonbargaining salary schedule overhaul
- New Employee Assistance Program

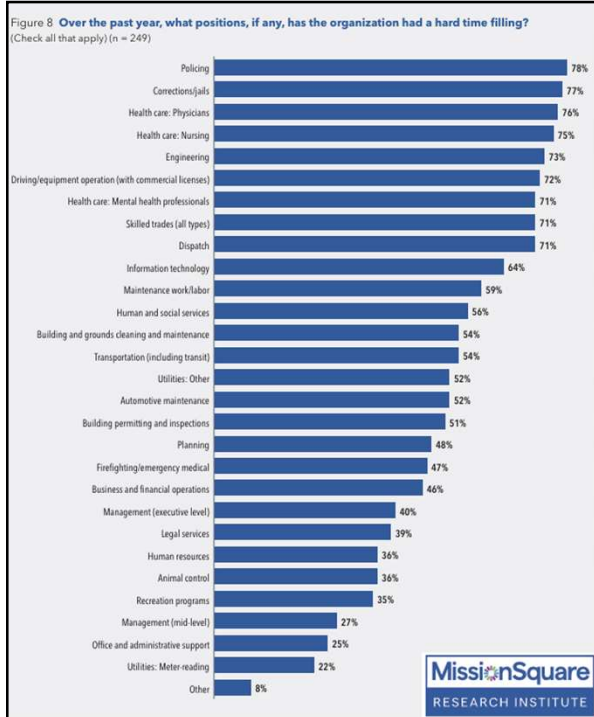


## Paid Family Medical Leave

- New policies and procedures
- Increased leave administration workload
- Favorable resolution of Unfair Labor Practice complaints
- Union negotiations ongoing



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## Trends

- Increasingly challenging hiring environment
- Wave of upcoming retirements
- Inflationary pressures; rising labor costs
- State mandates, e.g., Paid Family Medical Leave (PFML)



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## Looking Ahead

### Challenges

- Staff burnout. Volume of current and anticipated work exceeds current staffing capacity\*
- Historical lack of technology investment
- Space limitations (no workspace available for additional FTE)
- Employee engagement

### Opportunities

- New employees, new knowledge/ideas
- Leveraging technology and automation of processes
- Risk Manager position
- Data-driven workforce planning



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# City Manager's Office

## Mission

Guide, facilitate, and connect people with information, and implement the council's policies.

## FTEs

10.0

## Biennial Budget

\$2.9M- City Management  
 \$600k-Code Compliance  
 \$500k-Emergency Management



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# Primary Functions

## Management

- Provide department support
- Align resources
- Remove barriers
- Analyze pain points
- Execute Council's vision

## City Clerk

- Agendas and minutes
- Records management
- Oversee public meetings and records compliance

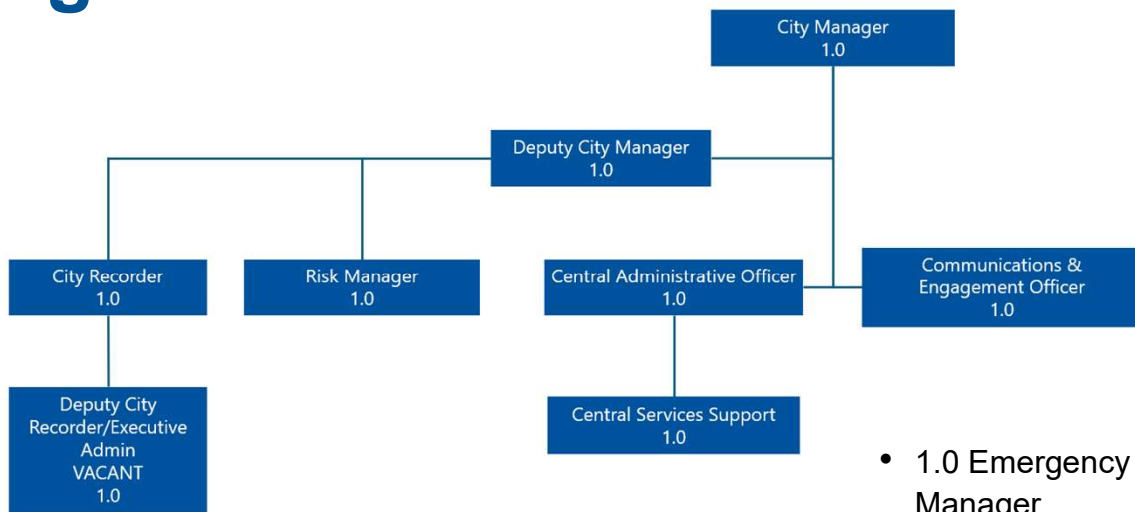
## Communications & Engagement

- Conduct outreach
- Support events
- Conduct external and internal engagement activities



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# Org Chart



- 1.0 Emergency Manager
- 1.0 Code Compliance Officer

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# Accomplishments



## Enhanced Engagement

- Engaging youth and volunteers
- Access and plain language
- Facilitations and training

### CAG Processes

- PROCESS - Notice for Public Meetings
- PROCESS - Notice for Public Hearings
- PROCESS - Media Advisory
- PROCESS - Leadership Procedure
- PROCESS - Canceled Public Meetings
- PROCESS - Archiving Agendas and Minutes
- MEETINGS PROCESS - Joint Meetings

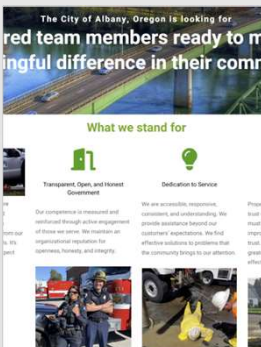
## Process Improvements

- Citizen Advisory Groups
- Strategic Budgeting



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# Accomplishments



## Planning for the Future

- Reorganization
- Employee Experience Survey
- albanyoregon.gov/careers



## Regional Partners

- Leadership Roundtables
- Legislative relationships
- Community Groups



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**Benton County strike enters fifth day as workers demand better pay and safety standards**

by News Staff | Tue, November 19th 2024 at 8:06 PM

**Multnomah County heading towards \$21 million shortfall next year, officials say**

Updated: Nov. 19, 2024, 8:49 p.m. | Published: Nov. 19, 2024, 5:28 p.m.



**Lebanon council set to approve \$18 utility fees to patch budget**

Alexa Powers | Oct 28, 2024 Updated Nov 12, 2024

**TREND ARTICLE**

**Americans' Deepening Mistrust of Institutions**

From the federal government to the news media to higher education, some historically respected institutions are losing people's confidence.

October 17, 2024 By: Claudia Deane Read time: 8 min

**Are City Leaders Ready for AI?**

# Trends

- 25.7% inflation since 2019
- Aging equipment and infrastructure
- Increasing demand for services
- Uncertain revenue climate
- Declines in public trust
- Difficulty recruiting in local government
- Technology expectations



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# Looking Ahead

## Challenges

- Balancing revenues and expenditures
- Technology investment
- Employee turnover
  - Wave of retirements
  - Burnout

## Opportunities

- New employees, new experiences
- Continued reorganization
- Leveraging technology for automation
- Agenda management process
- Strategic Plan



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