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# MFM Project

## STUDY TOUR REPORT FOR LVIV CITY OFFICIALS

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Municipal Finance and Management  
Project No. 5656  
Contract No. CCN-0007-C-00-3110-0

July 31, 1994



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# **Municipal Finance and Management Project**

**Report of Study Tour for Lviv City Officials**

**July 17 through July 31 1994**

**David Bauer**

**Hazel Ryon**

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## I. Introduction

The study tour for the officials from the city of Lviv began Friday July 15, five days following the election of a new mayor. The newly elected mayor took office on Wednesday July 13 and agreed that the study tour should take place as planned. He nominated three alternates to attend the tour and all three alternates were able to attend. Of the three, only one was new to the city government. The final list of participants was:

Anatolij Kopets	Deputy Mayor
Rostislav Brusak	Director of Socio-Economics
Lubov Maksimovich	Finance Director
Andrij Levyk	Deputy Mayor of City Administration
Bohdan Shevchuk	Director of Control
Imya Podoliak	Public Information Director
Vasil Shovka	Communal Services Director
Borys Kolos	Director of Regional Department for Oblast
Roxanna Senyshyn	Trainer
Andriy Yakymovych	Trainer
David Bauer	RTI long term advisor
Hazel Ryon	RTI training coordinator

## II. Objectives

The participants had attended the management training program provided by the MFM project in May. During that program, the participants had agreed upon a mission and strategic objectives for the city. The objectives of the study tour were reviewed the first morning and the schedule was shown to answer many of the concerns. Therefore, the participants felt that they would view operations that were directly applicable to their interests. Areas of emphasis were:

water supply,  
historic preservation,  
development of tourist industry,  
organization and structure of city governments,

public transportation, and financial systems.

In each city the participants met with city staff to discuss issues and followed discussion with a visit to see services in operation. For example, in Baltimore the organization and funding of public transportation was presented then the group went across the street to see the control center for the Baltimore metro system. Meetings with the housing authority provided the background for various types of housing projects both public and private. The group then toured housing projects including a private development under construction. The Metropolitan District in Connecticut presented the history of the independent authority and provided financial statements. That afternoon the group went to one of the water stations to observe operation. The city of Savannah provided an overview of the city structure and the introduction of total quality management. Meetings were held in different city facilities so the group could observe the training rooms of the city and have a sense of the meaning of the new computer network that links all city offices. The second day in Savannah was held in the civic and convention center and included tours to the Visitors Center and historic museums. The director of the Savannah Area Convention and Visitors Bureau explained how the city financed the services.

Officials of the cities visited commented that they were impressed by the interest and questions asked by the Lviv officials. The officials demonstrated understanding and interest in each visit often requesting additional information and meetings. The result was long but productive days of meetings. Some examples of "lessons learned" are:

- the city of Savannah expects the change to TQM to take about 7 years and emphasize this so that employees do not become discouraged at the end of one year;
- the Metropolitan District bills and collects from households and businesses at the same rate so that of the 47% revenues from water sales, 29% is from domestic customers;
- tourism in Savannah is based primarily on the historic district and results in 18,480 jobs and \$3,003,757 in hotel tax part of which is used to fund the Savannah Convention and Visitors Bureau; and
- the city of Baltimore Housing Authority works closely with private developers who provide much of the capital to construct the housing.

### III. Outcomes

The Lviv officials held several meetings during the two weeks to discuss what the results of the trip should be when they returned to the city. The group produced three reports: communal services, transportation services, housing, and a report on the city of Savannah. Though not translated, the reports are included here. The group used the MFM project laptop and prepared copies to present to the mayor on their return.

The final two day workshop produced a working document to guide the project workplan in the city of Lviv. The group reviewed the mission statement from the May management training and the objectives. One objective was added and phrasing of the mission was changed. The officials worked in two groups to define actions under each of the eight objectives. The followup will be to set the priorities and define management responsibility.

The Friday afternoon session introduced the concept of measuring the performance of the city and of the project. The Lviv officials are very interested in continuing the process of defining measures in an October workshop. They left with project staff a document the city has used to measure performance under the previous system. Highlights of it will be translated but the officials stated the previous measures were meaningless since they were incorrectly defined. The example given was that the measure was to produce 30 grams of cups. If one 30 gram cup was produced, what good did that do anyone. Yet they had met the measure.

### Outline of Activities in New York

**Friday July 15, 1994**

Lot #194 to Warsaw	10:50	
Van to Holiday Inn	11:15	

**Saturday July 16, 1994**

Van to airport	9:30	
Brit Air #849 to London	11:00	
American Airlines #141 to New York	14:00	
Arrive JFK Airport	16:50	
Through customs		
Met outside customs		Oleg Vitenko Viktor Huda
Van into Manhattan	18:00	
Check into Lexington Hotel (two nites)	19:00	

**Sunday July 17, 1994**

Breakfast	8:00	
Tour of lower Manhattan by van	9:00	Bauer
United Nations from outside	9:10	
2nd & 7th St. George Ukr. Church	9:45	
Staten Island ferry roundtrip	10:30	
City Hall from outside	11:45	
Hot dog lunch from street vendor	12:15	
Central park model boat lake (walk)	13:00	
Roosevelt Island by van	13:45	Ryon/Bauer
Greetings at Bauer home (531 Main)	15:00	Bauer
Walking tour of Roosevelt Island	16:00	Bauer
Buffet dinner in 531 Community Room	18:00	Bauer
To Lexington Hotel	20:00	Ryon/Bauer

**Monday July 18, 1994**

Breakfast	7:00	
Check out of Hotel Lexington	8:00	
Van to Henry George School of Social Sci	8:15	Ryon/Bauer



Outline of two week tour	8:45	Ryon
Overview of US local governments	9:30	Bauer
Presentation of current George ideas	10:30	Collins
Sandwich lunch	12:15	
Presentation of current George ideas	13:15	Tietman
Dinner at Ukrainian National Home	16:30	Ryon/Bauer
Amtrak Train #476U to Baltimore	18:00	Ryon/Bauer
Van to Hotel	22:30	Ryon/Bauer
Check into Stouffers Hotel three nights	22:00	

### Outline of Activities in Baltimore

#### Tuesday July 19, 1994

Breakfast	7:00	
Van/walk to Housing Authority	8:30	Ryon/Bauer
Look at structure, finances, problems	9:00	
Sandwich lunch	12:15	Ryon/Bauer
Look at budgeting, billing, accounting (cost, fund, general), purchasing	13:00	
Van to Dinner at Fells Point Historic District	18:30	Ryon/Bauer
Van to Harbor, going through 'Little Italy'	19:45	Ryon/Bauer
Walking tour of harbor area	20:15	Ryon/Bauer
Walk to Stouffers Hotel	21:30	

#### Wednesday July 20, 1994

Breakfast	7:00	
Van to Mass Transit Authority	8:30	Ryon/Bauer
Look at structure, finances, problems	9:00	
Sandwich lunch	12:15	Ryon/Bauer
Look at budgeting, billing, accounting (cost, fund, general), purchasing	13:00	
Van to Severna park (look at rush hour traffic)	17:00	Ryon/Bauer
Picnic Dinner at home of Sallie and Charlie Hedenstad	18:00	Hedenstad
Van to Stouffers Hotel	20:30	Ryon/Bauer

#### Thursday July 21, 1994

Breakfast	7:00	
Check out of Stouffers Hotel		
Van to housing areas, Otterbein, Bolton Hill, Federal Hill (Montgomery Square), recycled building (Tinbeco)	8:30	
Sandwich lunch at Baltimore Development Center	12:15	Barbara Bonell
Visit the World Trade Center, 401 East Pratt Street	13:00	Barbara Bonell

Look at light rail, subway, bus systems	14:00	
Van to BWI airport	15:30	Ryon/Bauer
USAir #853 to Hartford	16:15	
Van to Holiday Inn	17:30	
Check into hotel for two nites	18:15	
Dinner	19:00	
Tourist activity TBA		

## Outline of Activities in Hartford

### Friday July 22, 1994

Breakfast	7:00	
Van to Metropolitan District Commission	8:30	Ryon/Bauer
Greeting by Ukrainian employee of MDC	9:00	
Look at MDC structure, finances, problems	9:15	Nozzolio
Sandwich lunch with MDC officials and City and Town Managers of the member communities	12:15	
Look at budgeting, billing, accounting (cost, fund, general), purchasing	13:00	Nozzolio
Tour of plant facilities	16:00	
Dinner	19:00	
Tourist activity TBA (Wal-Mart, K-Mart)		

### Saturday July 23, 1994

Check out of Sheraton Hotel	8:00	
Visit Mark Twain House	10:00	Ryon/Bauer
Lunch	12:30	
Visit West Farms shopping mall	14:00	Ryon/Bauer
Van to Bradley Intl' Airport	17:15	

## Outline of Activities in Savannah

### Saturday July 23, 1994

USAir #216 to Charlotte (dinner on board)  
USAir #955 to Savannah 21:25  
Check into Hilton Hotel for four nites

### Sunday July 24, 1994

Van to beach 9:00-13:00  
City tour 15:00

### Monday July 25, 1994

Get Acquainted 8:30  
Welcome by Bob McAlister, Executive  
Assistant to the Mayor 9:00  
Overview of City Management Structure by  
Robert J. Bartolotta, Assistant City  
Manager, Management & Financial Services 9:15  
Break 10:00  
"The Budget Process" by Beth Fuchs, Research &  
Budget Director; Robert Keber, Grants Writer;  
Jason Wallace, Capital Improvement Project  
Coordinator 10:15  
Lunch (Morrison's Cafeteria) 11:30 Ryon/Bauer

*Presentations continued at Broughton Municipal Building, 6th Floor*

"Water Billing" by Carlton West, Revenue Director 1:30  
"TQM" by Janet Harman, Employee Development  
Administrator 2:30  
Break 3:30  
"Management Information Systems" by Jerry Comish,  
Information Services Director 3:45  
Dinner Cruise 7:00 Ryon/Bauer

### Tuesday July 26, 1994

"Historic Preservation" by Beth Reiter, City  
Preservation Officer Metropolitan Planning  
Commission and Stephanie Churchill, Executive

Director, Historic Savannah Foundation 9:00  
Break 10:00  
"Tourism" by Clifford Mead, Vice President/General Manager,  
Savannah Conventions & Visitors Bureau 10:15  
Lunch (Catered) - Orleans Square 11:30 Ryon/Bauer  
"Site Visits" - Savannah History Museum by Earline McRae,  
Site Manager  
Savannah Visitor's Center  
Historic Railroad Shoppe by Robert Edgerly,  
Site Manager 1:30  
Reception - Hyatt Regency, Savannah Room  
Mayor & Aldermen, Bureau Chiefs 6:00

**Wednesday July 27, 1994**

Breakfast 7:00  
Check out of Hilton 8:00 Ryon  
Van to Airport 9:00

### Outline of Activities in Washington, DC

#### Wednesday July 27, 1994

USAir #325 to Charlotte	10:40	
USAir #2453 to Washington	12:46	
Van to Hotel	14:00	
Check into Vista Hotel for four nights	14:30	
World Bank		
Water system operation overview	13:30	Stottmann
Housing techniques overview	15:30	Uchinura

#### Thursday July 28, 1994

Breakfast	7:00	
Work Plan	8:00	VanSant
Sandwich lunch	12:15	
Work Plan	15:30	VanSant
Dinner - Washingtonian Hotel	18:30	
Van tour of city	20:00	

#### Friday July 29, 1994

Breakfast	7:00	
Work Plan	8:00	VanSant
Sandwich lunch	12:15	
Work Plan	13:00	VanSant
Dinner - Union Station	18:30	Ryon/Bauer
Shopping - Union Station	20:00	Ryon/Bauer

#### Saturday July 30, 1994

Tourist activity TBA		Ryon/Bauer
Dinner at Jackowski's in Gaithersburg	18:00	Jackowski

#### Sunday July 31, 1994

Tourist activity TBA		Ryon/Bauer
Van to Washington National	13:00	Ryon/Bauer
AA #141 to New York	14:50	Bauer
AA #100B to London	18:20	

#### Monday August 1, 1994

British Air #850 to Warsaw	11:40
Van to Lviv	3:30

## **LVIV CITY MISSION AND OBJECTIVES**

**(From Planning Workshop -- 29 July, 1994)**

### Mission

Provide a high level of public services to improve the living conditions and increase the well-being of the citizens of Lviv through:

1. improvement of the city administrative structure;
2. defining functional administrative systems and responsibilities; and
3. increasing effective use of human, financial, and other resources

### Strategic Objectives

1. Improve liaison with citizens through effective public relations to better understand their needs and respond effectively to them
2. Provide 24-hour water supply to the entire city of Lviv by 12/98 (12/99)
3. Satisfy public needs for transportation in the city by 12/95 in a manner consistent with a sound environment
4. Develop the tourist industry as a means of city budget support and job creation
5. Repair and restore designated historic buildings in the city center by 1999 (with the help of anticipated funding from the World Bank)
6. Develop and conduct training programs for city employees to improve management methods and skills

7. Create a city management information system to increase city capacity for the analysis and use of relevant data in problem solving
8. Improve wastewater treatment facilities

## LVIV CITY STRATEGIC OBJECTIVES AND PROPOSED ACTIVITIES

(From Planning Workshop -- 29 July, 1994)

<u>Objective and Action Steps</u>	<u>Priority</u>
1. Improve liaison with citizens through effective public relations to better understand their needs and respond effectively to them:	<u>Management</u>
<ul style="list-style-type: none"><li>- create public relations department</li><li>- create network for distribution of information (media, etc.)</li><li>- create links to representative groups in society (religious, civic, etc.)</li><li>- conduct citizen satisfaction surveys</li><li>- "market" and interpret city objectives and programs to citizens to involve them in problem-solving</li><li>- provide access to council meetings to citizens</li></ul>	
2. Provide 24-hour water supply to the entire city of Lviv by 12/98 (12/99)	
<ul style="list-style-type: none"><li>- define optimal city water supply needs</li><li>- find and develop new water sources</li><li>- install water meters</li><li>- develop rational system of water tariffs</li><li>- organize city into water supply zones keyed to geological levels</li><li>- improve local water distribution</li><li>- identify sources for financing investment in water supply infrastructure</li></ul>	

3. Satisfy public needs for transportation in the city by 12/95 in a manner consistent with a sound environment

- create single network of public transportation in Lviv (with single point of coordination)
- reorganize city transportation network based on analysis of needs and environmental considerations
- investigate opportunities to build on current rail system to address transport needs
- involve private sector in solving transportation needs
- identify sources of investment in transportation system

4. Develop the tourist industry as a means of city budget support and job creation

- create city tourist bureau to coordinate and promote tourism development
- support private sector development of adequate hotel/motel infrastructure in center city and main tourist routes from Poland
- construct conference/convention center in Lviv
- develop program of support to museums, theaters, entertainment centers, etc.
- assure adequate parking facilities
- identify sources of funding for tourist infrastructure

5. Repair and restore designated historic buildings in the city center by 1999 (with the help of anticipated funding from the World Bank)

- create coordinated program for historic preservation of residential districts, parks

- and monuments, historic buildings, and cemeteries
  - inventory and record key data on historic buildings and monuments and develop archive of design data, cost data, etc.
  - address problem of appropriate use of restored buildings in city center
  - identify sources of skilled restoration services
  - identify funding sources for restoration (UNESCO?)
6. Develop and conduct training programs for city employees to improve management methods and skills
- reorganize city personnel department to increase ability to identify and respond to training needs
  - create informational database dealing with city human resources
  - identify appropriate training topics and programs in management, finance, MIS, and other key areas
  - support development of a public administration institute in the Lviv area
7. Create a city management information system to increase city capacity for the analysis and use of relevant data in problem solving
- reorganize information department in city to manage MIS implementation
  - define information network that is responsive to the information needs of city decision makers
  - develop automation programs, including key databases and analytical software

8. Improve wastewater treatment facilities

- conduct technical and economic needs assessment
- define projects to recreate treatment facilities using current or new technologies
- identify funding/investment sources

**Lviv City Officials Study Tour Evaluation**  
17-31 July 1994

Please complete the evaluation questionnaire below regarding the training program you have just completed. Your responses will aid us in making further improvements to the program. Where appropriate, for ranking purposes, please circle the appropriate number using the scale.

1. Were the subjects presented relevant to your job responsibilities/requirements?  
**average 4.3**

1 = not relevant and 5 = very relevant

2. Do you think you will be able to apply what you have learned to your job?  
**average 4.8**

1 = not applicable and 5 = very applicable

3. What is the overall impact of the study tour on your professional development?  
**average 4.7**

1 = no impact and 5 = highly impacted

4. In general, was the purpose of each visit clearly explained so that you understood why the visit was included in the schedule? **average 4.8**

1 = not explained and 5 = well explained

5. In general, was time provided to discuss the visit and its usefulness with the group? **average 4.2**

1 = no time and 5 = plenty of time

6. In general, were you given opportunity during each day to ask questions about the visit and request follow up information? **average 4.9**

1 = no questions and 5 = plenty of time

7. In general, was the length of each visit

about the right amount of time **all 10 participants**

too little time

too much time

