

Councilmembers

Position No.

1. Tod Gunther
2. Barbara Ford, Deputy Mayor
3. Michelle Gehring
4. Dave Harman
5. Nicola McDonald
6. Josh Penner
7. Scott Drennen



Orting City Council
Special Meeting Agenda
Orting Multi-Purpose Center
202 Washington Ave. S,
Orting, WA
September 20, 2017
6:30pm

MAYOR JOACHIM PESTINGER

**CITY OF ORTING
CITY COUNCIL
SPECIAL MEETING AGENDA
WEDNESDAY SEPTEMBER 20, 6:30PM.**

THE PURPOSE OF THE SPECIAL CITY COUNCIL MEETING IS AS FOLLOWS:

- 1) **CALL MEETING TO ORDER, AND ROLL CALL.**
- 2) **ORGANIZATIONAL ASSESSMENT REPORT – MATRIX.**
- 3) **AB17-22- Deputy Mayor for 2018**

- *DM Ford*

Motion: *The Deputy Mayor will solicit two Councilmembers to recommend a candidate for Deputy Mayor for the year 2018 and bring forward a recommendation and vote to October Council meeting.*

2. ADJOURNMENT

Motion: *Move to Adjourn.*

Next Regular Meeting: September 27, 2017, 7:00PM AT THE MPC

**City Organizational Assessment
CITY OF ORTING, WASHINGTON**

DRAFT

matrix 
consulting group

September 2017

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1. INTRODUCTION AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the City of Orting to provide an organizational assessment of municipal structure and operations. This assessment used multiple analytical tools to understand how the City is organized, how it performs and prioritizes work, and how well it executes on its goals. This report summarizes our findings, conclusions, and recommendations.

1. OVERVIEW OF THE STUDY

The City of Orting provides municipal services through seven departments comprised of 34.0 full-time equivalent staff. As a relatively small city, a number of staff are relied upon to be cross-functional between departments, and the city also contracts with a number of entities to provide professional services. More detail regarding the city's organizational structure, staffing, and professional contracts can be found in Appendix A: Profile of City Operations.

This report assesses the city's organizational structure, staffing levels, and operational efficiency, and presents recommended alternatives that will improve overall operation and service delivery. This report is organized according by department, with analysis and recommendations for each provided in its corresponding section. There are also a number of citywide recommendations, which are presented following this Executive Summary. By conducting this study, the Orting is demonstrating its desire to deliver municipal services to its residents in the most cost-efficient manner. The recommendations and implementation plan provided as part of this study will allow for continuous improvement in the coming years.

2. STUDY SCOPE AND METHODOLOGIES

In this study, the Matrix Consulting Group's project team utilized a wide variety of data collection and analytical techniques to assess the City of Orting. The project team conducted the following data collection and analytical activities:

- **Developed an in-depth understanding of Orting's structure, operations, and key issues facing the City.** The Matrix Consulting Group conducted interviews with all City staff and a number of additional stakeholders. Interviews focused on major organizational or operational features, issues with current structure, the levels of service provided by staff, and organizational limitations experienced.
- **Developed a 'profile' of the City of Orting.** Utilizing interviews performed and data collected, Matrix prepared a profile that documented the roles of staff, services offered, budget figures, and any special conditions (such as shared positions). The profile document was utilized as a "base" point of comparison for further analysis and comparison for all recommendations, and is provided in Appendix A.
- **Conducted a comparative survey of peer cities.** The project team conducted a comparative survey that compared and contrasted Orting's structure and operations with six peer cities in Washington. The practices of these cities provide examples of alternate methods and potential improvements, and are presented in Appendix B.
- **Conducted an employee survey of City staff.** The employee survey was conducted through an online survey tool and received responses from 29 employees. The results of this survey indicated areas of strength and areas for improvement within the City, and are presented in Appendix C.
- **Identified key strengths and opportunities for improvement and summarized the analysis in the project report.** The project team analyzed best management practices concerning staffing, organization, and municipal operations. Based on initial findings, the project team evaluated recommendations including alternative service-delivery options. The analysis resulted in recommendations that are presented in the body of this final report, divided in sections by department.

The objective of the study was to provide recommendations that can improve the City of Orting's structure and provide more efficient service delivery for residents. This report presents recommendations and, where necessary, identifies potential roadblocks to implementation.

3. OVERALL ASSESSMENT

Based on the project team's assessment and analysis, there are a variety of recommendations for the City that are discussed in detail throughout this report. These recommendations include a number of staffing recommendations. Given the City's limited resources, staffing recommendations are presented in terms of priority (first, second, etc.) The report also discusses the City's significant budgetary limitations.

The City of Orting provides a remarkable number of services given its relatively low staffing levels and small budget. The project team noted a number of particular strengths, including multi-functional Public Works staff, an engaged Police Department that provides round-the-clock staffing with minimum staff, and City employees who were highly motivated to provide quality service to the residents of Orting. A number of issues were noted, however, that this report addresses through the recommendations that follow.

- Low staffing levels were cited as a major concern almost universally across departments. Staff feel that they operate as efficiently as they can in the current environment but are concerned about the impacts of low staffing on the city.
- Closely related to staffing levels are budget concerns. The City has the smallest budget among its peers, even including cities with a smaller population. It also has less-diversified revenue streams than many of its peers. This significantly restricts its ability to tackle any revenue-positive changes.
- Given limited staffing, some positions do not have sufficient backup in the event of prolonged absence or retirement. Succession planning is not strong.
- Priorities for policing, and the according staffing levels, are not clear. A desire for community policing has been expressed by City Council a proposition for additional police staffing was voted down by residents.
- Public Works staff record very little work (<20%) on work orders. The City does not use any automated work order or work planning system. The Department is highly reactive and periodic events (e.g. annual maintenance) is largely based on employee experience.

As shown in the list above, many of the issues faced by the City are inherently tied to low budget and low staffing levels. When an organization is faced with limited resources, it often finds itself performing only the most basic reactive tasks to stay afloat. Unfortunately, this is typically the least efficient, most costly, and greatest source of liability for a city. While this study identifies some areas for operational improvement that will increase efficiency, the greatest problem that Orting faces is a lack of resources for the services that it seems to desire. The recommendations of this report identify these areas and provide recommendations for both the City Council and City Departments to begin to tackle these issues.

3. RECOMMENDATION SUMMARY AND IMPLEMENTATION PLAN

In the following table are the key findings and recommendations contained in this report. Each recommendation is accompanied by a priority level that provides a measurement of how critical the recommendation should be considered to city operation. Recommendations are also provided with a timeframe for implementation. These timeframes are intended to help the City plan and/or order the recommendations in order to accomplish them within limited resources. Finally, each recommendation has an estimated cost or cost savings.

#	Recommendation	Priority	Timeframe	Cost
CITYWIDE				
1	Orting City leadership should consider diversifying revenue streams and/or increasing tax rates to provide a revenue stream to support City priorities.	High	2-4 years	Revenue enhancement.
2	Orting City leadership should consider increasing City staffing according to the priorities provided in this report.	High	2-4 years	
CITY COUNCIL				
3	The City Council should implement a monthly Council Work Session in lieu of the current committee structure. Alternatively, if the Council decides to maintain a committee structure, the City should reduce the number of standing committees from eight to a maximum of three or four committees	High	ASAP	n/a
4	The City Council should undertake a facilitated retreat to establish Council rules of operation and reaching a consensus on the respective division of duties between Council and Staff and how this will be established and implemented.	High	ASAP	< \$5,000
ADMINISTRATION, CITY CLERK, AND FINANCE				
5	The City should implement an urban planner position within the organization.	Medium	2018-19	
6	The City should add additional staffing within the Administrative area.	High	2018	
7	The City should explore the hiring of key support positions on a part-time basis supplemented with contractual services rather than entirely through contracted services.	Medium	2018	
8	The City of Orting should develop a long-range financial plan that forecasts operational and capital revenues and expenditures over a 10-year time horizon and implement a detailed five-year capital budget as part of the annual budget adoption.	High	2018	
9	The City should implement a formal ongoing training program to address topics such as sexual harassment, discrimination, workplace violence, and safety.	Medium	2-4 years	Potential training costs <\$10,000.
BUILDING				

#	Recommendation	Priority	Timeframe	Cost
10	The City should combine the planning and building functions into a single Community Development Department.	Medium	ASAP	n/a
11	The permit technician position should be expanded to full-time.	Medium	1-2 years	\$15,000
MUNICIPAL COURT				
12	The City should ensure that, in the long term, Municipal Court staff are adequately separated from Police Department staff and not co-located.	Medium	5+ years	Cost dependent on relocation plan.
13	If staffing levels for police officers are modified in the future, the City should consider and evaluate the impact on court operations (hours required for court and court clerk staffing levels).	Low	n/a	Unknown.
PARKS AND RECREATION				
14	Staff should seek input through a community survey to identify new recreational programming opportunities and develop a plan to expand the number of programs offered.	Medium	2018	n/a
15	The Administration's plan to assign facility maintenance coordination activities to Parks & Recreation for the short-term appears reasonable. However, longer-term, facility maintenance coordination should be allocated to Public Works and integrated with the asset management program and maintenance management programs once developed and implemented.	Low	2018	n/a
POLICE				
16	The Police Department would require additional Officers (up to 4) in order to achieve 24-hour, seven-day staffing with two Officers.	High	Immediate	Cost associated with potential positions ranging from no cost to \$200,000 annually.
17	The Police Department should maintain its current organizational structure. The Department should utilize detailed performance evaluations and implement after-the-fact auditing and report review that increase operational oversight of Officers.	Medium	Immediate	No Cost.
18	The City should enhance community policing efforts through various means of enhanced community engagement within the budgetary and staffing limitations.	High	Ongoing	n/a

#	Recommendation	Priority	Timeframe	Cost
19	The Police Department should support a portion of the half-time IT Position recommended in the Administration chapter of this report to provide technical administration and computer support to the Police Department. The Department should avoid using Officer time for IT issues.	Medium	Immediate	Estimated \$10,000 salary and benefits (shared cost)
PUBLIC WORKS				
20	The City should acquire an asset management system.	High	2 years	\$75,000 estimated
21	The City should hire 1.0 FTE Water/Wastewater Operator for the Wastewater Plant. This position should have a significant focus on performing ongoing preventive maintenance of wastewater assets	High	Immediate	\$40,000 salary and benefits
22	The City should establish a full-time position of City Engineer.	High	2018	Costs offset from contract reductions.
23	The Public Works Department should maintain its current organizational structure and staffing (except for Wastewater Treatment Plant) for the time being. The Department should reevaluate staffing levels once the CMMS is fully implemented.	Low	5+ years	No Cost.
24	The Public Works Director and Supervisor should address succession planning by identifying upcoming retirements and memorializing staff knowledge in procedure and desk manuals. When retirements occur, the Department should make its best effort to have overlap of new staff to maximize knowledge transfer.	Medium	2-4 years	No Cost.
25	The Public Works Supervisor should launch an initiative to create a centralized repository of asset plans and configurations with associated maintenance schedules. These plans should be digitized to ensure long-term storage.	Medium	2-4 years	No Cost.
26	The Public Works Supervisor should implement a formal, in-house training program to address topics such as safety, procedures, construction standards, and maintenance schedules. Trainings should be held on at least a monthly basis.	Medium	Immediate	No Cost.

The report that follows provides additional information regarding each of these recommendations.

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2. CITYWIDE AND CITY COUNCIL

This chapter analyzes issues that are overarching citywide or general issues, and not restricted to a particular department or position. In particular, for the City of Orting, this is an issue of budget and, accordingly, staffing.

In understanding the major budget issues facing the City, it is useful to understand Orting's local setting. While Orting itself has fewer than 8,000 residents, it is relatively close to the Seattle-Tacoma metropolitan area. One of the most common strengths cited by employees on the employee survey was the small town feel and close community provided in Orting. However, due to its proximity to a major metropolitan area, Orting has to deal with some issues that other small communities might not: traffic commuting through Orting is significant and major retail centers are located close-by but not within the City of Orting's tax base.

While the City of Orting provides a portfolio of services including police, water, wastewater, and streets maintenance, it does so with the smallest budget and staffing of any of its peer cities, including some with smaller populations. While taxation is a policy decision for the City Council to consider, and the Orting community may simply desire less services than its peer cities, this tradeoff must be recognized. As will be discussed in the following sections, the City of Orting may be overextended in terms of existing assets and the staff necessary to properly maintain them, which is a serious vulnerability.

1. ORTING HAS THE SMALLEST BUDGET AND LEAST DIVERSIFIED REVENUE PORTFOLIO AMONG ITS PEERS.

The Comparative Survey conducted by the Matrix Consulting Group surveyed six peer communities in Washington, ranging in population from 4,550 to 8,434. Figure 2.1 summarizes the sample group and each city’s population and annual budget.

Figure 2.1 – Peer City Population and Budget Comparison

City	Population	2016 Budget*
Buckley	4,550	\$4.4m
Fircrest	6,687	\$7.7m
Milton	7,670	\$4.1m
Pacific	7,123	\$4.4m
Steilacoom	6,211	\$5.2m
Yelm	8,434	\$7.7m
Sample Average	6,779	\$5.6m
Orting	7,446	\$3.4m
% from Average	+9.8%	-39.3%

*General Fund only

As shown in the table, Orting is larger than four of six peers and approximately 9.8% above the average population in the sample. In terms of General Fund budget, however, it is smaller than all six peers and is approximately 39.3% below the sample average. While each community is unique and some of these cities benefit from particular revenue windfalls (such as retail hubs), a difference this significant is telling.

Even more concerning than direct dollar-to-dollar comparison, however, is Orting lack of diversity in its revenue streams. Figure 2.2 shows revenue streams collected by Orting peers.

Figure 2.2 – Peer City Comparison of Revenue Sources

City	Property	Sales	Business & Occupancy	Utility	Garbage	Licenses & Permits
Buckley	✓	✓	✓	✓	✓	✓
Fircrest	✓	✓	✓	✓	✓	✓
Milton	✓	✓	✓	✓	No	✓
Pacific	✓	✓	✓	✓	No	✓
Steilacoom	✓	✓	✓	✓	✓	✓
Yelm	✓	✓	✓	✓	✓	✓
Orting	✓	✓	✓	No	No	✓

As shown in the table, four out of six peers collect all the taxes shown, including utility and garbage tax. Two peer cities do not collect garbage tax. Out of the sample, Orting is the only city that does not collect both a utility tax and a garbage tax, meaning that it has the least diverse revenue portfolio among peers.

Having fewer revenue sources is not only an issue in terms of less money. Not having a diverse revenue stream makes the city highly dependent on fewer sources, putting it at risk to major losses of revenue if one of the sources suddenly dips. For example, a fire in the city’s main retail center could devastate sales taxes, or a market crash could send property taxes tumbling. As currently structured, Orting faces the dual threat of lower-than-average revenue and fewer-than-average revenue sources.

Orting’s leadership and City Council should consider diversifying and/or increasing revenue sources. While the community has been reticent to increase taxation, notably in the failure of Proposition 1 on the 2015 ballot, it may be time to reconsider this issue. This is particularly important in light of the recommendations of this report, some of which recommend staffing increases that can only be accomplished with increased revenue.

Recommendation: Orting City leadership should consider diversifying revenue streams and/or increasing tax rates to provide a revenue stream to support City priorities.

2. THE CITY IS HIGHLY REACTIVE DUE TO LIMITED STAFFING.

With the smallest budget among its peers, Orting has an accordingly low staffing level. Table 2.3 summarizes staffing levels among the six peer cities sampled.

Figure 2.3 – Peer City Comparison of City Staff (FTE)

City	Total FTE
Buckley	44.0
Fircrest	44.0
Milton	50.0
Pacific	39.5
Steilacoom	43.9
Yelm	43.0
Sample Average	44.1
Orting	34.0
% from Average	-22.8%

Out of the six peer cities, Orting has the fewest number of full-time equivalent (FTE) staff and has 22.8% fewer staff than the sample average. Keep in mind that this is despite, as shown above, having a population larger than four of six of these peers.

On one hand, maintaining low tax rates and low city staffing is a decision for the Orting community. On the other hand, Orting has a set of existing assets including water and wastewater pipes and mains, a water treatment plant, wastewater treatment plant, surface streets and sidewalks, road assets (lights and signs), and buildings. These assets require ongoing maintenance. When this maintenance is not performed, assets fall into disrepair and cost significantly more to replace or refurbish than preventive maintenance would have cost. This is significantly less cost efficient.

Studies have shown that the investment of time and financial resources into preventive maintenance of physical assets returns \$2 in savings for every \$1 invested.¹

¹ “From Preventive to Proactive”, Public Works Magazine, November, 2007.

There are many reasons that preventive maintenance is more efficient than deferred maintenance, including the following:

- Better conservation of assets and increased life expectancy of assets, thereby eliminating premature replacement of machinery and equipment.
- Reduced overtime costs and more economical use of mechanics due to working on a scheduled basis instead of a crisis basis to repair breakdowns.
- Timely, routine repairs circumvent fewer large-scale repairs.
- Reduced cost of repairs by reducing secondary failures. When parts fail in service, they usually damage other parts.
- Proactive identification of assets with excessive maintenance costs, indicating the need for corrective maintenance, operator training, or replacement of obsolete vehicles and equipment.
- Improved safety and quality conditions for staff and the public.

These reasons above apply primarily to physical assets such as public works, but similar concepts exist in other areas of municipal operation when staffing is low. If financial staff are barely keeping up, oversight of the city's funds is less rigorous. If any city employee is overly rushed and get injured, the city is on the hook for worker's compensation. Across the board, understaffed organizations that become overly reactive run less efficient than a properly-staffed organization. Through interviews, data collection, and the employee survey, it is the project team's assessment that in many areas the City of Orting is understaffed to the point that it is highly reactive and becoming less efficient. Staffing recommendations are made accordingly in this report to target these key service areas. It is highly recommended that City leadership explore ways to increase staffing levels to address these issues.

Recommendation: Orting City leadership should consider increasing City staffing according to the priorities provided in this report.

3. THE CURRENT COUNCIL COMMITTEE STRUCTURE SHOULD BE MODIFIED.

The City should consider alternatives to the existing Council Committee structure.

The current approach has the City utilizing eight committees to supplement the work conducted at the regular Council Meeting. At the present time, these committees include:

- Community & Government Affairs Committee,
- Finance Committee,
- Public Safety Committee,
- Public Works Committee,
- Emergency Preparedness Committee,
- Transportation Committee,
- Parks Advisory Committee, and
- Technology Committee.

Each committee is scheduled for one meeting monthly. The number of committees requires significant administrative support including agenda development, noticing, minutes, and logistics (meeting set-up and tear-down). The current workload associated with these meeting, along with other administrative functions is not insignificant. Minutes for many of the committee meetings from the last year are not posted on the website.

While a review of approaches utilized by other communities indicate that most are using a committee structure, the project team recommends that if the City maintains a committee structure that it reduce the number to three or four committees rather than the current eight.

Alternatively, and the recommended approach is that the City consider utilizing a regularly scheduled work session in lieu of committees. This would enable the Council to continue to address issues in a more informal setting prior to having an action item placed before them at a Council Meeting. However, it would have several benefits of limiting the number of meetings that are required monthly for both Councilmembers and staff and, likely, assist in focusing the City Council on establishing policy rather than

administrative details. Committees could still be utilized in the future for time-limited or targeted issues that require more effort than would be appropriate for handling at a Council work session.

Recommendation: The City Council should implement a monthly Council Work Session in lieu of the current committee structure. Alternatively, if the Council decides to maintain a committee structure, the City should reduce the number of standing committees from eight to a maximum of three or four committees.

4. THE COUNCIL SHOULD UTILIZE A FACILITATOR TO IMPROVE THEIR WORKING RELATIONSHIP AND ESTABLISH COUNCIL RULES OF CONDUCT.

A common practice for City Councils is to periodically take time to think strategically about how they operate as an elected body, both in interactions with staff and in their approach to policy-setting, in serving the community. This is frequently done as part of an annual organization meeting (often in conjunction with assigning committee memberships), following elections (to incorporate input from potential new members), or as part of a strategic planning effort. Whenever it occurs, it is important that the Council periodically establish the ground rules for how they function and establish rules of decorum.

In addition to doing this as a best practice, there have been several controversial issues in the last several years that have placed some strain on Council operations and relationships. A facilitated retreat / work session can be part of gaining something positive from those issues by establishing a new consensus approach to how the Council functions moving forward. A part of this discussion and facilitation should be the defining of role clarity between Council and staff. At the highest level this can be summarized as the Council should be focused on setting policy and direction for the organization and community and staff are charged with the administration and implementation of the

Council's priorities and policies. However, without discussion at the Council level and reaching a consensus there appear to be many different perceptions of where the line between policy and administration occurs and this can create difficult relationships with staff if not clarified. The Council should be able to require facilitation services at a cost below \$5,000.

Recommendation: The City Council should undertake a facilitated retreat to establish Council rules of operation and reaching a consensus on the respective division of duties between Council and Staff and how this will be established and implemented.

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3. ADMINISTRATION, CITY CLERK, AND FINANCE

For purposes of analysis, this chapter combines administrative staff and the Finance department. Administrative staff include the City Administrator and the City Clerk. The Finance Department includes four staff: a Treasurer, an Office Supervisor/Accountant II, an Accountant I, and a Clerical II.

1. ADDITIONAL POSITIONS ARE NEEDED TO ENSURE KEY MANAGEMENT POSITIONS ARE FOCUSED ON HIGH-LEVEL AND STRATEGIC DUTIES.

In the general administrative and Finance areas, the City of Orting is operating with minimal staffing allocations. All three senior management positions (City Manager, City Clerk, and City Treasurer) are performing duties well beyond the typical duties of their assigned position. While this has worked to the City's benefit historically, it is likely unsustainable moving forward and is preventing them from focusing necessary time and energy on key duties of their position and, in some cases, on long-range planning and organizational development functions that get pushed off due to the demands of key day to day functions.

The following table summarizes key duties of the positions that should be handled differently, and other notable elements impacting the position.

Position	Ancillary Duties Performed	Other Notes / Comments:
City Administrator	Planning functions. Limited Human Resources function	No administrative / secretarial support position. Performance of some daily duties impact long-range planning efforts.

Position	Ancillary Duties Performed	Other Notes / Comments:
City Clerk	Assists City Administrator, as needed, with various projects and duties including but not limited to support to planning efforts.	No or limited back-up to this critical position. Daily duties with time sensitive nature or deadlines prevent full completion of some assigned duties that do not have defined deadlines (records management activities).
Treasurer	Serves as principal HR position for City. Many daily duties performed related to financial operations are not the high level financial functions that also need to be performed (i.e. – long-range capital program planning, financial trending and projections, etc.).	Longer-term additional support may be required in the level of financial clerk support provided.

As noted in this summary, there are two areas where functions are being performed by cross-utilized positions rather than having a dedicated focus / position. These duties include human resources and planning.

While the City has a contract with a firm for planning services, for a variety of reasons including logistical, access, expediency, and others many of the day to day duties are handled internally. For these reasons, plus the fact that there is a need for support in the Building Department, the City should implement an Urban Planner position within the City organizational structure. This position should be placed with Building and a Community Development Department created. Additional detail is provided in the Building Department chapter regarding the structure this department should take. Some portion of this position should be offset from the existing contract for planning services.

To enable the City Treasurer to focus on other items that have been identified (i.e. – long-range capital planning), the City should consider one of two alternatives regarding

increasing the level of administrative support provided to the organization: These two alternatives are summarized below:

- **Creation of an Assistant Administrator / Finance Director position and addition of one administrative support position:** This approach would address many of the issues identified above including a backup for the City Administrator, and the need for additional administrative support within the administrative areas to assist with human resources activities, reallocate lower level duties performed by the Treasurer, and provide support to the Clerk and Administrator. Under this approach, the Treasurer would retain the highest level Human Resources functions. One benefit of this approach is that only one new position is being added to the headcount of the organization.
- **Addition of an Assistant to the Administrator position and addition of one administrative support position.** Under this approach, the Assistant to the Administrator position would be designated to handle the majority of human resources functions and provide higher level support to the Administrator, City Clerk, and Treasurer. The administrative position would provide secretarial, administrative and limited financial duty support to the Administrator, City Clerk and Treasurer. This approach requires the creation of two new positions within the organization.

Both alternatives would address the concerns identified in slightly different approaches. The first alternative (Assistant City Administrator) would be less costly to implement as only one new position is added. The second alternative provides greater capacity within the organization to handle workload fluctuations as it adds two new positions. The project team believes the first alternative would best serve the City of Orting in the short-term.

Recommendation: *The City should implement an urban planner position within the organization.*

Recommendation: *The City should add additional staffing within the Administrative areas from the alternatives presented.*

2. **THE CITY SHOULD EXPLORE THE FEASIBILITY OF IMPLEMENTING INCREASED INTERNAL SERVICE CAPACITY FOR CRITICAL SUPPORT POSITIONS INCLUDING INFORMATION TECHNOLOGY AND CITY ATTORNEY.**

The City has historically contracted for the support services required for legal and information technology. As with other approaches utilized in the past, this has served the City well to date. However, as the City grows and expands, and the operations become more complex, additional support may be achieved more effectively through greater focus on preventive activities (rather than reaction to problems) and greater access to in-house resources in these two areas.

Specifically related to information technology services, the implementation of an in-house resource would address a concern noted from many employees about the lack of support currently available to staff. Additionally, it may enable the reallocation of some IT duties performed by a sworn officer; which would enable that individuals time to be reallocated back to field patrol.

The primary caution with bringing these services in-house is that the City is not yet at the point to justify a full-time position in each of these positions and really needs a half-time position in both areas. Even bringing some duties in-house is highly likely to be cost-effective and there would be some off-set from amounts currently budgeted for contractual services. The one concern is whether or not a sufficient labor-force is available to hire either an attorney (versed in municipal law) or an IT specialist who will work as an employee for the City. This can only be determined through testing the market, and therefore we recommend that the City consider hiring a part-time IT and part-time City Attorney who would work approximately 20 hours per week on-site. The City will still need to continue to contract for additional support through an on-going contract for services. Whether the City is able to hire a suitable part-time position for either of these positions will depend upon the labor market at any particular point in time. The City should

explore and test the market by posting positions for these positions and evaluating the responses received. This is truly a situation where nothing ventured, nothing gained. If no suitable candidates are available, the City can continue the contracted services – which is working acceptably. If the City is able to find a suitable candidate, it should be able to implement enhanced service levels at minimal or neutral cost to the organization.

Recommendation: The City should add additional staffing within the Administrative areas from the alternatives presented.

Recommendation: The City should explore the hiring of key support positions on a part-time basis supplemented with contractual services rather than entirely through contracted services.

3. THE CITY WOULD BENEFIT FROM FOCUSING ON THE LONGER-TERM NEEDS OF THE CITY.

Part of our rationale in recommending the staffing changes in administration to provide greater capacity is the need for the City Administrator and City Treasurer to have time to devote to long-range planning for the organization. The City should develop and implement a long-range capital improvement plan, a ten-year fiscal plan (that forecasts revenues and expenditures), and other organizational development activities. These duties cannot be performed at an adequate level or quality when these two positions are so intricately involved in performing day-to-day functions. If the previously mentioned positions are implemented, the City must develop and implement long-range plans for a high-level operational revenue and expenditure forecast plan; and a detailed capital budgeting and forecasting (10 year and 5 years respectively, at a minimum).

These types of plans are critical and necessary for the City to plan for the future and enable the City Council to focus on setting policies and priorities to guide future operations. These plans are not only a best practice but an almost universal practice

among municipalities. They ensure that focus is placed beyond the current budget-cycle or two and information is available to guide decisions and understand the long-term impact of policy decisions.

Recommendation: The City of Orting should develop a long-range financial plan that forecasts operational and capital revenues and expenditures over a 10-year time horizon and implement a detailed five-year capital budget as part of the annual budget adoption.

4. THE CITY DOES NOT OFFER EMPLOYEES A FORMAL ONGOING TRAINING PROGRAM IN CRITICAL TOPICS.

Orting does not have a formal training program for City staff that covers critical topics such as sexual harassment, discrimination, workplace violence, and other topics such as customer service or safety. The City has implemented some trainings over the past few years, but staff report that these are one-off events and not periodically repeated. While many employees reported receiving on-the-job training when they were hired, the City has a well-tenured staff with many employees with decades of service. With no ongoing training program, these employees have not received training on critical workplace topics in many years. Not having sufficient ongoing training puts Orting at risk of liability in many forms, including lawsuits as a result of sexual harassment, discrimination, or workplace safety. Citywide training sessions are also a useful communications tool to broadcast information to all employees and serve as a forum to ensure that staff of all levels are heard.

Without a dedicated human resources department or employee, implementation of ongoing training is a significant challenge within the city's current structure and staffing. However, this report recommends the addition of additional support within the

administrative functions – one duty of this position should be the development and implementation, or at least the coordination, of a more robust training program.

Recommendation: The City should implement a formal ongoing training program to address topics such as sexual harassment, discrimination, workplace violence, and safety.

DRAFT

4. BUILDING DEPARTMENT

This chapter analyzes the Building Department of the City of Orting. This Department consists primarily of the City Building Official (1.0 FTE) but also receives support from split position that provides 0.5 FTE as a Permit Technician. The Department handles all building permitting in the City and provides ongoing building inspections.

1. THE CRITICAL FUNCTIONS OF THE CITY BUILDING OFFICIAL HAS NO DESIGNATED BACKUP OR SUCCESSION PLAN.

The City Building Official is a critical position within the City. All building plans and inspections flow through this position, and without an experienced professional in the role, development in the city would be significantly delayed or the City would be entirely dependent on contacted services. Notwithstanding the critical nature of this position, there is only one position in the City of Orting with the qualifications to conduct the duties of the position and essentially no back-up. The only support position to this role is a half-time permit technician, which has a significant workload on its own (as well be discussed below) and does not have the trades training to perform inspections.

This situation puts service delivery at risk due to the lack of staffing and back-up positions. Without a designated backup, the City faces the risk of development delays if the Building Official takes an extended leave or retires. It is critical that the City develop both a backup position and a succession plan through the identification and development of a professional-level position that can cover at least some higher-level Building Official functions during critical absences.

As outlined earlier in this report, a recommendation has been made to add a new planner position to the City's headcount. This position should be combined with the

building functions to create a Community Development Department focused on all development related functions. While a planner and building official / inspector require different technical skills and abilities, it is extremely common for these functions to be organized together in a single department. It provides some back-up for higher level development related duties. If additional support is needed for plan reviews or inspections, those technical duties are more easily contacted out when needed.

Our initial recommendation is to hire planner that would report to the Building Official, and focus on more entry and routine planning activities. However, the City may wish to keep options open depending upon the level of candidate it can attract. It is feasible to have the Director of Community Development also be the City Planner and oversee building functions. If this approach were pursued, the staffing allocation would be one Director of Community Development / City Planner and one Building Official/Inspector. Equally acceptable is the Director of Community Development is also the Building Code Official and oversees planning efforts. If this approach were pursued, the staffing allocation would be one Director of Community Development / Chief Building Official and one planner. Whichever approach is utilized, a combined Community Development function is recommended.

Recommendation: The City should combine the planning and building functions into a single Community Development Department.

2. THE WORKLOAD AT THE PERMIT TECHNICAN POSITION IS SUFFICIENT FOR ONE FULL-TIME EQUIVALENT.

From a review of workload data, interviews with staff, and as identified from the employee survey, the workload associated with the building permitting function has been increasing over the last several years. It has reached a point where the permit technician

position – which is currently half-time – should be expanded to full-time to effectively handle the work activities of the position and provide an appropriate level of customer service. This will also enable the Building Official to delegate some duties that are performed due to lack of staffing and enable the Building Official to focus on conducting plan reviews and inspections in a timely manner.

Recommendation: The permit technician position should be expanded to full-time.

DRAFT

5. MUNICIPAL COURT

This chapter analyzes the Municipal Court. The Court consists of two City staff: A Court Administrator and a Court Clerk who both work in the Public Safety Building. The Department also contracts with a Municipal Court Judge position to oversee court proceedings. Court is held twice each month in the Public Safety Building and adjudicates cases of misdemeanors and gross misdemeanors.

1. MUNICIPAL COURT STAFF ARE CO-LOCATED WITH POLICE STAFF, WHICH CREATES SOME DIFFICULTIES REGARDING PERCEPTIONS RELATED TO SEGREGATION OF DUTIES AND INDEPENDENCE.

Municipal Court staff work in the Public Safety Building, a shared space with the Police Department. At the front desk area of the Public Safety Building, Court and Police staff sit right next to each other and are indistinguishable to first-time visitors.

This arrangement is problematic in terms of the separation between the judicial and executive functions of the City. It is important that boundaries between these functions be maintained at all times. While staff report that they are diligent to maintain this separation, both Police and Court staff express concern with the arrangement and the appearance to the public.

With the current facility portfolio of the city, this arrangement is unfortunately unavoidable. The City simply does not have the space to relocate these services at the present time. However, in the near future the City will be selling its portion of the Public Safety Building and can use the proceeds to construct alternate facilities. When this happens, one of the top priorities should be ensuring adequate separation between Municipal Court and Police Department staff.

Recommendation: The City should ensure that, in the long term, Municipal Court staff are adequately separated from Police Department staff and not cross-utilized.

2. STAFFING IS GENERALLY APPROPRIATE AT THE CURRENT TIME BUT MAY NEED TO BE REVIEWED IF POLICE STAFFING IS INCREASED.

While staffing at the present time is sufficient and no recommendation is being made to increase staffing, staffing should be evaluated in the future if police staffing is increased. Any increase in the level of proactive time or traffic enforcement by police officers will tend to increase the number of violations issued and therefore the workload of the courts. However, the addition of officers that is designed to ensure enhanced staffing for officer safety, community coverage, or community policing initiatives, may not directly increase workload. Court workload will increase only if additional violations / citations are issued.

However, it is important to keep in mind that future modifications to police officer staffing allocations may require consideration or a review of court staffing allocations – both in hours of the court and court clerk staffing.

Recommendation: If staffing levels for police officers are modified in the future, the City should consider and evaluate the impact on court operations (hours required for court and court clerk staffing levels).

6. PARKS AND RECREATION

This chapter analyzes the Parks and Recreation function of the City of Orting. Parks and Recreation provides recreational programs for the community and coordinates the renting of facilities. The staffing is limited to one position - the Parks & Recreation Director.

1. STAFFING IS APPROPRIATE AT THE CURRENT LEVEL OF SERVICE AND CAPACITY EXISTS TO EXPAND PROGRAMS.

The City has taken an approach of focusing its effort in the provision of recreation programming to those types of programs that are not available elsewhere in the local marketplace. Given limited resources, this is an appropriate focus. There is no need to duplicate programs and activities that can be acquired elsewhere in the community other than if there is a desire to ensure access for all residents – including those of limited financial means.

After reviewing the City's historical programs and level of programs, it is clear that the City provides a strong portfolio of programs that cover many interest areas. It does appear to the team that there is additional capacity to enhance the number and types of programs provided. It is recommended that the City conduct a simple online survey to seek input from the public regarding the types of programs they would like to see that are not currently available. Following review of this information, staff should develop a plan to enhance the recreational programs provided both into new areas (as evidenced by community need) and the total number of programs.

Recommendation: Staff should seek input through a community survey to identify new recreational programming opportunities and develop a plan to expand the number of programs offered.

2. PARKS AND RECREATION SHOULD ASSUME OVERSIGHT OF FACILITY MAINTENANCE ACTIVITIES IN THE SHORT-TERM.

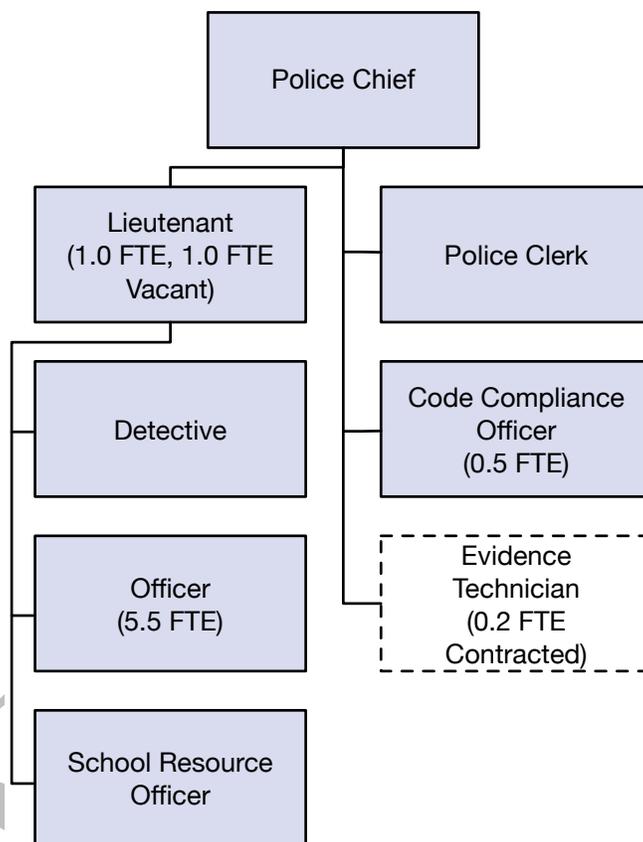
The City has been exploring options for who would be responsible for overseeing and coordinating basic facility maintenance activities. One alternative under consideration was to assign these duties to Parks & Recreation as there was a perception that there was both the skill-set and available time to perform them in that department. We concur that this would be appropriate in the short-term, as there does seem to be sufficient capacity and skills to handle the current facility maintenance program.

However, longer-term this function should be reallocated to Public Works where it is traditionally located. The facility maintenance effort will be one of the components of the asset management program and staff involved in the public works area should be involved in the decisions made regarding facility improvements, use of contractors to address operational problems, etc. At the present time, the role expected to be assigned to Parks and Recreation is not a technical facility maintenance duty but a coordination of requests for service / repair and coordination with the contractors already under contract to provide services. This is acceptable in the short-term. The coordination of facility maintenance activities should be conducted by Parks and Recreation until the new programs and staffing of Public Works is implemented.

Recommendation: The Administration's plan to assign facility maintenance coordination activities to Parks & Recreation for the short-term appears reasonable. However, longer-term, facility maintenance coordination should be allocated to Public Works and integrated with the asset management program and maintenance management programs once developed and implemented.

7. POLICE

This chapter analyzes Orting's Police Department. The Department consists of 12.0 FTE positions, which is summarized in the following organizational chart. The Police Department is housed in the Public Safety Building.



- 1. MANAGEMENT STRUCTURE OF THE DEPARTMENT IS GENERALLY APPROPRIATE, BUT THE DEPARTMENT SHOULD EXPLORE ALTERNATIVES THAT INCREASE OPERATIONAL OVERSIGHT.**

Not considering vacancies, the Department's structure is overseen by the Police Chief and two Lieutenant positions. The Chief provides primarily Departmental direction and high-level oversight, but occasionally provides operational supervision. The primary operational supervision for the Department is provided by the two Lieutenant positions.

With two Lieutenant positions overseeing 7.5 FTE, the span of control for each Lieutenant is 1:3.75 FTE. This is an appropriate span of control. In reality, the span of control is somewhat smaller because the School Resource Officer and Detective positions function largely independently, meaning the actual span of control is closer to 1:2.75-3.25 FTE. This is an adequate span of control to provide for strong operational oversight.

At the time of interviews and data collection as part of this assessment, the Department was operating with one Lieutenant position vacant. Due to round-the-clock staffing of at least one Officer, having only one Lieutenant means that the majority of shifts during the week are operating independently without any operational supervisor. During interviews, staff reported some concern about compliance with policy and procedure given that there is such minimal operational oversight. While filling the vacant Lieutenant position provides increased oversight, there are still a number of shifts that will have to operate independently with little oversight.

The project team considered alternate management structures, such as the utilization of a Sergeant position, but given the already-low span of control for the Lieutenant position, such organizational restructuring is unnecessary.

The Department should consider alternate methods for increasing operational oversight that do not require an active supervisor presence. Such methods could include more rigorous performance evaluations, auditing of time in the Total Enforcement system, and periodic review of police reports to ensure that procedures are followed and adequate detail is included. These tasks should be assigned to the Lieutenants and each Lieutenant should generally perform at least one audit or review task on each shift.

On the employee survey (Appendix C), Police Department staff disagreed with the statement “My Department effectively uses performance evaluations” at a higher rate than other City departments. Lieutenants should ensure that performance evaluations are regularly performed and reflected of individual Officer performance.

Auditing in Total Enforcement could be as simple as a comparison of unplanned overtime hours reported compared to actions logged in Total Enforcement. Unplanned overtime hours should generally be reserved for special circumstances and emergency response, and not the performance of desk work or regular duties. As such, most unplanned overtime should have an accompanying call for service recorded in the Total Enforcement system. Occasionally auditing unplanned overtime and Total Enforcement records can discourage the use of overtime to complete tasks that should be performed during regular shift hours.

Additionally, incident and arrest reports should be rigorously reviewed to ensure that all elements required by policy and procedure are included. Retraining on policy and procedure should be provided when reports are not adequately detailed or complete. These methods of after-the-fact oversight can increase procedural compliance and operational supervision without necessitating an increase in supervisory FTE.

Recommendation: The Police Department should maintain its current organizational structure. The Department should utilize detailed performance evaluations and implement after-the-fact auditing and report review that increase operational oversight of Officers.

2. THE CITY EXPERIENCES PERIODS DURING WHICH THERE IS NO ON-DUTY POLICE OFFICER ABLE TO RESPOND, OR EVEN PRESENT IN THE CITY AND WOULD NEED ADDITIONAL OFFICERS TO PROVIDE COVERAGE WITH TWO OFFICERS ON A 24/7 BASIS.

At current staffing levels of Officers and Lieutenants, the City is able to provide 24-hour coverage of at least one on-duty Officer at all times. While call volume in the City is low enough that this is sufficient most of the time, there are times when Orting PD is unable to respond to calls within its own city. For example, if two calls come in at the same time, an Orting Officer can only respond to one and must rely on another law enforcement agency to respond to the other if an immediate response is needed.

If an Officer makes an arrest and takes an arrestee to the holding cell in the Police Department, that Officer is indisposed until the arrestee is transported elsewhere. Orting is part of a regional dispatch agreement and reports no issues with other agencies responding, but response times will be longer depending on what agency is available to respond. There are also times when there is no on-duty Officer present within the City. For example, if an Officer has to transport an arrestee to jail, the Officer will be in transit to and from the jail for an extended period of time during which there will be no on-duty Officer in the City.

Not having an Officer on-duty within the City is not necessarily an uncommon or unreasonable practice in a small community. Many communities are too small or sufficiently safe that having a constant police presence is not a priority. This is a policy decision that the community may desire. However, it should be recognized that the current staffing approach does impact the ability to ensure a timely response from an Orting Officer at times, and limits the ability to expand services into new areas.

In order to present alternatives as part of this assessment, the project team calculated staffing requirements that would be necessary to provide round-the-clock staffing of at least two Officers. This would ensure that the City has an active police presence within the City at almost all times.

Figure 8.1 presents an illustrative staffing model. This model is extremely simplified and does not account for best practices such as an overlapping training day or overlapping shifts with a supervisor. It is intended only to provide an idea of the most basic staffing required to provide seven-day, 24-hour coverage with two staff at all times. The table presents three ten-hour shifts, with the first beginning at midnight and with each shift overlapping with the following shift by two hours (e.g. shift one ends at 10:00 and shift two begins at 08:00). The numbers in each row count sequentially the number of shifts that exist in a given week. For example, there are fourteen total 00:00 to 10:00 shifts each week, with seven for each of the two Officers on duty.

Figure 8.1 – Illustrative Minimum Staffing for Two Officers at All Times

Shift Hours	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
00:00-10:00	1	2	3	4	5	6	7
00:00-10:00	8	9	10	11	12	13	14
08:00-18:00	15	16	17	18	19	20	21
08:00-18:00	22	23	24	25	26	27	28
16:00-02:00	29	30	31	32	33	34	35
16:00-02:00	36	37	38	39	40	41	42

As shown in the table, there are 42 total shifts that must be covered in any given week. With ten-hour shifts and a standard 40-hour workweek, that means that each Officer can take four shifts. To achieve total staffing for this schedule, the Department must have 10.5 FTE Officers ($42/4=10.5$). It must be stressed again that this example is only illustrative. It is routine and efficient to utilize some amount of overtime, meaning that

a Department could actually staff this model with fewer staff and some overtime utilization. This model shows, however, how short of staff the Department is for two-at-all-times staffing with its current Officer FTE at 5.5.

A detailed staffing model is presented in Exhibit A at the conclusion of this chapter. The detailed staffing model takes into account current shifts actually used by Orting PD, existing Lieutenant and Detective staffing, and calculates the rate of overtime usage required to maintain a minimum of two Officers on duty at all times. The detailed model presents a more realistic analysis of resources that would actually be required, but for simplicity only the results of this analysis are presented below in Figure 8.2. The table presents various levels of total Officer FTE (not including Lieutenants, the Detective, or the SRO) and the number of uncovered shifts that would exist under each level. To cover these shifts, the table also presents the number of overtime shifts that each Officer would need to take to maintain the two-Officer minimum.

Figure 8.2 – Staffing Requirements for Two Officers at All Times

Total Officer FTE	Uncovered Shifts	# OT Shifts / Officer / Week
9.0	10	1.1
10.0	6	0.6
11.0	2	0.2

As shown in the table, with an increasing number of Officers, there is a commensurate decrease in the number of overtime shifts that must be covered. With 11.0 FTE Officers, there are only two shifts each week that must be covered with overtime. At 10.0 FTE Officers, there are six uncovered shifts, which equates to 0.6 shifts per Officer per week, or approximately one overtime shift per Officer every other week. At 9.0 FTE

Officers, there are 10 uncovered shifts, which means that each officer must do approximately one overtime shift each week in order to maintain staffing.

This analysis concludes that with 4.0 additional FTE in Officers (totaling 9.5 FTE), the Department would be able to provide seven-day, 24-hour coverage with two on-duty Officers. The number of Officers needed can be reduced further if Lieutenants are routinely assigned to schedule and patrol and/or other administrative duties of positions are limited to maximize time in the field. This would require adjustments to current scheduling and some position duty allocations; however, and would still be difficult to achieve given the demand for Officers to perform a significant amount of overtime each week.

Recommendation: The Police Department would require additional Officers (up to 4) in order to achieve 24-hour, seven-day staffing with two Officers. This is a policy decision for the City Council.

3. COMMUNITY POLICING SHOULD BE ENHANCED WITHIN AVAILABLE RESOURCES.

The concept of community policing has become a much-discussed issue for the Orting community, City Council, and Police Department over the last year. While community policing as a concept of community-oriented and compassionate justice is not in itself controversial, the City has experienced conflict regarding the ability and best approach for implementation. The City Council has proposed various versions of a community policing resolution, various versions of which dictated many operational aspects of community policing.

It is important for all City staff and leadership to recognize the shared goals of all parties: to provide a safe and welcoming community for residents. Interestingly, the employee survey identified a small-town feel and close-knit community as one of the city's

greatest strengths. Given the city's small size, one might think that community policing would be almost inherent in the policing model in Orting. It should be.

Community policing, however, is not a one-size universal approach from community to community. If not done with for-thought, it can be a resource-intensive effort. As previously noted, the Orting PD is limited in its available Officer time. In large cities, community policing often relies on on-foot officers and bicycle patrols to provide a presence within various neighborhoods and to enhance interaction between officers and residents. In Orting, the Officer on duty has a beat of the entire city, has no local backup for many shifts, and must always be near a patrol vehicle. Without an additional resource commitment from City leadership, the Orting Police must therefore pursue less resource-intensive methods of community policing. But they should pursue community policing through all available methods and approaches suitable to existing staffing limitations.

It should be noted that the Police Department already performs a number of community outreach functions that it prides itself on. These include annual events such as Shop with a Cop, Kickball with a Cops, and participation in National Night Out, among other ongoing programs and safety events. The addition of a School Resource Officer also provides an engaged presence within Orting's schools.

Given its inability to provide more resource-intensive patrols, the Police Department should pursue other low cost alternatives that will increase community engagement. Examples might include partnerships with local or regional nonprofits. Given national attention to drug abuse, the Department should consider partnering with local drug abuse nonprofits to provide low-cost counseling. The City may want to consider providing city facilities free of charge to counselors or nonprofits who would like to hold

classes or activities that can increase community engagement and decrease recidivism. Additionally, the City Officers can increase interactions with the public (residents and business owners) through getting out of vehicles and walking short stretches of the community, conducting business checks, and enhancing interactions within the neighborhoods.

Both the City generally and the Police Department should be creative with respect to how to deliver community policing within extremely limited resources. It is important for the City Council and the Police to recognize their own distinct roles in this process. The City Council should not dictate operational aspects of public safety operations, but should rather express the community's desires with respect to policy direction and establish guiding policy. The Police Department should strive to meet the communities demands but clearly voice its limitations with respect to staffing and resources and provide updates on the impact it has been able to achieve toward the Council's policy.

If the community desires more resource-intensive community policing solutions, such as foot and/or bike patrol Officers, the City Council must recognize that the current staffing of the Police Department is insufficient to provide these services on other than an infrequent and occasional basis. Such services would require more than a single officer on shift, which could only be accomplished currently during very limited times when there are overlapping shifts. Alternately, the Police Department could provide more overlapping shifts by designating times during which the community is comfortable not having any local police presence on duty. At current staffing levels, these are the resource limitations that must be recognized.

Recommendation: The City should enhance community policing efforts through various means of enhanced community engagement within the budgetary and staffing limitations.

4. TECHNICAL ADMINISTRATION AND COMPUTER SUPPORT IS PROVIDED BY SWORN OFFICER TIME, WHICH IS INEFFICIENT.

The Police Department utilizes some of the more advanced computer systems within the City, including a computerized deployment system called Total Enforcement. This system tracks most police activity, including calls for service, performance metrics, and even evidence tracking. The Department operates with no information technology support position, however, and technical support in the Department is provided by a sworn Officer who happens to be adept with systems. The Officer provides systems administration such as user additions, modifications, and removals, and more basic computer support for the Department in general.

While this arrangement has allowed the Department to get by with current staffing, this is not an efficient use of Officer resources. Given the Department's extremely limited staffing, it is problematic that an Officer position is being utilized for technical support. It is estimated that approximately half of the Officer's time is dedicated tech support functions.

Utilizing a sworn Officer for tech support means that this Officer is in the office as opposed to performing active patrol. When this Officer is the only position on-duty, which is often the case, the community is receiving no proactive police presence and the Officer is only available to respond to calls for service. Further, this is a cost inefficient use of resources. A sworn Officer is more expensive in labor costs than a basic IT Support position, meaning that the city is inefficiently spending its resources by providing computer support with a Police Officer.

Finally, the shift schedule inherent to police staffing means that utilizing this position for IT support is particularly problematic. The most sophisticated users of this system should be the Chief and Lieutenants, who are pulling performance metrics and reports to monitor Officer activity. These positions are typically assigned to day shifts. Utilizing an Officer who does not typically work at the same time means that any major system issues must wait until the Officer comes on shift to be resolved. This can lead to periods of downtime for the system that are longer than they would be if there was a regular IT position supporting the Police Department.

The Administrative Chapter of this report recommends the consideration of a half-time IT position to support the unmet technical support needs of the City. This position could be shared with the Police Department to provide technical administration and computer support. This would provide more cost efficient and responsive IT service and increase the amount of proactive patrol provided by the Police Department.

Recommendation: The Police Department should support a portion of the half-time IT Position recommended in the Administration chapter of this report to provide technical administration and computer support to the Police Department. The Department should avoid using Officer time for routine IT issues.

Exhibit A (1)
Detailed Orting PD Staffing Model

Each position in the following chart (on the next page) is represented by a symbol and a color, as shown in the following key. Each position is assigned four shifts to represent a 40-hour workweek. When each position's four shifts are utilized, an additional Officer position is added. In this way, the model on the following page progressively "counts" the minimum number of shifts necessary to achieve two-person staffing.

Position Key (Symbol and Color)

Position	Symbol
SRO	s
Detective	d
Lt 1	Lta
Lt 2	Lts
Officer 1	1
Officer 2	2
Officer 3	3
Officer 4	4
Officer 5	5
Officer 6	6
Officer 7	7
Officer 8	8
Officer 9	9
Officer 10 / OT	10
Officer 11 / OT	11

Exhibit A (2)
Detailed Orting PD Staffing Model

Assumptions for this model:

1. Utilization of current Orting PD shifts (10-hour).
2. Utilization of Detective and SRO positions to backup day-shifts provides staffing equivalent to two on-duty.

Shift	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
05:00-15:00	1	Ltb	N/A	N/A	1	1	1
05:00-15:00	Ltb	Lta	Lta	Lta	Lta	Ltb	Ltb
SRO 07:00-15:00	s	s	s	s	s	N/A	N/A
Det. 07:00-17:00	N/A	d	d	d	d	N/A	N/A
14:00-00:00	2	2	2	2	4	4	4
14:00-00:00	3	3	3	3	5	5	5
17:00-03:00	4	6	6	6	6	8	8
17:00-03:00	5	7	7	7	7	9	9
19:00-05:00	8	8	Officer / OT	Officer / OT	Officer / OT	Officer / OT	OT
19:00-05:00	9	9	Officer / OT	Officer / OT	Officer / OT	Officer / OT	OT

The first shift, 05:00 to 15:00, does not require very many Officers. This is due to the day-shift staffing of Lieutenants, the Detective, and the SRO. This model assumes that one Lieutenant on duty plus both the Detective and the SRO as backup is equivalent to two on-duty Officers. For this reason, only one Officer is necessary to cover the weekend day shifts.

The remaining shifts (14:00 to 00:00, 17:00 to 03:00, and 19:00 to 05:00) are covered by Officers. Each Officer is assigned four shifts. When an Officer reaches the four-shift allotment, a new Officer is added. This model allows for Officers to work different shifts on consecutive days; for example, Officer 4 works 14:00 to 00:00 Sunday and 17:00 to 03:00 Monday.

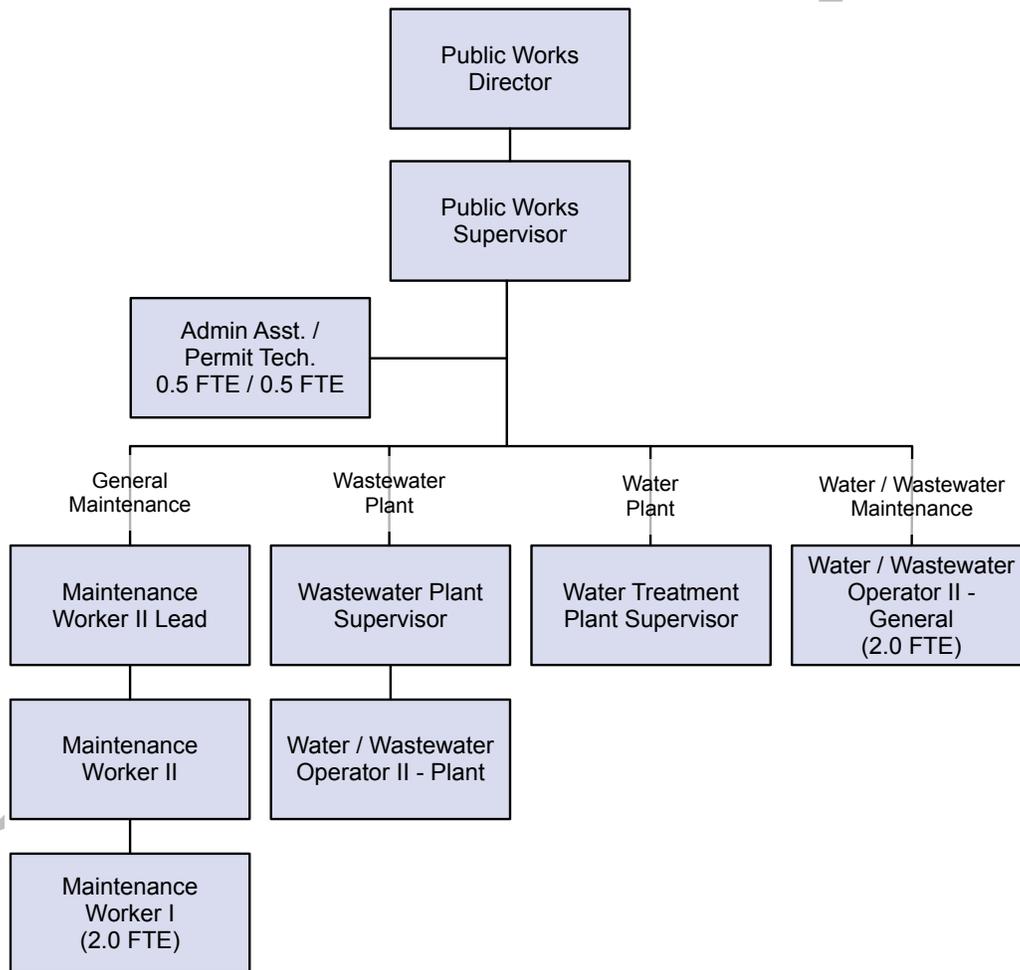
Officers 10 and 11 are represented in grey to show that these shifts could also be designated as overtime.

Conclusions of this model:

Total FTE	Uncovered Shifts	# Shifts / Officer / Week
9.00	10	1.1
10.00	6	0.6
11.00	2	0.2

8. PUBLIC WORKS

This chapter analyzes the Public Works Department, which oversees the construction and maintenance of City assets including water and wastewater, parks, streets, and the cemetery. The Department consists of 10.5 FTE staff as shown in the following organizational chart.



1. THE PUBLIC WORKS DEPARTMENT SHOULD IMPLEMENT AN ASSET MANAGEMENT SYSTEM.

Public Works maintenance staff, particularly in general maintenance have historically not utilized a formal work planning system to plan or record tasks. Typically, the Lead worker II plans tasks for the team each morning based on a general estimate of

time each task should take. Daily and weekly work across the Public Works Department is planned very loosely and informally, according to staff. In the past, completion of tasks was not formally recorded when finished; in recent months, however, staff have been keeping written records of daily work. Work orders are rarely utilized and the project team estimated they make up less than 20% of work planned. While recording of daily tasks is an improvement, this relatively informal and entirely paper-based system of work planning is not on par with best practices.

Utilization of work orders to request, plan, and document work is a critical tool in public works. Best-practices public works organizations utilize work orders to record all work performed comprehensively, with little or no work performed outside of work order capture. Paper work orders can now be handled entirely electronically through an Asset Management / Computerized Maintenance Management System (AM/CMMS), offering increased efficiency and cost recording. An AM/CMMS provides numerous benefits across the lifecycle of a public works task, as shown in the following points:

- Establishment of a complete facility and equipment inventory with detailed data regarding the assets including acquisition date and cost, preventative maintenance schedules, estimated replacement life-cycle, estimated replacement cost, etc.
- Automated work orders provide a single gateway for the entry of tasks, accessible to specified users across an organization. Bottlenecks, such as a single person in charge of composing work orders, are eliminated.
- Work orders can be prioritized between staff and sent instantly, reducing time spent in a paper outbox. Some systems can even offer field access for receipt and data entry (such as on a tablet).
- Periodic tasks such as annual maintenance can be automatically programmed to generate at specific times, reducing an organization's reliance of staff experience to remember critical tasks and ensuring all maintenance is completed on a timely basis.

- Recording of labor, materials, and equipment used can automatically generate cost reports assigned to budget codes, providing accurate cost allocation.
- Performance metrics are easy to generate, allowing the City to identify opportunities for improvement and demonstrate staffing or equipment needs.

The City of Orting would particularly benefit from the ability to accurately allocate costs in the Public Works department to particular funds. The Public Works Department is primarily funded through dedicated funds including street, park, water, and cemetery. Because the City utilizes cross-functional staff, it is difficult to properly allocate costs to each fund: a maintenance worker might do sidewalk repair in the morning and cemetery maintenance in the afternoon. An automated work order system allocates these costs automatically. When each work order is completed by staff, it has all the labor, materials, and equipment costs dedicated to that task recorded.

The City should acquire a basic AM/CMMS and require that all work performed by Public Works staff be recorded on work orders. There are numerous vendors and the City should release a Request for Proposals for the system. These systems range in price and complexity from relatively simple off-the-shelf products to highly customized solutions. The City of Orting should be able to acquire an appropriate system for \$50,000 to \$75,000.

Recommendation: The City should acquire an asset management system.

2. STAFFING AT THE WASTEWATER PLANT IS BELOW OPERATIONAL GUIDELINES AND MAINTENANCE IS BEING DEFERRED.

The City's Wastewater plant is typically staffed by two positions – a Wastewater Plant Supervisor and a Water/Wastewater Operator II. The plant receives additional support from an additional Water/Wastewater Operator position, but this support is not regular and is estimated at less than 0.5 FTE in total. Given the amount of testing and

maintenance that must be performed for legal requirement and ongoing operation, this is extremely low staffing for the facility.

According to its own Operations and Maintenance Manual, the Wastewater Plant requires 3.5 FTE staff to be properly staffed. The plant is typically operating at a deficit of over 1.0 FTE from minimum staffing. This staffing is insufficient to operate and maintain the plant according to specifications. Plant staff report that they are highly reactive to ensuring that the most critical issues are solved, which leaves little proactive ability to perform maintenance tasks that should be done.

This understaffing poses a significant risk not only in terms of liability, but also to the health and safety of the town. If improperly maintained, the Wastewater Plant could pose a significant environmental risk to Orting.

Further, deferred maintenance is far more costly than preventive maintenance. Deferred maintenance eventually results in a critical failure. Given the complexity and size of the wastewater facility, such a failure can cause secondary failures to equipment throughout the system. In addition, operation that is not in compliance with regulations can result in state and/or Federal fines. In sum, operating with only deferred maintenance puts the city in danger of very costly consequences.

In order to meet minimum recommended staffing at the Wastewater plant, the City should dedicate a full-time Water/Wastewater Operator position to the plant. This could be done either by hiring a new employee or through internal reassignment of an existing employee and backfilling of the newly-vacant position with a less-experienced new hire.

Recommendation: The City should hire 1.0 FTE Water/Wastewater Operator for the Wastewater Plant. This position should have a significant focus on performing ongoing preventive maintenance of wastewater assets.

3. THE CITY SHOULD ESTABLISH A CITY ENGINEER POSITION.

Currently, the City has successfully utilized contracted services for city engineering services. This includes not only the technical engineering services related to specific projects but also for the staffing of the “City Engineer” position. The contracted firm provides an individual who not only provides services but attends required council meetings in the role of “City Engineer”. After a review of the current approach utilized, and an analysis of internal city staffing requirements (and the need for additional backup to the PW Director), the City should establish a new full-time position of City Engineer. This position would handle all staff duties currently associated with this position as contracted, as well as handling smaller projects internally, and the project management oversight and coordination for all City engineering projects. Additionally, this position could be involved in the development and implementation of the asset management program and over time oversee the facility maintenance function that is currently being allocated to Parks & Recreation staff. This position should be able to be implemented at no increased cost to the City of Orting as the costs would be offset with reductions in the contracted services under the existing contract.

In the future, this position could be considered for merger with the PW Director position creating a PW Director / City Engineer position overseeing all Public Works and Engineering functions. If that is implemented, the PW Director position could be converted to an Assistant Director position. In the immediate term, this position would report to the Public Works Director.

Recommendation: The City should establish a full-time position of City Engineer.

4. STAFFING AND ORGANIZATIONAL STRUCTURE IS SUFFICIENT IN WATER AND GENERAL MAINTENANCE, AND STAFF SHOULD MAINTAIN NON-SPECIALIZATION.

The organizational structure of the Public Works Department is fairly typical for a relatively small City. The Public Works Director oversees high-level Departmental issues such as budget, strategic direction, and policy, while the Public Works Supervisor is the primary day-to-day operational lead. The Public Works Supervisor position has a significant number of staff within its span of control, but the Department utilizes Leads and Supervisors to reduce direct oversight required of the Public Works Supervisor. A best practice span of control for an operational supervisor typically ranges between 1:4 and 1:6; the Public Works Supervisor has a span of 1:4.5 (including the 0.5 FTE Administrative Assistant). This is appropriate.

The Department also utilizes cross-functional staff for many duties. General Maintenance workers typically perform streets, parks, facilities, and cemetery maintenance, but can be called upon to provide additional support to other areas. Water staff and wastewater staff are loosely assigned to one area or another, but are capable of working across areas as needed. Some cities segment staff entirely to work on only one area or another, with little to no cross-functionality. This is not recommended for Orting. Workload in each of these specific areas is not sufficiently consistent to allow for dedicated staffing, and Orting does not have sufficient number of staff in each area to cover major tasks or emergencies as they arise. The City should maintain cross-functional staff in its current organizational arrangement.

In the employee survey, Public Works staff indicated that they felt particularly overloaded, with 85.7% of staff indicating that they are “always busy and can never catch

up.” In interviews many staff indicated that they were heavily utilized, but also felt that work planning was insufficient and inefficient. While staff are heavily utilized, this report recommends maintaining staffing levels as-is (outside of the Wastewater Plant) for the time being. The Computerized Maintenance Management System recommended in this chapter should significantly improve work planning and Departmental efficiency. If the Department is able to adequately exploit the benefits of the CMMS, its current staffing levels should be sufficient. If they are not, however, the CMMS will be able to clearly demonstrate the case for additional staffing through performance metrics in the system.

Recommendation: The Public Works Department should maintain its current organizational structure and staffing (except for Wastewater Treatment Plant) for the time being. The Department should reevaluate staffing levels once the CMMS is fully implemented.

5. THE DEPARTMENT MUST BEGIN SUCCESSION PLANNING TO PREPARE FOR UPCOMING RETIREMENTS.

Recruitment, retention, and succession planning is a nation-wide challenge. The 2014 *International Public Management Association for Human Resources Benchmarking Survey on Talent Management* indicated that 40% of the 339 public-sector human resource professionals responding to the survey expect their agencies to lose 20% or more of their employees through retirement in the next 5 years. However, only a little more than a quarter (27.4%) of the survey respondents had a succession plan in place. The respondents cited barriers to succession planning largely relate to limited time, with 46% indicating that management “is more focused on day-to-day business” and 41% stating that “there is never enough time to make succession planning a top priority.”²

² **International Public Management Association for Human Resources, 2014 Benchmarking Report – Talent Management, 2014**

The Public Works Department has a relatively well-tenured staff, with a number of employees with many years of experience and nearing retirement age. Despite this, the City has not prepared succession plans for employees or developed formal desk manuals that would allow new staff to pick up the position relatively seamlessly. Succession planning for positions is a critical task.

The importance of this succession planning is compounded by Orting's reliance on employee experience to remember asset configurations and periodic maintenance tasks that do not happen very frequently. Orting does not have a centralized repository that comprehensively houses the City's physical asset configurations and is accordingly reliant on staff experience to maintain critical assets. While some records exist, staff report that it is difficult to find plans and suspect that there are a number of missing records. In addition, without a CMMS the City is reliant on employee recall to make sure that periodic maintenance tasks are performed on assets. This is a dangerous combination of circumstance that, combined with a lack of succession planning, could lead to significant knowledge loss and inadequate maintenance in the future.

Recommendation: The Public Works Director and Supervisor should address succession planning by identifying upcoming retirements and memorializing staff knowledge in procedure and desk manuals. When retirements occur, the Department should make its best effort to have overlap of new staff to maximize knowledge transfer.

Recommendation: The Public Works Supervisor should launch an initiative to create a centralized repository of asset plans and configurations with associated maintenance schedules. These plans should be digitized to ensure long-term storage.

7. THERE IS NO FORMAL ONGOING SAFETY AND OPERATIONS TRAINING PROGRAM.

Public Works staff have certifications that they must maintain, such as water operator certificates, that require a certain number of Continuing Education Units annually. These are obtained through attendance to trainings offered by third-parties, such as the American Water Works Association. This is the primary source of ongoing training for Public Works staff. While these trainings are useful, they provide general training that can be applied to any utility and do not provide training elements that are specific to Orting.

The Public Works Department does not offer formal and ongoing in-house training for its staff. While outside trainings are useful for basic skills, they are not sufficient to provide guidance on City work practices that might be slightly different due to local conditions. Not offering in-house trainings can be problematic when it comes to these local differences. In addition, refresher trainings – particularly on safety – should be performed in-house to ensure that staff are in constant compliance with procedural standards. A number of Public Works staff expressed concern about not having sufficient safety guidelines, refresher courses, and compliance to known safety procedures. The Public Works Supervisor should be continuously spot-checking staff for procedural compliance, particularly with regard to safety standards.

Recommendation: The Public Works Supervisor should implement a formal, in-house training program to address topics such as safety, procedures, construction standards, and maintenance schedules. Trainings should be held on at least a monthly basis.

APPENDIX A: PROFILE OF THE CITY OF ORTING

This document provides a descriptive profile of the City of Orting’s municipal operations. The purpose of the descriptive profile is to document the project team’s understanding of the City’s operations, staff allocation, and principal duties and role of each position. Data contained in the profile were developed based on the work conducted by the project team, including:

- Interviews with all staff;
- Collection of various data regarding workload; and
- Documentation of key practices.

The descriptive profile does not attempt to include every organizational and operational facet of the City of Orting. Rather, it provides an overview and serves as the “base line” or “status quo” against which recommendations made at the conclusion of the study can be applied to demonstrate the change in organizational structure, staffing or operational practice.

The descriptive profile begins with an overview of the various Departments within the City of Orting and their general functions. It then provides a detailed look at each Department, with each section structured as follows:

- Organizational charts showing all positions and their reporting relationships.
- Budget information, reporting as-is or estimated expenditures for each Department in the years 2015, 2016, and 2017. Where applicable, expenditures are detailed by spending category, such as salary and benefits, operating expenditures, capital expenditures, etc.
- Summary descriptions of key roles and responsibilities of staff. The responsibility descriptions also summarize the major programs and service activities of staff in each functional unit. Responsibility descriptions are not intended to be a “job description” level of detail. Rather, the descriptions are intended to provide the basic nature of each unit, including deployment and work schedules, program targets, and service descriptions.

Information contained in this descriptive profile will be employed in the analysis of issues during subsequent stages of the project.

1. CITY STRUCTURE AND BUDGET

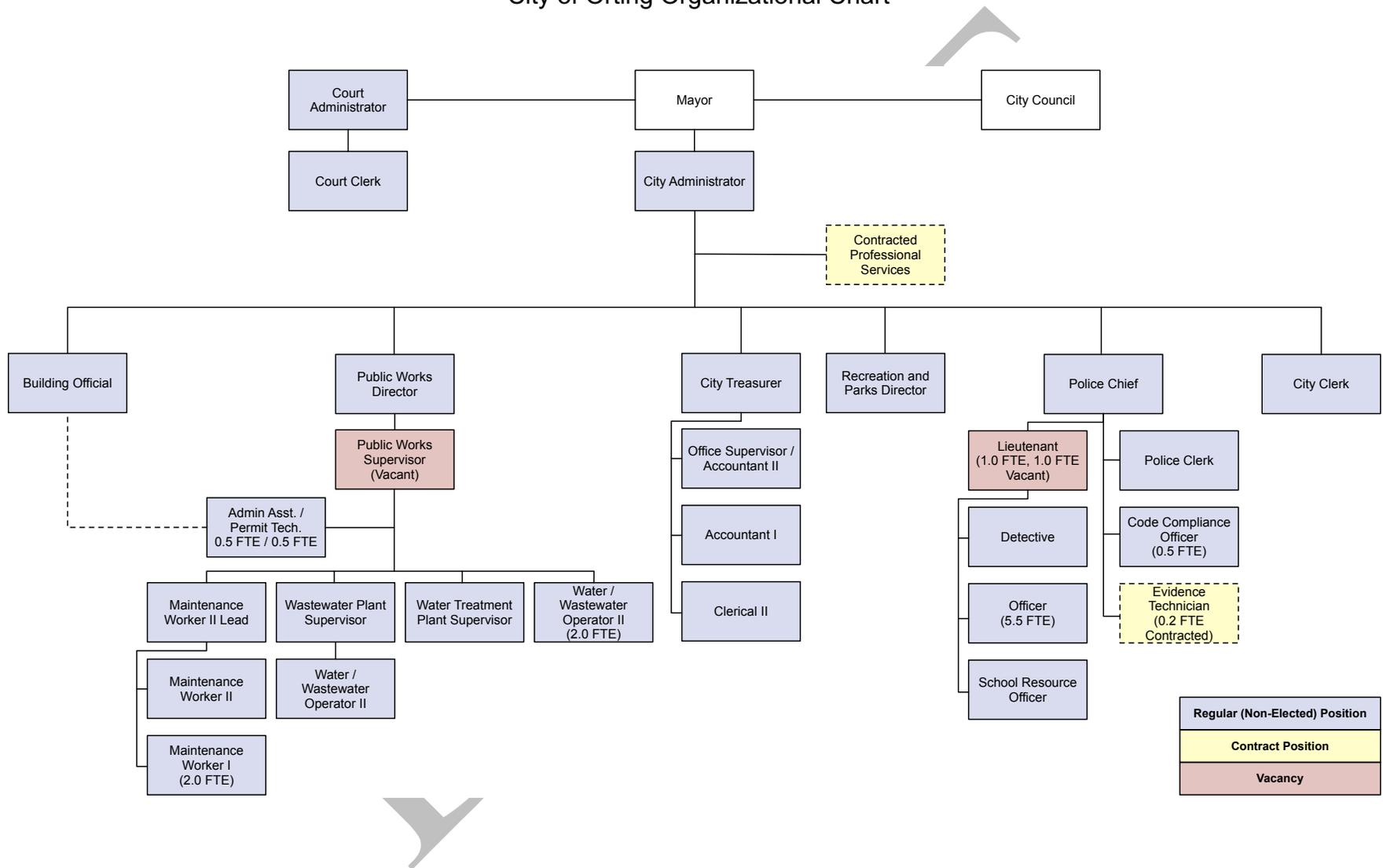
The City of Orting’s municipal operation incorporates numerous services provided by the City’s 34.0 full-time equivalent (FTE) staff. The City consists of seven main departments, although some Departments consist of only one FTE, and the City has some staff that works cross-functionally between Departments. The Departments include Administration, Community Development, Finance, Municipal Court, Parks & Recreation, and Police, Public Works. The following table provides a high-level overview of each Department, which will be further detailed in the following sections.

Division	Areas of Responsibility
Administration	<ul style="list-style-type: none"> Oversees all aspects of City operation. Provides administrative services such as agendas, records management, and contract administration. Consists of the City Administrator and City Clerk (2.0 FTE).
Building	<ul style="list-style-type: none"> Provides plan review, building inspections, and floodplain review. Consists of the City Building Official and 0.5 FTE Permit Technician (1.5 FTE).
Finance	<ul style="list-style-type: none"> Oversees financial processes for the City, including budget, treasury, accounts payable and receivable, and payroll. Administers administrative functions such as customer service and human resources for the City. Consists of the City Treasurer and 3.0 FTE direct reports (4.0 FTE).
Municipal Court	<ul style="list-style-type: none"> Oversees the City’s judicial operations including misdemeanors and gross misdemeanors. Holds bimonthly court sessions (first and third Tuesday each month). Consists of the Court Administrator and Court Clerk (2.0 FTE).
Parks and Recreation	<ul style="list-style-type: none"> Provides recreational programs for the community including classes, youth leagues, and facility rentals. Consists of the Recreation and Parks Director (1.0 FTE).
Police	<ul style="list-style-type: none"> Provides police services for the City including patrol, traffic enforcement, investigations, and school police services. Consists of the Police Chief and 10.0 FTE staff (11.0 FTE).
Public Works	<ul style="list-style-type: none"> Provides maintenance and minor construction services for City capital assets and infrastructure, including parks, streets, water, sewer, and cemetery. Consists of the Public Works Director and 9.5 FTE staff (10.5 FTE).
Contracted Professional Services	<ul style="list-style-type: none"> The City contracts a number of professional services, both on-call and at specified levels of service. These include: <ul style="list-style-type: none"> City Attorney City Engineer City Planner Municipal Court Judge Prosecutor Defense Attorney IT Services County Services for Animal Control and Fire

The organizational chart on the following page presents a detailed position-level diagram of the City's Departments and positions. Details regarding each Department will follow in the subsequent sections.

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City of Orting Organizational Chart



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The following tables summarize revenues and expenditures for the City of Orting's General Fund. The revenues table summarizes the major sources of revenue for the City, generally including funding streams greater than \$50,000 annually. The expenditures table presents all General Fund expenditures.

Type	Revenue	2015	2016	2017
Tax	Real & Personal Property	\$768,436.61	\$833,400.00	\$942,618.46
Tax	Retail Sales & Use	\$574,511.49	\$580,000.00	\$600,000.00
Tax	B&O Utility	\$322,253.23	\$355,000.00	\$355,000.00
Tax	B&O Telecom	\$267,330.56	\$283,000.00	\$265,400.00
Tax	Other Tax	\$25,505.93	\$25,000.00	\$20,000.00
Fee	Franchise Fee - Comcast	\$87,904.43	\$80,000.00	\$95,000.00
Fee	Plan Review & Engineering	\$220,208.66	\$120,000.00	\$150,000.00
Permits	Building, Plumbing, Mechanical	\$154,066.93	\$155,200.00	\$196,000.00
Shared	Misc. Shared Revenue	\$174,909.32	\$182,500.00	\$193,500.00
State	Criminal Justice - Population	\$110,598.71	\$100,000.00	\$105,000.00
Other	All Other Revenue ³	\$392,488.45	\$427,700.00	\$409,560.00
TOTAL REVENUE		\$3,098,214.32	\$3,141,800.00	\$3,332,078.46

Expenditure (Division / Category)	2015	2016	2017
Legislative	\$12,880.77	\$32,600.00	\$25,400.00
Judicial	\$228,154.11	\$228,000.00	\$254,054.29
Executive	\$64,228.56	\$67,500.00	\$68,395.40
Finance	\$220,332.88	\$207,500.00	\$224,097.72
City Hall Facility	\$4,385.01	\$17,600.00	\$33,014.63
Legal Services	\$138,665.04	\$99,000.00	\$122,500.00
Police	\$1,854,357.34	\$1,927,800.00	\$1,874,327.79
Fire Facility	\$30,322.23	\$30,600.00	\$20,270.01
Building	\$263,898.28	\$215,400.00	\$206,337.39
Emergency Management	\$23,826.02	\$19,400.00	\$23,900.00
Animal Control	\$7,367.43	\$12,400.00	\$32,084.58
Planning & Development	\$85,723.10	\$46,500.00	\$49,500.00
Community Program Grants	\$18,500.00	\$21,500.00	\$21,500.00
Recreation Programs	\$34,583.70	\$36,200.00	\$38,520.00
Parks & Rec Ops	\$67,654.52	\$67,600.00	\$74,522.87
Library and MPS Facilities	\$10,454.19	\$20,900.00	\$53,700.00
Misc. Expenses	\$166,617.88	\$144,500.00	\$146,332.00
TOTAL EXPENSES	\$3,231,951.06	\$3,195,000.00	\$3,268,456.68

As shown in the table, expenditures exceeded revenues in 2015. In 2016, expenditures were expected to exceed revenue based on initial budget forecasts, but in 2017 the City expects to reverse this trend with a projected surplus of \$63,622.

³ Includes fees and charges that do not make up >\$50,000 in revenue annually, staff and facility reimbursement payments, recreational program fees, fines, and state, local and other revenue sources.

The following tables summarize revenues and expenditures for Orting's major dedicated funds. These funds provide for specific municipal services such as streets and water and are limited in how funds can be expended.

Total Revenue by Fund	2015	2016	2017
Street	\$373,000.85	\$412,700.00	\$370,624.00
Cemetery	\$27,751.39	\$36,100.00	\$34,100.00
Parks	\$249,737.27	\$407,400.00	\$250,200.00
Water	\$1,645,708.47	\$1,848,800.00	\$1,887,300.00
Sewer	\$2,256,346.93	\$2,004,600.00	\$1,948,032.00
Storm Water	\$3,391,969.51	\$1,375,500.00	\$1,418,000.00
TOTAL	\$7,944,514.42	\$6,085,100.00	\$5,908,256.00

Total Expenditure by Fund	2015	2016	2017
Street	\$310,417.38	\$490,300.00	\$403,303.72
Cemetery	\$32,933.46	\$38,100.00	\$39,263.73
Parks	\$218,510.92	\$617,900.00	\$230,608.78
Water	\$1,421,567.53	\$2,482,300.00	\$3,115,551.36
Sewer	\$1,618,543.62	\$4,922,500.00	\$3,447,496.09
Storm Water	\$3,171,618.67	\$1,171,900.00	\$1,084,113.12
TOTAL	\$6,773,591.58	\$9,723,000.00	\$8,320,336.80

In order to make dedicated fund shortfalls and surpluses more readily apparent, the following table presents annual projections in each fund (revenues minus expenditures).

Savings (Cost) by Fund	2015	2016	2017
Street	\$62,583.47	\$(77,600.00)	\$(32,679.72)
Cemetery	\$(5,182.07)	\$(2,000.00)	\$(5,163.73)
Parks	\$31,226.35	\$(210,500.00)	\$19,591.22
Water	\$224,140.94	\$(633,500.00)	\$(1,228,251.36)
Sewer	\$637,803.31	\$(2,917,900.00)	\$(1,499,464.09)
Storm Water	\$220,350.84	\$203,600.00	\$333,886.88
TOTAL	\$1,170,922.84	\$(3,637,900.00)	\$(2,412,080.80)

As shown in the tables, a number of dedicated funds are facing large projected shortfalls in 2017, including Water (\$1.2 million deficit) and Sewer (\$1.5 million deficit). Across all dedicated funds, the City faces a \$2.4 million deficit. Detailed dedicated fund expenditure tables are provided in the Public Works Department section of this profile (Section 8).

2. ADMINISTRATION

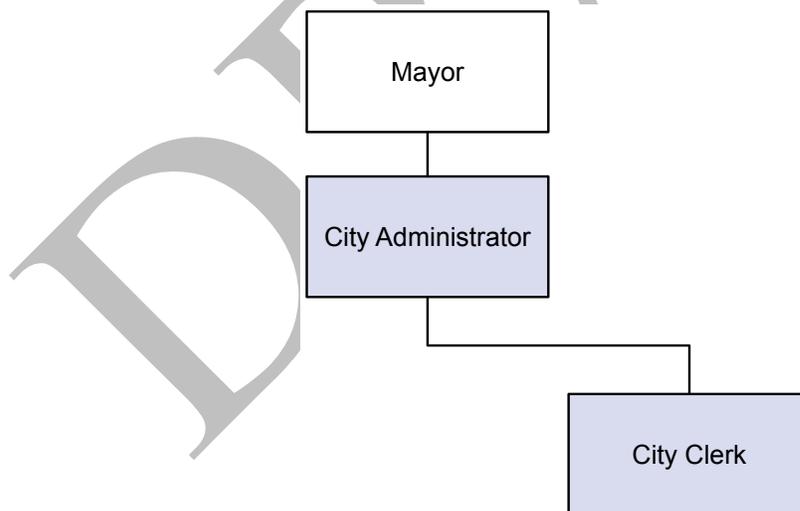
Administration is not an official, self-contained City Department like the other departments that are profiled below. Rather, it is made up of executive and support staff that provide services across City functions. For purposes of this profile, the administrative staff include the City Administrator and the City Clerk. The Mayor has also been included, although the Mayor's position is not included in the FTE count for City employees.

The administration oversees all aspects of Orting's operation, including all internal municipal operations and public works services. The City Administrator is the daily operational chief of the city and supervises City Departments and many contracted services, but does not oversee the Municipal Court. The City Clerk provides contract administration, records management, and City Council support for the City. Both the City Administrator and City Clerk positions are funded by a combination of overhead charges to Departments and General Fund expenditure

While not directly involved in most daily operational aspects of the City, the Mayor is the executive position over all City Departments. The Mayor's position is funded by the General Fund.

(1) Organizational Structure

The plan of organization for administrative staff is presented in the organization chart below. The Mayor's position is not shaded to reflect that it is not counted in Orting's total FTE staffing.



(2) Budget

The budget for General Fund expenditures on Executive functions is presented in the following table. Overhead expenditures funded directly by Departments to fund the City Clerk position, and portions of the City Administrator position, are not presented.

Fund	Item	2015	2016	2017
General Fund: Executive	Salary & Benefits	\$56,983.02	\$60,600.00	\$61,095.40
General Fund: Executive	Operations & Maintenance	\$7,245.54	\$6,900.00	\$7,300.00
TOTAL		\$64,228.56	\$67,500.00	\$68,395.40

(3) Staffing Allocation

The table below provides a summary of administrative and executive staff, and summarizes key roles and responsibilities of each position.

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Mayor	0.0 ⁴	0.0	<ul style="list-style-type: none"> Serves as the Executive Branch of the City of Orting and represents citizen interests. Makes budget and strategic priority decisions to provide direction to City operation. Works with the City Council regarding legislative items and implements legislative direction.
City Administrator	1.0	0.0	<ul style="list-style-type: none"> Oversees the City's daily operational function, including all Departments (not including Court). Significant involvement in all key administrative functions of the City including budgeting, planning, operational planning, and work prioritization.
City Clerk	1.0	0.0	<ul style="list-style-type: none"> Prepares legislative items including ordinances, resolutions, and the City Council agenda. Provides records management for municipal documents and fulfills record requests. Serves as the City's contract administrator. Provides support to various Council Subcommittees. Assists with some planning functions to support City Administrator.

⁴ The Mayor's position is an authorized position, but is indicated as zero to reflect that it is not included in total City FTE staffing.

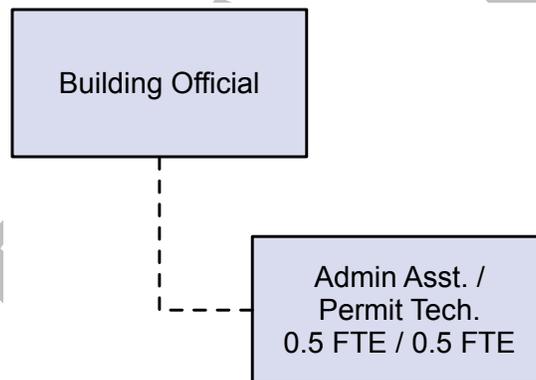
3. BUILDING DEPARTMENT

The Building Department oversees development in the City of Orting, including all services for developers and builders in the City. The Department oversees development from start to finish, from reviewing plans and issuing permits through building inspections during construction. The Building Department has one dedicated position in the City Building Official. The Department is also supported by 0.5 FTE Permit Technician, which is half of a position split with Public Works.

Expenditures to fund the Building Official position are split between the General Fund and the Storm Water Fund. The half of the Permit Technician position dedicated to the Building Department is funded by the General Fund. Anything about City Engineer?

(1) Organizational Structure

The plan of organization for staff in the Building Department is shown below. The Permit Technician position provides support to the Building Department but does not directly report to the Building Official, which is indicated with a dotted line reporting relationship below.



(2) Budget

The budget for General Fund expenditures for the Building Department is presented in the following table. The City Building Official is also half-funded by the Storm Water fund, which is not shown below.

Fund	Item	2015	2016	2017
General Fund: Building	Salary & Benefits	\$98,761.78	\$105,100.00	\$111,864.52
General Fund: Building	Operations & Maintenance	\$165,136.50	\$105,800.00	\$77,072.87
General Fund: Building	Capital Expenditure	\$-	\$4,500.00	\$17,400.00
TOTAL		\$263,898.28	\$215,400.00	\$206,337.39

(3) Staffing Allocation

The table below provides a summary of the staff in the Building Department by function and classification, and also summarizes key roles and responsibilities of each position.

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
City Building Official	1.0	0.0	<ul style="list-style-type: none"> Oversees development and building permitting within the City. Meets with developers to provide building and development guidance pre-permitting. Reviews building plans including ground, floodplain, and other site conditions. Issues building and construction permits in conjunction with the Permit Technician. Performs multi-trade building inspections to all development within the City.
Permit Technician	0.5	0.0	<ul style="list-style-type: none"> Receives and processes building permit applications. Provides advice and direction to the public regarding filing permit applications and the City's processes for acquiring permits.
City Engineer	0.0 ⁵	0.0	<ul style="list-style-type: none"> Contracted position. Handles majority of municipal City Engineer functions including attending City Council meetings and coordination of many projects.

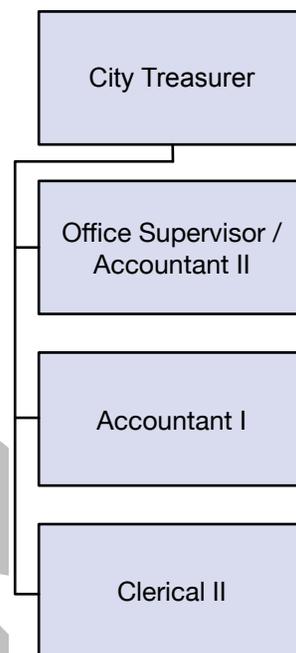
⁵ The position is contracted, so is not reflected in City FTE.

4. FINANCE

The Finance Department is responsible for the administration of city funds, including accounts payable and receivable, budget processes, investment and debt payment, and payroll for City employees. The Department consists of four FTE staff, three of which are direct reports to the City Treasurer. All four staff are funded by a combination of General Fund expenditures and overhead charges directly to City Departments.

(1) Organizational Structure

The plan of organization for the Finance Department is presented in the organization chart below, reflecting four FTE positions.



(2) Budget

The budget for General Fund expenditures for Finance is presented in the following table. Overhead expenditures funded directly by Departments to fund these four FTE positions in finance are not shown. It should also be noted that the City Budget includes General Fund expenditures for two additional positions within Finance: The City Clerk and the Parks and Recreation Director.

Fund	Item	2015	2016	2017
General Fund: Finance	Salary & Benefits	\$147,762.49	\$141,200.00	\$158,324.85
General Fund: Finance	Operations & Maintenance	\$72,570.39	\$66,300.00	\$60,772.87
General Fund: Finance	Capital Expenditure	\$-	\$-	\$5,000.00
TOTAL		\$220,332.88	\$207,500.00	\$224,097.72

(3) Staffing Allocation

The table below provides a summary of Finance Department staff by function and classification, and also summarizes key roles and responsibilities of each position.

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
City Treasurer	1.0	0.0	<ul style="list-style-type: none"> • Manages the City Budget process including production of the annual budget document. • Oversees financial reporting to state entities and auditors. • Oversees daily City finances, including managing daily cash and deposits, debt payment, and investment actions. • Supervises AP and AR functions. • Reviews and approves payroll and issues payroll checks. • Manages all Human Resource functions for the City, including personnel policies and issues. • Supervises 3.0 FTE Finance staff.
Accountant II	1.0	0.0	<ul style="list-style-type: none"> • Oversees Accounts Payable functions. • Performs daily and monthly banking reconciliation. • Processes payroll included timesheet entry to the payroll system and quarterly payroll reporting. • Processes warrant redemptions, vendor checks, and payroll checks. • Handles administrative functions for the cemetery, including lot sales and staff scheduling.

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Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Accountant I	1.0	0.0	<ul style="list-style-type: none"> Oversees the utility billing process for the City, including the monthly billing, shutoffs, and penalty cycles. Close utility accounts and work with banking or other entities in cases of foreclosure and bankruptcy. Work closely with the meter readers to set up tasks or troubleshoot problematic readings. Processes new meter setups and schedules as necessary. Process passport applications and provide customer service to customers.
Clerical II	1.0	0.0	<ul style="list-style-type: none"> Provides customer service, receives payments, and processes transactions made at City Hall. Accepts utility payments and posts utility payments to customer accounts in Vision Utilities. Balances cash drawer and ensure accurate cash handling. Processes business licenses and business license renewal notices. Serves as Planning Commission secretary.

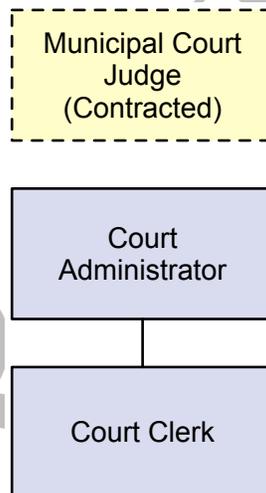
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5. MUNICIPAL COURT

The Municipal Court is the judicial branch of City operations, overseeing court operations for cases including misdemeanors and gross misdemeanors. Court is generally held twice each month in the Public Safety Building. The Court consists of two FTE staff: one Court Administrator and one Court Clerk. The court also contracts with a judge to preside during court sessions. All three positions are funded by the General Fund, although a small portion of the Administrator and Clerk positions are allocated to the Police Department of the General Fund.

(1) Organizational Structure

The plan of organization for the municipal court is presented in the organization chart below. The Municipal Court Judge is a contracted position. As such, while the judge oversees the general operation of the courtroom, the Court Administrator is the supervising position for most processes on a daily basis.



(2) Budget

The budget for General Fund expenditures on judicial functions is presented in the following table. A small portion of expenditures for the Court Administrator and Court Clerk position are allocated to the Police Department portion of the General Fund, which is not shown below.⁶

Fund	Item	2015	2016	2017
General Fund: Judicial	Salary & Benefits	\$174,222.99	\$188,600.00	\$210,054.29
General Fund: Judicial	Operations & Maintenance	\$53,931.12	\$39,400.00	\$44,000.00
TOTAL		\$228,154.11	\$228,000.00	\$254,054.29

⁶ The Police Department General Fund expenditure table is presented in Section 7.

(3) Staffing Allocation

The table below provides a summary of the staff supporting the Community Development Administration division, by function and classification, and also summarizes key roles and responsibilities of each position.

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Municipal Court Judge	0.0 ⁷	0.0	<ul style="list-style-type: none"> • Provides judicial oversight for the municipal court. • Presides over misdemeanor and gross misdemeanor cases. • Issues judgements and sentences or oversees jury trial cases as necessary.
Court Administrator	1.0	0.0	<ul style="list-style-type: none"> • Oversees day to day operations of the court and supervises the Court Clerk. • Performs accounting functions for the court as necessary, including processing payments. • Processes warrants as issued by the judge and processes served warrants as necessary. • Processes tickets issued by officers and ensure appropriate updating of state databases. • Provide customer service over the phone and in person, as necessary.
Court Clerk	1.0	0.0	<ul style="list-style-type: none"> • Serves as the primary customer service point for customers in the Court, both in person and over the phone. • Receives and processes payments for fines. • Prepares the court docket. • Provides administrative support to the Judge and Court Administrator.

⁷ The position is contracted, so is not reflected in City FTE.

6. PARKS AND RECREATION

The Parks and Recreation Department provides recreational leagues and classes in the City and oversees facility rentals. The Department is made up of a single position, the Parks and Recreation Director, which oversees all functions of the Department. The Director position is funded by the City's General Fund, although in previous years it also received some funding from dedicated funds.

Because the Department consists of a single position, the organizational chart for this Department has been omitted.

(1) Budget

General Fund expenditures for parks and recreation are separated into recreation programs and parks and recreation operations. In addition, there is a Parks dedicated fund, which is not shown below.

Fund	Item	2015	2016	2017
General Fund: Recreation Programs	Other Expenses	\$34,583.70	\$36,200.00	\$38,520.00
TOTAL		\$34,583.70	\$36,200.00	\$38,520.00

Fund	Item	2015	2016	2017
General Fund: P & R Ops	Salary & Benefits	\$58,418.08	\$58,100.00	\$63,222.87
General Fund: P & R Ops	Operations & Maintenance	\$9,236.44	\$9,500.00	\$11,300.00
TOTAL		\$64,228.56	\$67,500.00	\$68,395.40

(2) Staffing Allocation

The table below provides a summary of the staff of the Parks and Recreation Department, and also summarizes key roles and responsibilities of each position.

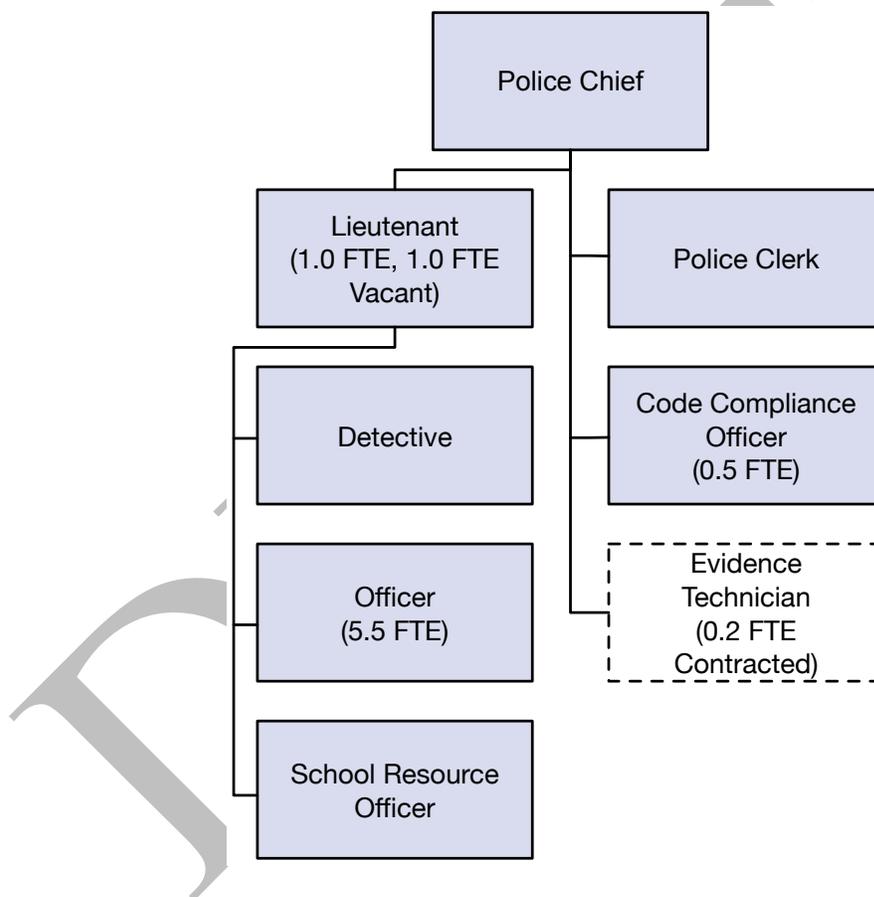
Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Parks and Recreation Director	1.0	0.0	<ul style="list-style-type: none"> Oversees all recreational programs in the City, including recreation leagues and classes. Develops programs, prepares advertising, registers participants and secures instructors / coaches. Coordinates recreation programs with external entities. Assists in coordination of facility and field use. Ensures fields utilized for recreation programs and leagues are maintained by City staff in advance of when needed.

7. POLICE

The Police Department provides police services within the City, including patrol, investigation, and traffic enforcement. The Department also oversees code compliance and has a School Resource Officer that provides police services primarily at Orting High School. The Department's positions are entirely funded by the General Fund.

(1) Organizational Structure

The plan of organization for the Police Department is presented in the organization chart below, consisting of 12.0 FTE and one contracted position.



(2) Budget

The General Fund budget for the Police Department is provided in the table below. The Police Department is completely funded by the General Fund, so the following table comprehensively details expenditures for the Police Department.

Fund	Item	2015	2016	2017
General Fund: Police	Salary & Benefits	\$1,313,595.33	\$1,382,000.00	\$1,383,337.88
General Fund: Police	Operations & Maintenance	\$397,308.74	\$344,500.00	\$351,985.15
General Fund: Police	Jail	\$106,595.69	\$131,000.00	\$90,500.00
General Fund: Police	Capital Expenditure	\$36,857.58	\$70,300.00	\$48,504.76
TOTAL		\$1,854,357.34	\$1,927,800.00	\$1,874,327.79

(3) Staffing Allocation

The table below provides a summary of Police Department staff by function and classification, and also summarizes key roles and responsibilities of each position.

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Police Chief	1.0	0.0	<ul style="list-style-type: none"> Manages the operation of the Police Department, including oversight of all sworn staff. Oversees the Department budget and makes annual budget and staffing requests. Writes grant applications, as necessary. Monitors Departmental and deployment data and makes strategic decisions for the Department.
Lieutenant	2.0	1.0	<ul style="list-style-type: none"> Oversees daily patrol and operational staffing. Performs patrol policing, as necessary. Supervises investigations. Oversees training for the Department and ensures that officers are up to date regarding training. Performs administrative duties, including periodic and case reports, and court case administration.
Detective	1.0	0.0	<ul style="list-style-type: none"> Performs criminal investigations, including interviews, evidence collection, and court appearances as necessary. Works with other regional agencies to resolve cases, as necessary. Performs patrol when necessary.

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Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Officer	5.5	0.0	<ul style="list-style-type: none"> • Proves actives patrol and reactive calls for service within the City, including • Performs traffic enforcement. • Writes arrest and incident reports. • Transports detainees to jail facilities. • Logs and secures evidence in accordance with procedure.
School Resource Officer	1.0	0.0	<ul style="list-style-type: none"> • Provides active enforcement primarily at the High School, but also responds other Orting schools as necessary. • Performs all school volunteer background checks. • Works with regional K-12 resource officer group. • Provides backup to patrol police while on shift.
Police Clerk	1.0	0.0	<ul style="list-style-type: none"> • Provides customer service on behalf of the Police Department on the phone and in person. • Tracks deployment and Departmental data. • Processes public disclosure and information requests, including redaction where necessary. • Manages police records.
Code Compliance Officer	0.5	0.0	<ul style="list-style-type: none"> • Enforces City code, including building code, property maintenance, abandoned vehicles, vegetation, and litter. • Serves as a reserve police officer.
Evidence Technician	0.0 ⁸	0.0	<ul style="list-style-type: none"> • Logs and processes all evidence received from officers. • Safeguards evidence according to procedure. • Retrieves evidence for court proceedings or as necessary. • Sells, retains, or destroys evidence, as necessary, including transport to Spokane for destruction.

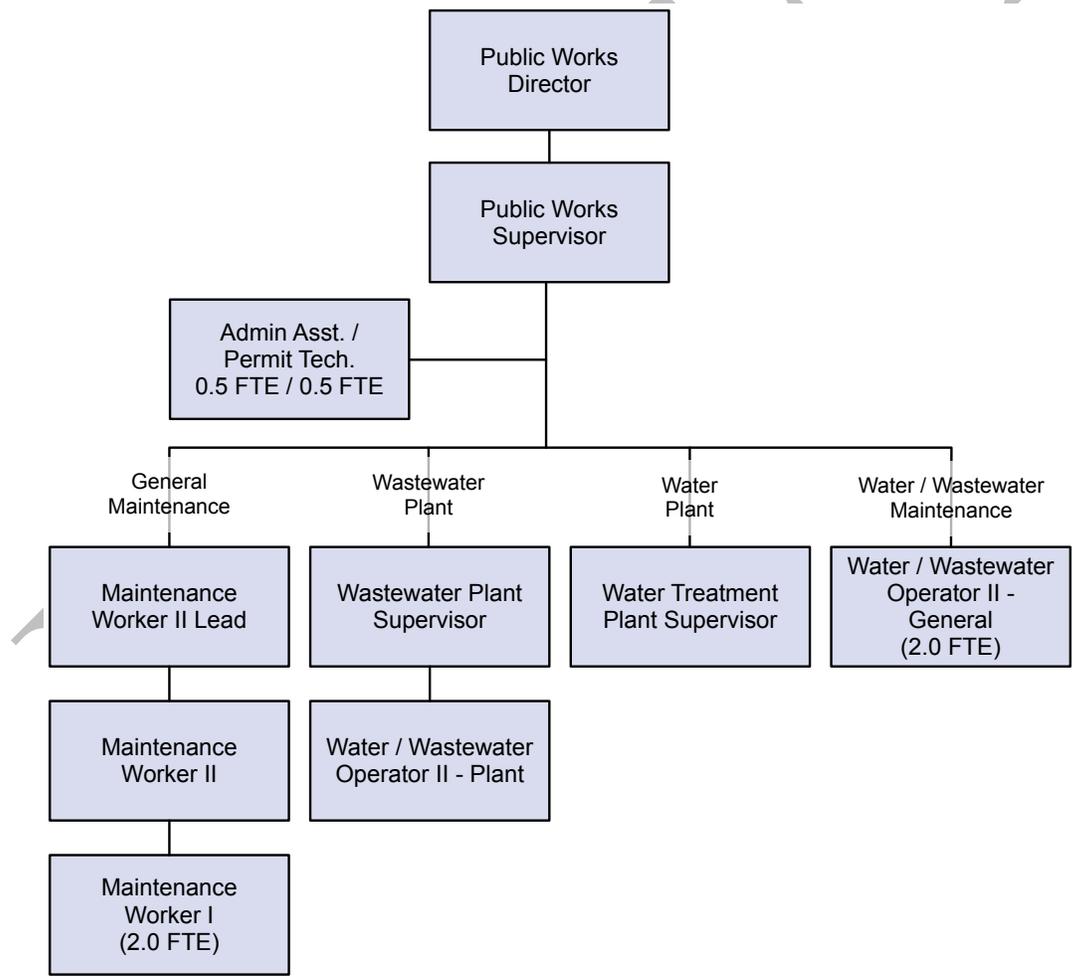
⁸ The position is contracted, so is not reflected in City FTE.

8. PUBLIC WORKS

The Public Works Department oversees the city's utility services and physical infrastructure, including streets, parks, cemetery, water, sewer, and storm water. The Department is loosely organized into general maintenance, wastewater, water treatment plant, and water maintenance staff. Positions in Public Works are primarily funded by dedicated funds, although in prior years there has also been minor General Fund support.

(1) Organizational Structure

The plan of organization for the Public Works Department is presented in the following organization chart. It is important to note that while some positions have the same title (Water / Wastewater Operator II), this organizational chart places them in different Divisions to reflect actual work function. These different functions are described in the staffing allocation table that follows.



(2) Budget

The City's Dedicated funds, which primarily fund Public Works, are presented below. These funds primarily pay for Public Works salaries and operations, but costs for other administrative staff are also funded by overhead expenditures in these funds. The dedicated funds include Street, Cemetery, Parks, Water, Sewer, and Storm Water.

Fund	Item	2015	2016	2017
Street	Salary & Benefits	\$60,850.51	\$100,400.00	\$78,987.09
Street	Operations & Maintenance	\$119,677.46	\$189,800.00	\$196,692.40
Street	Capital Expenditure	\$124,889.41	\$195,100.00	\$115,400.00
Street	Transfers & Debt Service	\$5,000.00	\$5,000.00	\$12,224.23
TOTAL		\$310,417.38	\$490,300.00	\$403,303.72

Fund	Item	2015	2016	2017
Cemetery	Salary & Benefits	\$27,027.05	\$21,300.00	\$21,654.60
Cemetery	Operations & Maintenance	\$5,906.41	\$9,700.00	\$10,808.05
Cemetery	Capital Expenditure	\$-	\$5,100.00	\$-
Cemetery	Transfers & Debt Service	\$-	\$2,000.00	\$6,801.08
TOTAL		\$32,933.46	\$38,100.00	\$39,263.73

Fund	Item	2015	2016	2017
Parks	Salary & Benefits	\$117,118.42	\$152,200.00	\$88,182.25
Parks	Operations & Maintenance	\$35,961.12	\$48,400.00	\$94,826.53
Parks	Capital Expenditure	\$62,931.38	\$414,800.00	\$45,100.00
Parks	Transfers & Debt Service	\$2,500.00	\$2,500.00	\$2,500.00
TOTAL		\$218,510.92	\$617,900.00	\$230,608.78

Fund	Item	2015	2016	2017
Water	Salary & Benefits	\$394,504.05	\$503,500.00	\$503,573.47
Water	Operations & Maintenance	\$420,588.01	\$544,100.00	\$497,459.08
Water	Capital Expenditure	\$189,403.89	\$920,700.00	\$1,700,700.00
Water	Transfers & Debt Service	\$417,071.58	\$514,000.00	\$413,818.81
TOTAL		\$1,421,567.53	\$2,482,300.00	\$3,115,551.36

Fund	Item	2015	2016	2017
Sewer	Salary & Benefits	\$528,659.05	\$449,300.00	\$491,315.47
Sewer	Operations & Maintenance	\$436,218.97	\$518,000.00	\$539,231.68
Sewer	Capital Expenditure	\$338,130.60	\$3,575,400.00	\$2,082,700.00
Sewer	Transfers & Debt Service	\$315,535.00	\$379,800.00	\$334,248.94
TOTAL		\$1,618,543.62	\$4,922,500.00	\$3,447,496.09

Fund	Item	2015	2016	2017
Storm Water	Salary & Benefits	\$247,305.73	\$241,700.00	\$312,988.20
Storm Water	Operations & Maintenance	\$110,001.63	\$124,400.00	\$129,482.87
Storm Water	Capital Expenditure	\$1,983,375.11	\$800,800.00	\$627,400.00
Storm Water	Transfers & Debt Service	\$830,936.20	\$5,000.00	\$14,242.05
TOTAL		\$3,171,618.67	\$1,171,900.00	\$1,084,113.12

(3) Staffing Allocation

The table below provides staffing in the Public Works Department by function and classification, and also summarizes key roles and responsibilities of each position.

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Maintenance Worker II Lead	1.0	0.0	<ul style="list-style-type: none"> Oversees the daily operation of maintenance workers in the general maintenance division. Triages daily items to ensure efficient deployment of staff and assigns tasks on daily basis. Performs maintenance and repair of parks, streets, cemetery, and storm water assets. Operates machinery for construction tasks, as necessary.
Maintenance Worker II	1.0	0.0	<ul style="list-style-type: none"> Advanced-level general maintenance position. Performs preventive maintenance and repair of streets, parks, storm water, and the cemetery. Performs grounds keeping of city facilities. Clean and ensure adequate condition of city facilities.
Maintenance Worker I	2.0	0.0	<ul style="list-style-type: none"> Entry-level general maintenance position. Performs preventive maintenance and repair of streets, parks, storm water, and the cemetery. Performs grounds keeping of city facilities. Clean and ensure adequate condition of city facilities.
Wastewater Plant Supervisor	1.0	0.0	<ul style="list-style-type: none"> Oversees operations of Wastewater Treatment Plant. Supervises Water / Wastewater Operator II. Ensures operation of water treatment plant in accordance with adopted operational manual and state regulations. Conducts maintenance and operational modifications to plant. Conducts required state testing of water quality to ensure compliance with regulations and make modifications to water treatment.

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Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Water / Wastewater Operator II (Plant)	1.0	0.0	<ul style="list-style-type: none"> • Performs wastewater functions primarily in the treatment plant. • Retrieves and tests lab samples to ensure compliance with wastewater regulations. • Performs preventative maintenance and report on treatment plant equipment and facilities. • Documents plant run times for equipment. • Provides support for large water leak repair. • Wash tanks and perform general upkeep of plant facilities.
Water / Wastewater Operator II (General)	2.0	0.0	<ul style="list-style-type: none"> • Provides field maintenance for water and wastewater facilities. • Perform daily water rounds including checking sources and treatment conditions. • Clean pump stations and log pump running hours. • Reads water meters and logs usage. • Repair water main and service line leaks. • Repair water meters and perform service shut offs. • Performs utility locates. • Maintains reservoirs and water / wastewater facilities, including small repair and grounds keeping.
Administrative Assistant	0.5	0.0	<ul style="list-style-type: none"> • Provides administrative support to the Public Works Director. • Assembles and releases bid documents for projects and maintenance under \$100,000. • Processes billing on behalf of Public Works. • Maintains fixes asset records and valuations. • Provides general administrative support to the Director and department.

APPENDIX B: COMPARATIVE SURVEY

As part of the Matrix Consulting Group's study for the City of Orting, the project team conducted a comparative survey of peer cities in Washington. The purpose of this comparative study is to determine how staffing and fiscal indicators in Orting compare to peer municipalities and identify areas where significant difference might exist between the City and its peers.

The municipalities included in this survey were selected to provide a comparative sample of departmental functions in organizations relatively similar to Orting. Similarity was gauged based on population, land area, budget, and whether the city has been viewed by Orting as a comparable jurisdiction in the past. The selected comparable cities were Buckley, Fircrest, Milton, Pacific, Steilacoom, and Yelm.

The survey was conducted by researching the budget and staffing information available for each municipality. In some cities, the organizational structure of administrative services differed from that in Orting. In these instances, the project team examined individual divisions and position titles within each organizational grouping in order to produce a staffing summary that can be compared, on a functional basis, to that of Orting.

1. SUMMARY OF KEY FINDINGS

While more detail is provided in the following sections, the bullet points below present an outline summary of the three (3) key findings gathered during this survey.

- Orting has a larger population than the average of peer cities surveyed, but a much smaller budget. On a per capita basis, Orting's budget is 14.6% smaller than the next smallest city, and 45.4% smaller than the average.
- Orting is generating significantly less revenue than its peers in every category. Other cities collect an average of more than \$500,000 annually from utility and garbage taxes, while Orting does not have these taxes.
- Orting has 13.7% fewer overall staff than the average of peer cities surveyed, despite a larger population than the average. On a per capita basis, Orting has 24.3% fewer staff than average.

In summary, the City of Orting has fewer resources and staff than most of its peers, although it is supporting a population which is slightly larger than average. This has led the City to opt out of directly providing some services (or providing them to a lesser extent than other cities), such as Parks and Recreation.

2. DEMOGRAPHICS AND BUDGET

The following table shows some basic demographic information about the comparable cities and compares them with the City of Orting. The population of each city, its area in square miles, and its 2016 general fund expenditures budget are shown. The table also shows whether each city has a committee structure for its city council.

DEMOGRAPHICS AND BUDGET				
City	Population	Area (SqMi)	2016 Budget*	Committee Structure
Buckley	4,550	3.95	\$4.4m	Yes
Fircrest	6,687	1.58	\$7.7m	Yes
Milton	7,670	2.51	\$4.1m	No
Pacific	7,123	2.42	\$4.4m	Yes
Steilacoom	6,211	2.04	\$5.2m	No
Yelm	8,434	5.68	\$7.7m	Yes
Average	6,779	3.03	\$5.6m	Yes
Orting	7,446	2.73	\$3.4m	Yes
% from Average	+9.8%	-9.9%	-39.3%	

*general fund

- Orting's population is larger than 4 of the 6 cities surveyed and 9.8% larger than the average of those cities.
- Orting's land area is larger than 4 of the 6 cities surveyed, but 9.9% smaller than the average of those cities.
- Orting's general fund budget is smaller than any city surveyed. It is 17% smaller than the smallest budget of those other cities, and 39.3% smaller than the average.
- Like most of its peers, Orting has a committee structure on its council.

As the table shows, Orting appears to be doing more with less; **the City has a larger population than the average of peer cities surveyed, but a much smaller budget.**

3. REVENUE SOURCES

The following tables shows a comparison of the revenue sources between Orting and the peer cities surveyed, on an overall basis and a per capita basis. The revenue from property tax, sales tax, business and occupancy taxes, utility taxes, garbage tax, and license and permits are shown for each city and as an average.

REVENUE STREAMS						
City	Property Taxes	Sales Taxes	Business & Occ Taxes	Utility Taxes	Garbage Tax	Licenses & Permits
Buckley	\$845,363	\$713,000	\$905,685	\$636,268	\$91,457	\$276,450
Fircrest	\$1,522,710	\$403,000	\$1,075,000	\$235,000	\$90,549	\$467,861
Milton	\$1,482,845	\$805,000	\$558,800	\$341,700	\$-	\$210,700
Pacific	\$920,000	\$700,000	\$1,075,000	\$235,000	\$-	\$219,000
Steilacoom	\$1,852,919	\$276,442	\$372,843	\$277,361	\$52,321	\$136,600
Yelm	\$1,201,778	\$1,670,000	\$557,800	\$754,505	\$1,800	\$318,070
Average	\$1,304,269	\$761,240	\$757,521	\$413,306	\$39,355	\$271,447
Orting	\$833,400	\$580,000	\$638,000	\$-	\$-	\$171,200
% from Average	-36.1%	-23.8%	-15.8%	-100%	-100%	-36.9%

REVENUE STREAMS (PER 1,000 POPULATION)						
City	Property Taxes	Sales Taxes	Business & Occ Taxes	Utility Taxes	Garbage Tax	Licenses & Permits
Buckley	\$185,794	\$156,703	\$199,052	\$139,839	\$20,100	\$60,758
Fircrest	\$227,712	\$60,266	\$160,760	\$35,143	\$13,541	\$69,966
Milton	\$193,331	\$104,954	\$72,855	\$44,550	\$-	\$27,471
Pacific	\$129,159	\$98,273	\$150,920	\$32,992	\$-	\$30,745
Steilacoom	\$298,329	\$44,508	\$60,029	\$44,656	\$8,424	\$21,993
Yelm	\$142,492	\$198,008	\$66,137	\$89,460	\$213	\$37,713
Average	\$192,394	\$112,291	\$111,743	\$60,967	\$5,805	\$40,041
Orting	\$111,926	\$77,894	\$85,684	\$-	\$-	\$22,992
% from Average	-41.8%	-30.6%	-23.3%	-100%	-100%	-42.6%

- Orting collects no utility tax revenue, and does not impose a garbage tax. Every comparable city surveyed collects utilities revenue, and 4 of the 6 have a garbage tax. The combined average revenue from these sources for comparable cities exceeds \$500,000 annually.

- Orting’s property tax revenue is less than any peer cities surveyed. On a per capita basis, it sits at **41.8% less** than the average of those cities.
- The sales tax revenue for the City of Orting is less than 4 of the 6 cities surveyed, and **30.6% less** per capita than the average of those cities.
- The revenue from Orting’s business and occupancy taxes is greater than half of the peer cities surveyed, but it falls **23.3% below** the per capita average of those cities.
- The City of Orting’s licensing and permitting efforts generate less revenue than 5 of the 6 cities surveyed, and **42.6% less** on a per capita basis than the average of those cities.

As shown above, **Orting is receiving less revenue than its peers in every category, on both an absolute and per capita basis.** In some areas, the City gets more revenue than a few peer cities, but it does not lead (or even exceed the 50th percentile) in any revenue category and finds itself below the average revenue level in all of them.

4. STAFFING BY FUNCTION

The following table shows the number of FTE’s in each peer city surveyed, divided by their assigned department or division. These numbers were gathered from the most recent budget materials or organizational charts available online for each city. Because of the number of departments/divisions, the table has been divided into 2 sets of rows in order to accommodate all of them.

FTE COUNT BY DEPARTMENT/DIVISION						
	Admini- stration	Judicial/ Legal	Police	Public Works	Finance	Facilities
Buckley	3.50	3.00	13.00	13.50	1.00	
Fircrest	4.50	4.70	10.78	9.00	4.38	2.63
Milton	3.00	1.00	14.00	23.00	4.00	
Pacific	3.00	2.00	14.00	10.00	3.00	
Steilacoom	2.50		10.35	14.00	6.70	3.00
Yelm	4.00	6.00	8.00	11.00	6.00	
Average	3.42	3.34	11.69	13.42	4.18	2.82
Orting	2.00	2.00	13.50	12.50	4.00	0.00
% from Average	-41.5%	-40.1%	15.5%	-6.8%	-4.3%	N/A

	Parks & Recreation	Community Development	Civil Service	IT	Total
Buckley	5.00	4.00		1.00	44.00
Fircrest	4.00	2.00	2.00		43.99
Milton		3.00		2.00	50.00
Pacific	3.75	3.75			39.50
Steilacoom	5.30	2.00			43.85
Yelm		5.00	1.00	2.00	43.00
Average	4.51	3.29	1.50	1.67	44.06
Orting	1.00	3.00	0.00	0.00	38.00
% from Average	-77.8%	-8.9%	N/A	N/A	-13.7%

- Orting has 13.5 Police FTE’s, which is 15% more than the 11.69 averaged by peer cities surveyed. On a per capita basis (as outlined below), Orting is staffed quite similarly to the other cities surveyed.
- Orting has approximately the same number of FTE’s as the average of its peers in the areas of community development (9% below the average), finance (4% below the average), and public works (7% below the average). The per capita calculations below show these departments as somewhat short-staffed compared to their peers.
- Orting has only 1 FTE (the Recreation Director) in Parks and Recreation, while the 4 cities surveyed which have Parks and Rec staff average 4.51 FTE’s in this area.
- Orting does not have any staff specifically dedicated to facilities maintenance (although the Public Works maintenance workers spend some time on this function), civil service, or information technology.

As shown in the table above, **the City of Orting has 8% fewer overall staff than the average of peer cities surveyed, despite a larger population than the average. This may be reflective of the City’s budget, which is smaller than those other cities.** The difference is mostly found in functions which City opts not to have, or to staff much differently than other cities (Parks and Recreation, Civil Service, IT, Facilities Maintenance).

Because the average comparable city has a smaller population than Orting, the difference in staffing is somewhat more pronounced on a per capita basis. See the tables below:

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DEPARTMENT/DIVISION FTE COUNT (PER 1,000 POPULATION)						
	Admini- stration	Judicial/ Legal	Police	Public Works	Finance	Facilities
Buckley	0.77	0.66	2.86	2.97	0.22	
Fircrest	0.67	0.70	1.61	1.35	0.66	0.39
Milton	0.39	0.13	1.83	3.00	0.52	
Pacific	0.42	0.28	1.97	1.40	0.42	
Steilacoom	0.40		1.67	2.25	1.08	0.48
Yelm	0.47	0.71	0.95	1.30	0.71	
Average	0.52	0.50	1.81	2.05	0.60	0.44
Orting	0.27	0.27	1.81	1.68	0.54	
% from Average	-48.5%	-46.0%	0.0%	-17.9%	-10.7%	N/A

	Parks & Recreation	Community Development	Civil Service	IT	Total
Buckley	1.10	0.88		0.22	9.67
Fircrest	0.60	0.30	0.30		6.58
Milton		0.39		0.26	6.52
Pacific	0.53	0.53			5.55
Steilacoom	0.85	0.32			7.06
Yelm		0.59	0.12	0.24	5.10
Average	0.77	0.50	0.21	0.24	6.75
Orting	0.13	0.40			5.10
% from Average	-82.5%	-19.7%	N/A	N/A	-24.3%

Appendix A – POSITION LISTING BY FUNCTION

The table below shows a listing of position titles in each comparable city surveyed, broken down by department or division. The titles listed below should match the FTE calculations provided in the section above.

POSITION LISTING BY DEPARTMENT/DIVISION	
City	Positions
Administration	
Buckley	City Admin, City Clerk, Deputy Clerk, PT Admin Asst.
Fircrest	City Manager, City Clerk, Personnel Officer, Risk Manager, 0.5 Admin Asst.
Milton	City Admin, City Clerk/HR, Deputy Clerk
Pacific	City Admin, City Clerk, Office Asst.
Steilacoom	Town Admin, 0.5 Admin Asst., HR
Yelm	City Admin, Asst. to City Admin, City Clerk/HR, Deputy Clerk
Orting	City Admin, City Clerk
Judicial	
Buckley	Judge, Court Admin, PT Clerk, PT Security
Fircrest	Judge, Pro-tem judge, Court Admin, 1.7 Court Clerks
Milton	City Attorney
Pacific	Court Admin, Court Clerk
Steilacoom	
Yelm	Judge, Judge Pro-tem, Court Admin, Court Clerk, Bailiff, Interpreter
Orting	Court Admin, Court Clerk
Police	
Buckley	Chief, 2 Code Enforcement, Asst. Chief, Records Clerk, 2 Detectives, 6 Officers
Fircrest	Chief, Sergeant, 7 Officers, 1.78 CSO's
Milton	Chief, 3 Sergeants, 8 Officers, Detective, Code Enforcement Officer
Pacific	Pub Safety Director, Admin Sergeant, 2 Sergeants, Detective, 7 Officers, Evidence Tech, Police Services Specialist
Steilacoom	Chief, 2 Sergeants, 5 Public Safety Officers, Detective, Admin Asst., 0.35 Parking Enforcement
Yelm	Chief, Commander, Sergeant, Admin Asst., Officer, Detective, Records Clerk, Provisional Officer

POSITION LISTING BY DEPARTMENT/DIVISION	
City	Positions
Orting	Chief, 2 Lieutenants, 7.25 Officers, 0.75 Clerk, 0.5 Code Compliance, 2 Reserve Officers
Public Works	
Buckley	Utility Superintendent, PW Supervisor, Asst. PW Supervisor, PT Clerk, 3 WWTP Staff, 3 Water/Sewer Staff, 2 Street/Storm staff, Mechanic, Meter Reader, 3 PT Utility Main. Worker
Fircrest	Director, Utility Foreman, 5 Utility Servicemen, Support Service Coord., Billing Clerk
Milton	Director, Superintendent, Many others
Pacific	Manager, Engineer, Water/ Stormwater Manager, PW Lead, Stormwater Tech, 3 Maint. Worker II, 2 Maint. Worker I
Steilacoom	Director, 3 Electric Utility, 4 Water/Sewer, 4 Streets/Storm, Analyst, Mechanic
Yelm	Director, Manager, Supervisor, Admin Asst., 3 Maintenance staff, 4 Water Plant staff
Orting	City Engineer, PW Director, PW Supervisor, Water Supervisor, 4 Water Operators, 4 Maint. Worker, 0.5 Clerical
Finance	
Buckley	Finance Director
Fircrest	Director, 2 Accountants, Office Asst., 0.38 IS Manager
Milton	Finance Director, 3 Finance Technicians
Pacific	Lead Finance Tech, 2 Finance Tech II
Steilacoom	Accountant, 0.5 Payroll Tech, Cashier, Billing Clerk, 2.1 Meter readers, 0.1 Clerical, Purchasing
Yelm	Director, Accountant, Treasurer, Utility Clerk, Sr. Acct Clerk, Acct Clerk/Asst.,
Orting	Treasurer, 2 Accountants, Cashier
Facilities	
Buckley	
Fircrest	Senior Maintenance Supervisor, Custodian, 0.63 Landscape + Maint. Worker
Milton	
Pacific	
Steilacoom	2 Service People, 1.0 Seasonal
Yelm	
Orting	N/A
Parks & Recreation	
Buckley	Director, Youth Coord., Cemetery Caretaker, 2 Bldg. Maintenance, 3 PT Maintenance Seasonal

POSITION LISTING BY DEPARTMENT/DIVISION	
City	Positions
Fircrest	Director, Recreation Coordinator, Office Assistant, Maint. Supervisor
Milton	
Pacific	Youth Services Coord., Youth Services Asst., Community Services Asst., 0.75 Activities Coord.
Steilacoom	Facility Use Coord., Facility Attendants, 0.4 Farmer's Market, 1.65 Recreation Leaders, 1.25 Recreation Aide
Yelm	
Orting	Director
Community Development	
Buckley	City Planner, Building Official, Building Inspector, PT Planning Associate, PT Permit Tech
Fircrest	5 Commissioners, CONTRACTED Senior Planner, Planning/Building Admin, Admin Asst.
Milton	Director, Building Official, Permit Tech
Pacific	Manager, Building Inspector, Assoc. Planner, Permit Tech
Steilacoom	Town Planner, Building Inspection
Yelm	Director, Permit Coordinator, Associate Planner, Building Inspector, Building Official
Orting	City Planner, Building Official, Building Inspector
Civil Service	
Buckley	
Fircrest	3 Commissioners, Chief Examiner/Sec
Milton	
Pacific	
Steilacoom	
Yelm	Civil Service Secretary
Orting	N/A
Information Technology	
Buckley	IT System
Fircrest	
Milton	IT Director, Systems Admin
Pacific	
Steilacoom	
Yelm	Network Admin, Support Specialist
Orting	N/A

APPENDIX C: EMPLOYEE SURVEY

As part of the Matrix Consulting Group's organizational assessment for the City of Orting, the project team distributed an anonymous survey to the employees of the City to gauge their opinion on a number of topics related to the operations of the City and potential improvement opportunities. This report summarizes the results of the survey. The survey asked 3 types of questions:

- **General questions:** At the beginning of the survey, respondents were asked to provide some information about their position with the City. These responses are used in this analysis to explore differences in responses between groups of respondents.
- **Multiple Choice Questions:** Respondents were presented with a number of multiple choice statements, where they indicated their level of agreement or disagreement with statements on a variety of topics related to the City's operations.
- **Open-ended response questions:** At the end of the survey, staff were given space to provide opinions about the City's strengths and weaknesses in their own words.

The link to the online survey was distributed in August via email and hard copy to the City's staff. A total of 29 employees responded to the survey. The following section presents a summary of key findings from the survey.

1. SUMMARY OF KEY FINDINGS

While a complete analysis can be found in the sections below, the following points summarize the key findings from the responses received to this survey:

FINDINGS OF STRENGTHS

- **Efficient Services:** Nearly all employees believe the City does a good job of providing services efficiently.
- **Available Technology:** Most employees indicated the City provides the technology needed to execute their job functions well.

- **City of Orting a Good Workplace:** Most employees stated the City is a good place to work, and they have a positive opinion of their immediate supervisor.
- **Employee Empowerment:** Employees generally feel empowered to make decisions regarding their work.
- **Communication and Performance Standards:** Most employees noted that communication is good within the City, and that they are held to a high standard of performance expectations.
- **Intangible Qualities:** Employees identified intangible qualities like small-town atmosphere and sense of community as the city's greatest strengths.

FINDINGS OF POTENTIAL IMPROVEMENT OPPORTUNITIES

- **Staffing Levels:** Employees believe that the City is seriously understaffed.
- **City-Wide Coordination:** Some staff, particularly in the Police Department, indicated that the Department's efforts are not well coordinated with other Departments and the City as a whole.
- **Public Works Management:** Public Works staff have a more negative opinion than most about the effectiveness of their managers and supervisors.
- **Flow of Information:** Some Public Works staff stated that they are not kept well-informed by the City.
- **Employee Experience:** Communication, Leadership, Management, and Organizational Culture were listed as primary improvement opportunities.
- **Definition of Roles and Responsibilities:** Many City staff suggested that their job roles and responsibilities need to be better-defined.

2. RESPONDENT DEPARTMENTS

While responses to the survey were confidential, the project team asked respondents to indicate some information about their position for comparison purposes. Specifically, they were asked to indicate the Department of the City in which they work. As the table below shows, the Police Department provided the greatest response volume, accounting for about 1/3 of total responses.

RESPONDENT DEPARTMENTS		
Response	Count	Percent
Police	10	34%
Public Works (Water/Sewer/Engineering/Maintenance)	7	24%
Administration or Finance	6	21%
Court/Legal/Judicial	2	7%
Planning/Building or Recreation and Parks	2	7%
Other	2	7%
Total	29	100%

The differences in these responses from these groups are used in the analysis below to draw comparisons in the differences between groups, where they are notable.

3. MULTIPLE CHOICE QUESTIONS

The first section of the survey asked respondents to indicate their level of agreement or disagreement with 37 statements about the Department. The response options were “strongly agree” (SA), “somewhat agree” (A), “somewhat disagree” (D), and “strongly disagree” (SD). Respondents could also choose “N/A” or opt out of responding to the statement at all, in which case they were not counted among the respondents for that statement. For this reason, percentages may not add up to 100%, since a percentage of respondents may have chosen “N/A”. The following sections show the responses to statements by topic.

(1) Staff Believe the City Provides Services Well, But They View Staffing Levels as Inadequate.

The table below shows responses to statements about the City’s ability to effectively deliver services, including the planning and coordination of work tasks, the adequacy of staffing levels, the use of technology, and the efficiency of work practices and strategic alignment. Responses are shaded to match the percentage of staff who selected each; higher percentages are shaded darker, and lower percentages are shaded lighter.

EFFECTIVENESS OF SERVICE DELIVERY					
#	Statement	SA	A	D	SD
1	My Department provides a high level of service to the residents of Orting.	83%	13%	0%	3%

EFFECTIVENESS OF SERVICE DELIVERY					
#	Statement	SA	A	D	SD
2	My Department places a high priority on high-quality work.	69%	24%	3%	3%
3	My Department places a high priority on cost-effective methods of providing services.	48%	41%	3%	7%
6	We do a good job in my Department of coordinating the work to be done between employees.	31%	41%	17%	10%
7	In my Department, we do a good job of planning ahead and scheduling our work.	34%	45%	7%	14%
8	There is good teamwork among the various Departments within the overall City organization.	17%	52%	21%	10%
10	The organizational structure of my Department promotes the efficient delivery of services.	28%	55%	3%	14%
11	Staffing levels in my Department are adequate for the work to be performed.	7%	15%	33%	44%
12	I have the technology I need to do my job efficiently and effectively.	30%	50%	13%	7%
13	The work practices in my Department are efficient.	36%	43%	11%	11%
20	There are opportunities in my Department to improve how we deliver services.	39%	54%	0%	7%
24	My Department and the City work towards the same strategic goal.	32%	43%	14%	11%

- Statement #6 – “We do a good job in my Department of coordinating the work to be done between employees”, Statement #8 – “There is good teamwork among the various Departments within the overall City organization”, and Statement #24 – “My Department and the City work towards the same strategic goal”, all received 25% or more disagreement, which was higher than most other statements. Each of these statements had to do with coordination of efforts within the City.
- Police Department staff provided more disagreement than the average for two statements: Statement #8 – There is good teamwork among the various Departments within the overall City organization, and Statement #24 – My Department and the City work towards the same strategic goal. The themes of these statements have to do with coordination of Departmental efforts in the City.
- Statement #11, that staffing levels are adequate for the work to be performed, received strong disagreement – it was the only statement on the survey to receive more disagreement than agreement.

- Statement #20, that there are opportunities in my Department to improve how we deliver services, received only two disagreeing responses in total, both of which came from the Public Works group.

Staff generally believe that the City does a good job of providing services, despite staffing levels which are viewed as inadequate. Some staff, however, (and Police Department employees in particular) believe their efforts could be coordinated better with other Departments and the Citywide vision.

(2) Employees Generally View the Workplace Conditions at the City as Favorable, Although Public Works Employees Believe They Could be Coached Better.

The following table shows employees’ responses to statements about the workplace environment, which included the relationship with immediate supervisors, the degree to which employees’ strengths are utilized, and whether staff view the City as a good place to work and make a career.

WORKPLACE ENVIRONMENT					
#	Statement	SA	A	D	SD
4	My immediate supervisor does an effective job of coaching and mentoring me.	62%	15%	12%	12%
5	I am given real opportunities to improve my skills in my work unit.	56%	30%	11%	4%
9	I am efficiently utilized within my Department.	33%	48%	15%	4%
17	I am encouraged by my managers and supervisors to identify better ways to provide services.	50%	38%	4%	8%
18	I am empowered to make decisions within my professional judgment.	70%	22%	7%	0%
19	My Department makes good use of my skills and experience.	54%	29%	11%	7%
29	The City of Orting is a good place to work.	54%	32%	11%	4%
30	I feel that I can make a career with the City.	59%	26%	15%	0%

- With one exception, no statement in this section received 20% or more disagreement, demonstrating a widespread opinion among employees that the City is a good place to work.

- Statement #4, that “My immediate supervisor does an effective job of coaching and mentoring me”, was the only statement in this group to receive more than 20% disagreeing responses. Public Works staff took particular issue with this statement; more than 50% of these respondents selected “disagree” or “strongly disagree”.

The City’s employees agreed strongly with the statements in this group, showing that opinions about the City as a workplace are generally high. The lone exception of note to this trend was the belief among respondents in Public Works positions that their immediate supervisor does not effectively mentor or coach them.

(3) Staff Generally Have Positive Opinions of the Management and Communication Within the City, with Some Exceptions.

The table below shows responses from City staff about the overall quality of management and communication within the City, including the use of internal policies, the management approach of Department leadership, the communication of information to staff, and the approach to employee performance management.

MANAGEMENT AND COMMUNICATION					
#	Statement	SA	A	D	SD
14	Our internal policies and procedures are up to date.	31%	41%	17%	10%
15	Our internal policies and procedures assist me in performing my job efficiently and effectively.	25%	54%	7%	14%
16	Managers in my Department are open to change.	37%	37%	11%	15%
21	Managers and supervisors in my Department have a clearly-defined strategic direction.	21%	50%	14%	14%
22	I am kept informed of what is happening in my area.	50%	25%	14%	11%
23	I am kept informed of what is happening in the City.	17%	45%	24%	14%
25	I understand how my job aligns with the City's goals.	54%	25%	11%	11%
26	We have high performance expectations in my area.	68%	14%	11%	7%
27	Performance issues in my area are dealt with appropriately.	39%	25%	29%	7%
28	My Department effectively uses performance evaluations.	36%	36%	18%	11%

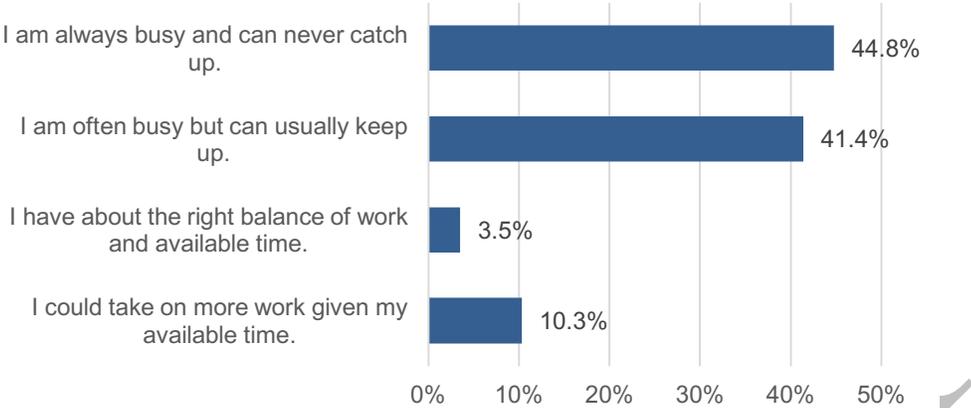
- Administrative and Finance staff responded more positively than other staff, offering only two disagreeing responses in this set of statements. Both of those came in response to Statement #14, that “Our internal policies and procedures are up to date”.
- Police Department staff disagreed more than other departments with two statements: Statement #25 – “I understand how my job aligns with the City's goals”, and Statement #28 – “My Department effectively uses performance evaluations”.
- Public Works employees tended to disagree much more than other staff to this set of statements. In particular, six statements (covering multiple topics) showed a marked increase among these staff in the number of disagreeing responses: Statement #15 – “Our internal policies and procedures assist me in performing my job efficiently and effectively”, Statement #16 – “Managers in my Department are open to change”, Statement #21 – “Managers and supervisors in my Department have a clearly-defined strategic direction”, Statement #22 – “I am kept informed of what is happening in my area”, Statement #23 – “I am kept informed of what is happening in the City”, and Statement #27 – “Performance issues in my area are dealt with appropriately”.

Staff generally agreed with this set of statements, although employees identifying as Public Works staff were notably less enthusiastic than others. Additionally, the disagreement among police staff with Statement #25 aligns with some responses earlier in the survey suggesting that they do not feel that their work is well-coordinated with other Departments or the City’s goals as a whole.

(5) Most of the City’s Employees See Themselves as Often or Always Busy.

The final multiple choice question asked employees about their workload. They were given four possible responses, and asked to select the response that best reflects their workload. The following chart shows the percentage of respondents for each.

Most Employees See Themselves as Often or Always Busy



The responses to this question show that the City’s staff feel overworked, and they align with responses to Statement #11 earlier in the survey about whether staffing is sufficient to handle the workload. Public Works staff, in particular, said that they are always busy and can never catch up, with 85.7% of respondents in that category selecting this response.

4. OPEN-ENDED QUESTIONS

The final section of the survey asked respondents to provide input in their own words. The following headers show employees’ opinions on the City’s strengths and improvement opportunities.

(1) Employees Believe That Intangible Qualities Like Small-Town Atmosphere and Sense of Community Are the City’s Greatest Strengths.

The first open-ended question asked respondents what they felt to be the City’s greatest strengths. There were 57 responses to this question. The table below shows the most prevalent themes in staff responses.

DEPARTMENT STRENGTHS	
Response	Count
Small town	8
Employees	7
Community	6
Employee Attitudes	6
Growth	5
Management	5
Efficiency	4

The City’s staff generally believe that intangible factors like a small-town atmosphere, sense of community, positive employee attitudes, and quality employees constitute the City’s greatest strengths. Community growth, effective City management, and efficient operations were also listed as common strengths.

(2) Employees Believe that Staffing Is the Greatest Improvement Opportunity, Followed by Communication and Leadership.

The open-ended question asked respondents to identify the City’s greatest opportunities for improvement. There were 57 responses to this question. The table below shows the most prevalent themes in staff responses.

IMPROVEMENT OPPORTUNITIES	
Response	Count
Staffing	12
Communication	9
Leadership	8
Economic Development	6
Management	5
Culture	4
Facilities	4
Organizational Structure	4

The perceived need for more staffing was the most commonly listed improvement opportunity, which aligns with responses received earlier in the survey. Themes related to the workplace experience such as communication, leadership, management, and culture were also quite common, and more concrete topics like increased economic development, improved facilities, and an updated organizational structure were also listed.

In addition to the concerns listed above, 8 statements were received which tangentially mentioned that staff perceive a lack of clarity about job roles. These statements said that the City could improve by adopting an organizational structure which defines duties and reporting relationships for particular positions, and includes dedicated staff for functions like human resources and water/wastewater management.

DRAFT



**City Of Orting
Council Agenda Summary Sheet**

AB17-72 SUBJECT: Deputy Mayor for 2018	Agenda Item #:	AB17-72
	For Agenda of:	09/20/17
	Department:	Council
	Date Submitted:	9/20/17

Orting Staff & Professional Representatives			
Mayor, Joachim Pestinger	X	Cost of Item:	_____ \$0
City Administrator, Mark Bethune	X	Amount Budgeted:	_____ \$0
City Attorney, Charlotte Archer		Unexpended Balance:	_____ \$0
City Clerk, Jane Montgomery		Timeline: <i>effective January 1, 2018</i>	
City Treasurer, Scott Larson		BARS:	
Police Chief, Bill Drake		Fiscal Note: <i>N/A</i>	
Public Works, Dean Kaelin			
Recreation and Parks, Beckie Meek			
Municipal Court, Kaaren Woods			
Parametrix, JC Hungerford			
BHC Consultants, Roger Wagoner			
Agenda Placement: <input checked="" type="checkbox"/> Mayor <input checked="" type="checkbox"/> Councilmember <input type="checkbox"/> Committee Chair <input checked="" type="checkbox"/> City Administrator			

Attachments: None
SUMMARY STATEMENT: <i>Per the City Council Rules of Procedure:</i> Chapter 8 section 5 - <u>Selecting Deputy Mayor:</u> <i>The Deputy Mayor will be selected by a majority of the Councilmembers annually beginning in September and concluding in October. Outgoing Deputy Mayor will solicit two other councilmembers to nominate a candidate for his/her replacement for a full Council vote. (see 3.9B)</i> Chapter 3 section 9 (B) - <u>Deputy Mayor--Duties:</u> <i>Annually, in September, the outgoing Deputy Mayor, with the help of two councilmembers, will solicit and recommend a candidate for Deputy Mayor with confirmation from the entire council for his/her replacement in January.</i>
COUNCIL COMMITTEE REVIEW AND RECOMMENDATION: <i>N/A</i>
RECOMMENDED ACTION: The Deputy Mayor will solicit two Councilmembers to recommend a candidate for Deputy Mayor for the year 2018 and bring forward a recommendation and vote to October Council meeting.