

REPORT FOR
PIERCE COUNTY
CENTRALIZATION AND SHARED SERVICES EVALUATION
PHASE ONE REPORT

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TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	1
II.	SCOPE AND OBJECTIVES	5
III.	APPROACH	8
IV.	ANALYSIS	10
V.	CRITICAL SUCCESS FACTORS	18
VI.	NEXT STEPS	19
	APPENDIX A – PHASE ONE POSITION ANALYSIS	21

I. EXECUTIVE SUMMARY

In June 2014, the Pierce County Council commissioned a study about centralizing the County's administrative functions, and potentially moving departments to a central facility. The study was scoped in two phases. Phase one was structured to address positions that might be affected in the move. Phase two was structured to study efficiency, and the approach for establishing a delivery-oriented shared services organization. The study was sponsored by the County Council and supported by the County Executive and Budget and Finance departments.

The centralization and shared services study was performed in parallel to three related County studies. The first was a design study, which considered the physical space needed in the new County Administration Building. The second was a study of the Health Department, which analyzed the feasibility of moving into the new County Administration Building. The third study has been led by the PALS Director who is reviewing the City of Bellevue's "service first" concept for building layout and workflow. The studies were coordinated to ensure alignment of each study's outcomes.

GOAL

The centralization and shared services evaluation was conducted on the heels of a previous preliminary feasibility study. The County's previous Annex Project study, which took place in July 2013, focused on improving service delivery through organizational consolidation. The underlying concept supporting consolidation is sound, as it provides the opportunity to standardize and streamline operations. The County goal of improving "efficient delivery of general government services" is tied to moving from ten leased and owned buildings into one new County-owned Administration Building. Ultimately, the initiative to centralize operations is straightforward, but will require clear focus, strong leadership, detailed planning, and effective execution to achieve the desired results amidst significant physical change and the reengineering of County processes on a level not previously achieved.

The County originally framed the business case for moving to the new building around three premises, including: 1) reduced staff, 2) reduced space, and 3) shared functions. The goal for phase one of this study was to address the staffing component and to set the stage for phase two to consider how to approach shared services. Throughout the process, this study focused on maintaining quality service delivery to the public.

There is little doubt that the move would change things. More people, more departments, and more functions will be housed together under one roof to deliver County administrative services. The centralization of such resources provides an opportunity to conduct business and the corresponding workflow differently. A bottom line result is that department redundancies can be reduced or directly eliminated. Other benefits include achieving additional synergies and initiating new ways of conducting business. Finally, in both the short and long term, workflow will be optimized by doing more with the same or fewer resources.

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WHAT WE DISCOVERED

The 2013 Annex Project study identified 12 functions that appeared to be obvious opportunities for achieving greater efficiency. The study involved most major departments, with the exception of law, safety, and justice functions (though there was participation from these functions at the Director level). Through facilitated sessions, processes were assessed in parallel with anticipated improvements in position efficiencies.

The premises behind the County brainstorming sessions were readily apparent. While the premises defined in the County's previous Annex Project study were logical and the potential for position changes real, the evaluation process at that time was preliminary, and did not fully account for relevant organizational details. And while some position changes were straightforward, others were more complicated due to past reconfigurations of workflow and position duties. Further, the process for analyzing how multi-departmental consolidation will proceed requires interdepartmental cooperation during implementation.

As this study progressed through the department validation process and workflow and capacity review, previously defined department position numbers were reviewed for relevance against present business circumstances. There are four main reasons supporting this phase one position re-examination:

- Many of the departments studied earlier are already running in a lean circumstance. This includes finance, HR, accounting, and purchasing, among others.
- There are significant business volumes processed within the County, requiring the availability of baseline resources to get the job completed.
- Consolidation will force changes within and between departments as they share space and resources, and further integrate workflows.
- Past and recent reorganization efforts have resulted in semi-complex positions being established that are not easy to reconfigure or eliminate.

During any pending change process, the County will need to work effectively to maintain desired service levels. We believe that adequate service levels are possible to maintain, but will require effective change management to do so.

A conventional and acceptable way to approach the phase one centralization analysis is to study position locations and consider whether positions are administrative (serving the entire enterprise), or whether the positions have local duties requiring completion in the operating departments. The first set of administrative positions are those located within the County serving other departments including accounting, purchasing, information technology, human resources, and general service functions. The second group includes operating functions and elected positions located in the Assessor/Treasurer, Auditor's Office, Community Connections, PALS, and PWU departments.

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The County's administrative functions can centralize full-time equivalents (FTEs), but with limits. We found opportunities in revenue, core accounting, and general services. While these opportunities are available, the potential for reductions is limited due to already lean staffing levels resulting from changes made in previous years. Further, some administrative functions are not in a position to reduce staff as they are already operating at baseline staffing levels. A primary example includes Human Resources. In aggregate, administrative functions appear to be able to deliver changes in 13.13 FTEs. Centralization of such positions brings the process to 65% of the County Executive's targeted 20 position cuts.

Beyond administration, other departments provide additional opportunities for consolidation. As can be expected, some of the largest opportunities are found in the largest departments. Those that have larger staff counts are the most likely to provide cuts and absorb changes without a significant impact on delivery. Additionally, some departments contain sets of mirrored functions, including accounting, purchasing, and revenue, among others. In total, the departments look to be able to deliver changes to another 14 FTEs, for an overall County staff reduction of 27.13 FTEs.

THE CHALLENGE AHEAD

There are a number of factors that will challenge the County's process for achieving the County Executive's targeted goals, and require recognition:

- **Multi-function staff.** Because of recent years' reengineering efforts, many staff are now assigned duties that span many functions. This means that staff perform comingled duties. Examples are office assistants that perform reception, clerical, human resources, financial, procurement, and document management duties. Parsing out such positions is not a straightforward process.
- **Regulation.** The County directly transacts business with other governments including the state, utilities, cities, counties, and school districts. The County's form of government is closely intertwined with the charters of these governments. When changes occur, Pierce County must respond in kind. Currently, the pace of change is picking up, and Pierce County's staff workloads are increasing accordingly. Departments like the Assessor/Treasurer and Auditor's Office, and functions like document and records managements, are examples of those that are affected by ongoing changes outside the County's direct control and increased workloads.
- **High business volumes.** The County's business model serves a population of 819,743 (2013), delivering hundreds of services to residents and visitors including elections, permitting, and social services. This model is scaling up because of population growth, and is getting even busier with a rebounding economy directly impacting business workloads.
- **Increasing complexity.** There are significant changes afoot in core functions including procurement, IT, and core accounting. While systems provide an opportunity to streamline, some processes (e.g., the procurement process) may require more time to accomplish business in the future. Another example of complexity includes document management, which is mushrooming due to the thousands of documents being tracked and the millions of e-mails stored, all of which are open to access via public requests for information.

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- **Demand for high-quality delivery.** Pierce County is proud to provide service delivery to the public at generally high levels. Department delivery is continuing to improve as the process itself is reengineered. Examples include the recent effort within PALS to become the best permitting agency in the state, and recent process improvement initiatives at the Assessor/Treasurer and the Auditor's Office. As a result of past years' performance, the County's many stakeholders continue to expect delivery at high levels.

CONCLUSION

In summary, the centralization of County business and the corresponding consolidation of positions and processes look to achieve the County Executive's required changes in:

- 11 departments
 - Specific departments include: Assessor/Treasurer, Budget and Finance, Community Connections, Economic Development, County Executive, Facilities Management, Human Resources, Information Technology, PALS, PWU, and Risk Management.
- 31 positions, affecting 27.13 specific FTEs
 - Position functions include Business Analyst, Computer Support Specialist, Accounting, Records, Fiscal Services, Social Services, Support Services, Office Assistants/Reception, Economic Development, Security, IT Engineers, Facilities, and Contracts.

The remaining sections of the enclosed phase one report further explain the analysis for achieving position changes contemplated by the County Executive. Specifically, this report addresses: Scope and Objectives, Approach, Analysis, Critical Success Factors, and Next Steps.

II. SCOPE AND OBJECTIVES

Moss Adams conducted the performance audit following the GAGAS methodology. The process followed a three-phased approach, which includes fact finding, analysis, and reporting. The project adhered to government standards related to planning, staffing, benchmark criteria, supervision, evidence, documentation, control definition, and reporting.

SCOPE OF WORK

The original focus of the County's performance audit was fourfold:

1. Evaluate the County's organizational structure in providing finance/accounting services to identify opportunities for improved service delivery and efficiency.
2. Evaluate the County's organizational structure in providing information technology services to identify opportunities for improved service delivery and efficiency.
3. Evaluate the potential for process improvements and shared services resulting from the colocation of disparate County agencies in a new County Administration Building.
4. Develop benchmarks for cost of service in finance/accounting, information technology, and office administrative services.

Phase one of the study focused significantly on goal number three above.

OBJECTIVES

Pierce County is contemplating the development of an administration building to house 17 departments, many of which are currently housed at separate locations. Among others, these include the studied operations of: PWU, Community Connections, Auditor's Office, Planning and Land Services, Information Technology, Assessor/Treasurer, Budget and Finance, Human Resources, County Council, County Executive, Facilities Management, Economic Development, Risk Management, and the Board of Equalization.

The County's study objectives focused on whether there are opportunities to centralize business functions through a physical move to new facilities and by embracing the concept of shared services. Three main areas of the business were targeted, including: (1) finance, (2) information technology (IT), and (3) office administration (via a move to a new County Administration Building). The County was interested in knowing what IT best practices and alternatives could be employed to realize cost savings and efficiencies, and improve customer service. In their RFP, the County defined numerous questions for each of the three study components.

The potential benefits of centralization in a new County Administration Building are many and significant. Among other benefits, a physical move provides the potential to strengthen management (i.e., engineer workflow, take advantage of technology, and restructure positions).



The County's proposal for a new building assumes a reduction in staff (primarily office administrative staff) through changes in process and program delivery resulting from co-locating previously disparate agencies. The study evaluated the processes impacted by the consolidation of agencies and identified opportunities for shared and consolidated services in areas such as records management, reception, human resources, general services, security, and facilities.

Centralized processes and logistics were evaluated carefully. The physical connection between the source of the work and how the work is carried out was considered. Repetitive and high-volume processes were examined for centralization.

The study approach focused on consolidation, centralization, and shared services functions. The County's organizational structure was studied and compared to a potential structure that embraced centralized management, streamlined workflow, consolidated staffing, and enhanced technology. The overarching audit framework was tailored to address relevant and specific issues for each of the three scope components (finance, information technology, and office administration). Relevant issues evaluated tie to the existing organization structure, business processes, and current and future requirements.

The three areas targeted for study review included:

FINANCE

Pierce County's Budget and Finance Department is responsible for financial planning, management of revenues and expenditures, preparation of financial reports, and other related fiscal operations. The department is organized into five divisions: revenue, budget and grant management, accounting, purchasing, and administration. The study evaluated the opportunity for shared or consolidated services in areas such as cash handling, accounts receivable/billing, and benefit functions.

The keys to the finance centralization study were threefold. The first consideration examined resource sharing and efficiency. The second concept studied was scale, whereby volumes were scrutinized for standardization. The third concept studied was the potential for process redesign "smart" automation. Accounting functions were also examined relative to standardization. For example, payroll and procurement were studied for consolidation opportunities. Centralized moves could include cycle processing, disbursing, and automating payment processing. Staff placement required careful assessment. Matrix relationships are often a part of the solution and were considered when departments require special attention to address specific needs.

INFORMATION TECHNOLOGY

Pierce County's Information Technology Department provides county-wide technology services, including infrastructure, program development, support and maintenance, data systems, and geographic information systems. The department manages the following divisions: Administration, Software Development, Applications and GIS, Governance and Service Delivery, and Infrastructure Operations.

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The essence of technology centralization may be found in centralized management, prioritization activities, combined resources, and serving multiple customers at the same time. The study addressed both IT Department staff and IT counterparts in other departments. For example, business analysts exist and operate in both the central IT Department and within other departments. In the IT Department, these are known as systems analysts, who operate at a higher skill level than their departmental counterparts.

OFFICE ADMINISTRATION

The advantages of centralizing administrative services are often significant. Potential advantages involve central intake, improved service delivery, reduced staff resources, improved communications, cross training, backup, and improved supervision. Potential downsides also require consideration. Level of service and resource availability can be negatively impacted in terms of access and speed. Attention to special needs was addressed in detail in the departmental discussions.

III. APPROACH

The phase one study approach involved three primary phases of review including data gathering, analysis, and reporting. Data gathering activities included documentation, walkthroughs, and interviews. Analysis included an evaluation of position needs and gaps. Reporting involved the documentation and presentation of study results detailing the project approach, findings, conclusions, and recommendations. Due to the compressed study timeframe, with results being sought for the 2015-16 budgeting cycle (for pending Council decision by January 2015), much of the fact finding and analysis occurred concurrently during July through September 2014. Iterative analysis continued throughout the fall via continuing dialogue with most departments. Formal phase one reporting occurred in December 2014.

The springboard for data gathering included the previously completed 2013 Annex Project study and stated findings. Documentation surrounding the Annex Project study, as well as other available records regarding the organization and associated processes, were examined in detail. Concurrent to the centralization analysis, a Building Design Study was also being conducted with the intent to assess the new County Administration Building layout, including space allocations by floor, square footage, and workflow activity.

Because of the sensitive nature of position changes, in-scope department Directors and Managers were interviewed, some several times. The interviews were conducted with all relevant department leaders, and when appropriate, extended to process and function leads. The interviews concentrated on current departmental capacity, needs, and existing position utilization. Data gathering moved from initial overviews to increasing detail about position tasking and capacity. This discussion then considered future years' needs and anticipated process changes.

Ultimately, each position(s) was assessed considering nine items, including:

- Job scope
- Department affected
- Function
- Reasoning
- Timing
- Number of positions affected
- Position vacancies
- Pending retirements
- Department agreements

The report documented the source of the information used to support the recommendation. The above information allowed the study team to assess many fundamental factors. Chief among those factors was how such positions would be affected by a move to a central site from eight separate locations. The pending move to the new central site required County Managers to make assumptions around the new physical space and configuration, and anticipate elimination of redundant resources that would not be needed in a consolidated format.

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Normally, positions that are thought of as being opportunities for centralization include those that are standard and repetitive from a tasking standpoint. High volume processes and corresponding positions lend themselves to centralization if such processes are standard. We can conclude that when large numbers of personnel are involved in separate departments, but perform similar procedures (including in different locations), such positions lend themselves to consolidation. This is the case for a number of positions noted in the phase one analysis.

Some key assumptions were reexamined in this process. The earlier Annex Project study identified many functions thought of as standard and repetitive. Upon further examination of such functions, the County's processes and corresponding positions were found to be more complex than originally thought. Examples of positions and related functions considered to be complex include cashiering, quality assurance, and document management. The 2013 Annex Project study noted that some positions evaluated might have some challenges related to change; this situation was confirmed and resulted in positions being removed from the analysis.

Previous layoffs that occurred during the 2008-2010 timeframe further impacted the earlier study analysis. These layoffs resulted in the reconfiguration of positions that remained with the County, particularly for those positions that had to cover multiple jobs. Many of the analyzed functions identified in this study involved reconfiguration of responsibilities conducted previously by other positions.

WORK PLAN

Overall, the County sought answers to questions posed about potential opportunities to improve efficiency and effectiveness through centralization and shared services. The following work plan defines the project via the approach used to accommodate the County's defined six-month study.

Phases	Schedule	Deliverables
Phase 1 – Project Initiation and Ongoing Management	Six months	<ul style="list-style-type: none"> • Work Scope • Progress Reports
Phase 2 – Fact Finding	Months 1 to 4	<ul style="list-style-type: none"> • Preliminary Findings • Documentation
Phase 3 – Analysis	Months 3 to 5	<ul style="list-style-type: none"> • Gap Analysis • Opportunities for Change
Phase 4 – Reporting	Months 4 to 6	<ul style="list-style-type: none"> • Centralization and Shared Services Performance Report • Findings and Recommendations • Presentations

The phase one report is the result of the above process, and the first of two reports concentrating on the position analysis.

IV. ANALYSIS

There are many opportunities to centralize and consolidate positions at the County. The phase one analysis has identified 31 positions affected, spread out among 11 departments for a total of 27.13 FTEs impacted. Factors considered in the consolidation analysis included whether positions were vacant (for long periods of time), pending retirement, or recently hired.

Consistent with the purpose of the study, 23 of the 31 positions identified for change (74%) are directly tied to opportunities brought about through centralization. These positions will be impacted as departments move to the new building and are reorganized in a shared services format. Some activities associated with these positions can be eliminated altogether, such as facilities, maintenance, and security. Others are affected by travel time. Still other positions include those conducting redundant processes (e.g., reception, which is heavily dependent on restructuring workflow in a coordinated shared services environment).

Related to pending position changes, there are three relevant timeframes included in the analysis:

- Immediate opportunities for change
- Changes that may occur concurrent with the move to the new building
- Position changes that are possible after the move

Each of the timeframes are referenced below.

First, several positions can be changed prior to the move (i.e., in 2015). These positions include the move of Contract Compliance staff from PWU to the Budget and Finance Department. The drivers to make such changes include:

- Reengineering efforts (change that is already afoot)
- Ongoing departmental cutbacks

Second, true to the purpose of this study, the majority of changes are those that can occur concurrent with the move to the new building in 2016 or 2017. As discussed earlier, centralization will provide opportunities for eliminating redundancies, physically reconfiguring workflow, sharing resources, and eliminating unnecessary tasks (e.g., due to logistics). Among others, these positions include those associated with real property, reception, and security.

Lastly, while the vast majority of positions' opportunities are due to centralization, several are longer term in nature and dependent on evolving technology, associated process changes, and related organizational changes in position responsibilities. Further analysis is taking place and being coordinated with the various initiatives proceeding at the County. Longer term changes will continue to be directly affected by automation and associated reengineering. The evolution of processes will, in part, benefit from colocation, and technology will additionally support such changes in the move.

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Scale also matters in the pending centralization process. As with other types of organizational restructuring, departments with larger staff counts provide relatively more opportunity for change. The reasons for this include the scale of the existing level of funding and resources; potential future ability to reorganize and realign positions (e.g., backfill of RIF positions); and future options to hire, outsource, and utilize temporary employees.

The County's largest departments affected by the move include PWU and IT, followed by Budget and Finance. Nevertheless, department Directors describe such changes as being difficult to achieve due to presently high workloads, and high workloads anticipated in the near term and indefinite future while the County continues to reengineer and reorganize.

Relative to total County employment, the number of phase one position changes is low in absolute numbers and percentages, and generally assumes that department service levels will remain the same. Department concurrence and agreement with position changes is considered high at 28 of the 31 positions (90%). The table below summarizes total FTE count as per the 2014 Budget Report – Headcount.

Department	Staff Count per 2014 Budget	Phase One Changes
Assessor/Treasurer	78	2
Auditor's Office*	45	-
Board of Equalization	2	-
Budget-Finance/General Services	48	3.38
Communications	4	-
Community Connections	191	3
County Council, Government Relations & Performance Audit	29	-
Economic Development	8	0.75
Executive Offices	9	1
Facilities-Security	52	2
Family Justice Center	7	-
Fire Prevention	8	-
Human Resources	23	1
Information Technology	131	4
PALS	102	2
PCTV	7	-
Public Health	251	-
Public Works and Utilities (PWU)	664	7
Risk Management	10	1
Total	1,669	27.13

*County Auditor is considering further efficiency changes in phase two of the project.



As can be readily determined, the percentage impact in all departments is minimal in terms of absolute numbers.

During the next few years, it is also likely that the County's shared services initiative will hasten the County's ability to make the above noted changes. In some cases, shared services will directly impact the ability to change positions. In other cases, shared services will serve as a catalyst for further change if Directors take advantage of the opportunity. The timing of the shared services implementation is relevant. Typically, organizations of the County's size require 1-3 years to implement shared services in a comprehensive manner.

AFFECTING POTENTIAL FOR FUTURE POSITION CHANGES

There are many factors that require recognition in terms of department position centralization. Some of the most critical are organized below by department, and include:

- **Assessor/Treasurer.** This elected Office's budgeted FTE remained consistent between fiscal years 2009 and 2014 at 76.7 FTE (the budgeted 2014 count totaled 81 FTEs). In fiscal year 2015, staff is scheduled to be lower, at 73.7 FTE. At the same time, workloads will likely increase regardless of economic conditions, with new construction requiring assessments during upturns and foreclosures requiring additional processing during downturns. Led by the newly elected Assessor/Treasurer, the Office has been undergoing a significant performance improvement initiative. This initiative will continue into the foreseeable future. Some of the performance changes include the introduction of live chat and payment processing capabilities to the Assessor/Treasurer website. Taxpayers and other customers can correspond real time with staff during business hours (receive answers to questions through live chat sessions), and pay property tax bills online.

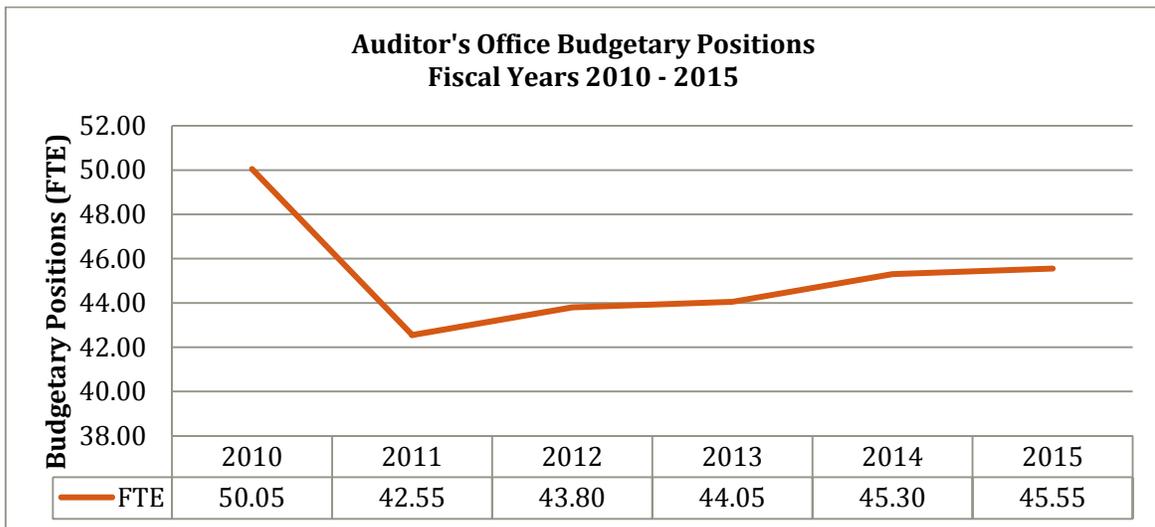
The customer base of the Assessor/Treasurer consists of multiple stakeholder groups including taxpayers, developers, real estate agents, and other parties interested in property. Customer service staff within the Assessor/Treasurer's department perform multiple tasks using many systems as they interact with customers in person at the counter, over the phone, by mail, or through live chat. Customer service staff also perform cashiering, name and address changes, foreclosure title report processing and notifications, returned mail searches, property record requests (including map plotting), mail processing, tax statement requests, document conversion, entry of personal property affidavits, set-up of new business accounts, and provide general information.

To deliver timely services, customer service employees are required to be knowledgeable of statutes regarding property taxes, as well as how certain economic conditions, such as foreclosure, may affect property tax transactions. In some instances, front-line customer service staff request assistance from other specialized Assessor/Treasurer staff or management to assist in more complex situations or to set up payment plans.



The majority of payments received by the Assessor/Treasurer are processed through a proprietary information system designed for processing property tax payments (Ascend). The Ascend system does not interface directly with the County’s financial management system. In addition to Ascend, customer service staff regularly use eight other software applications to perform their job functions that are not common throughout the rest of the County:

- Ascend
 - RealWare (appraisal software)
 - Oracle IPMS (document management software)
 - RASCAL (Permit tracking, time tracking, form generation)
- **Auditor’s Office.** As in all Washington counties, the Auditor conducts the business of the State and the County concurrently as the office responds to ongoing State legislative change. The level of existing fiscal management performance is high. Many unique processes exist with high public contact, such as the management of elections, licensing services, a variety of public records, and animal control services. This department is in a particularly unique circumstance, and is sensitive to further staff reductions. As shown in the graph below, the Auditor’s Office is beginning to slowly regain some of the capacity that was lost in prior County budgetary cuts.



The Auditor’s Office staff is organized into three divisions: Elections, Recording/Licensing, and Animal Control. Recording/Licensing staff processes a high level of face-to-face transactions that can involve payments and therefore require staff to be knowledgeable of multiple processes and systems to serve customers at the public counter, over the phone, through new e-recording services, and by mail. The majority of staff are cross-trained within their specific divisions, with some staff able to perform functions across multiple divisions.

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Similar to the Assessor/Treasurer, Auditor's Office staff must be knowledgeable in multiple software systems (including State systems) that do not interact to perform their jobs. The Auditor's Office uses an adept queue system and other methods to collect and monitor a wealth of performance and transactional data to better serve its customers. Information is collected regarding transactions types, transaction processing methods, time per transaction, and phone hold times. This information is then used to develop and report on performance goals. For example, the Auditor's Office maintains a goal of servicing customers at its public counter within five minutes or less.

While the Auditor's Office continues to implement process improvements that better service customers, it has also undergone simultaneous staffing cuts. In late 2008, the Auditor's Office implemented e-recording of excise transactions with the strategic goal to e-record 30 percent of recorded documents through 2014. According to data provided by the Auditor's Office, in 2014, 33 percent of its recorded documents were e-recorded and 14 percent of its Real Estate Affidavits were electronically recorded. While the Auditor is offering online options, the process as of yet has not translated into significant labor savings. While scanning has been reduced, the time required to index and verify appears to be the same, and e-record and e-REET have benefitted customers (postage, fewer steps, ability to correct errors online, etc.).

As shown in the table below, during that same time period, the transactions per year experienced a decrease followed by a subsequent increase. At the same time, the Auditor's Office Recording/Excise staffing was reduced from 15 FTE to 12 FTE. The Auditor's Office reports that twice in 2013, Recording/Excise staff have worked overtime on Saturdays to catch up on a three week backlog. The below data represents performance metrics maintained by the Auditor's Office:

Recording/Excise Positions	2007 FTE	2008 FTE	2009 FTE	2010 FTE	2011 FTE	2012 FTE	2013 FTE	2014** FTE
R/L Tech positions	13	13	13	13	10	11	10	11
Scanner (OA 1)	2	1	1	1	1	1	1	1
Total Positions	15	14	14	14	11	12	11	12
Total Transactions	326,350	244,141	245,853	215,848	204,628	238,517	250,133	144,262
Transactions per Month/FTE*	2,092	1,565	1,576	1,384	1,705	1,807	2,084	1,093

*Source: Auditor's Office

**2014 data is for January through September 2014

- **IT.** This department has also been undergoing significant changes due to recessionary budget cuts that reduced staff by 14 FTE's. With new enterprise systems added to the County technology portfolio, IT and GIS staff have been reassigned to support mobile platforms, records management, asset management, and department-specific projects. A combination of staff reductions and reassignments have reduced core IT staffing. Nevertheless, the department's workloads remain high. Currently, the inventory of IT projects represents approximately 2-3 years of backlog, and is comprised as follows:

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- 72 active projects, 28 of which have been categorized as “significant” in scope
- 44 approved projects, 27 of which have been categorized as “significant” in scope
- 10 projects on hold, 6 of which have been categorized as “significant” in scope
- 95 requested projects pending final approval

The County is fielding 111 core IT staff and also supplementing IT resources through outsourced positions (IOE's) to departments (15 FTE's), many IT staff are dedicated to departmental projects (6 FTE's), also supported by extra hires and interns (5 FTE's), and contracted vendor services (e.g., Denali, WorkDay, Cisco). These supplemental technology resources add capacity and expertise needed to maintain levels of service.

- **GIS.** As mentioned above, applications programming and GIS services are provided by IT's AGIS team. 10 GIS resources reside on this team to provide programming, database management, and engineering services. The AGIS team is chiefly responsible for developing and administering the County's enterprise GIS platforms – County View Web and County View Pro. These resources are currently organized as follows:
 - 1 AGIS Manager
 - 8 GIS System programmers
 - 6 GIS Engineers (3 of which are contract-funded)
 - 2 GIS Trainers
 - 2 Interns (mobile applications)
 - 1 Project Manager
 - 4 IT Analysts (2 of which are outsourced IOE's)

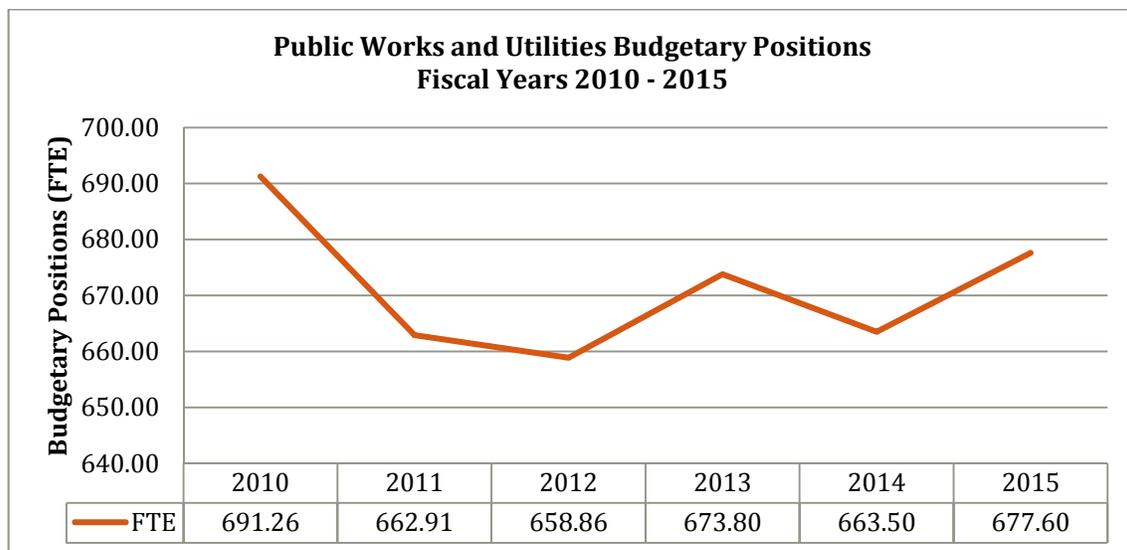
Additionally, GIS needs are further supported at the department level by additional staff who maintain and utilize department-specific data sets and tools, and are organized as follows.

- Assessor/Treasurer: 1 GIS Specialist, plus 4 cartographers
 - Planning and Land Services: 1 GIS Specialist, plus 1 cartographer
 - Emergency Management: 1 GIS Specialist
 - Public Works and Utilities (PWU): 6 Asset Management Specialists, previously designated as GIS Specialists, three of whom represent positions that were filled with 1 IT Engineer, 1 GIS Specialist, and 1 Business Analyst.
- **General Services.** With a new General Services Manager at the helm, this department is in the process of undergoing significant changes. The Manager is aligning many processes with best practice to more efficiently support the County, while still maintaining standard service levels.



- Public Works and Utilities (PWU).** This department has undergone significant centralization of its internal fiscal and support services in recent years. As part of its continuous process improvement effort, the department created the Support Services Division in 2007. In 2011, the Contract Services section was added to the Support Services Division to better serve the department’s contracting needs in a central manner with greater consistency. While the Office of the County Engineer and Surface Water Management still maintain some level of contracting personnel, all other contracting within the department is now centralized.

The number of positions allocated to the Public Works and Utilities Department increased in fiscal year 2013. However, as shown in the following graph, budgeted FTE staff numbers declined in fiscal year 2014 and are more in line with fiscal years 2011 and 2012’s lower levels.



The department continues to use lean (Six Sigma) efforts to improve processes. Currently, these efforts are focusing on airport hangar rental and overall airport billing processes. Recently, the contract with the Department’s vendor who manages ferry tickets was also modified to allow for a more effective allocation of staff resources and a more efficient ticketing process for customers.

- Budget and Finance.** This department is leading the County in making change through previous restructuring, and is continuing to implement efficient practices and strong internal controls. The department runs fairly lean by government standards and volumes of transactions processed. In numerous functions, the department is already operating at lean levels (e.g., procurement and budget).
- Planning and Land Services (PALS).** PALS receives funding from the general fund (32%) and external fees for services (68%), including licenses, permit fees, and direct fees for services. Programs that provide direct customer service operate at 100% cost recovery. The fee-based services provided by PALS are dependent on development cycles, which were significantly impacted by the recession that began in 2008. Between 2009 and 2012, PALS staffing decreased by

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more than 55 FTEs, primarily in direct customer service functions. Beginning in 2013, PALS began hiring staff to meet increasing customer demands. In 2011, PALS began pursuing the goal of “becoming the best permitting agency in the state,” with an increased focus on improving customer service, stabilizing revenue sources, and improving technology integration. PALS developed a custom built permit tracking and cashiering system, PALS Plus. IT completed the scheduled PALS+ enhancements in 2013 as well as a mobile inspection application. The system is currently being re-platformed for a web-based system.

- **Community Connections.** This department is almost exclusively funded through state and federal grants and provides direct and indirect services to low-income residents throughout the County. The department has an effective service model where fiscal personnel and program personnel work together to maintain grant compliance and delivers services.

This department was formed in 2011 as the result of a merger of two large County departments, Community Services and Human Services. In 2014, only 4.0% of the department’s budget was supported by the General Fund; the balance of the department’s funding is provided by state and federal grants and dedicated fees. Community Connections also pursues private foundation grants to support programs in Pierce County. As a result, Community Connections staffing levels and priorities are largely driven by grant requirements and monies, which vary based on external funding. Since 2009, as federal and state funds for human and social services programs have declined, Community Connections staffing and programming has decreased accordingly.

- **Human Resources.** Human Resources reduced staff by 27% post-recession, from 31.1 FTEs in 2008 to 22.8 in 2014. As a result, the level of service that Human Resources provides to County departments has declined. Departments are taking on more personnel responsibilities in order to meet their recruiting and staffing support needs. A number of larger departments reported hiring and training administrative staff specifically to perform human resources tasks. Increasingly decentralized human resources tasks present a challenge to the County of non-compliance with federal and state employment regulations.

V. CRITICAL SUCCESS FACTORS

Critical success factors are manageable variables within an organization that, when present during organizational change, help ensure success during the implementation process. Several critical success factors are relevant to Pierce County's position centralization (phase one) process. The potential to achieve the County Executive's desired goals is dependent on such factors.

Champion. Sponsoring the centralization initiative will require a top-level executive to lead the charge, primarily through guiding the organizational change management process. This role demands proactive and strong leadership as well as continuous engagement.

Department Commitment and Support. Position changes will not be achievable without direct support from department Directors. Committed department leaders will make the difference between success and failure. Uncommitted department leaders will not achieve the level of process change necessary, and will not create an efficient and successful process reengineered environment. Ongoing follow-through is considered central to change, as is ensuring that any changes in positions are backfilled as necessary.

Acceptance of Change. The day-to-day stakeholder focus involves both managers and staff alike, who are on the front lines and involved in each of the functions targeted. The County has run a successful business model for years, serving the public at high levels. As part of its future evolution, the County has developed long-standing processes that are viewed as being "sacred." To achieve successful results, the County must question everything, and seek to implement new and different ways of conducting its business. The centralization initiative is directly akin to the County's lean initiative, where the past must be challenged as to whether it is relevant to the future, and whether tasks can be simplified, or eliminated altogether. The department Managers and leads involved must drive such procedural changes in their daily jobs to continue high level delivery.

Service Levels. Maintaining a high level of performance is both a County hallmark, and an agreement being made by County Directors and Managers with the public. Maintaining and managing these service levels will require the County to define, track, document, and establish service level standards across the County. Such measures will need to be memorialized in service level agreements that meet appropriate delivery goals and objectives. Such agreements will be a sign of clear commitment and will drive the roadmap for change.

Planning. Good plans are required to promote the kind of position changes that will be required. Such plans must be realistic and accommodate specific schedules, assignments, and tasking.

Execution. Good planning will achieve nothing without effective execution. Fundamentals of change management include timely action, training, process redesign, organization, control, support, and follow-up. Redesigned processes will be essential to centralization. Ongoing troubleshooting will also be important to support the process.

VI. NEXT STEPS

Through the fall and early winter of 2014-2015, the centralization and shared services study will move through phase two: an efficiency evaluation focused on the centralization and consolidation of County operations into the new County Administration Building. A significant focus of phase two will be placed on shared services and an associated streamlined workflow, which will ultimately open up opportunities brought about by centralization. Phase two will build on phase one's analysis, tied specifically to those opportunities previously identified. The work will study in greater depth the potential for efficiency changes, streamlined processes and procedures, and organization changes that are considered opportunities, including shared services.

While not spelled out in the phase one numbers, it should be recognized that additional position changes are possible down the road and could occur under two scenarios. The first scenario is likely available but not easily foreseen, and will occur as the County reengineers processes during the physical move and consolidation in the new building. Most details of the pending move are yet to be planned. Anticipated pending changes identified in phase two of the study (related to efficiency) will also naturally impact the County's remaining positions. The basis for such improvements will come through efficiencies achieved and aggregated through position changes. These anticipated efficiencies will position the County to deliver more with existing resources. Potential areas for such changes could include cashiering, facilities, IT/Business Analyst, GIS, and revenue. Much of the potential for such phase two efficiency changes will be derived from streamlining workflow and task simplification during process redesign. High performing management will be required to achieve such changes.

The second scenario includes positions that may be impacted through pending reorganization and associated process and delivery prioritization. A move to a shared services model will act as a catalyst to achieving these changes, but will require prioritization. This could mean elimination of County processes that are no longer required. There is one caveat related to the second scenario, which is that shared services could impact (and even reduce) service levels in some circumstances.

As mentioned above in the critical success factor section, service level standardization should be considered during both planning and execution phases. Impacts are most likely to occur in two ways. First, queues will affect the timing of work in some processes, and second, prioritization could affect queuing changes alongside anticipated ROI, slowing some projects or terminating them altogether. If the County reexamines service level goals, several functions could be more effectively managed including, for example:

- GIS
- Software development (the scope and scale of initiatives and projects could be scaled back)
- Cashiering (public queues could be extended with wait times)



Phase two analysis and implementation will continue to identify additional opportunities for staffing efficiencies. Some of these opportunities are anticipated to provide additional payback; that is, they may be viewed as contributing to the business case supporting centralization.

The underlying premise of phase two is that shared services brought about through centralization will provide the County a platform to make optimal use of its staffing resources. We firmly believe that if management chooses to do so, shared services will provide a platform for structured top-down management, making service delivery efforts far more effective.



APPENDIX A – PHASE ONE POSITION ANALYSIS

Summary

Position	Department	Potential FTE Changes	Department Total
1. Business Analyst 3	Assessor/Treasurer	1	-
2. Computer Support Specialist 2	Assessor/Treasurer	1	2
3. Account Assistant 2	Budget and Finance	0.88	-
4. Account Assistant 2	Budget and Finance	1	-
5. Account Assistant 3	Budget and Finance	1	-
6. Records Center Assistant	Budget and Finance	0.5	3.38
7. Fiscal Services Manager	Community Connections	1	-
8. Social Services Program Specialist 2	Community Connections	1	-
9. Office Assistant 2	Community Connections	0.7	-
10. Office Assistant 3	Community Connections	0.3	3.0
11. Special Assistant to the Executive	Economic Development	0.125	-
12. Economic Development Specialist	Economic Development	0.125	-
13. Economic Development Specialist	Economic Development	0.5	0.75
14. Office Assistant/Reception	County Executive	1	1
15. Office Assistant 2	Facilities Management	1	-
16. Security Contracted	Facilities Management	1	2
17. Office Assistant 2	Human Resources	1	1
18. System Engineer 1	Information Technology	1	-
19. System Engineer 2	Information Technology	1	-
20. Software Engineer 1	Information Technology	1	-
21. Software Engineer 2	Information Technology	1	4
22. Business Analyst 1	PALS	1	-
23. Reception/Office Assistant	PALS	1	2
24. Office Assistant 2 - Records	Public Works and Utilities	1	-
25. Facilities Specialist	Public Works and Utilities	1	-
26. Office Assistant 2	Public Works and Utilities	1	-
27. Office Assistant 4	Public Works and Utilities	1	-
28. Support Services Manager	Public Works and Utilities	1	-
29. Contracts Coordinator	Public Works and Utilities	1	-
30. Contracts Specialist	Public Works and Utilities	1	7
31. Office Assistant 2	Risk Management	1	1
Total		27.13	27.13

Detailed Position Analysis

1. Business Analyst 3	
Department	Assessor/Treasurer
Function	Business analyst/system support/report preparation
Source	Business Analyst 3 (supervisor)
Reasoning	According to interviews with the team supervisor, this position is nearing retirement, and upon retirement, the immediate resource gap would be for an additional GIS resource. Current plans are to transition these duties to an internal GIS specialist in order to meet resourcing needs in the interim
Timing	2015
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Concurrence	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Partial

2. Position	
Department	Assessor/Treasurer
Function	End user computer support
Source	CSS Survey and Department Interviews
Reasoning	Consolidation of functions into shared services team. The 77 users can be absorbed into the County's reconfigured CSS team, which is positioned to provide support for both software and hardware. There are other CSSs to serve as backup. There are 77 users and 127 workstations at the Assessor/Treasurer's office. The current CSS has other team members who can backfill and with a specialty in supporting MS Office and Adobe Acrobat applications, the skills should easily be absorbed by the other CSSs in the department. Other than forms design and desktop publishing, skills do not appear to be significantly specialized.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Partial

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3. Position	Account Assistant 2
Department	Budget and Finance
Function	Budget and grants management
Source	Deputy Director
Reasoning	Workload reduction due to Workday implementation.
Timing	2015
No. FTEs	0.88
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

4. Position	Account Assistant 2
Department	Budget and Finance
Function	Revenue processing
Source	Deputy Director
Reasoning	Warrant redemption and checkbook data entry are daily tasks. The implementation of the Workday Financial System will eliminate the way the County currently does these tasks. The system will automate these functions and reduce processing time by up to a quarter each for two staff members' time (.5 FTE). Workday will also eliminate the need for a separate checkbook spreadsheet process, eliminating the manual data entry that is currently performed on a daily basis (.5 FTE).
Timing	2015
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

5. Position	Account Assistant 3
Department	Budget and Finance
Function	General services
Source	Purchasing Manager/General Services Manager
Reasoning	There is existing capacity in the finance group that can be consolidated, consolidating two Accountant Assistant 3 positions (one in Purchasing and one in General Services) down to one Accountant Assistant 3.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

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6. Position	Records Center Assistant
Department	Budget and Finance
Function	General services
Source	Purchasing Manager/General Services Manager
Reasoning	With the anticipated move to the new building, there will be streamlined records processes put into place, and centralization of records functions.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	0.5
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

7. Position	Fiscal Services Manager
Department	Community Connections
Function	Responsible for implementing fiscal services and supervising fiscal support staff. Serves as deputy to Fiscal and Administrative Officer.
Source	Director of Community Connections
Reasoning	Community Connections interacts with the County departments that have been identified as moving to the new County Administration Building. Being in the same building with these other departments should substantially reduce the administrative time associated with the Community Connections Department. The efficiencies associated with direct contact with the departments located at the new building will enable the Community Connections Department to eliminate one Fiscal Services Manager position.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (Vacant with intent to fill -- included in 2015 budget)
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

8. Position	Social Services Program Specialist 2
Department	Community Connections
Function	Project leader and monitor for a variety of social service programs
Source	Director of Community Connections
Reasoning	Community Connections interacts with the County departments that have been identified as moving to the new County Administration Building. Being in the same building with these other departments should substantially

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8. Position	Social Services Program Specialist 2
	reduce the administrative time associated with the Community Connections Department. The efficiencies associated with direct contact with the departments located at the new building will enable the Community Connections Department to eliminate one Program Specialist 2 position.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

9. Position	Office Assistant 2
Department	Community Connections
Function	Reception and administrative support
Source	Director of Community Connections
Reasoning	Community Connections interacts with the County departments that have been identified as moving to the new County Administration Building. Being in the same building with these other departments should substantially reduce the administrative time associated with the Community Connections Department. The efficiencies associated with direct contact with the departments located at the new building will enable the Community Connections Department to eliminate 0.7 Office Assistant 2 position.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	0.7
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

10. Position	Office Assistant 3
Department	Community Connections
Function	Reception and administrative support
Source	Director of Community Connections
Reasoning	Community Connections interacts with the County departments that have been identified as moving to the new County Administration Building. Being in the same building with these other departments should substantially reduce the administrative time associated with the Community Connections Department. The efficiencies associated with direct contact with the departments located at the new building will enable the Community

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10. Position	Office Assistant 3
	Connections Department to eliminate 0.3 Office Assistant 3 position.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	0.3
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

11. Position	Special Assistant to the Executive
Department	Economic Development
Function	Assists clients with permitting of significant business/industrial projects
Source	Director of Economic Development
Reasoning	This position spends a significant amount of time with the Planning and Land Services and the Public Works and Utilities departments. With the adjacency that will be provided by the co-location of departments in a new building, the interaction with those Departments will be easier, and travel time will be eliminated.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	0.125
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

12. Position	Economic Development Specialist
Department	Economic Development
Function	Business Retention and Expansion Specialist
Source	Director of Economic Development
Reasoning	This position interacts with and attends meetings held by many other departments that will reside in the new building. The time requirement will be reduced via colocation of resources.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	0.125
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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12. Position	Economic Development Specialist
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

13. Position	Economic Development Specialist (assigned to business districts)
Department	Economic Development
Function	Works directly with small business districts throughout the County
Source	Director of Economic Development
Reasoning	With co-location, the workload associated with this position can be redistributed through the elimination of travel time and inconvenient meetings with other departments.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	0.5
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

14. Position	Office Assistant/Reception
Department	County Executive
Function	General office administrative and receptionist duties performed in the County Executive's office
Source	Deputy County Executive
Reasoning	The plans for the new County Administration Building call for the offices of the County Executive to be located on the same floor as the Communications, Budget and Finance, Economic Development, Human Resources, and Risk Management departments. With this consolidation of offices and the ability to share receptionist and administrative support functions, the County Executive will be able to eliminate one Office Assistant position.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

15. Position	Office Assistant 2
Department	Facilities Management
Function	Real Property
Source	Assistant Director – Facilities

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15. Position	Office Assistant 2
Reasoning	Propose elimination of one OA 2 FTE. This particular FTE is associated with providing general facilities management administration reception, support to the Real Property Specialists, and generalized administrative support for facilities management office functions. Identifying this OA 2 is based on the assumption that the occupants of the new Administration Building will have a centralized reception function to serve building tenants, thus eliminating the need for redundant functions.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

16. Position	Security (Contracted)
Department	Facilities Management
Function	Security
Source	Facilities Director
Reasoning	Security services are provided by contracted personnel at multiple County office locations. As a result of consolidation of multiple locations, at least one contracted FTE can be eliminated.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	N/A
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

17. Position	Office Assistant 2
Department	Human Resources
Function	Office administration – supports training team and HR management group
Source	Human Resources Director
Reasoning	Move to new building will gain economies of scale, and will merge the two positions together.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

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18. Position	System Engineer 1
Department	IT
Function	Operations
Source	IT Director
Reasoning	This organizational change and efficiency in staffing is a result of co-locating IT staff from three building locations to a common location in the new County Administration Building.
Timing	2017
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

19. Position	System Engineer 2
Department	IT
Function	Operations
Source	IT Director
Reasoning	This organizational change and efficiency in staffing is a result of co-locating IT staff from three building locations to a common location in the new County Administration Building.
Timing	2017
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

20. Position	Software Engineer 1
Department	IT
Function	Development
Source	IT Director
Reasoning	This organizational change and efficiency in staffing is a result of co-locating IT staff from three building locations to a common location in the new County Administration Building.
Timing	2017
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

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21. Position	Software Engineer 2
Department	IT
Function	Development
Source	IT Director
Reasoning	This organizational change and efficiency in staffing is a result of co-locating IT staff from three building locations to a common location in the new County Administration Building.
Timing	2017
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

22. Position	Business Analyst 1
Department	PALS
Function	Position deals with end user support and systems administration for PALS Plus, SRS, and public-facing website; beta/acceptance testing for programming changes and system enhancements.
Source	Business Analyst 3 (supervisor)
Reasoning	<p>According to interviews with the team supervisor:</p> <ul style="list-style-type: none"> • Currently, approximately 90% of this position's bandwidth is dedicated to the PALS Plus application rewrite • Similarly, approximately 75% of the supervisor's position is dedicated to the PALS Plus application rewrite • The PALS Plus rewrite is currently scheduled for deployment in 2016 <p>Once PALS Plus is deployed, it is believed that bandwidth would be available to support other departments given current staffing levels</p>
Timing	2016
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Partial

23. Position	Reception/Office Assistant
Department	PALS
Function	Reception
Source	PALS Director/Deputy

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23. Position	Reception/Office Assistant
Reasoning	There are currently two reception counters at the Annex, each staffed by a pure reception FTE. In the new County Administration Building, if the two reception counters are reduced to one, there will not be a need for two reception FTEs. There is also potential for an additional FTE reduction or streamlining of responsibilities if PALS reception duties are rolled into shared County-wide reception.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

24. Position	Office Assistant 2 - Records
Department	Public Works and Utilities
Function	Records
Source	Public Works Management
Reasoning	Two records groups of five FTEs across Public Works will be consolidated to one location in the County Administration Building. Workflow improvements anticipated within the consolidated group will reduce the need for, at a minimum, one Records Specialist.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Planned in 2016
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

25. Position	Facilities Specialist
Department	Public Works and Utilities
Function	Facilities
Source	Public Works Management
Reasoning	A Facilities Specialist, funded by Public Works and Utilities, is currently located at the Tacoma Mall Campus. Once the Tacoma Mall Campus is vacated, there will be no need for this position. The current Facilities Specialist anticipates retiring in 2016 to coincide with the move to the County Administration Building.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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25. Position	Facilities Specialist
Retirement	Planned 2016
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

26. Position	Office Assistant 2
Department	Public Works and Utilities
Function	Reception
Source	Public Works Management
Reasoning	With the move to the County Administration Building, two reception FTEs, located at the Annex and the Tacoma Mall Campus, will be consolidated to one location. As a result, one reception FTE can be eliminated. There is potential for an additional FTE reduction or streamlining of responsibilities if Public Works and Utilities reception duties are rolled into shared County-wide reception.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	Potential
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

27. Position	Office Assistant 4
Department	Public Works and Utilities
Function	Supervisory OA
Source	Public Works Management
Reasoning	Two support services groups of office assistants are located at the Annex and Tacoma Mall Campus. Each group is supervised by an OA4. With the move to the County Administration Building, the groups will be consolidated. As a result, one of the supervisory OA4 positions can be eliminated.
Timing	Concurrent with move to the new County Administration Building in 2016-2017.
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	Potential
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

28. Position	Support Services Manager
Department	Public Works and Utilities
Function	Support services
Source	Public Works Management
Reasoning	The Support Services Manager position in Public Works and Utilities is

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28. Position	Support Services Manager
	currently vacant. This position can be eliminated if the County chooses to move to a shared services model for some or all of the functions currently under the Support Services Manager, including: <ul style="list-style-type: none"> o Budget & Accounting Services o Business Analysis, Development, & Systems Support o Equipment Services o Contract Compliance o Records Services
Timing	Position currently vacant
No. FTEs	1.0
Vacancy	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Retirement	N/A
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

29. Position	Contracts Coordinator
Department	Public Works and Utilities
Function	Contract compliance
Source	Staff Interviews with PWU Managers and Staff
Reasoning	The Surface Water Management (SWM) Contracts Coordinator is performing a redundant duty to the overall Contract Services section within Support Services of Public Works. This position acts as a liaison between SWM Project Managers and Contract Services, is in many ways a record-keeping go between, and does not perform the actual contract producing work. This position can be eliminated. The Contract Services Manager within Contract Services concurs.
Timing	2015
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

30. Position	Contracts Specialist
Department	Public Works and Utilities
Function	Contract compliance
Source	Staff Interviews
Reasoning	The Contract Compliance function, comprised of 3.0 FTEs, is planned to be moved from Public Works to within the Purchasing Division of Budget and Finance, as it provides contract compliance services for the entire County. Multiple managers in multiple departments that deal with contract compliance agree that this function is misplaced within the organization. This move and combination of staff could allow for the reduction of 1.0 FTE as these functions are integrated with the Purchasing Division of the Budget and Finance Department and the opportunity to consolidate these services

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30. Position	Contracts Specialist
	across the County is evaluated.
Timing	2014-12015
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial

31. Position	Office Assistant 2
Department	Risk Management
Function	General office administration duties
Source	Director of Risk Management
Reasoning	Risk Management interacts with the County departments that have been identified as moving to the new County Administration Building. Being in the same building with these other departments should substantially reduce the administrative time associated with the Risk Management Department. The efficiencies associated with direct contact with the departments located at the new building will enable the Risk Management Department to eliminate one Office Assistant 2 position.
Timing	End of 2016
No. FTEs	1.0
Vacancy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Retirement	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Concurrence	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial



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